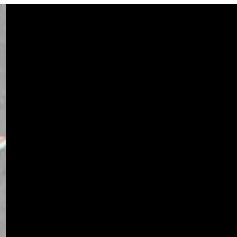
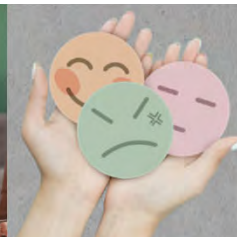
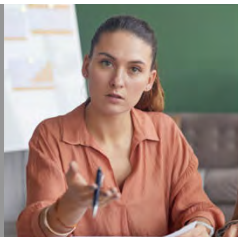
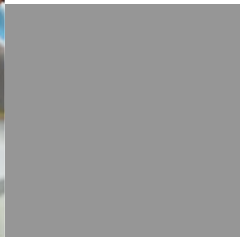
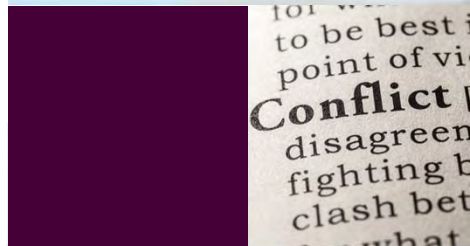


The Cost of INCIVILITY

Promoting Peace and Leading with Purpose



Welcome ATTENDEES!



hfma
massachusetts-rhode island chapter

Women's Leadership Conference

The Power of You: Small Changes for Big Results

FRIDAY, APRIL 26, 2024
PWC, BOSTON, MA



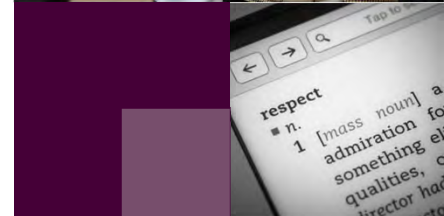
Introducing ESTELLE BARNES...



Estelle Barnes is the Chief Client Officer for RSi, a healthcare revenue cycle management company. With 30 years of RCM experience, Estelle leads the Client Resource organization that includes all aspects of client support, implementations, and engagement. Estelle partners with RSi customers to gain insights, improve service delivery, and drive business growth.

- Former Senior VP of Business Development and Client Experience at Ensemble Health
- Former Senior VP of Business Development and Client Services at Medical Data Systems (MDS)
- Active member of HFMA, holding various leadership roles including Chapter President
- Served on the College of Health Advisory Board for Ashford University
- Former Advisory Board member at Wihl
- Advocate for advancing women in healthcare leadership roles

Chief Client Officer, RSi RCM

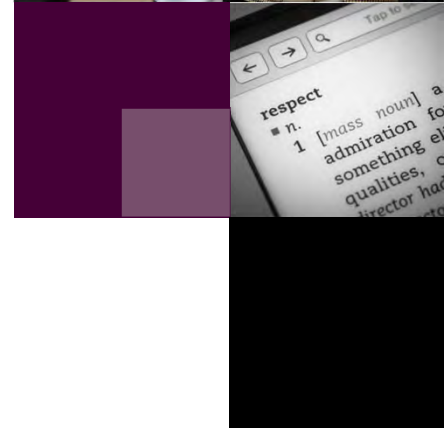


Introducing KARI CORNICELLI...

Kari is an accomplished and visionary healthcare executive with a successful track record of achieving strong year-over-year financial results, growing market share, and driving operational cost efficiencies across diverse health care delivery systems. She is a genuine and authentic leader who cultivates strong relationships to create and implement effective strategies, achieving impressive operational outcomes.

- Former EVP & CFO Phoenix Children's Hospital
- Former VP & CFO Sharp Metropolitan Medical Campus
- 2021 Arizona's Most Influential Women. Becker's 150 Hospital and Health System CFOs to Know
- Becker's 130 Women Hospital and Health System Leaders to Know
- Active member of HFMA, served on National Board of Directors, former National Chair

President, Cornicelli Consulting





What is CIVILITY?

Civility in the workplace refers to the practice of treating colleagues, superiors, and subordinates with respect, courtesy, and professionalism.

It involves using language and behavior that is considerate and appropriate, and avoiding language and behavior that is offensive, disrespectful, or demeaning.

