John D. McIntosh joined NYUCD in March as senior director of clinical revenue cycle management and financial operations. He previously held senior positions at TIAA-CREF, a leading financial services organization helping employees at NYU and other non-profit institutions plan for retirement and other life goals.

At NYUCD, Mr. McIntosh is helping to implement the second stage of Total Quality Improvement (TQI), known as Continuous Quality Improvement, or “CQI.” Recently, NYUCD Community Voices asked him to define CQI and to explain why empowering individuals to think of themselves as team players is important to the program’s success.

NYUCD Community Voices: What is Continuous Quality Improvement and how is it different from Total Quality Improvement?

Mr. McIntosh: Total Quality Improvement was launched in 2010 to transform business processes by streamlining approaches, enhancing revenue, improving employee satisfaction, reducing costs, and improving student and patient experiences. We have since implemented many of our initial goals for improving business efficiency and have recruited more than half a dozen new patient service representatives to help improve patient, employee, and student satisfaction.

CQI seeks to build on this momentum and to empower all of us at the College to be a part of this transformation. A key to motivating everyone at NYUCD to make CQI a success is to transform a ‘me’ culture into a team-oriented ‘we’ approach.

NYUCD Community Voices: What can each of us do to adopt a team-oriented focus?

Mr. McIntosh: Most of us are used to thinking of our work in terms of individual accomplishments. We must push ourselves out of that comfort zone to think of work outcomes based on team performance. How are we doing from the team perspective? We also need to begin communicating in a way that is more positive and that recognizes that we are all in this together. For example, a manager correcting an employee’s mistake would say “We could have done this differently,” instead of “John, you did this the wrong way.”
Clinic Operations Hosts Annual Retreat

Once a year, when the clinics are closed, Clinic Operations takes all of its employees on a week-long retreat. The definition of retreat includes the concept of withdrawing from the day-to-day. Clinic Operations employees do not actually leave the building, but they do withdraw into a different world, a world of serious play created by Stephen Zeck, Assistant Dean of Clinic Operations, and Fredelyne Paris, Senior Clinic Operations Training Manager. According to Dean Zeck, “the retreat is an opportunity to think about where we are and how we want to improve, while having fun at the same time. Team building and staff appreciation are important elements.”

Members formulated the following mission statement for the retreat:

“I am dedicated to providing a positive healthcare experience for everyone, where hopes and expectations align with service.”

Retreat topics were created to support this mission:

- Coaching for high performance teams
- Mindsets and behaviors that enhance change
- Excellent customer service, including telephone communications

From the Desk of Charles N. Bertolami
Herman Robert Fox Dean

Dear NYU Community Members:

I am writing to invite you to take advantage of free health screenings to be offered at the NYU College of Dentistry on September 11, 12, and 13, 2012, from 8:30 am to 7 pm, at 345 E. 24th Street (corner of First Avenue). No appointments necessary.

In partnership with the NYU College of Nursing, ABC 7 News, and Colgate-Palmolive, the NYU College of Dentistry will provide the following free services:

- Free dental and oral cancer screenings
- Free toothbrushes and other gifts
- Vouchers for free oral examinations
- Vouchers for free dental sealants and free custom-made mouth guards for children 6 to 16
- Free diabetes and blood pressure screenings (8:30 am to 4:30 pm)

I hope that you will mark your calendars to join us at the NYU College of Dentistry on September 11, 12, and 13, and start the fall semester with a smile.

- Creating an irresistible environment of positive emotions
- Establishing and maintaining trust and transparency
- Reducing stress through mindfulness and a work environment of “serious play”
- Flexibility as well as standardization
- Leadership as an adaptive and technical process

The goal of the retreat? Employees should have fun while expanding their skills and knowledge. When the clinics reopen and it is time to get back to work, employees will feel rested and with a renewed sense of purpose.
If only life were as easy as this Peanuts illustration below; however it rarely is. Luckily for you, there is a career coach in the College trained to help you navigate the challenges that may arise in your career. It’s me.

Coaching, as described by the Society for Human Resource Management, is “a training method in which a more experienced or skilled individual provides an employee with advice and guidance intended to help him or her develop skills, improve performance and enhance the quality of his or her career.” Coaching is often intertwined with mentoring however there is a distinction. A mentoring relationship typically includes “a more senior individual who imparts wisdom, opportunities, or knowledge to a more junior individual”—the focus being the mentor imparting wisdom to the mentee. Whereas in a coaching relationship, which is a true partnership, the coach typically “works to draw out the abilities, wisdom, and sense of purpose that is already in you…the focus is not on what the coach has to give you, but on what you already have that can be maximized.” Adapted from the book, Leadership Coaching, by Tony Stoltzfus.

Coaching is about creating a dialogue between coach and protegee that encourages honest communication and reflection all with the intent of making the individual aware of barriers they may be experiencing in their career. As a career coach, my goal is to work with individuals towards specific professional goals which can include a variety of issues, for example, managing career moves, improving interpersonal and professional communication and/or dealing effectively with conflict that arises in one’s career. Coaches aid an individual by setting goals, encouraging action, acting as a sounding board and giving feedback as needed.

Coaching is a tool that can be used by anyone in an organization looking to advance in their career. Whether you are just getting started in your career or have been working on your career path for many years, a career coach can help you identify your strengths and challenges, work with you to develop a plan of action to remedy the challenges, and provide encouragement to make the best career choices for yourself.

