Guide for Implementing
The Florence Challenge

Introduction
A culture of ownership is really the only sustainable source of competitive advantage a hospital can create, because everything else can be copied (as in a new service program) or taken away (as in having good people recruited by a competitor). A culture of ownership is also essential for providing compassionate and patient-centered healthcare.

An organization cannot have a culture of ownership unless it has people who have a spirit of partnership. When people think and act like an owner, and not just hired hands, the organization cannot help but be more successful. But even more important, a spirit of partnership substantially contributes to a rewarding and meaningful work experience, and thus to a happier and more productive life.

The Florence Challenge is about both promoting a spirit of partnership and a culture of ownership. In your role as a group facilitator for The Florence Prescription: From Accountability to Ownership you will be helping your organization do a better job of serving patients and community, and you will be helping individual participants think more positively about their careers and their lives.

Getting Started as a Facilitator
You should begin by reading The Florence Prescription, reviewing the Study Questions, and personally thinking about how the eight essential characteristics of a culture of ownership are reflected in your work.

Visualize the kickoff meeting and write down some specific objectives for this meeting. You may also want to consider sending a personal invite to each participant; using one of the resources available at www.theflorencechallenge.com

• Create a paper invitation using the graphic from I'm Taking The Florence Challenge or title the invitation “What Would Florence Do?”.

Make sure you have enough of the following resources for all expected attendees.

• The Florence Prescription: From Accountability to Ownership.
• The Self-Empowerment Pledge Card.
• Copy of The Study Guide Questions (if you have decided to set up a book club).
Support from Leadership Team

If the hospital CEO and leadership team are not familiar with The Florence Challenge it might be a good idea to share some of what your group is doing with them. (At the end of this document, a sample note to your CEO or other executives is provided).

If the entire hospital has not signed up for The Florence Challenge, consider sending a note to your CEO or other appropriate executives, along with a copy of the book. You may also consider letting them know who is participating in the Challenge and what you plan on accomplishing, for example eliminating gossip and building a culture of ownership.

Introductions and Kickoff

You may want to start off the Kickoff Meeting by sharing why you decided to take the challenge and what you are hoping to gain both personally and professionally from participating. In honor of Florence Nightingale consider dressing up like Florence or asking one your “spark plugs” to do so.

It is important to acknowledge the leadership of your department and/or organization for having the vision, and for caring enough to share this opportunity with people. If you don’t have leadership support but decided to do this on your own, share how you hope to gain leadership support and create a “buzz” throughout the hospital.

We have also provided some icebreaker ideas for your first meeting.

Icebreaker Ideas

- You may ask each person to take 60 seconds to talk with the person next to them; sharing their name; their favorite color, season and something no one knows about them (it could be as simple as I love peanut M&Ms). Then have the “buddies” introduce each other to the group (it is often easier to introduce someone else than yourself).
- Another idea if you decide to use name tags or tent cards; ask each person to write their first name and draw a picture that describes them on the card or tag. You could then have them explain what the picture means or do that at another time; once the participants feel more comfortable sharing with each other.

Then you can ask people to share why they are participating, what they hope to get out of this program, personally and/or professionally. Make sure to tell people that it’s perfectly acceptable to pass on this one if they would prefer to keep that private. One way to get this started is to bring a “magic wand” or “pixie dust” of some sort, and ask people to imagine that you can make anything happen. That being the case, what would they make happen?

Consider coupling each participant with someone else as a “buddy” to share, support, and encourage each other during the process.

If you decide to do a weekly book club using The Florence Prescription and the Study Guide Questions, make sure each participant has a copy of the questions and ability to take notes.
during each book club meeting; both of points they want to remember and action steps they will take as a result of participating.

Writing things down enhances both retention and intention. Point out that one goal is to raise our mutual expectations of each other at work. They will hopefully become less tolerant of disempowering whining on the part of negative coworkers.

Encourage participants to take the initiative in sharing this information with others, for example by the putting the self-empowerment pledge card on their refrigerator or bulletin board at home, work lounge and/or break room (if permitted). Sharing what they have learned with family members over the dinner table, cafeteria in their work unit or local community will continue to reinforce the message. Ask them to challenge someone who is not participating in The Florence Challenge to take the “Pickle Pledge”, and share a copy of the pledge with them.

