

**Facilitator's Guide to  
Implementing  
*STAR: Health Care Sessions***

**STAR**  
**SUPPORT. TRANSFORM. ACHIEVE. RESULTS.**



**Health Care**

## **Facilitator's Guide to Implementing STAR Sessions**

A STAR Workplace is a commonsense rethinking of how we work and live. In a STAR, people think less about 'shifts' and putting in hours and more on resident well-being. The contents of this guide will help you transform your facility, bringing about a change that will create the ultimate in accountability, while also giving everyone the freedom to live their life to the fullest.

Welcome to the future of work.

**Disclaimer:** A STAR Workplace challenges all of our assumptions about what work looks like. At the same time, facilities still have to comply with local, state and federal labor laws as well as industry regulations.

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## The STAR Migration Step by Step

### Phase 1: Pre-Migration

- ✓ Review Pre-migration section of facilitator's guide
- ✓ Communicate the overall migration schedule to the facility

### Phase 2: Migration

#### Steering Team 1 Session

- ✓ Read Steering Team 1 section of facilitator's guide
- ✓ Run Steering Team 1 Session
- ✓ Conduct weSupport Training and Tracking Round #1

#### Team Induction/Sludge Session

- ✓ Read Team Induction/Sludge section of facilitator's guide
- ✓ Run the Team Induction/Sludge Session
- ✓ Run Sludge Eradication Activity

#### Steering Team 2 Session

- ✓ **Read Steering Team 2 section of facilitator's guide**
- ✓ **Run Steering Team 2 Session**

#### Culture Clinic

- ✓ Read Culture Clinic section of facilitator's guide
- ✓ Run Culture Clinic Session
- ✓ Go Live
- ✓ Run Do Something Different Activity
- ✓ Conduct weSupport Tracking Round #2

### Phase 3: Learn and Evolve

#### Forum

- ✓ Read Forum section of facilitator's guide
- ✓ Run Forum Session

## CHAPTER 3

### STEERING TEAM 2

#### Steering Team 2: Overview

This session builds on the concepts of Steering Team 1, with content built around achieving buy-in to two desired outcomes that are intended to create the STAR Workplace:

- Schedule Control: Employees sense of control over time and timing of work
- Supervisor and Coworker Support: performance support, and personal and family support

**Time:** You will have three hours.

**Session Participants:** Attendees may include: Administrator, DON, ADON, Scheduler, all Unit Managers, 1+ CNA per unit/shift; 1+ nurse per unit and shift, nurse practice educator, weekend shift supervisor if possible, evening shift supervisor.

**Session Logistics:** Meeting room for 15 participants, U-shaped set up preferable.

#### What you need to be armed with:

- ✓ Whiteboard or flip chart
- ✓ Whiteboard or flip chart markers
- ✓ Handouts
  - DSD/DSS Handout
  - Express/Model/Reinforce (EMR) plan

#### Flyers-Posters:

- ✓ Flyers – Culture Clinic Sessions Schedule
- ✓ Flyer – after Culture Clinic communication

## Steering Team Session 2: YOUR SCRIPT

SAY:

Welcome to your STAR Steering Team 2 session. I'm \_\_\_\_\_ and I'll be leading you through the session today. We want to start our conversation today to share what has happened since the Team Induction/Sludge sessions.

ASK:

How are things going? Have you had some time to reflect on STAR and how it will impact your personal and professional lives?

We want to make sure you are prepared for this week's session which is Culture Clinic. Peer leaders will each attend one of the Culture Clinic sessions. By the end of today's session, you'll know more about the nuts and bolts of how a STAR workplace operates, your role in creating a STAR workplace, and what's coming up over the next few weeks.

During this session, employees will be asked to identify what needs to be changed, but more importantly, they will be asked to make recommendations for improvement, share ideas, and to be aware of both resident care and employee support.

They will be reminded of the guide: Safe, Legal, and Cost Neutral and asked to refer to the STAR guideposts for help in creating their STAR workplace.

Now we're going to have a discussion about how you can look at supporting each other in different ways while you are making this change happen.

Facilitator note: Management Only

*At this point, non-manager peer leaders leave the room. The Culture Clinic content is covered with managers and then the content for managers only occurs.*

## Culture Clinic: YOUR SCRIPT

**SAY:**

Welcome back! This is your STAR Culture Clinic Session. I'm \_\_\_\_\_ and I'll be leading you through the session today.

