

**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 5

PHASE 3: LEARN AND EVOLVE

Learn and Evolve: A Message

By the time you're in the final phase of migrating into a STAR, much of the work has been done. By this point your teams have been changing the way they think about work, eradicating Sludge, and working hard to adapt their behavior to focus on supporting each other as they give optimum resident care.

The next part of the process is designed to give you multiple opportunities to work with different segments of your facility in order to ensure that STAR sticks. Keep in mind that you are overcoming years and years of inertia. The traditional workplace may have been broken, but it's all we've known for a long time. As you work through the Learn and Evolve phase you might get frustrated with what people say. You might think, 'We covered that already!' Just know that the change doesn't happen overnight. Even the most committed among you are going to have their moments. If you continue to be strong you'll be able to help them through. Patience and understanding are the watchwords for this phase.

There are two keys to successfully sustaining STAR:

Keep people talking. Because STAR is change, it requires a lot of socializing. It seems obvious, but the more you can encourage interaction, the better off you'll be. Keep those conversations flowing. Get people excited and talking about STAR. If they're talking, they're learning.

Find your champions outside of the Peer Leaders. Some people will have internalized STAR more thoroughly (though not necessarily faster) than others. You'll know these people because they'll stand out. They are the ones who go out of their way to help others adapt. Reward those people with your time and attention. They are the ones who are fighting the good fight when you're not around.

FORUM

Forum: A Pep Talk

The Forum is basically a review session. Groups of managers and employees get a chance to quickly cover material they have been working through for the past few months. They'll be reminded about Time, Belief and Judgment; play around with their experiences eradicating Sludge, and share wins and challenges they've had in the practical applications of the Guideposts.

By now the team should have internalized the meaning and messages in the Guideposts and many of them will have completely embraced STAR. Even if they are struggling with some of the logistics, their beliefs about work have been forever changed.

Other people might not be as far along. Your goal in this session is to help those people, but more importantly to encourage the team to give them the help they need. As a facilitator you need to bring your energy and confidence to the room, but not solve their problems for them. They have been doing that themselves and they need to continue to do so for you to fully evolve your facility into a STAR workplace.

Time: You have one hour.

Session Participants: All managers and staff.

Session Logistics:

- ✓ Meeting room for 10 – 25 participants
- ✓ U-shaped set up preferable

What you need to be armed with:

- ✓ White board or flipcharts/markers

Forum Session: YOUR SCRIPT

SAY:

Hi everyone! You have been working on building your STAR workplace for a few weeks now. Hopefully you have been doing something different and challenging old beliefs.

Today we are going to remind you of where you are headed, hear what great things you have already experienced and accomplished, and help you work through some of the challenges you have encountered.

Let's review the definition of a STAR workplace.



Read the definition out loud, putting emphasis on 'each person' and 'as long as the work gets done'.



This is the definition we are working to make true. In the STAR workplace, you are supported both from a performance and personal/family perspective.



On a 1-10 scale, with 1 being 'Nothing has changed. I have no freedom. I am miles from this being true for me.' And 10 being 'I'm there! I have complete control over how I spend my time. I feel supported from both a performance and personal/family perspective', where are you now?

Facilitator's note:

Have people hold up their fingers. Take note of where people are falling – you will see most of them between 5 and 10. You may see some below 5.



It looks like most of you are reporting over five. This is good!

I also see some of you are falling below five. Today we will be working on some of the challenges you are having so that you can continue to work toward being at a 10.

At your Culture Clinic session, we had a Sludge-fession activity. I would like to check in again and see how the Sludge Eradication is going.



What kinds of Sludge comments are you hearing in your unit? What kinds of Sludge comments are you hearing outside your unit? What kinds of Sludge comments have you caught yourself saying? Have you noticed Sludge outside of work?

Facilitator's note:

Take this time to coach on Sludge Eradication. Reiterate that this language that judges how people are spending their time is not tolerated in a STAR workplace. It's not supportive language. You will notice that Sludge is getting removed and people are using the Sludge Eradication Strategy.



It sounds like the Sludge has been reduced, but there's still some out there. That is to be expected. It will take months for all of the Sludge to be removed from the STAR workplace. Continue to focus on performance/results and continue to eradicate Sludge as you encounter it.

Now let's talk about your Do Something Different/Supportive activity.

