

Longing to Belong: Cultivating a Sense of Belonging in Pharmacy

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The speakers have no conflicts of interest to disclose.



Objectives

The objectives for your morning *application-based* presentation are as follows:

At the end of this presentation, **pharmacist** and **technician** participants should be able to:

1. Illustrate the value of belonging and detriments of exclusion in the workplace.
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Self-Reflection

Take a moment to internally reflect on each statement by selecting a number (1-5; 1=disagree with statement, 5= agree with statement) to indicate how much you agree or disagree with the statement.

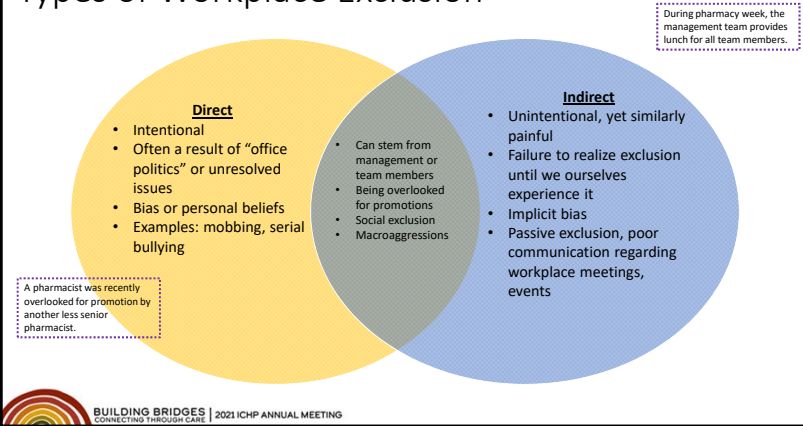
- ❖ I generally feel that people accept me in my organization
- ❖ I feel like a misplaced piece that doesn't fit into the larger puzzle of the organization
- ❖ I would like to make a difference to people around me at work, but I don't feel that what I have to offer is valued
- ❖ I feel like an outsider in most situations in my organization
- ❖ I am uncomfortable that my background and experiences are so different from those who are usually around me in the organization



Loneliness & Isolation

- Painful emotion that occurs when a person perceives that they are being shunned or isolated
- Misconceptions
 - You have to be alone to feel lonely
 - Only an issue with new employees
 - Technology has helped bridge the gaps
- Impact on well-being
 - Places us in a stress state for prolonged periods of time that can lead to chronic inflammation states.
 - Strong association between loneliness and a risk of heart disease, depression, anxiety, dementia, and shortening of lifespan.

Types of Workplace Exclusion



Belonging in the Workplace

- What it means to belong
 - Comfortable at work
 - Connected to people they work with
 - That they contribute to outcomes
- Why does it matter?
 - 21st Century Work Culture
 - Most people spend 1/3 of their life at work
 - Culture = behavior
 - Learned through interaction
 - Shaped by people/employees
 - Difficult to change

- How we spend our time:**
- Work/work related activities
 - Sleeping
 - Leisure & sports
 - Eating & drinking
 - Housework
 - Caring for household members
 - Shopping



Adapted from:
<https://www.statista.com/chart/7015/how-americans-spend-their-time/>. Accessed 8/6/21.

Impact on Engagement

- 40% of employees report feeling isolated at work
- \$8 billion spent annually on diversity & inclusion trainings nationwide
- Employees who feel safe and secure at work (i.e. bring authentic self to work) are more engaged within their company
- Directly improves work performance
 - Higher investment in projects (56% increase in job performance)
 - Less call offs (75% reduction)
 - Less turnover (50% reduction)
 - Sparks creativity
 - Annual savings ~\$52 million (for a 10,000 – person company)

Self-Assessment Question #1

Detriments of workplace exclusion include which of the following:

- A. Increased risk of depression and anxiety
- B. Reduced company profitability
- C. Increased staff turnover
- D. All of the above

What Are Your Thoughts?

What are examples you've experienced that have impacted your sense of belonging at work or on any team?