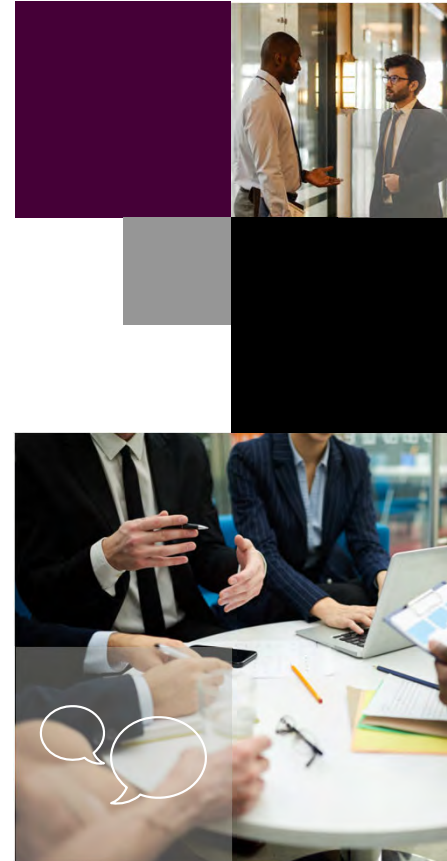
What does it look like?

- Civility in the workplace involves treating others as you would like to be treated yourself.
- This includes being mindful of others' feelings, perspectives, and needs, as well as refraining from behavior that could cause offense or harm.
- Civility in the workplace also involves being willing to listen to others' views and opinions, even if you don't agree with them.



Why is it important?

- Civility in the workplace is important for creating a positive and productive work environment.
- When people feel respected and valued, they are more likely to be engaged and motivated in their work.
- By contrast, a lack of civility can lead to conflict, tension, and low morale, which can negatively impact productivity and job satisfaction.



LEAD WITH PURPOSE

Civility in the workplace involves treating others with respect and consideration and creating a work environment that is:

- Positive
- Inclusive
- Productive



All About The NUMBERS

72%

of employees experience some form of incivility at work and 38% experience incivility at least once a week.

50%

“Relationship difficulties at work” account for half of the greatest causes of stress.”

79%

of employees had experienced work-related stress in the month before the survey.

3 in 5

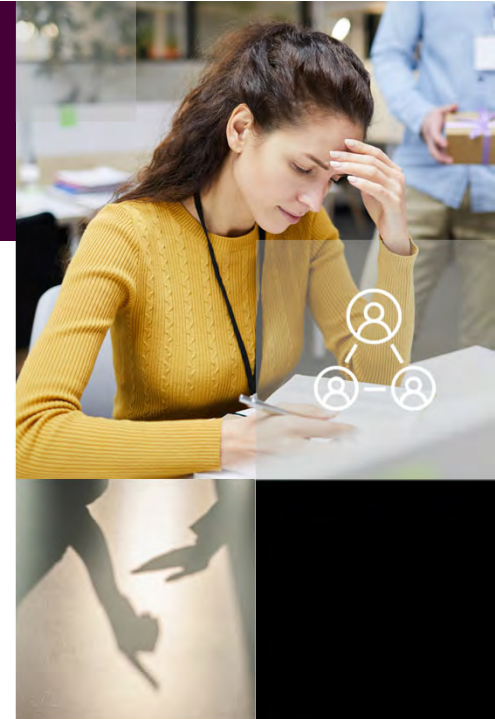
employees reported negative impacts of work-related stress, including lack of interest, motivation, or energy (26%) and lack of

36%

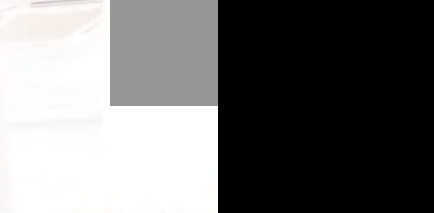
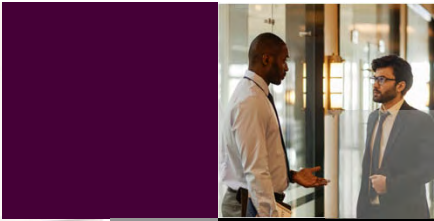
reported cognitive weariness and emotional exhaustion, 44% reported physical fatigue – a 38% increase since 2019.

19%

of respondents report being bullied at work, while 47% said they’ve witnessed someone else being bullied.



Sources:
2019 survey by the Society for Human Resource Management (SHRM)
Highlights: Workplace Stress and Anxiety Disorders Survey,” Anxiety and Depression Association of America website, 2006“
APA’s 2021 Work and Well-being Survey of 1201 U.S. adult workers
Survey by the Workplace Bullying Institute



BREAKOUT

Example of incivility you experienced or witnessed in the workplace and how it made you feel.

All About The NUMBERS

66%

of workers say that workplace incivility has negatively impacted their performance and 25% say it has led to health problems.

\$500B

estimated cost of workplace stress is \$500 billion a year.

46%

workers who feel stressed incur healthcare costs that are 46 percent higher than their less-stressed counterparts.