ASK:

Who would like to share a story about the Do Something Different/Supportive activity?

Facilitators Note:

Encourage people to share how the activity went for them. 'Doing something different' is a critical step in helping the culture overcome inertia and move forward.

SAY:

Those are great stories! When you 'do something different', you are helping change the culture – move it towards the STAR workplace you are creating.

If you haven't done your Do Something Different /Supportive activity, try it out in the next couple of weeks. Ask for help or support from your manager or coworkers to make it happen. This will help the culture continue to evolve.

Discussion of Do Something Different Activity Results:

Materials needed:

- ✓ DSD Results flier, summarizing stamps from DSD posters
- 1. Use the DSD Results flier summarizing stamps from completed DSD posters to discuss group progress with creating a STAR work environment
- 2. Collect DSD Participation cards for gift card 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

While holding up DSD results flier for the group, read the totals.

SAY:

As you can see, you and your coworkers worked hard to Do Something Different during the exercise. Nice work!

Facilitator's note:

Use the summary of the results 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? What is hard and needs more work? How did it feel to "Do Something Different" and take more control over your time? Did you notice people providing more support for each other? Does someone want to share what they did or observed and how it went?

**Note: Learning circles or other formal/informal staff meetings can be scheduled frequently during the first 3 months of adopting the STAR workplace and should be led by Peer Leaders.*

SAY:

Now we're going to do some STAR 5 Trivia. I'm not going to divide you into teams, because as you know, only one team exists at this center. So, you are all encouraged to yell out the answers. I want to be sure the STAR concepts are understood as you move forward.

Facilitator's note:

Ask the following questions to reinforce STAR concepts:

- 1. Before you change anything, what must you consider? (Safe, Legal, Cost Neutral)*
- 2. What is the STAR definition?*
- 3. Name one guidepost.*
- 4. How do you eradicate SLUDGE?*
- 5. What does the "S" in the STAR acronym stand for?*

SAY:

Great job. Now let's celebrate more wins! I'd like to see what positive changes you have experienced on your journey to becoming a STAR workplace.

ASK:

Any positive change counts! Who wants to share a win?

Facilitator's note:

Encourage people to share personal or work wins. Write wins on flip chart paper. Reinforce how great even what feels like the smallest of wins really are. When possible, tie them back to the Guideposts or STAR definition and support for performance/personal/family to reinforce that the facility is moving in the right direction.

SAY:

These are all excellent wins! You've come a long way in a very short period of time and this is not an easy change.

Now let's take a look at how people are doing on changing process from our work in Culture Clinic.

Facilitator's note:

Choose the people who agreed to move process changes forward from Culture Clinic to report out to the rest of the group.

SAY:

It sounds like you're making great progress and are on your way to solving challenges with the system. You may be experiencing other challenges in your journey – let's talk about those challenges right now.

 ASK:

What challenges are you having in creating the STAR workplace?

 DO

List the challenges on flip chart paper.

Facilitator's note:

If you have a group of 6 or more people in the room, break them into pairs to begin coming up with solutions to the challenges. Assign a challenge to each pair. If you have less than 6 employees/managers or time is short, facilitate a group discussion.

 SAY:

For the next 5 minutes, discuss with your partner a solution to the challenge. Then you will share your solution with the rest of the group.

Facilitator's note:

Use the report-out to foster discussion about the solutions to the challenges. Ask if anyone has additional ideas to the challenge other than what was presented. There are many ways to solve issues and challenges in a STAR workplace. No one answer is correct.

The important thing is to have the people come up with their own solutions – coach and guide them if they veer away from the essence of the STAR workplace principles. Also, for some of the challenges, but not necessarily all of them, ask what a supervisor or coworker can do to show support for some of these challenges. 'What would a supportive coworker do to help someone solve this challenge?'

 SAY:

You did a great job today solving challenges using the STAR workplace mindset. You'll want to continue solving challenges when they come up – in a STAR workplace, it's everyone's responsibility to create the workplace where everyone feels supported to do their best work and have more control over their time.

Know that together with your coworkers and managers you can find the answers. Talk to each other and keep performance top of mind.

Thanks for coming, sharing best practices and solving issues. This is your last STAR session. You are well prepared to continue evolving to a STAR workplace. Continue focusing on results while you support each other toward common goals.