

Integrity Every Day

Real Choices. Right Decisions.

Preview Only

Facilitator Guide

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This program was developed in cooperation with Kindred Healthcare, Inc.

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Letter from the President

Thank you for selecting this VisionPoint program to meet your training needs. This program has been used and approved by trainers and organizations in several industries and has been updated to reflect current laws, best practices and trends in the workplace.

We're committed to providing you with resources! Reproducible participant materials, video scripts, optional activities and other valuable materials are available to you at www.visionpoint.com. Resources are updated and added regularly so check back while preparing for any new training session.

We're here to support you through the entire training experience! Should you have any questions before, during or after any training session, please feel free to contact us at trainer@visionpoint.com or the VisionPoint TrainerTALK™ helpline, 800-300-8880 x302. Our master trainers, course developers and TrainerSelect™ team are available to answer questions, share ideas, facilitate training and customize materials to meet your needs.

Thank you again for choosing VisionPoint! If there is anything I can personally do to make your experience of working with us and our programs more enjoyable or effective, please feel free to contact me directly.

Sincerely,



Laura E. Bernstein

Program Overview

Integrity Every Day: Real Choices. Right Decisions. is designed to help employees learn how to do the right thing, for the right reasons, in the right way.

The truth is all healthcare employees face situations every day where they have some real choices to make. And it's important that they understand what their responsibilities are in those situations and then make the right decisions.

Making the right decisions is important because it not only helps ensure that they act in a legal and ethical manner; but also ensures that they continue to provide the levels of quality care, transparency and customer service that lead to organizational excellence.

Integrity Every Day: Real Choices. Right Decisions. will help your employees learn how to recognize some of the most critical business ethics and compliance situations they face in the healthcare workplace. It provides a clear, easy-to-use model that will help them think things through to arrive at the most appropriate choice of action to take, ensuring the integrity of your organization.

Your organization has its own unique personality, needs and issues. *Integrity Every Day: Real Choices. Right Decisions.* is designed with that in mind. Because it uses a modular format, it's flexible enough to be used as the foundation for a new compliance training initiative, or you can easily adapt it and integrate it into your existing business ethics training initiative.

Program Benefits

Here are the benefits this program can deliver for your employees and for the organization:

For employees:

- Better communications – employees will have a common language and approach for understanding and resolving business ethics situations, which leads to improved communications and understanding
- Improved productivity – employees will be better able to recognize and respond quickly and appropriately in what can often be complex and challenging situations
- Application of new skills – employees will be able to demonstrate knowledge and skills that earn the respect of fellow employees and their managers

For organizations:

- Competitive edge – employees, customers and suppliers increasingly want to be part of a successful organization—one that puts its values into practice
- Problem prevention – resolving issues using the A.C.T. approach keeps problems from escalating and allows everyone to focus on getting things done that need to be done
- Employee commitment – gain personal commitment from all employees to the organization's culture of integrity

How to Use the Training Materials

These training materials are designed to provide all the information and materials you need to conduct an effective training session.

The package includes:

1. CD-ROM, which contains:
 - This *Facilitator Guide*
 - *Facilitator Resources* – activities, handout masters and additional suggestions to assist facilitators
2. PowerPoint slides and other reference information available as online resources*
3. *Integrity Every Day: Real Choices. Right Decisions.* video – VHS or DVD

* To access online resources for this program, visit www.visionpoint.com. From the Resources menu, select **Program Resources**. Login and select the program title from the list. If you do not see this program title listed, please contact trainer@visionpoint.com.

If you are an experienced training professional, use this guide as a starting point as you prepare for training, and be sure to insert your own style, experience and examples into the session. If you are new to training or the program content, follow the step-by-step instructions, and use the scripted language to help you stay focused on the key points and facilitate an effective session.

As you prepare for a session, be sure to review the agenda from beginning to end. Estimated timeframes for each agenda option assume a group size of 8 – 15 people. If your session will have fewer or more participants, it is important to

review each step of your agenda and decide how to best modify discussions and activities to accommodate your group size.

There is always more than one way to approach setting up and positioning activities. This guide provides best practices based on trainer review and general market needs. Should you have any questions about how to best conduct a particular activity for your organization's unique needs, please contact our TrainerTALK™ helpline at 800-300-8880 x302 or trainer@visionpoint.com. VisionPoint's master trainers and TrainerSelect™ team are happy to answer questions, share ideas and help customize materials.

Agenda Options

This *Facilitator Guide* provides step-by-step instructions for both a half-day workshop and a 90-minute session. Both agendas introduce key concepts through video and provide time for reflection and discussion. The primary difference is that the 90-minute session only allows for discussion of three or four vignettes of your choice.