550 Billion

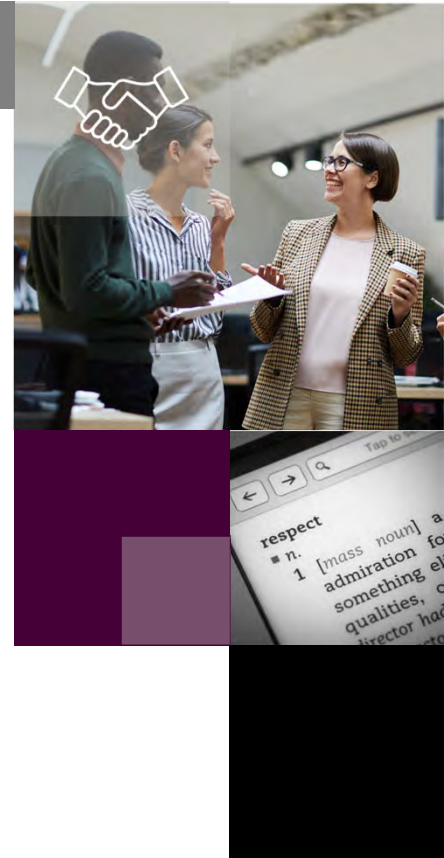
workdays are lost each year due to stress on the job and 60 to 80 percent of doctor visits are stress related.

Sources:

American Psychological Association (APA)

"Stress in America: Paying with Our Health," survey, American Psychological Association, February 4, 2015

E. Seppala and K. Cameron, "Proof That Positive Work Cultures Are More Productive," Harvard Business Review online, December 1, 2015; and Humana "Combat Stress at Work to Promote Health," Focus, April 2009



Did You Know...

Z56.3 Stressful work schedule

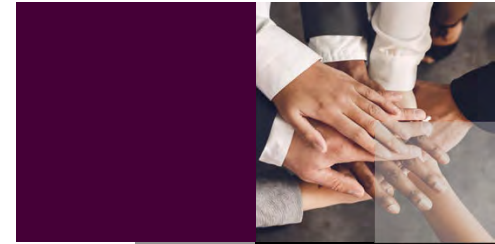
Z56.4 Discord with boss and workmates

Z56.5 Uncongenial work environment

Z56.6 Other physical and mental strain related to work

Z56.8 Other problems related to employment

Z56.81 Sexual harassment on the job



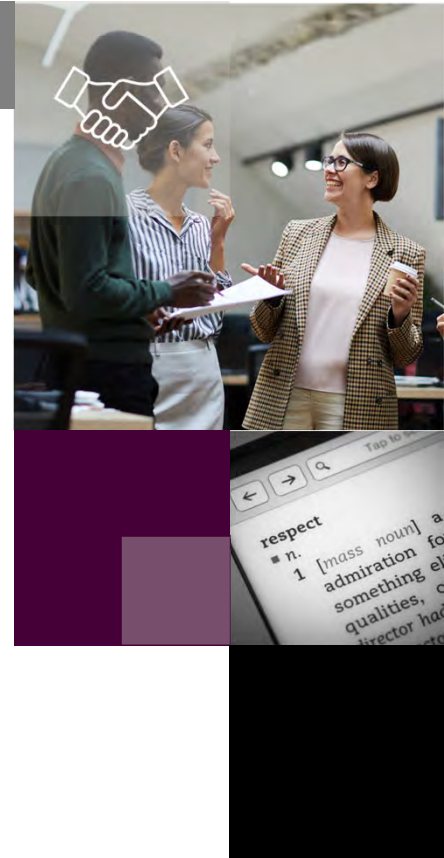
All About The NUMBERS

\$14k

Average cost per employee due to increased turnover, decreased productivity, and increased medical costs.

70%

of employees say that they believe workplace incivility negatively impacts customer service.



Sources:
Christine Porath and Christine Pearson, authors of "The Cost of Bad Behavior: How Incivility Is Damaging Your Business and What to Do About It" 2019 survey by the Society for Human Resource Management (SHRM)

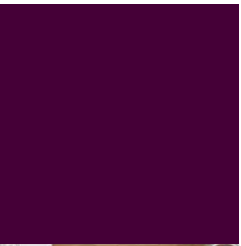


WORKPLACE
INCIVILITY





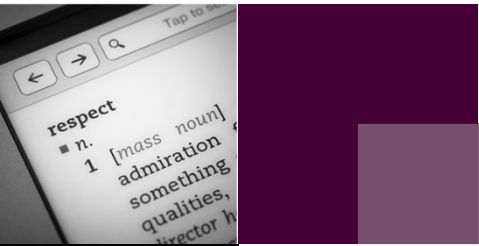
"All this talk about civility is interfering with my constitutional right to yell at my co-workers."





Affects of **INCIVILITY** in the Workplace

- Reduced productivity
- Diverts attention
- Diminishes brain power
- Fewer ideas
- Decreased satisfaction
- Lost work time
- Health problems
- High turnover



“Incivility robs you of your cognitive resources, hijacks your performance and creativity, and sidelines you from your work. Even if you want to perform at your best, you can’t because you’re bothered and preoccupied by the rudeness (incivility itself).”

