

Supplemental Materials
Intervention Effects on Safety Compliance and Citizenship Behaviors: Evidence From
the Work, Family, and Health Study
 by L. B. Hammer et al., 2015, *Journal of Applied Psychology*
<http://dx.doi.org/10.1037/apl0000047>

Online Appendix
Summary of Intervention Activities and Sample Timeline

For the specific STAR Workplace Change Toolkit go to www.workfamilyhealthnetwork.org

The *STAR: Health Care* implementation will help managers shift their attitudes and behaviors about the rules and regulations that have operated in health care settings for decades. Together, we will help them overcome antiquated rules around scheduled time, beliefs, and workplace language, thus positioning them to more effectively create a patient-centered environment. Managers who should participate in STAR include administrators, facility managers, human resource managers, schedulers, team supervisors, and night-shift supervisors.

Our process is not the typical “teach and train” program involving all-day seminars, workbooks, and tests. STAR implementation consists of a series of experiential sessions. Between sessions, employees and managers work on specific activities that will enable them to change their behaviors and emotions to evolve to a patient-centered environment that is also supportive of employees’ work and life needs.

Sample Timeline

Sessions/Activity	Participants	Time	Rollout	Sessions/Activity	Participants	Time	Rollout
STAR Steering Team Session #1 & Manager-Only Session	Steering Team & Managers	3 hours	Week 1	STAR Steering Team Session #2 & Manager-Only Session	Steering Team	3 hours	Week 7
Team Induction/ Sludge	All	1.5 hours	Week 1	Culture Clinic	All	1.5 hours	Week 7
weSupport Training and Behavior Tracking	Managers	2 weeks	Weeks 2 & 3	weSupport Behavior Tracking (#2)	Managers	2 weeks	Weeks 8 & 9
Sludge Eradication Activity	All	2 weeks	Weeks 2 & 3	Do Something Different Activity	All	2 weeks	Weeks 8 & 9
				Forum	All	1 hour	Week 12

YEAR (SAMPLE)																											
March							April							May							June						
S	M	T	W	TH	F	S	S	M	T	W	TH	F	S	S	M	T	W	TH	F	S	S	M	T	W	TH	F	S
		1	2	3	4	5						1	2	1	2	3	4	5	6	7				1	2	3	4
6	7	8	9	10	11	12	3	4	5	6	7	8	9	8	9	10	11	12	13	14	5	6	7	8	9	10	11
13	14	15	16	17	18	19	10	11	12	13	14	15	16	15	16	17	18	19	20	21	12	13	14	15	16	17	18
20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25
27	28	29	30	31			24	25	26	27	28	29	30	29	30	31					26	27	28	29	30		

The STAR Implementation Process consists of the following phases:

Phase 1: Prepare for the Change

Outcome: Facilitators learn the unique aspects of COMPANY'S culture that will maximize session interactions with employees. The health care facility's management team is prepared to effectively guide their center into a STAR workplace.

Steering Team Session #1

All Steering Team Members: The STAR facilitator will spend about 20 min talking with all Steering Team members, giving a brief overview of what to expect over the next few months. Steering Team members will receive specific instructions on how to incorporate STAR into their workplace in practical ways and how to be peer leaders for STAR.

Managers Only: After the initial introduction, managers will first spend 1.5 hr going through the principles of STAR, what it is, and why it is important. This session will also introduce the concept of Sludge and Sludge Eradication. This is followed by a 1-hr interactive education session in which the Management Team will be exposed to the STAR philosophy and business case. Because it is their attitudes and behaviors that will set the tone for success, it is critical that the Management Team take this time to understand and prepare for their role in creating a supportive environment during and after this adaptive change process.

weSupport Training: Managers and supervisors will complete a computer-based training that will provide them with information about the relationship between work and non-work and how this relationship can impact their own well-being and performance, as well as that of their employees.

weSupport Behavior Tracking (#1): The *weSupport* Tracking exercise helps managers and supervisors examine the ways they provide family and performance support to the people they supervise. This type of behavior tracking helps people become more aware of their actions versus their intentions. The exercise will help managers work toward the goal of becoming more supportive. Family-supportive and performance-supportive behaviors are tracked using an iPod Touch device.