Remind them that the best way to learn something, to really learn it, is to teach it to someone else. Acknowledge that while the material to be covered is simple – it’s unlikely that people will be hearing much that they haven’t already heard before – it’s not easy. This is not a quick fix for problems or a get rich quick scheme. The more commitment and effort a participant puts into learning and acting on the material, however, the more effective it will be for them.

**Available Resources and Suggested Ways to Use These Resources**

There are a variety of ways that you can use *The Florence Prescription* and supporting resources available at [www.theflorencechallenge.com](http://www.theflorencechallenge.com).

The resources used for The Florence Challenge are all copyrighted by Values Coach Inc., and several of the terms and titles are trademarked. As a Florence Challenge Champion, you have blanket permission to share any resource with anyone in any way that will be helpful. Please include the words “used with permission of Values Coach Inc.”

**Resources**

*The Florence Prescription: From Accountability to Ownership*: Is a fictional story with a very real-world message. The 8 essential characteristics of a culture of ownership that are woven into this story also happen to be essential qualities for finding personal satisfaction in a job. From commitment and engagement through fellowship and pride, these are the qualities that inspire us to do our best work.

**How can I use this resource?**

- Provide a copy of the book to all of the participants.
- Review and discuss the study questions in the back of the book.
- Each morning have a brief (5 minute meeting) with the group to disseminate information regarding the challenge; discuss a current event (case) in your organization and put it into the context of “What Would Florence Do?”.
- Discuss how aspects of *The Florence Prescription* relate to your hospital.
- Once you are done reading *The Florence Prescription* – lend it to a patient or friend to read.
The Study Guide Questions: An expanded set of questions for each chapter of *The Florence Prescription* developed just for The Florence Challenge participants.

**How can I use this resource?**
- Start a book club that brings together people from different areas of the hospital, or even from outside the hospital, to discuss the book and its implication for life and work.
- Use the Study Guide Questions as a 16 week course - one chapter per week.

The Self-Empowerment Pledge Card: These are 7 daily promises you make to yourself (3 x day: morning, noon and night) that will change your life.

**How can I use this resource?**
- Distribute a copy of the pledge card to each participant.
- Enlarge the pledge card into a poster to hang in the hospital.
- Use the Self-Empowerment Pledge as your screensaver.
- Suggest that participants post the pledge card in their work space or at home.
- Challenge the group to memorize the pledge.
- Create a theme for each day or kickoff week using each one of the daily promises.
- Ask the participants to share their favorite promise with the group.
- Have the participants share this with their family; and discuss how it is impacting their lives.
- Use as a reminder to walk away from toxic conversations.

The Self-Empowerment Pledge Slide Show: These are the 7 daily promises you make to yourself.

**How can I use this resource?**
- Schedule a session to discuss the 7 daily promises and show the slide show.
- Ask each participant to make the commitment to give a pledge card to someone who is not part of The Challenge.

The Eight Essential Characteristics of a Culture of Ownership: These characteristics are mutually reinforcing – they build upon one another – and to one degree or another, you have got to have all eight if you’re really going to have an organization where people hold themselves accountable because they’ve internalized that spirit of ownership.

**How can I use this resource?**
- Download from The Florence Challenge Website and make it into a poster to hang in your workspace or hospital.
- Define what these characteristics mean to the participants and within your organization.
**I’m Taking the Florence Challenge Button:** Let people know you are committed and generate some buzz about The Challenge for those who are not participating.

**How can I use this resource?**
- Enlarge it into a poster to use in your workspace or in the hospital.
- Make it into a button or sticker to wear.
- Use as a graphic for the kickoff invitation.

**The Florence Challenge Certificate:** The intent of this certificate is to have everyone who is participating in The Challenge, make this commitment, sign and when possible; hang this up in their workplace or at home as a daily reminder of what The Challenge means.

**How can I use this resource?**
- Print out the certificate for each participant. Have them review it at the kickoff meeting, sign it and suggest posting it in their work space.
- Use this graphic to create a banner and have everyone sign the banner at the start of The Challenge.

**Sample Newsletter Article:** This can be used in your organization’s newsletter or bulletin (At the end of this document, a sample newsletter article is provided).

**How can I use this resource?**
- To generate interest and support for The Challenge.
- To encourage others to participate.
- To announce book club meeting times.
- To recognize individuals who are participating and to share with the rest of the organization updates on The Challenge.

**Spark Plug e-Newsletter:** This is a weekly e-newsletter sent out from Joe Tye (author of *The Florence Prescription* & CEO of Values Coach) that has motivational and educational information that applies to your personal and professional life.