~ Christine Porath (Mastering Civility)



Why is there incivility in the workplace?

- A desire for respect, authority
- “To get ahead”
- High stress and pressure
- Poor leadership
- Personal issues
- Competitive environment
- Cultural or demographic differences
- Lack of diversity and inclusion



the lead
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leader. 2
Guidance
lead glass

It's important to note that these are just a few possible reasons for incivility in the workplace and the underlying factors can vary depending on the specific context and circumstances



Types of **UNCIVIL** Behavior...



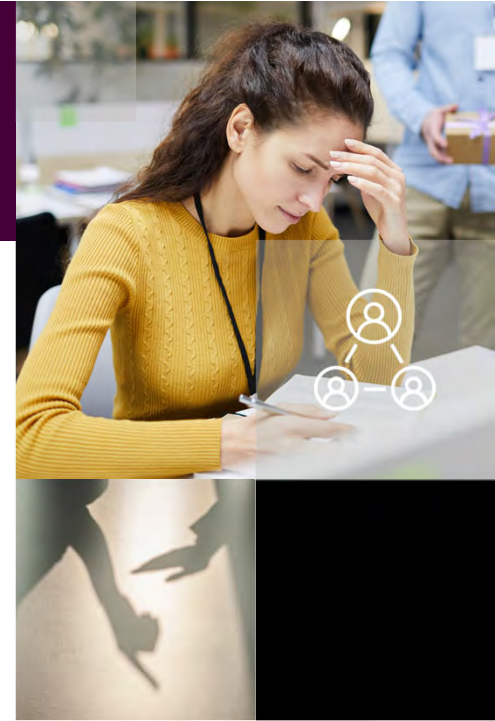
- Talking over someone during a meeting or not letting them finish their thought
- Condescending or dismissive tone
- Ignoring emails, messages, or requests
- Making derogatory comments or jokes based on someone's race, gender, religion, sexual orientation, or other personal characteristics
- Engaging in gossip or spreading rumors



Types of UNCIVIL Behavior...



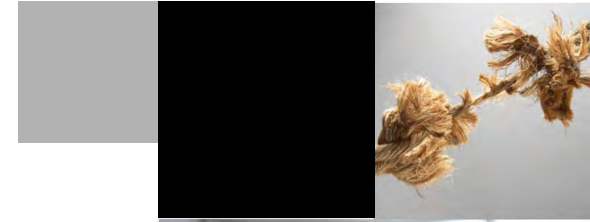
- Taking credit for someone else's work or not giving credit where it's due
- Interrupting or belittling someone in front of others
- Refusing to collaborate or work as part of a team
- Sending angry or confrontational emails or messages
- Engaging in bullying behavior, such as name-calling or physical intimidation



Types of **UNCIVIL** Behavior...



- Acting temperamental and yelling at others
- Showing up late repeatedly to meetings
- Not paying attention in presentations and meetings
- Blackmailing or talking behind other employees back
- Sabotaging someone's work or project
- Giving the silent treatment





Character attacks

Favoritism

Back-channeling

Harassment

Comparisons

Intentional exclusion

Shaming or humiliation

Cover-ups

Threatening

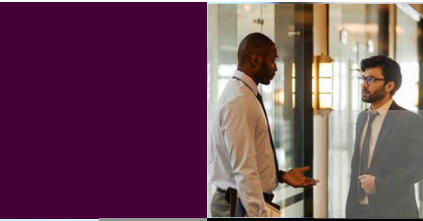
Teasing

Discrimination

Perfectionism

Belittling

WHAT DOES
INCIVILITY LOOK
LIKE?

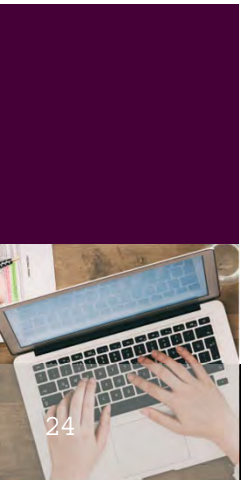


Raise your hand if...

- You have witnessed or experienced disrespectful behavior in the workplace (e.g. bullying, verbal abuse, discrimination, etc.).
- You have observed employees who feel uncomfortable speaking up about concerns or reporting incidents of incivility.
- You have worked in an organization where there are no clear policies and procedures in place to address incivility in the workplace.
- Employees are not provided with training or resources to help them navigate situations involving incivility.
- There are high levels of turnover or absenteeism among employees.
- There have been legal or HR complaints related to incivility in the workplace.
- There are patterns or trends related to incivility in terms of departments, teams, or individuals.



