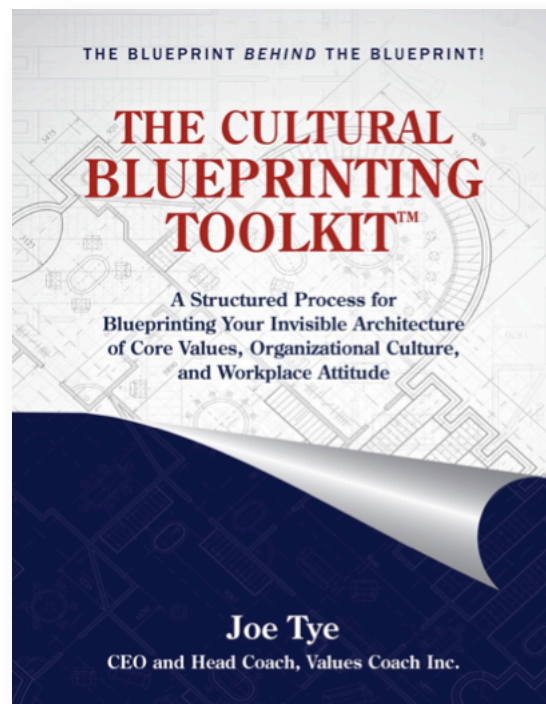
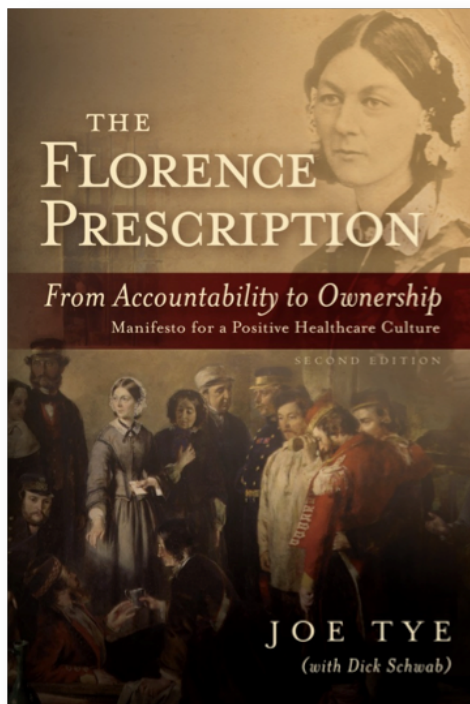


Leader's Implementation Guide for

# THE FLORENCE CHALLENGE

How to Optimize this Gift to Your People  
that is also an Investment in  
Your Organization



[www.TheFlorenceChallenge.com](http://www.TheFlorenceChallenge.com)

[www.ValuesCoach.com](http://www.ValuesCoach.com)

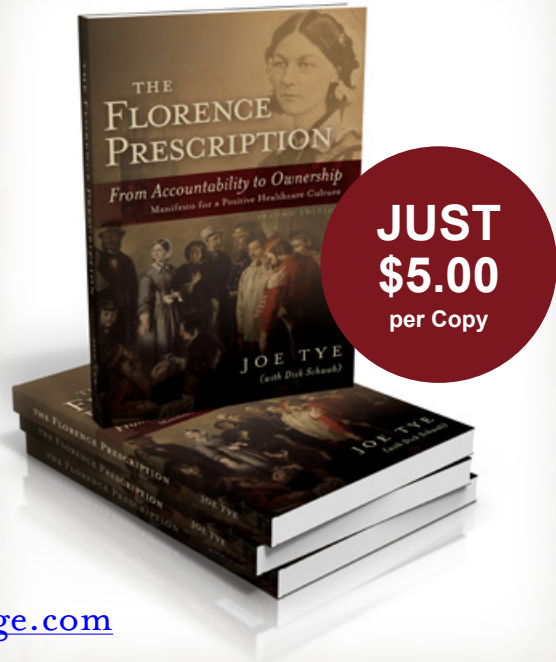
[Joe@ValuesCoach.com](mailto:Joe@ValuesCoach.com)

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## 1. START BY SHARING *The Florence Prescription*