You can also extend your sessions, if desired, by using the supplemental activities found in the *Facilitator Resources*.

Half-Day Agenda

Step	Item	Time
#1	Arrival of Participants	N/A
#2	Getting Started	10 minutes
#3	Getting Focused	10 minutes
#4	Introduce the Video	10 minutes
#5	Billing and Coding	20 minutes
#6	Quality of Care	20 minutes
	Break	15 minutes
#7	Internal Reporting	20 minutes
#8	Giving and Receiving Gifts	20 minutes
#9	Document Retention and Destruction	20 minutes
	Break	15 minutes
#10	Customer Service, Culture and Community	20 minutes
#11	Concluding the Video	5 minutes
#12	Wrap up the Session	15 minutes

Total Estimated Time: 200 minutes
(approx. 3 1/2 hours)

90-Minute Agenda

To conduct a 90-minute session, you will need to select three or four of the central topic areas that are of most importance to your organization and audience. You will also need to adjust the times of your opening and session wrap-up activities accordingly. Use the corresponding materials for each step in this *Facilitator Guide* to conduct your session.

Step	Item	Time
	<i>Always include the following agenda items</i>	
#1	Arrival of Participants	N/A
#2	Getting Started	5 minutes
#3	Getting Focused	10 minutes
#4	Introduce the Video	5 minutes
	<i>Select three or four of the following topics</i>	
#5	Billing and Coding	20 minutes
#6	Quality of Care	20 minutes
#7	Internal Reporting	20 minutes
#8	Giving and Receiving Gifts	20 minutes
#9	Document Retention and Destruction	20 minutes
#10	Customer Service, Culture and Community	20 minutes
	<i>Always include the following agenda items</i>	
#11	Concluding the Video	2 minutes
#12	Wrap up the Session	8 minutes

Total Estimated Time: 90 minutes

Step 1

Half-Day Workshop Arrival of Participants

Time it takes:

From the time you show up until you start the program

What it is about:

Managing the environment and getting people settled

What you will need:

- Markers
- Name tents
- PowerPoint Slide #1
- **SMART-START® Business Ethics: Integrity at Work** (optional)

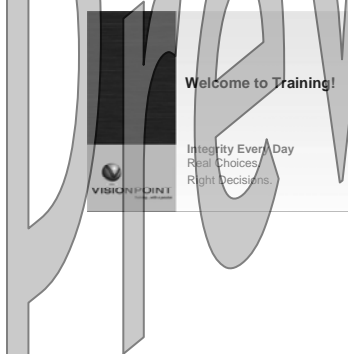
How to do it:

1. Get there first! This demonstrates organization and excitement—and sets a good example. Be sure the room is set up, the equipment works and everything is arranged the way you want it.

2. Display Slide #1 on the screen prior to the session start time.

[Facilitator Note: As an option, you can play the SMART-START® Business Ethics: Integrity at Work video as participants enter the room. See page 18 for more information.]

3. Greet participants as they enter the room.



Step 2

Half-Day Workshop Getting Started

Time it takes:

10 minutes

What it is about:

Introducing the topic, program logistics and each other

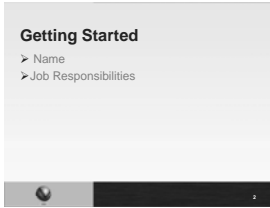
What you will need:

- *Ground Rules* flipchart page
- *Parking Lot* flipchart page
- PowerPoint Slide #2

How to do it:

1. Introduce yourself in whatever way you think is appropriate and welcoming.
2. Go over session logistics, including:
 - How long the session will take
 - When there will be a break (if appropriate)
 - Where the restrooms and emergency exits are located
 - Ground Rules
 - Parking Lot
3. Introduce the program by saying: **Today you're going to participate in a program that is designed to help you learn how to do the right thing, for the right reasons, in the right way.**





4. Transition to participant introductions by saying: **Before we get into the program material, let's get to know one another.**
5. Display Slide #2 and say: **Please share with us your name and job responsibilities.**
6. Transition to Step 3 (Getting Focused) by saying: **Let's talk about the focus of today's program.**

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Step 3

Half-Day Workshop Getting Focused

Time it takes:

10 minutes

What it is about:

Introducing the learning objectives and what participants will experience and learn

What you will need:

- A copy of your organization's Code of Conduct for each participant
- PowerPoint Slides #3 – 4

How to do it:



1. Re-introduce the purpose of the session by saying: **The title of this session is *Integrity Every Day*. As I mentioned, the purpose of the session is to help us learn how to do the right thing, for the right reasons, in the right way. The truth is we all face situations every day where we have some real choices to make. And it's important that we understand what our responsibilities are in those situations and then make the right decisions. Making the right decisions is important because it not only helps ensure that we act in a legal and ethical manner; but also ensures that we continue to provide the levels of**

quality care, transparency and customer service that lead to organizational excellence.