If you would like to talk to Nakia about having a career coach, contact her at nakia.wade@nyu.edu.
MENTORING PROGRAM UPDATE

Have you ever felt like the one thing that you could really use is advice from someone who has sailed through storms similar to the ones you are facing right now? One year ago, NYUCD launched its Mentoring Program for staff and administrators. The goal of the program is supporting employees in their professional growth through pairing experienced workers with less experienced colleagues. Based on people’s professional interests and expectations, 24 partnerships were formed. A Speed Networking event and Book Club followed during the year. Today, the group has grown to 56 members and consists of 28 pairs. On June 29th, mentors and mentees shared their experiences with the program at the Mentoring Program Year End Event.

Building an effective and lasting mentoring program is not trivial. It requires enduring investments from mentors and mentees. The invested efforts are proving to be successful. One year into the program, the vast majority of participants find it enriching and empowering. In the words of a mentee: “I have always cared about writing. Through the relationship with my mentor, through the assignments she prepared for me, and through her feedback, I became a much better writer. I am really proud of the progress I have made and grateful for the opportunities provided to me by the mentoring program.” And this mentee is not alone in her experience of professional and personal growth.

Most participating mentors describe their experience with the program as extremely rewarding. Noticing how their mentee has grown – reframing problems as challenges, taking more initiatives and receiving a promotion, to mention just a few outcomes – makes many of them really proud. One even refers to her experience as “one of the best in her career at NYUCD thus far.”

One remarkable aspect of the mentoring program is the diversity of the partnerships that have been established throughout the year. Some mentors and mentees meet on a regular basis and work with assignments; others, only when there is a need. Clearly, there is no single model of mentor-mentee relationship. Rather, there is a wide range of possibilities. The key to success is finding the formula that works for both mentor and mentee.

First Mentoring Event September 7th

We are hosting the first mentoring event for the new academic year on Friday, September 7, 2012. If you participated last year either as a mentor or as a mentee, you should have already heard from us. If you did not you should have already heard from us. If you did not participate last year and would like to sign up or get more information, please contact one of our HR mentoring team members, Vivien Lee (89823) vsp2@nyu.edu or Els Eerdekens (89312) ee38@nyu.edu by September 4th.

Date: Friday, September 7, 2012
Time: 12 noon to 1:00 PM
Place: Room 614

We look forward to having you in the mentoring program!

Julia Murphy
Senior Director
Office of Human Resources and Faculty Services
New York University College of Dentistry
We are pleased to announce the new fall schedule for Friday Focus. Please enroll in advance through iLearn so we can track your attendance and order enough lunches. Lunch will be offered first to those who registered. Please help us to run this program efficiently by registering in advance.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Presenter</th>
<th>Date</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Let’s Get Motivated: Back to School with Tuition Benefits</td>
<td>Carrie Lee &lt;br&gt; Senior Benefits Specialist &amp; Panel Discussion</td>
<td>9/14/2012</td>
<td>11am-Noon 1-2pm</td>
<td>Room 612</td>
</tr>
<tr>
<td>Changing Roles &amp; Responsibilities at NYUCD</td>
<td>Michael O’Connor &lt;br&gt; Vice Dean, Finance &amp; Administration</td>
<td>9/21/2012</td>
<td>11am-Noon 1-2pm</td>
<td>Room 614</td>
</tr>
<tr>
<td>How Purchasing Works at NYU</td>
<td>Steven Kahn &lt;br&gt; Senior Director, Finance &amp; Business Operations</td>
<td>9/28/2012</td>
<td>11am-Noon 1-2pm</td>
<td>Room 614</td>
</tr>
<tr>
<td>College Research Programs</td>
<td>Charles Bertolami &lt;br&gt; Dean</td>
<td>10/5/2012</td>
<td>11am-Noon 1-2pm</td>
<td>Room 614</td>
</tr>
<tr>
<td>Confidentially Speaking… Privacy Matters!</td>
<td>Glenn Marrus &lt;br&gt; Assistant Dean, Quality Assurance &lt;br&gt; Ken Fauerbach &lt;br&gt; CIO</td>
<td>10/19/2012</td>
<td>11am-Noon 1-2pm</td>
<td>Room 614</td>
</tr>
<tr>
<td>What’s Up With the New Building?</td>
<td>Ellen Lyons, Assistant Dean for Administration, Finance, and Planning, College of Nursing; &lt;br&gt; Erin Brent, Senior Director, Budget Development &amp; Strategic Initiatives; &lt;br&gt; Susan Abraham, Director, Administration</td>
<td>11/2/2012</td>
<td>11am-Noon 1-2pm</td>
<td>Room 614</td>
</tr>
<tr>
<td>Nutrition: Separating Fact From Fiction</td>
<td>Mary Dye &lt;br&gt; Registered Dietitian &amp; Nutritionist</td>
<td>11/9/2012</td>
<td>11am-Noon 1-2pm</td>
<td>Room 614</td>
</tr>
<tr>
<td>Global Outreach Programs at NYUCD</td>
<td>Rachel Hill &lt;br&gt; Director, Global Outreach Programs</td>
<td>11/16/2012</td>
<td>11am-Noon 1-2pm</td>
<td>Room 612</td>
</tr>
<tr>
<td>Intrinsic Motivation vs. External Reward</td>
<td>Charles Bertolami &lt;br&gt; Dean</td>
<td>11/30/2012</td>
<td>11am-Noon 1-2pm</td>
<td>Room 614</td>
</tr>
<tr>
<td>Highlight on Diversity &amp; Multiculturalism</td>
<td>Monroe France &lt;br&gt; Assistant Vice President, Student Diversity</td>
<td>12/7/2012</td>
<td>11am-Noon 1-2pm</td>
<td>Room 614</td>
</tr>
<tr>
<td>Stress Reduction for the Holidays</td>
<td>TBD</td>
<td>12/14/2012</td>
<td>11am-Noon 1-2pm</td>
<td>Room 614</td>
</tr>
</tbody>
</table>