We strongly recommend that the book be given to *every* employee, medical staff provider, board member, and even volunteer to stimulate a dialog about your Invisible Architecture™ of core values, organizational culture, and workplace attitude – and to establish a common set of expectations for attitude and behavior. Purchase the book directly from Values Coach Inc. for just \$5 per copy:



Online: [www.TheFlorenceChallenge.com](http://www.TheFlorenceChallenge.com)

Phone: 800-644-3889  
(319-624-3889)

Email: [Michelle@ValuesCoach.com](mailto:Michelle@ValuesCoach.com)

**SPECIAL BONUS:** For every 100 copies of *The Florence Prescription* you order we will include one free copy of the *Cultural Blueprinting Toolkit Workbook* (\$29 retail value). This workbook contains dozens of tools and techniques for designing your organization's Invisible Architecture™ of core values, organizational culture, and workplace attitude – and for fostering a great place to work and a great patient experience.





## 8 ESSENTIAL CHARACTERISTICS OF A CULTURE OF OWNERSHIP

Fairfield Medical Center in Lancaster, Ohio has adopted the 8 essential characteristics of a culture of ownership described in the book as an integral element of their recruiting and retention activities. The Florence Challenge website resource page has a 15-minute webinar on these 8 characteristics.

## THE 8 ESSENTIAL CHARACTERISTICS OF A CULTURE OF OWNERSHIP



### FROM THE BOOK

“We need to see opportunities where others see barriers. We need to be cheerleaders when others are moaning doom-and-gloom. We need to face problems with contrarian toughness because it’s in how we solve those problems that we differentiate ourselves from everyone else.”

## 2. CREATE A COMMUNICATION AND DISTRIBUTION PLAN

To assure that this is more than just a book, more than just another program, it is essential that thought be put into the communication and distribution plan. Explain why this is important for the organization, but also how it can help individual employees be more engaged and productive in their work – and in their relationships. Be genuine – but also make it fun.




Nancy Hilton, CNO of St. Lucie Hospital in Port St. Lucie Florida promoted the book to her staff by making rounds as Florence Nightingale



Jim Ulrich, CEO of Community Hospital in McCook, Nebraska and his leadership team personally delivered the book to each department and give copies to every new employee during orientation.

Tuesday, May 1, 2012



Dear Nursing Colleagues,


In celebration of Nurse Appreciation Week 2013, please accept this token of appreciation for the amazing care you provide every patient, family member, and fellow team member, every day. Without your commitment and dedication to excellent, evidence based practice nursing care, the outcomes for our patients would not be what they are today. The improvements we've made in the past several years through many of our quality initiatives could not have been accomplished without your diligence each and every day while looking for better, more efficient ways to provide exceptional care in this ever changing, ever challenging world of healthcare.

This book ran across my desk last summer, and not thinking much of it, I grabbed it to carry on a plane ride. I began reading, couldn't put it down, and finished it in one sitting. I think this book describes exactly where our culture is in some areas, and where we need to be. I would love nothing more than for our nursing department, as well as our organization as a whole, to move from a culture of accountability to a culture of ownership. However, as you will see in this book, I've realized I alone cannot empower you, you must empower yourself.

During this Nurse Appreciation Week, as we reflect on the celebration of the birth of Florence Nightingale, a pioneer in the field of nursing, my hope for each of you is that you reconnect to the reason we all became nurses, back to the patient. I give you permission to care, permission to challenge us to seek new innovative solutions, permission to hold your leaders accountable to this process, and permission to own your practice and your patients' outcomes. Without you, your spirit, dedication, drive, and leadership, the miracles we perform everyday would not be possible. I am proud to serve you, represent you, and lead you.

On behalf of your Nursing Shared Governance Councils and in appreciation for all you do,

Kris Wallace, RN, MBA  
Chief Nursing Officer, OU Medical System



Nursing Shared Governance  
OU Medical Center

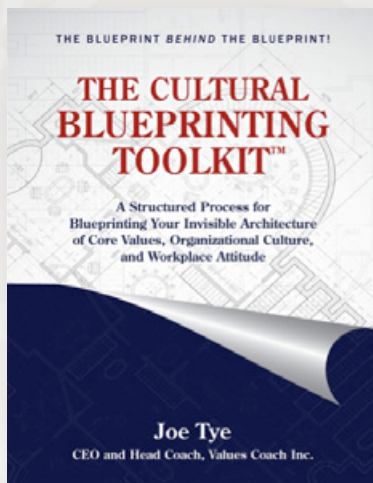
One or more members of the executive team should send a letter announcing The Florence Challenge; Values Coach can help you draft letters, newsletter articles, press releases, and other documents.