Before we begin, let's review the definition of a STAR workplace again. STAR stands for Support. Transform. Achieve. Results. Today.

Facilitator's note:

*Read the definition from the flip chart. Each person has the support they need to have control over their work and life as long as the work gets done.*

**SAY:**

STAR will help you reshape your work environment. Before we work on the HOW of a STAR workplace, let's talk about how you did eradicating sludge from your work environment.

**ASK:**

Who can share a story about how they used the Sludge Eradication Strategy, or a story about how they recognized or noticed Sludge playing out in the workplace?

Facilitator's Note:

*Since removing Sludge is a necessary component of creating a STAR workplace, this is your opportunity to hear firsthand how it's going. You can reinforce behaviors that eradicate Sludge, and at the same time, empathize with how difficult it is. When Sludge exists, it's difficult for supportive behaviors to emerge.*

**SAY:**

Sludge is a strong component of the workplace, but you are doing a great job recognizing it, and being vigilant about removing it. Removing Sludge can be difficult and take a long time. If you stay focused on Sludge removal by using the eradication strategy, Sludge will eventually be gone from your workplace.

Remember, SLUDGE has no place in a STAR workplace. If SLUDGE exists, support doesn't exist. If SLUDGE exists, the vision will be unachievable. So keep eradicating SLUDGE from your workplace. It's toxic!

### Discussion of Sludge Eradication Activity Results:

#### Materials needed:

- ✓ Flier with results from Sludge activity
  1. Use the flier summarizing Sludge posters to discuss group progress with Sludge Eradication
  2. Collect Sludge Participation cards for gift card raffle drawing

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- a. Clip, staple, or wrap cards together
- b. Give cards to the person at the site who is managing the raffle drawings

### Language Guide:



Hold up the flier with the Sludge Eradication Poster results for the group.



As you can see from these results, you and your coworkers worked hard to eradicate sludge during the activity. Nice work! We will also be posting sludge eradication feedback fliers to share your success with sludge eradication.



How did it feel as you participated in the Sludge activity? Did it change how you thought about work, or how you worked? What did you learn about yourself?

Facilitator's note:

*Use the summary of stamps to prompt discussion and questions: How did this activity go for you? Have any of you noticed a difference in the work environment? What's working well with Sludge Eradication? What is hard and needs more work?*



Collect participation cards, staple/clip them together, and give to the person managing the raffle drawings.



Let's review the Guideposts you received during Team Induction/Sludge.

Facilitator's Note:

*Read each guidepost and explain their meanings while asking for input from the group about how they feel about each.*



Now we want to identify what you all believe needs to be changed. What can be improved? What can be done differently?

Facilitator's note:

*Simply ask the group to share examples of things they believe need to be changed and write them on a sheet of flip chart paper.*



Great list. Lots of things you want to see changed.

Now, I want you to select two of them (encourage them to pick more) and work together to discover and recommend ways to improve them.

I'm going to leave the room and return in 20 minutes to discuss your ideas. This is an excellent opportunity for you to refer to the STAR Guideposts while you consider changes and how such changes will affect resident care and employee's professional performance and personal lives.

Facilitator's note:

*Be sure to physically point to the Guideposts/Guideposts definitions, which should be written out on two flip chart pages.*

**SAY:**

This activity is not just an opportunity for you all to discover new approaches to resident care and professional & personal support, but also for taking a strong first step toward creating your STAR workplace. All your ideas, experiences, and skills should be considered.

You've got 20 minutes. Make some change happen...

Facilitator's note:

*Leave the room and return in 20 minutes. Once you return, facilitate the discussion of the suggestions. As you go through each suggestion, keep the tone positive and upbeat and help the group entertain all ideas, probing for specific actions that can be taken. This will help the group brainstorm and start thinking about new ways to work and support each other. Ask for volunteers to commit to making these suggestions reality.*

Facilitator's Note:

*The next section is also for managers only. Divide the participants into two groups. Give each group one question to discuss. The point of this activity is to help staff think outside the 'shift' and think about life as a whole system.*

*The two questions with possible answers are as follows:*

*How do you support your family (friends, significant others) when you're AT WORK?*