When your company would rather send you to stress management training than properly manage your abusive supervisor



www.christineporath.com/assess-yourself/

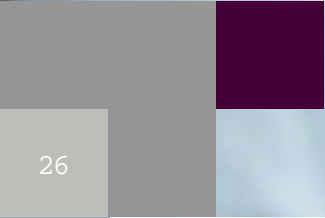
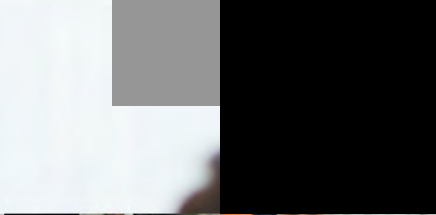
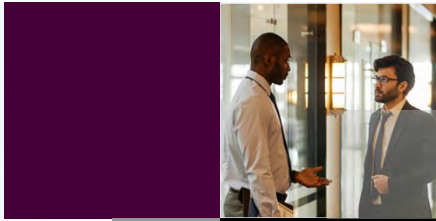
	Never	Almost Never	Rarely	Sometimes	Often	Almost Always	Always
Grab easy tasks while leaving difficult ones for others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Forget to include others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speak unkindly of others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are not civil in emails	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are disrespectful when disagreeing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interrupt others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Avoid looking out for others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are judgmental of those that are different than you	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fail to appreciate others' efforts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Forget to include others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use jargon even when it excludes others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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CIVILITY
PLAYBOOK



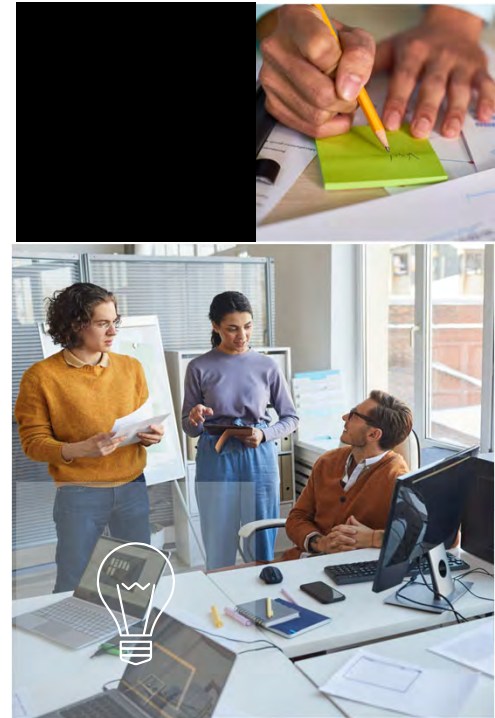
7 Ways to LEAD WITH PURPOSE

1. Lead by example.
2. Actively listening - being observant.
3. Show empathy.
4. Speak respectfully.
5. Resolve conflicts constructively.
6. Be inclusive.
7. Practice gratitude.



Responsibilities of a LEADER

- Respect.
- Know and live your values.
- Lead with a higher standard of behavior.
- Lead with courage, connection, and meaning.
- Serve others, not yourself.
- Be vulnerable.
- Be adaptable.
- Trust others.
- Be honest.
- Be kind.
- Keep confidence.
- Model and support rest, play, and recovery.





Incivility is contagious - stop the spread!



Establish the CULTURE

- Establish a sense of shared purpose and build connections.
- Create a culture where individuals feel safe, valued, respected, seen, and heard.
- Foster open communication.
- Find the potential in people and processes and lean in to develop that potential.
- Hold individuals accountable.
- Set boundaries –what’s ok or not ok?
- Engage the tough conversations – no blame/no shame.
- Celebrate, reward, and recognize good work.



Provide clarity, context and alignment...

Identify values and behaviors.

Establish clear project expectations:

- Explain the why.
- Stimulate team input.
- Establish authority and accountability.
- Check list of what needs to be done.
- What does “done” look like?
- Clear timelines.

Manage team expectations.

- Daily team check ins (progress, problems, resolution).
- Houston – We have a problem...be willing to regroup.

Support fact finding.

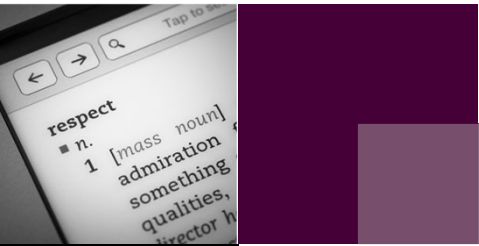
- Be willing to acknowledge problems and reset accordingly.

Provide feedback.

- Debrief on key projects or tasks.



Create values and behaviors that can be taught, measured, and evaluated.