**How can I use this resource?**
- To receive updates on The Florence Challenge.
- To gain personal motivation.
- To gain educational information that can be applied to your professional life.
- Let participants know this newsletter is available and how they can sign up. (Sign up by calling 1-800-644-3889 or email the Values Coach team at challenge@valuescoachinc.com).

**Facebook:** To connect with The Florence Challenge community.
How can I use this resource?
- Join us as a fan at The Florence Challenge Facebook page.
- Provide feedback and share ideas about The Challenge at your organization with other participating organizations.

Webinars: Join The Florence Team at Values Coach Inc. for webinars regarding The Florence Challenge. Invites will be via email with the pertinent information.

How can I use this resource?
- Use this as an opportunity to bring the group together to hear the author of *The Florence Prescription* speak about the book and The Challenge.
- Speak to the author; ask questions and share stories and ideas with others in the Florence Community.
- To keep the spirit and momentum of The Challenge moving forward.

Moving Forward

The ideas presented in this guide are intended to help you get started and are based on input we have received from many of our participating hospitals and individuals. You can communicate with us via facebook (theflorencechallenge), email us at challenge@valuescoachinc.com or by phone at 800-644-3889.

The Florence Challenge team at Values Coach, Inc. is looking for feedback from you and your participants. We would like to hear about your success, the challenges you face and how we can continue to help you keep the spirit of partnership and a culture of ownership alive in your organization.

Questions to consider for feedback

How did your kickoff meeting go?
How many participants do you have?
Have you connected with us on facebook?
Have you connected with challenge participants at other organizations through facebook?
Would you be willing to provide us with pictures of the challenge team in action, so we can post on our facebook page?
Do you have the capability of participating in a webinar conducted by Joe Tye on The Florence Challenge?
Have your patients noticed a difference in you or a co-worker
Have you done something creative with The Florence Challenge? If so, share that with us.

**Sample Message to CEO**

I recently read the book *The Florence Prescription: From Accountability to Ownership* and have visited the website for The Florence Challenge. In almost every chapter, I saw something that applies to our hospital, and I think we should participate in The Florence Challenge.

The Florence Challenge will give us tools to work on the 8 essential elements of a culture of ownership that are described in the book: commitment, engagement, passion, initiative, stewardship, belonging and pride. It also includes tools for individual career and personal success, like *The Self-Empowerment Pledge*.

I think if we were all to read the book and take The Challenge, we would have a more positive and productive hospital. I also think that some of us might experience the sort of life-changing shift in attitude that was experienced by Sara Rutledge in the book.

Hospitals participating in The Florence Challenge can buy the book for just five dollars. It can also be downloaded or a free eBook from the Florence Challenge website.

**Sample Newsletter Article**

**The Florence Challenge comes to [Our Hospital]**

This year is the centennial of the death of Florence Nightingale, who not only was founder of nursing as a profession but also in many ways conceptualized the hospital as we know it today.

[Our Hospital] is taking The Florence Challenge to promote a more positive workplace environment and as a result of that provide an even better patient experience. This challenge will help us provide more compassionate care for our patients and empathetic hospitality for family and visitors.

But the most important reason we’re taking The Florence Challenge is that it’s really about helping each individual be more effective in their own personal and professional lives.

The book *The Florence Prescription: From Accountability to Ownership* is a fun story that is built around eight essential characteristics of a culture of ownership. These qualities reflect the type of organization that our hospital has always tried to be, and will foster a better spirit of partnership within our hospital team.
But these values also are essential elements of a great work experience for you personally. From commitment to our values and passion for our mission through a spirit of fellowship on the work unit and pride in your own work, these are the things that make for a meaningful and rewarding career.

To acknowledge your participation in The Florence Challenge, you can go to the website www.TheFlorenceChallenge.com “Resources” tab and print out a beautiful certificate. While you’re there, you will also want to view the slide show for The Self-Empowerment Pledge and print out a mini-poster with those seven simple promises that will change your life.

Finally, by taking The Florence Challenge we are asking every employee to help us eradicate the toxic emotional negativity of chronic complaining, gossiping, and finger-pointing – the way we once eradicated toxic cigarette smoke from our environment.

We are confident that taking The Florence Challenge will help us be a better hospital, and that if you join us in that challenge it will help you be more positive and effective in your own life as well.