

**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 4

### CULTURE CLINIC

#### **Culture Clinic: A Pep Talk**

Culture Clinic is the session where people figure out how to use their workplace's tools and processes in a STAR environment. How do you get coverage without going to the Scheduler? How do you make changes to process? I know how to remove Sludge, but when do I need to let my manager know that I'm trading shifts?

The Culture Clinic is also the time for groups to work through the fears and questions that have been building since Team Induction/Sludge. In the Team Induction/Sludge session you were the person who was bringing people the truth. By now they have taken this truth (that work sucks, but that it can be fixed) and are making it their own. Your job now is to make sure the old ideas don't creep back in, but you're less of an active participant. Instead you're helping them stay strong as they embrace this new reality.

People have to figure this out for themselves. If they don't do it themselves, then it's not STAR. They are figuring out for themselves how to work with each other and support each other while change is happening. So they will have lots of questions, but your job isn't to answer them so much as to create a space where they can answer them on their own.

The Guidepost Activity is the key to this session, because people get to work out using their own ideas the logistics of a STAR. In a way we've come full circle from the beginning of the migration. At the beginning of migration people are uncomfortable with the idea of STAR. It feels strange and new. They don't trust it, mostly because the workplace has never trusted them. So they throw out all kinds of logistical questions. They can't imagine that the work will get done under this new way of thinking.

Now, during the Guidepost Activity, they understand the thinking behind STAR, so when they revisit the logistical questions, they have the mentality to figure out how to make it work. So they will take a worry like "people will not show up," and turn it on themselves. They will start thinking, "How can I make this process more effective?" Or, to go even deeper, "Is this process bogging us down and impeding the ultimate in resident care?"

There are no right answers to these questions. The only right answer is the answer that drives results. No matter how insane a situation sounds, if you can still drive results then it's perfectly sane. Remember that we've removed all those barriers to what is socially acceptable and what isn't. If it's good for the facility and gives people control

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over their time, and provides the best resident care, then it's acceptable. The Culture Clinic is where they prove to themselves that it's possible.

## **Culture Clinic Overview**

Your goal is to prepare participants to operate in a day to day fashion using the STAR philosophy – including definition and guideposts.

Culture Clinic further exposes how our traditional beliefs drive our day to day behaviors about work. And, the robust discussion during the Guidepost Activity exercises everyone's ability to make common sense decisions in the new work culture that focuses on results. This includes increasing control over time while at the same time supporting each other to perform.

### **You will be expected to:**

- ✓ Hold true to the STAR philosophy.
- ✓ Drive toward the outcome of both individual and group decisions.
- ✓ Lead groups and individuals to discovery.
- ✓ Facilitate solving group-specific work challenges.
- ✓ Be unwavering in your own belief about the change.
- ✓ Be confident but not arrogant.
- ✓ Educate but not humiliate or shame.
- ✓ Adapt when necessary based on participant reactions.
- ✓ Be both a teacher and mentor.

**Time:** You will have 90 minutes.

**Session Participants:** All staff participating in the move to STAR in small groups.

### **Session Logistics:**

- ✓ Meeting room for 15-25 participants
- ✓ U-shaped set up preferable
- ✓ Whiteboard or flip chart
- ✓ Whiteboard markers or flip chart markers

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

- ✓ Handouts
  - Do Something Different/Do Something Supportive Handout of ideas for things to do
  - Sludge Activity Results

- Do Something Different/Supportive poster to show how the Activity will work
- ✓ Flip chart paper/markers
  - Safe, Legal, Cost Neutral
  - Each person has the support they need to have control over their work and life as long as the work gets done
  - No SLUDGE: Is there something you need? How can I help you?
  - A list of the 6 Guideposts on one flip chart + the definitions of each guidepost on one flip chart -- both side-by-side

### Session Overview for Facilitator:

Review Sludge Eradication and Activity Results

Review Session Outcome

Guidepost Activity

Describe Do Something Different/Do Something Supportive activity

### 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.

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

#### **Language Guide:**

**DO**

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

**SAY:**

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.

**ASK:**

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?*

**DO**

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

**SAY:**

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.*

**ASK:**

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.*

**SAY:**

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.*

**SAY:**

Now we're going to help you move forward in another way.

First, all of you ARE responsible for moving the culture towards a STAR workplace. I'm going to ask each of you to commit to Do Something Different between now and the Forum.



Distribute the Do Something Different/Do Something Supportive handout.

Facilitator's note:

*It is useful to give people a chance to see what changes others are making and to share their own experiences. This can be accomplished with a simple poster in a break room, or in other ways. Change the instructions below to fit your plans.*



Everyone will pick one behavior from the Do Something Different List and one behavior from the Do Something Supportive List.

### **Discussion of Do Something Different/Do Something Supportive Activity:**

#### **Materials needed:**

- ✓ Do Something Different/Do Something Supportive poster
- ✓ DSD/DSS participation Handout
- 1. Introduce Do Something Different/Do Something Supportive activity
  - a. Show poster and explain activity
  - b. Have participants select one Supportive activity and one Control activity from the handout
- 2. Distribute DSD Participation cards
  - a. Worn on lanyards, and self-stamped each time they do something different and stamp the poster

#### **Language Guide:**



We have designed an activity to help your facility continue to create a STAR work environment.

For the next two weeks we want you to use a poster in your break room [or other location] to stamp every time you Do Something Different! (show example poster). To help you think of things to do, we have this handout with ideas for ways to support coworkers (side with the blue dot), and ways to take more control over your work time and processes (side with the red dot).

Today you will pick something that you will commit to doing. When you do something different or do something supportive, stamp the poster, and then stamp your card! As the poster fills up you will be able to see how everyone is working together to create a STAR work environment.

To remind everyone to do new things, we have a Do Something Different Participation card for you to wear on your lanyards (pass out participation cards). Each time you stamp the group poster, stamp your participation card. Put your name on it and turn it in at a Forum session for another chance to win a STAR participation raffle drawing!

**ASK:**

We're excited for you to get out and do new things to create a STAR work environment!

Are there any questions about this activity?

**SAY:**

Thank you for participating in the STAR Culture Clinic Session today. Between now and the next session, the STAR Forum, you have a couple of things to do.

First, everyone needs to complete their Do Something Different/Do Something Supportive activity. You will be reporting back to the group how you accomplished your activity at the Forum.

Second, you will be working on making changes based on the Guidepost Activity.

You will be reporting your progress at the Forum. If you are changing any processes, I'd like to hear about that as well.

Managers and Peer Leaders will be there to support you as you make changes and in some cases, they are working side by side with you.

If you run into roadblocks, ask for help from your coworkers. It's up to you to make this happen!

**ASK:**

What questions do you have?

Facilitator's note:

*Answer any questions they have.*

**SAY:**

Good job, everyone! See you at the Forum.