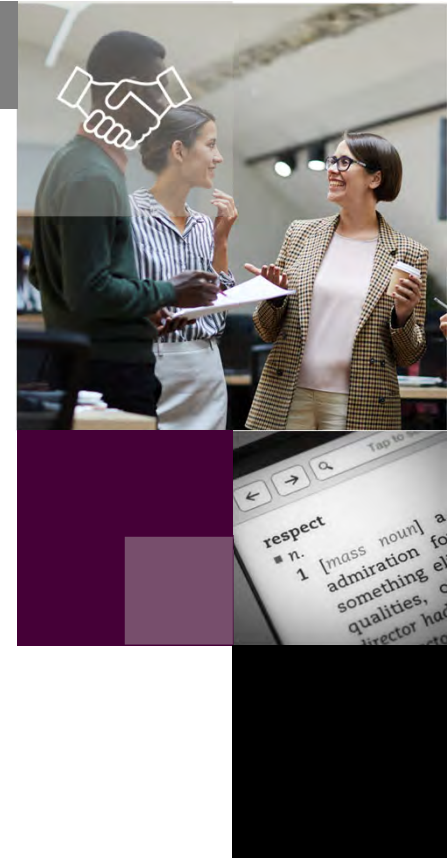
“The void created by the failure to communicate is soon filled with poison, drivel, and misrepresentation.”

~ C. Northcote Parkinson



Practice positive feedback to RESOLVE PROBLEMS

- Be in the right mindset prior to sitting down with someone to give or receive feedback.
- Sit beside them.
- Discuss the issue from each perspective.
- Listen, ask questions, and acknowledge that you might not understand the issue.
- Acknowledge what each of you bring to the table – each others value and strengths.
- Acknowledge your weaknesses.
- Be accountable, own your part.
- Thank the individual for their feedback.
- Personally own resolution of the issues and integrate feedback into your approach to work.





Crucial CONVERSATIONS

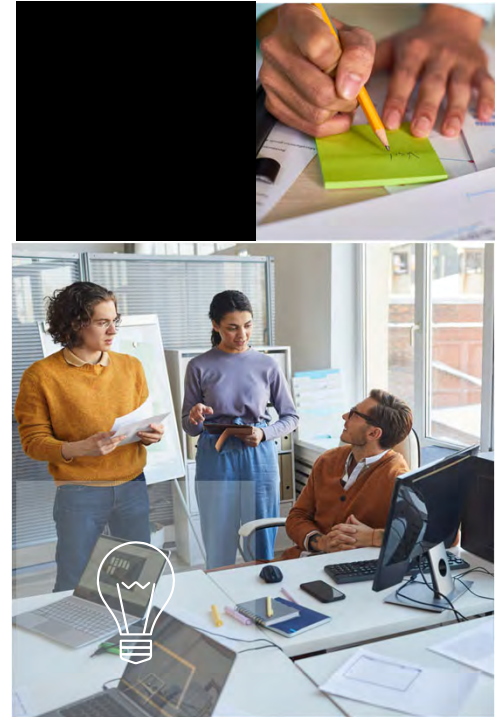
Crucial CONFRONTATIONS

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Crucial CONVERSATIONS

Use Crucial Conversations to resolve a disagreement or work through differences that digress into silence and kill the free flow of ideas.

- When opinions vary, stakes are high, or emotions run strong.
- The power of dialogue - work on controlling yourself.
- Stay focused on what you really want.
- Notice when safety is at risk; make it safe to talk about almost anything.
- Learn how to stay in dialogue when your angry, scared or hurt.
- Speak persuasively, not abrasively.
- Listen.
- Turn conversations into actions and results.



Visit www.vital-smarts.com/bookresources

Crucial CONFRONTATIONS

Use Crucial Confrontations to resolve a disappointment, failed promise, missed expectation and for all bad behavior (accountability).

WORK ON YOU FIRST

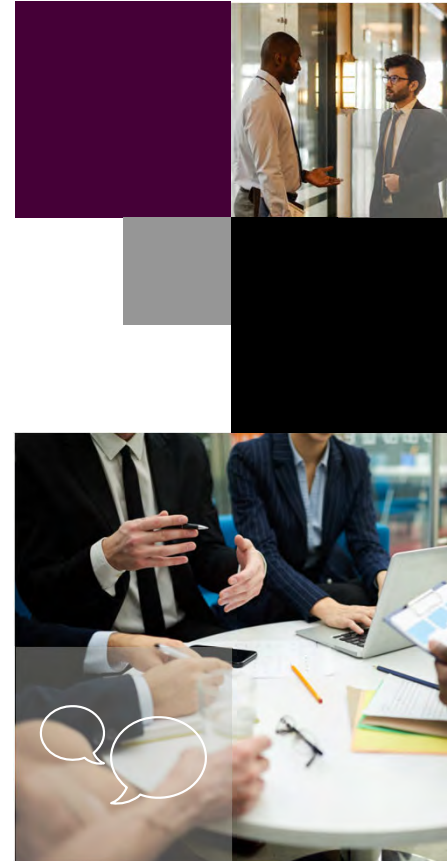
- Master your story.
- Confront the right problem.