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Be More Superhuman than Superhero

Superhuman

Actively listen
Human + Professional
Culture of transparency
Aware of kryptonite
Tensions drive change
Vulnerable

Superhero

Ready to answer
Professional approach
Information control
Blinded by superpower
Tensions are avoided
Strong / Do not show doubt

Pharmacy Specific Examples To Promote Belonging Transparency

- Direct communications (huddles, meetings, passing by)
- Department Newsletters
- Roundtables
- Survey's
- Going a step further:
 - Mentorship
 - Radical transparency
 - Removing confirmation bias
 - 360 degree evaluations

Value Team Members

- Award and celebrate failure
- Acknowledge achievements and give accolades
- Share moments (i.e. birthdays, weddings, new families, new dog)
- Social media
- A simple thank you
- Going a step further;
 - Knowing how your employee likes to receive recognition
 - A thank you letter

Support during organizational change

Technology

Favorable Consequences

Virtual meetings
Remote work
Efficient
Quick
Travel removed

Unfavorable Consequences

More multitasking
Face to face is powerful
Sidebar conversations
Lack of natural discussion flow
Removal of body language

Be authentic self at work

- According to Gallup, if you have a close friend at work that you can confide in and be real with that this is strongly correlated with the degree of engagement in the work place.
- Benefits of having a best friend at work;
 - 7 times more likely to be engaged in their jobs.
 - 36% fewer safety incidents
 - 7% more engaged customers
 - 12% higher profit
- What can you do to assist in employees feeling authentic at work?
 - Promote open communications
 - Encourage staff to get to know each other
 - Promote and participate in social activities

Be authentic self at work- When & When Not to Share

Harvard Business Review

1. What formal self-reflection have you done?

- I have taken self-assessment tests but have rarely gotten feedback from others.
- I don't engage in self-reflection.
- I have completed many self-assessments, and my scores are usually similar to those my colleagues give me in 360-degree reviews.

2. What is your goal in self-disclosure?

- I want to demonstrate knowledge, competence, or empathy.
- I want to gain the trust of my colleagues in order to make our performance more effective.
- I want to connect with my colleagues in order to improve the atmosphere at work.

3. What information do you disclose?

- I tell a true story that fits the emotion of the situation and conveys empathy.
- I tell a true story that may or may not fit the situation.
- I fabricate or embellish a story to fit the situation.

4. What personal stories have your colleagues shared with you?

- No one shares personal information in my workplace.
- I know a lot about the personal lives of a few friends at work but not much about my other colleagues.
- My colleagues share personal information, especially when it is pertinent to the task.



Be authentic self at work- When & When Not to Share

Here are your results for the assessment When—and When Not—to Share

SPEAK UP

- The time you've spent reflecting on your own strengths and weaknesses and gathering feedback from others gives you a strong foundation for self-disclosure.
- Personal stories are most helpful when they are relevant to the task, not motivated by personal needs. Before you share, make sure the group and its dynamics, not just you, will benefit from your sharing.
- You know that authenticity starts with truth, but you also recognize that any story you tell should be appropriate to the situation.
- Not all cultures support and encourage self-disclosure. You need to observe the norms in your workplace to see whether and with whom it's acceptable to share.
- You make sure to build strong working relationships with colleagues before sharing personal stories. You realize that it's possible to establish an initial connection in other ways.



Self-Assessment Question #2

Creating an environment of workplace belonging begins with leaders being:

- A. Superheroes
- B. Superior
- C. Superstitious
- D. Superhuman



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Collaboration of multi-site hospitals

- Opportunity for collaboration of residency programs
- Leveraging academic center resources
 - Simulation lab training
- Providing opportunities for community experiences
 - PGY2 elective rotations
- Virtual Opportunities
 - Grand Rounds
 - Leadership Series
- Residency Graduation (pros/cons)



What Can You Do- *Ayesha's Take*

- Change your Way of Working
 - Step outside your office and comfort zone
 - Stagger your working hours to interact with employees on different shifts
- Challenge the Culture
 - Build a team that has a shared direction
 - Encourage diversity through recruitment
- Take an Interest in People's Lives
 - 5 minutes of weekly team meeting exercise (U.S. Surgeon General Vivek Murthy)
 - Management by Wandering Around
- Be an Ally & Lead the Way



What Can You Do- *Jason's Take*

- One of the most powerful things you can do is operate with kindness and compassion. The best way to do this is through the small things that you do. The most powerful tools that we have is those small moments that we do acts of kindness for others.
- You do have the power to change culture.
- Pull up a chair. Look in eye. Ask a question. Then listen deeply to what they have to say.
- Put your phone down. Actively engage.