In this session, you'll learn how to recognize some of the most critical business ethics and compliance situations we face in the healthcare workplace. And you'll also become acquainted with a clear, easy-to-use model that will help you think things through to arrive at the most appropriate choice of action to take in any given situation.

Learning Objectives

- Identify workplace integrity values, standards and expectations
- Implement policies and procedures for addressing ethics and compliance concerns
- Identify common work-related ethics and compliance concerns
- Use the A.C.T. model to determine the most appropriate choice of action

2. Show Slide #3 and go over the learning objectives by saying: **At the end of today's session, you should be able to:**

- **Identify the organization's values, standards and expectations regarding workplace integrity**
- **Implement the organization's policies and procedures for addressing work-related ethics and compliance concerns**
- **Identify some of the most common work-related ethics and compliance concerns**
- **Use the A.C.T. model to think through an issue and determine the most appropriate choice of action to take in a given situation**

Step 4

Half-Day Workshop Introduce the Video

Time it takes:

10 minutes

What it is about:

Introducing the video

What you will need:

No materials required

How to do it:



1. Describe the mechanics of how the video is used by saying: **The video we're about to watch, *Integrity Every Day*, uses a series of six discussion-triggering examples to help us examine the importance of maintaining integrity in our workplace.**
2. Continue by saying: **Here's how it works: we will watch a dramatized example of a common work-related ethics or compliance situation. The situation is played out right up to the point where a choice of action needs to be made.**
3. Continue by saying: **I will stop the video after each example, and we will discuss the issues involved and any actions that should be taken to maintain our organization's integrity.**



I'll distribute some handouts that contain some questions for each example that we can use to help guide our discussion.

[Facilitator Note: The possible responses for the guided discussion of each vignette include references to your organization's policies and procedures on the vignette topic. If your organization does not have a policy on one of the topics covered in these vignettes, please consult with your HR or legal department prior to the training to determine the most appropriate way to respond to participant questions in that subject area.]

After our initial discussion of each example, the narrator on the video will review essential take away information for that vignette. Then we'll briefly summarize the key points for the topic.

4. Continue by saying: **By the way, the people we see in this program obviously don't really work here. But, for the purposes of our discussion, let's assume they do. And, more importantly, let's assume that the situations we're going to talk about really could happen here. Because, to be honest, most—if not all of them—either have happened or could easily happen.**

Step 5

Half-Day Workshop Billing and Coding

Time it takes:

20 minutes

What it is about:

Introducing the A.C.T. model and addressing the subject of billing and coding accuracy

What you will need:

- Flipchart
- *Handout #1* (Found on page 17 in the *Facilitator Resources*)
- PowerPoint Slide #5
- Video – *Integrity Every Day*
- Your organization’s Code of Conduct

How to do it:



1. Introduce the topic by saying: **The segment of the video we’re about to watch reacquaints us with the A.C.T. model and moves into a vignette entitled, “I don’t have time . . .” which addresses the subject of billing and coding accuracy.**
2. Distribute *Handout #1* and continue by saying: **We’ll use the questions on this video observation form as the focus of our discussion of this vignette.**



3. Play the video segment, “Introduction” and the vignette, “I don’t have time . . . ”

[Facilitator Note: If you are using the DVD, select Program By Scene from the main menu. Then select and play the introduction. After the introduction is complete, select and play “I don’t have time . . . ” The video will stop automatically at the end of the scene.

If you are using the VHS, play the video from the beginning through the end of the first vignette. Stop the tape when you see the graphic that reads “What would you do?”]



4. Debrief the vignette by saying: **Let’s analyze the situation. What is taking place in this example?**

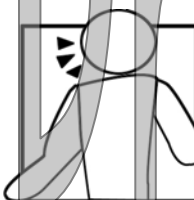
[Facilitator Note: Consider recording participant responses on the flipchart.]