START WITH SAFETY AND MUTUAL RESPECT

- Describe the gap.
- If its on old problem, revisit the original problem.

MOVE TO ACTION

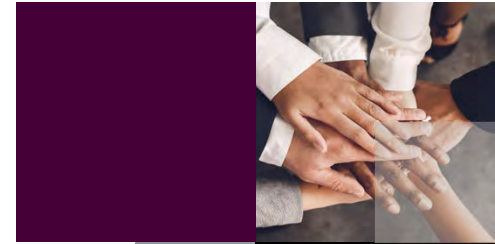
- Establish a mutual path.
- Agree on a plan.
- Follow up.



The BRAVING TOOLKIT



- B** *Boundaries*
- R** *Reliable*
- A** *Accountable*
- V** *Vault*
- I** *Integrity*
- N** *Nonjudgmental*
- G** *Generosity*



Source:

Dare to Lead by Brené Brown: A conversation guide to use with colleagues from a place of curiosity, learning, and building trust



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Conflict
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Dealing with a workplace **BULLY**

- Focus on yourself and your future – you **HAVE** to take control.
- Document, discuss with your supervisor or HR.
- Stay calm, do not react!
- If you feel safe enough to approach your colleague one on one, begin the conversation by being respectful, but direct.
- Set boundaries. Let the bully know that their behavior is unacceptable and that you will not tolerate it.
- Be firm and clear....but remain professional.
- Bully's like to see your reaction.
- A nonreaction let's them know you aren't playing their game. Sometimes they will stop...

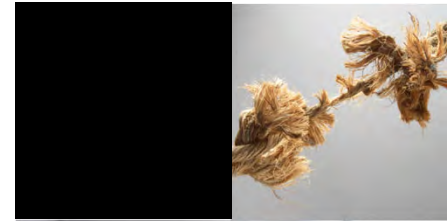
Sometimes they will continue with the unacceptable behavior.





Dealing with a Workplace BULLY

- Giving in or tolerating a bully may motivate them to continue practicing their toxic behavior.
- Ultimately, you cannot change the offender or the organization's response (or lack thereof).
However, you are in control.
- Being in a positive work culture is EVERYTHING....and we now work in a global and remote society!
- You have options!
- You can leave the organization if the leadership or HR won't help resolve the situation.
- Protect your own mental health.





POSITIVE
OUTCOMES OF
CIVILITY IN THE
WORKPLACE

There is a positive correlation between **INCLUSIVENESS**, **INNOVATION**, and **WORLD CLASS PERFORMANCE**.

Inclusiveness
leads to improved
motivation,
collaboration, and
TEAMWORK.

Teamwork
between colleagues
who trust and respect
each other creates a
dynamic culture for:

- Solving problems.
- Increasing the flexibility, agility, and the free flow of ideas.
- Improved critical thinking which results in higher levels of **CREATIVE** output.

Creativity
is the essential
foundation for
organizational
INNOVATION.





Being an employer of choice.

- A positive work culture improves the reputation of a company, which attracts highly talented professionals looking for a new job.

Employee health and well being.

- A positive workplace environment reduces stress on employees.

Improved employee retention and loyalty.

- Employees are more likely to stay with a company if they enjoy their work and the people they work with.

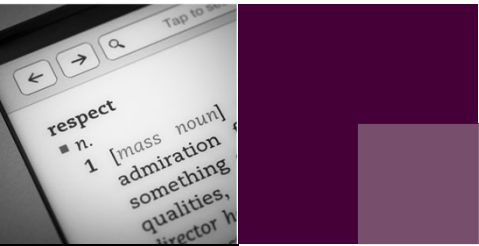
Increased productivity and efficiency.

Improved customer service.

- Happy employees....happy patients, co-workers, and society.



An organization cannot achieve world class innovations and outcomes with out a trusting and respectful culture, as well as leaders and employees who are committed to each other and to excellence.