Self-Assessment Question #3

Which of the following is an example of effective strategies to promote belonging:


- A. Schedule all social events in the city
- B. Hire employees that share your social interests
- C. Actively listen to your colleagues concerns



An Example:
A way to get to know your staff better




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CONNECTING THROUGH CARE



Getting to Know <Employee Name>
Title
Start Date: <Date>
Office Location: <Office #>
Moving from: <Prior Location>
Coming to UCM with experience from: <Prior Org>

CAPTURING HEARTS

What is important to <Name> in his/her/their current role?	
What are <Name>'s expectations of those who <Name> reports to?	
What are <Name>'s personal goals?	
What, if any, are the challenges <Name> is experiencing?	
What is <Name> really passionate about?	
What is important to <Name> in order to balance work/life?	
What can <Name> /we do together to make <Name> job more satisfying?	
What brings <Name> joy with the work that he/she does?	




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CAPTURING MINDS

What are <Name>'s professional goals?	
What are <Name>'s career aspirations? (1, 3, 5 years)	

CAPTURING ENGAGEMENT

What is important to <Name> at work?	
How is <Name> best motivated at work?	
How does <Name> like to be recognized? (i.e. public, private, merit, doses of positivity, high five, etc.)	
What else is important to <Name>? Studies show that some employees cannot be 100% themselves at work. What prevents <Name> from being 100% himself at work?	




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CAPTURING COLLABORATION

What is <Name>'s chronotype? (i.e. what time of the day is <Name> at his best and has the most focus?)	
What is <Name>'s personal mission and vision?	
Who currently inspires <Name>? Why do they inspire <Name>?	
What is <Name>'s reaction to the words "team work"? What size of a team does <Name> generally work best with?	
What signs does <Name> exhibit when he starts to approach burnout?	

There may be other managers who would like to learn more about you and understand how to work more efficiently with you. It's understandable that you may have shared information in this document that you wanted to remain private with your manager. Double click on the box if you do **NOT** want me to be sharing this information.



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CONNECTING THROUGH CARE

Fires:
Each day we all put out daily "brush fires" which may distract us from the larger "forest fire". What are our larger issues, that, if focused on, may prevent the daily brush fires?

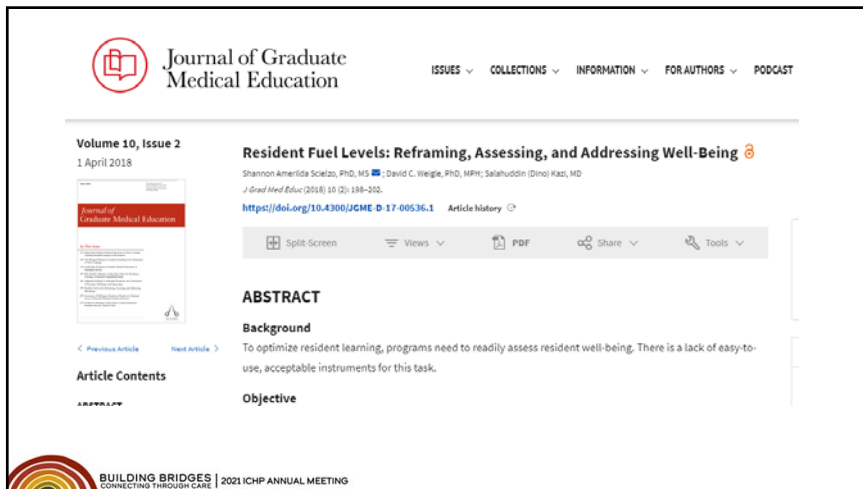
1	
2	
3	
4	

Pity City Improvements:
List your complaints. Don't be nice. It doesn't matter if it's trivial. Just spill it! I have thick skin. ☹

1	
2	
3	
4	


Additional Comments: (Is there anything else you want me to know?)


An Example:
 Ways to survey your staff



Journal of Graduate Medical Education
 ISSUES ▾ COLLECTIONS ▾ INFORMATION ▾ FOR AUTHORS ▾ PODCAST

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Resident Fuel Levels: Reframing, Assessing, and Addressing Well-Being 