### 3. ASSESS YOUR CURRENT CULTURE

The *Cultural Blueprinting Toolkit Workbook* includes several instruments that can help you gain an objective assessment of how your people perceive the current culture of your organization. These are *not* just another employee satisfaction or engagement survey, but rather a unique window into how your staff views what it feels like to work in your organization. Values Coach can help with customizing and administering your choice of these surveys.

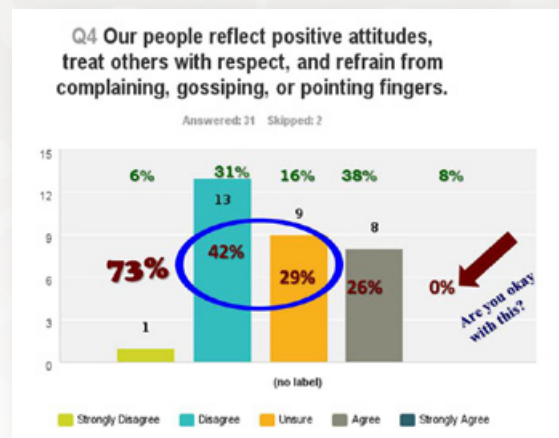
These surveys are included in the *Cultural Blueprinting Toolkit Workbook* and can also be administered for you by the Values Coach team:

- » The Accountability-Ownership Continuum (pages 19-22)
- » The Culture Assessment Survey (pages 38-41)
- » Rate your organization on the 8 essential characteristics of a culture of ownership (pages 93-98)



For every 100 copies of *The Florence Prescription* you order you will also receive one *Cultural Blueprinting Toolkit Workbook* which is packed with additional ideas for promoting a more positive and productive culture of ownership.

Slide from an actual client presentation by Joe Tye based upon their own internal assessment of attitude and behaviors within the hospital workplace.



## 4. ASK YOUR PEOPLE FOR A COMMITMENT

The Florence Challenge website resource page includes this downloadable Certificate of Commitment (as well as the artwork to create a pin-on Florence Challenge button). Ask your people to sign and post the certificate as a visible manifestation of their commitment to be more Emotionally Positive, Self Empowered, and Fully Engaged – the three key elements of a Florence Culture. Have managers post these in highly visible locations. On patient care units let patients know that these are the qualities that they can expect in their treatment. At Palmetto Health, manager Pam Prince even had each employee put his or her photo on the certificate (see picture below).



Palmetto Health, Columbia, South Carolina



Maine Medical Center, Portland, Maine

## 5. PROMOTE THE SELF-EMPOWERMENT PLEDGE

The Self-Empowerment Pledge features seven simple (simple but not easy) life-changing promises – and when a critical mass of individuals within a unit or department collectively commit to those promises it can have a profound cultural impact. Hospitals are using the individual Pledge posters as screensavers, having an operator repeat the promises on the overhead paging system, inviting people to share their own stories about how these promises have helped them, and a whole lot more.



Imagine the impact it could have on your organization if your people all made a good faith to live these promises in their work and in their lives! These individual posters make great daily screensavers!



All across the country people are gathering in staff meetings, nursing unit huddles, and impromptu groups to – as a group – make each day's promise as a way of holding themselves, and each other, to keeping those promises.

Additional Pledge cards and daily promise wristbands are available at [www.TheFlorenceChallenge.com](http://www.TheFlorenceChallenge.com) or by calling the Values Coach office at 800-644-3889 (319-624-3889).



## 6. PROMOTE THE PICKLE PLEDGE

Another extremely helpful special feature of *The Florence Prescription* is The Pickle Pledge (so called because people who are chronically negative at least metaphorically look like they are sucking on a pickle, and because a pickle is a fresh vegetable that has been soaked in vinegar, another great metaphor for people whose outlook on life has been poisoned by emotional vinegar).