Phase 2: Set the Change in Motion

Outcome: The employees have the tools and framework necessary to begin operating in a STAR workplace.

Team Induction/Sludge Session (1.5 hr): In this session, participants will learn all about STAR: what it is, how it works, and why it is important for their care facility and COMPANY. Managers and employees take the principles and STAR Guideposts learned in Team Induction and make the connection between actual behaviors at home and at work that reduce work/family

conflict and create a supportive work environment. Participants learn about “Sludge”—a divisive force that seeks to maintain order and hierarchy associated with outdated workplace rules and norms. Employees learn to recognize and identify different types of Sludge and develop strategies for eradicating Sludge from their workplace.

Sludge Eradication Activity: Employee activities will help people apply what they have learned in their actual work environment. After the Sludge session, employees will spend 2 weeks in the first group activity focused on eradicating Sludge. Employees will record each time they use the “Sludge Eradication Strategy,” which is a planned positive response to hearing Sludge. Team members work together to eliminate Sludge from the work environment.

Steering Team Session #2:

All Steering Team Members: Similar to the first Steering Team meeting, the facilitator will spend 20 min with the entire Steering Team, reviewing the STAR process to this point, checking on progress, and addressing questions and concerns.

Managers Only: Managers will spend the 1.5 hr discussing how to create a STAR workplace. This includes content about operating effectively within a counter-culture environment, resisting implementation of traditional guidelines within the counter-culture, and solidifying feelings as part of this new work environment. An additional hour is necessary to prepare managers to support their employees in a STAR workplace prior to “Go Live.” The session includes on-the-spot coaching, confidence-building situational role plays, and a review of management behaviors necessary to provide performance and personal/family support in the STAR workplace, as well as feedback on the results of their *weSupport* Tracking exercise.

Culture Clinic (1.5 hr): In these interactive sessions, participants continue their education and will learn how to: (1) operate effectively within a counter-culture environment, (2) resist implementing traditional guidelines within the counter-culture, (3) solidify their feelings as part of the new work environment. At the end of the sessions, employees have the framework they need to begin operating in a STAR workplace.

Go Live! Immediately following the Culture Clinic session, employees begin operating in a STAR environment by solving workplace issues. Allowing employees to manage through ambiguity during Phase 3 has proven to be critical to the adoption of behaviors that will create a results-only focus.

Do Something Different Activity: This second employee activity helps people apply what they have learned in training in their actual work environment. After the Culture Clinic, employees will spend 2 weeks in the second group activity focused on Doing Something Different. Employees will track new things they have done to better support their co-workers or to take better control over work time.

***weSupport* Behavior Tracking (#2):** The second behavior tracking exercise allows managers and supervisors to apply what they have learned about what it means to be a supportive manager

as they have migrated through the STAR process and compare that progress to the first trial of the *weSupport* Tracking. Tracking the behaviors allows for feedback on progress toward personal supervisor goals. At the end of the STAR sessions, supervisors can also receive individualized feedback that compares their progress to all the managers and supervisors as a group (depending on the version of *weSupport* your company has selected).

Phase 3: Learn and Evolve

Outcome: Employees will report increased job satisfaction, reduced stress, improved morale, and the ability to manage work and life more effectively. Managers will report a shift in their ability to support employees to more effectively create a patient-centered environment.

Forum Sessions (1 hr): Employees and managers come back together to share wins and challenges that they are experiencing in a STAR environment about 4–6 weeks after Go Live. At these forums, facilitators provide on-the-spot coaching and encouragement to keep managers and employees focused. Robust discussions keep old beliefs and behaviors from creeping back in.