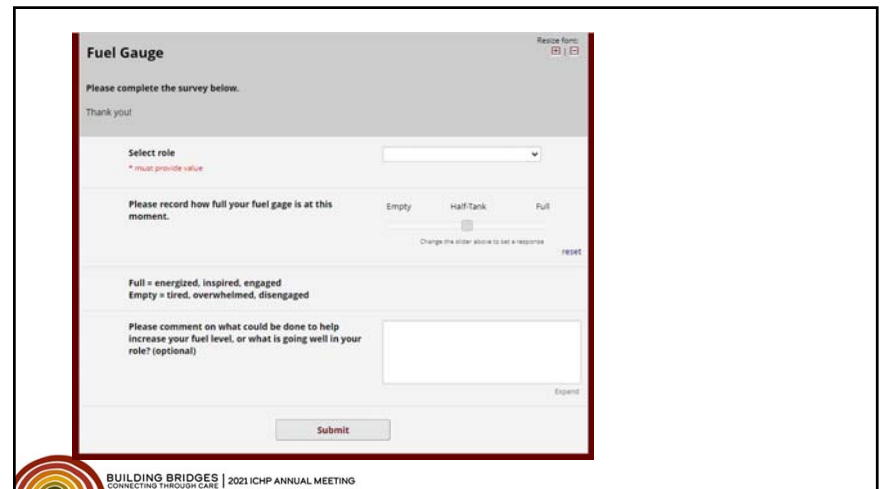
Shannon Amerinda Scelzo, PhD, MS  David C. Weigle, PhD, MPH; Salahuddin (Dino) Kazi, MD
J Grad Med Educ (2018) 10 (2): 198-202.
<https://doi.org/10.4300/JGME-D-17-00536.1> [Article history](#)

Split Screen Views PDF Share Tools

ABSTRACT

Background
 To optimize resident learning, programs need to readily assess resident well-being. There is a lack of easy-to-use, acceptable instruments for this task.

Objective



Fuel Gauge Reset form

Please complete the survey below.

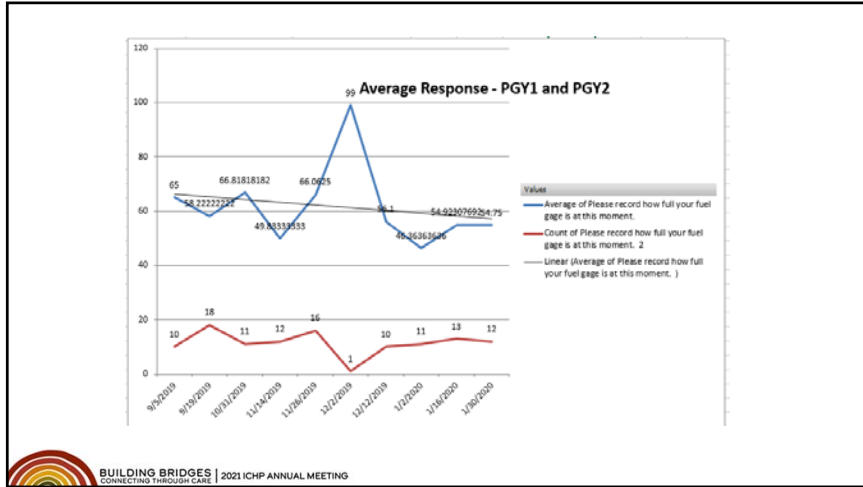
Thank you!

Select role * must provide value

Please record how full your fuel gage is at this moment. Empty Half-Tank Full

Full = energized, inspired, engaged
 Empty = tired, overwhelmed, disengaged

Please comment on what could be done to help increase your fuel level, or what is going well in your role? (optional)



An Example:
A method of collecting moments to celebrate

Doses of Positivity

"Doses of Positivity" highlights stories and shout outs of individuals who hand however possible during these challenging times. We are encouraging ranging from going above and beyond the call of duty to small gestures of kindness.

Please submit your story or employee shoutout below
Thank you!

1) Team Member's Full Name(s)
* must provide value

2) Team member's department affiliation(s)
* must provide value

3) Team member's position
* must provide value

4) Please provide story or shout out for the individual(s) listed above
* must provide value

Expand

(Example: I do want to give a shout out to the team that came together to keep DCAM Pharmacy open while the team was out on furlough last week. Thanks to Aline, Elena, Nina, Lerrina, Kristina, Mirza, Patrick, Aaric, Presley Nikendra, and Elise. This was truly a group from all areas of ambulatory coming together to help another team to take care of our patients. The first day was a little rough, ha ha, but the team figured it out! Thanks for coming together as a team!! Also, thank you to all the Pharmacists that helped keep the clinical review queue caught up for the team last week!)

7/3/21 - 7/16/21 40th Edition

DOSES OF POSITIVITY

AT THE FOREFRONT
UChicago Medicine

Pharmacy Shout Outs

Huge shout out to our chief resident [redacted] for being a vital component in on-boarding the new residents!!

[redacted] always going above and beyond for our patients, and she recently had a patient whose insurance company was [redacted]

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*If we can bring our differences to work, and those differences are valued
— that's when we can contribute our personal best.*



Questions