*Possible answers: I pack healthy lunches for my kids the night before. I put food in the crockpot in the morning so there's a hot healthy meal when I get home (I can spend time reading to my kids, or doing my own hobby if I prepare dinner in advance). I make 5 meals on my day off for the week. I ask a coworker to support me while I do something nice for myself.*

*How do you support your coworkers (and residents) when you're NOT AT WORK?*

*Possible answers: I make sure there are adequate supplies for the next shift. I call the floor if I forgot to tell my coworkers something about a resident need that they need to know. I check the 'book' to see if there's a way I can help cover for coworkers. I make sure my tasks are complete and don't leave them for the next shift.*

**SAY:**

Discuss in your group ways you can be supportive or show support based on your question. You will have 10 minutes to come up with your ideas.

Facilitator's note:

*As the groups are discussing supportive behaviors, listen in on the direction they're taking. Help guide them if they are having a hard time coming up with ideas.*

**SAY:**

The discussions I'm hearing are great! Let's share our ideas.

Facilitator's note:

*Have each group share their ideas.*

**SAY:**

You are really on the road to being supportive of each other whether you're at work, or outside of work.

Now we're going to talk about another activity that you will be doing with your staff after they complete the next session, Culture Clinic.

**DO**

Preview the Do Something Different/Do Something Supportive activity. Show the poster and explain the activity.

Facilitator's note: *More details of the Do Something Different/Do Something Supportive activity are in the Culture Clinic script below.*

Have participants review the DSD/DSS handout and read some of the examples. Ask each person to choose one DSD activity and then one DSS activity they will commit to. Announce when the tracking activity with the poster and cards will begin.

Distribute DSD Participation Cards and stamp the poster.

Facilitator's note:

*DSD Participation Cards are worn on lanyards and self-stamped each time they Do Something Different or Do Something Supportive.*

## **Discussion of Sludge Eradication Activity Results:**

**Materials needed:** Completed Sludge posters

## Checklist:

- ✓ Use flier summarizing Sludge Activity to discuss group progress with Sludge Eradication
- ✓ Collect Sludge Participation cards for raffle drawing (Visa Gift Card)
- ✓ Clip, staple, or wrap cards together
- ✓ Give cards to the person at the site who is tracking session attendance

**SAY:**

(While holding up Sludge Eradication Results Flier for the group) As you can see from the results, you and your coworkers worked hard to eradicate sludge during the activity. Nice work! We will also be posting sludge eradication feedback fliers to share your success with sludge eradication.

Facilitator's note:

*Use stamps on the poster to prompt discussion and questions*

**ASK:**

How did this activity go for you? Have any of you noticed a difference in the work environment? What's working well with Sludge Eradication? What is hard and needs more work?

Facilitator's note:

*Collect participation cards, staple/clip them together, and give to the person managing the raffle drawings.*

**SAY:**

Now we're going to continue with our situation practice – just like we did in our first session. The more you can demonstrate to your staff that you trust them to implement new ideas with your support, the stronger your employees will be, and the closer they will be to a STAR workplace where they feel supported from both a performance and personal/family perspective and have schedule control.

Facilitator's note:

*Have managers pair up. Give each manager pair a couple of scenarios to work on. You can determine how many scenarios to give each pair based on how many pairs you have. If you have an odd number, one group will have three participants. This exercise can also be done with all the participants at once and the facilitator leading a discussion involving the entire group.*

**SAY:**

I am going to hand out some scenarios to each group. Look at your scenarios and determine how you would respond to the scenario using the STAR workplace mindset. You'll have about 5 minutes to come up with your responses to the scenarios. Then I'd like you to share your responses with the group.

**ASK:**

What questions do you have?

Facilitator's note:

*Answer any questions about the activity. Here are the scenarios you will be passing out:*

*Situation #1: A number of employees that work the day shift come to you and say "We don't think the night shift is pulling their weight. They leave us with work they should be doing." How should you respond?*

*Productive Discussion: Managers think about two things — Is this SLUDGE or a performance problem? Is it a team problem or an individual performance problem with somebody on the night shift? Managers know they need to get to the bottom of it immediately. They talk about how they will do that.*

*Unproductive Discussion: Managers say 'oh, people are always complaining about other shifts. It's normal' and do not see a performance or Sludge problem.*