Pickle Pledge door hangers are available for \$1.<sup>00</sup> each at [TheFlorenceChallenge.com](http://TheFlorenceChallenge.com) or by calling the Values Coach office at 800-644-3889 (319-624-3889).

Imagine how much more positive and productive your organization would be if you could eradicate toxic emotional negativity the way that not so long ago you eradicated toxic cigarette smoke from the workplace environment!!!



The Pickle Challenge has taken on a life of its own in healthcare facilities across the country!

## 7. COLLECT AND SHARE STORIES

*Stories are data with a soul – Brené Brown*

Storytelling is one of the most powerful of all culture-shaping tools. People are more inspired by stories of coworkers making positive changes than they are by books and lectures. One of your priorities from the beginning should be establishing mechanisms to capture and tell those stories, including on your website, in newsletters, in employee gatherings, and other venues.

You can ask people to share their stories at the daily reading of The Self-Empowerment Pledge; in the hospital newsletter or on its website; in an annual collection of personal stories; and many other formats.

### A REAL WORLD FLORENCE CHALLENGE SUCCESS STORY

CeCe Peters is a labor and delivery nurse at Fairfield Medical Center. Upon reading *The Florence Prescription*, she saw some of the characteristics of Sarah Rutledge (excellent clinical skills but a toxic negative attitude) in herself and made a commitment to change. When FMC adopted the 8 essential characteristics of a culture of ownership, CeCe said she wanted to be on the poster for passion. When author Joe Tye told CeCe's story at the annual conference of the Ohio Organization of Nurse Executives, both she and her Chief Nursing Officer were in the audience; CeCe received a sustained ovation from the more than 400 other nurses in the room that day.



*“Stories are uniquely called for when trying to establish values in an organization. Only a story can convey the uncomfortable predicament required to truly define a value.”*

*Paul Smith: Lead with a Story*

## 8. JUMP START AND SUPERCHARGE YOUR EVENT

One of the best ways to add spark to a culture change initiative – especially one that incorporates *The Florence Prescription* – is to invite author Joe Tye to come to your organization. His typical program is 2-3 days and includes a full-day management retreat, a series of 90-minute presentations open to all employees, plus special sessions for medical staff, board, volunteers, and/or other special constituencies. For scheduling information contact Michelle Arduser, Director of Client Services:

Email: [Michelle@ValuesCoach.com](mailto:Michelle@ValuesCoach.com)

Phone: 800-644-3889 (319-624-3889)



Joe Tye presents The Florence Challenge at a Leadership Retreat for TriHealth in Cincinnati (Photo by Tim O'Brien)



Defining a Cultural Blueprint at a leadership retreat for Union Hospital in Dover, Ohio

*“Everyone at TriHealth is still talking about your presentation and there is unanimous agreement that you are the best speaker we have ever had! People have said that they could have listened to you all day. I have never seen anyone else get a standing ovation before either.”*

*Kathy Oliphant, Professional Excellence Specialist,  
Nursing Administration, TriHealth Bethesda North Hospital*

## 9. THE FLORENCE CHALLENGE RESOURCES PAGE

The Florence Challenge website ([www.TheFlorenceChallenge.com](http://www.TheFlorenceChallenge.com)) features a growing wealth of resources for optimizing the initiative in your organization. Everyone in your organization will have full access to this website and the resources it contains, including:

### DOWNLOADABLE DOCUMENTS

Your people can download The Florence Challenge Certificate of Commitment, The Pickle Pledge and sign declaring their workspace to be a Pickle-Free Zone, The Self-Empowerment Pledge and individual posters for each of the 7 daily promises, and more.



### WEBINARS, STUDY GUIDE, SPECIAL REPORTS, AND POWERPOINT SLIDES

Your people can watch webinars ranging from 10-to-60 minutes on a variety of topics covered in *The Florence Prescription* and the *Cultural Blueprinting Toolkit Workbook*. They can also download the 150-slide study guide that features thought-provoking questions for each chapter in *The Florence Prescription*, a useful aid for lunch-and-learn sessions, book clubs, and department meetings. The website also includes a variety of PowerPoint slides that managers and trainers can customize, as well as a growing library of articles and special reports (for example, "Ten Leadership Lessons from Florence Nightingale").