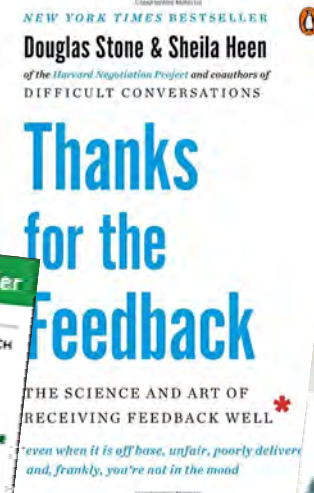
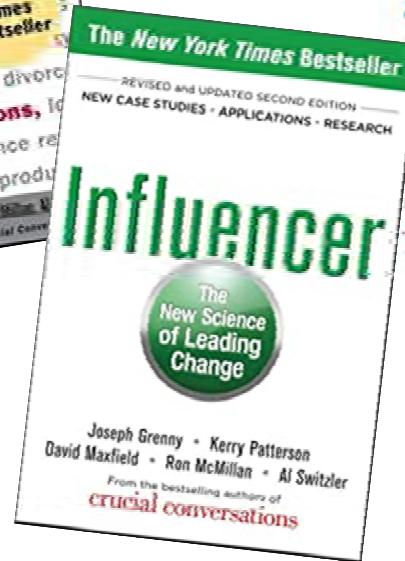
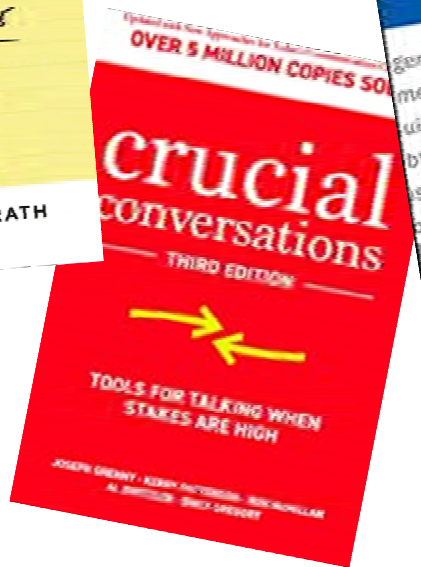
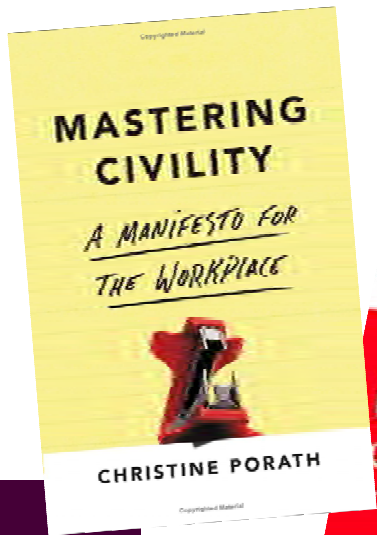


“Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.”

~ Margaret Mead, Cultural anthropologist, author, and speaker



Research and inspiration taken from these resources...



The image is a collage of business-related scenes. The main focus is a close-up of a handshake over a wooden table with a tablet and documents. To the right, there are smaller inset images: one showing two men in suits talking, another showing a group of people in a meeting, and a third showing a person in a striped shirt. The text 'Be the person you want to work for.' is overlaid in white on a semi-transparent purple band across the center.

Be the person you want to work for.

Don't Hesitate to **REACH OUT**



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kari@cornicelli-consulting.com

[in/kari-cornicelli-fhfma-cpa](https://www.linkedin.com/in/kari-cornicelli-fhfma-cpa)

www.cornicelli-consulting.com



Estelle Barnes

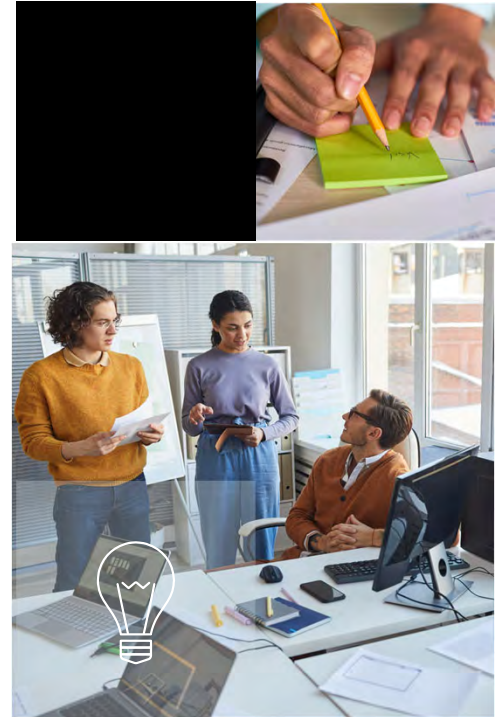
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+772-559-9772

EBarnes@rsircm.com

[in/estelle-barnes-rsi](https://www.linkedin.com/in/estelle-barnes-rsi)

www.rsircm.com



Women need other women in their lives who think they are a big deal.

Kay Hamblin

Melinda Hancock

Penny Cermack

Mel Robbins

Lori Burnell

Jackie Johnson

Adela Short

Sister Geraldine Hoyer

Lillian Kloock

Cally Christensen

Edna Buffington

Maggie Welte

Pia Labos

Lori Fowler

Becky Speight

Julie Totten

Basak Kaya

Ann Pumpian

Siva Schulman

Lola Davis

Connie Perez

Estelle Barnes

Pegge Rodriguez

Julie Shaw Noel

Carol Friesen

Kari Cornicelli

Trisha Khaleghi

Abby Birch

No competition, no backhanded comments, no jealousy, no hate, just "I love you, I support you, and there is no one on Earth like you" kinda energy.