*Situation #2: Several employees from one unit come to you and say "XYZ unit is trading work and figuring out how to get more time off. Why can't we do that?" What do you do?*

*Productive Discussion: Managers talk about getting to the root of why this unit (even though they went through the STAR intervention like XYZ unit) is having trouble implementing structural change techniques like unit XYZ. They talk about how they can begin sharing best practices across teams in order to help this unit with their schedule control issues. In tandem, they re-visit performance expectations since this is a necessary component to gaining more schedule control.*

*Unproductive Discussion: Managers talk about how having a whole facility with everyone controlling their schedule is just too chaotic.*

*Situation #3: A resident's family is coming to you a second time complaining that their loved one is not being cared for in the way they would like. What do you do?*

*Productive Discussion: Managers talk about getting crystal clear about what the family expects and then talk about how they are going to build these expectations into their performance plan for employees. They talk about how they are going to effectively communicate this to employees and get employees' agreement to the performance changes.*

*Unproductive Discussion: Managers complain about the pesky family, or how no matter what they do, employees won't listen anyway.*

*Situation #4: An employee agrees to their performance measures and expectations but does not follow through on a number of occasions based on what you observe or feedback you've gotten from one of their coworkers. What should you do?*

*Productive Discussion: Managers talk about how in a STAR workplace, performance support is vital so they must handle it right away. Based on how they've set up their performance guidelines, they talk about whether it's time to terminate employment. They show confidence that they can do this because performance measures were clear and agreed upon with the employee.*

*Unproductive Discussion: Managers talk about being understaffed and needing every warm body they can get.*

*Situation #5: You or the Scheduler has noticed how certain times of the day are becoming more of an issue for employees to cover at appropriate staffing levels even though there is enough staff. What should you do?*

*Productive Discussion: Managers talk about how in a people-centered staffing situation, the team needs to figure this out. But since they're having trouble, managers know this is the time to step in and help the team solve the issue – but not solve it for them. They bring up Safe, legal, cost neutral.*

*Unproductive Discussion: Managers use this as an excuse to take all schedule control away.*

*Situation #6: A team comes to you with an idea for a structural (process) change and even though it falls perfectly within the guidelines of safe, legal and cost neutral, you don't like it or foresee issues. What should you do?*

*Productive Discussion: Managers talk about trust and how sometimes they need to let go and trust employees. They talk about asking questions about the process or structural change to alleviate their fears and gain more understanding about what the employees are thinking.*

*Unproductive Discussion: Managers talk about how they have the final say and if they don't like something they can shut it down.*

**SAY:**

This was a great discussion. You are thinking in a way that is performance-based, as well as supportive from a personal/family perspective.

Now we're going to review the EMR Plan.



Pass out the EMR Plan.



As managers, your people will be watching you closely to see if you support this change.

EMR stands for Express (what I need to say), Model (what I need to do), and Reinforce (how I back up what I say and do). The plan is fairly straight forward. Take a couple of minutes now to review it.

Facilitator's note:

*Give them a couple of minutes to review the EMR plan.*



What questions do you have about the EMR plan?

Facilitator's note:

*Answer any questions they have.*

*This Facilitator's Guide assumes you are integrating the STAR sessions and weSupport for Supervisors activities. More details on the weSupport activities and the resources needed for those are provided at [insert website here]. If you are not including weSupport activities in your implementation, you will need to adjust the description of the next steps.*



You are now armed with Manager Tips, and the EMR plan, Sludge Eradication Strategy and ideas about how you are going to manage in a STAR workplace – supporting your employees from a performance and personal/family perspective as they make change.

The next step in the journey to a STAR workplace is the Forum sessions, in which managers and employees participate together.

Your participation is important. We will be talking about the outcome of STAR work from both a management and employee perspective. If you opt out of the Forum, your employees may feel uneasy and worry that you have become unsupportive of the STAR workplace.

Between now and the Forum sessions, talk to each one of your employees, individually or as teams, and get their ideas and input on performance. During performance conversations, make sure to listen carefully to their ideas about what could or should be measured.

After you've had your team or individual discussions, you will be better equipped to put together your final expectations. And, if you integrate their ideas, they will be more apt to meet the expectations you've set.

At the Forum, we will ask employees if they are getting clearer on what's expected of them from a performance perspective.

Thank you for participating in the Steering Team 2 Session today. See you at the Forum!