[Possible Responses: Tess is filling out her daily activity report at the end of the day, rather than keeping it up to date during the day; she’s guessing and could be making errors]

5. Continue by saying: **Now consider the potential consequences of Tess’s actions.**

[Possible Responses: the organization could face legal action and financial penalties for errors in coding and billing; the organization’s reputation for customer service could suffer; Tess could lose her job]

6. Continue by saying: **Take appropriate action. Assuming this example was taking place in**



Step 6

Half-Day Workshop Quality of Care

Time it takes:

20 minutes

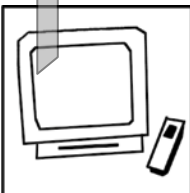
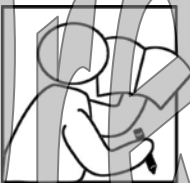
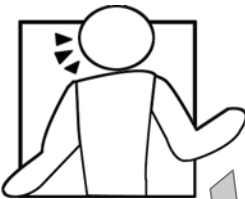
What it is about:

Addressing the subject of quality of care

What you will need:

- Flipchart
- *Handout #2* (Found on page 19 in the *Facilitator Resources*)
- PowerPoint Slide #6
- Video – *Integrity Every Day*
- Your organization’s Code of Conduct

How to do it:



1. Introduce the topic by saying: **We’re about to view the video vignette entitled, “That hurts!” which addresses the subject of quality of care.**

2. Distribute *Handout #2* and continue by saying: **We’ll use the questions on this video observation form as the focus of our discussion of this vignette.**

3. Play the video vignette, “That hurts!”

[Facilitator Note: If you are using the DVD, select Program By Scene from the main menu. Then select and play “That hurts!” The video will stop automatically at the end of the scene.

If you are using the VHS, play the video vignette entitled “That hurts!” Stop the tape when you see

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the graphic that reads, “What would you do?”]

4. Debrief the vignette by saying: **Let’s analyze the situation. What is taking place in this example?**

[Facilitator Note: Consider recording participant responses on the flipchart.]

[Possible Responses: Kiana thinks she may have observed Carl hurting a patient; she can’t decide what to do]

5. Continue by saying: **Now consider the potential consequences of Kiana’s actions or inactions.**

[Possible Responses: if she fails to report the incident, she could put the organization at risk legally and financially; the organization’s reputation for patient care could suffer; by reporting it, she might jeopardize Carl’s job if it turns out he was abusing the patient]

6. Continue by saying: **Take appropriate action. Assuming this example was taking place in our organization, what do you think Kiana should do in this situation? What about Jana?**

[Acknowledge all responses and, if necessary, redirect the discussion to outline the appropriate action(s) to be taken, based on your organization’s Code of Conduct and applicable policies and procedures.]

Step 7

Half-Day Workshop Internal Reporting

Time it takes:

20 minutes

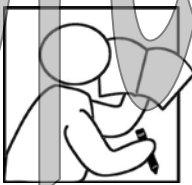
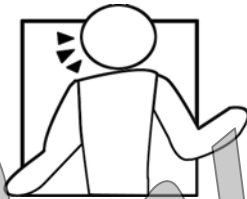
What it is about:

Addressing the subject of internal reporting of potential violations of laws, regulations or policies

What you will need:

- Flipchart
- *Handout #3* (Found on page 21 in the *Facilitator Resources*)
- PowerPoint Slide #7
- Video – *Integrity Every Day*
- Your organization’s Code of Conduct

How to do it:



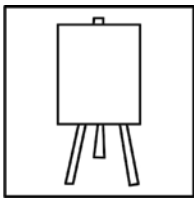
1. Introduce the topic by saying: **We’re about to view the video vignette entitled, “I don’t want to get anybody in trouble . . .” which addresses the subject of the internal reporting of potential violations of laws, regulations or policy.**
2. Distribute *Handout #3* and continue by saying: **We’ll use the questions on this video observation form as the focus of our discussion of this vignette.**



3. Play the video vignette, “I don’t want to get anybody into trouble . . . ”

[Facilitator Note: If you are using the DVD, select Program By Scene from the main menu. Then select and play “I don’t want to get anybody into trouble . . . ” The video will stop automatically at the end of the scene.

If you are using the VHS, play the video vignette entitled “I don’t want to get anybody into trouble...” Stop the tape when you see the graphic that reads, “What would you do?”]



4. Debrief the vignette by saying: **Let’s analyze the situation. What is taking place in this example?**

[Facilitator Note: Consider recording participant responses on the flipchart.]

[Possible Responses: Gwen is concerned that a coworker might be violating regulations on the handling of medications]

5. Continue by saying: **Now consider the potential consequences of Gwen’s actions or inactions.**

[Possible Responses: if she fails to report the incident, she could put the organization at risk legally and financially; the organization’s reputation for patient care could suffer; by reporting it, she might jeopardize the coworker’s job if it turns out he or she was doping a patient or taking the medications for him or herself]

6. Continue by saying: **Take appropriate action.**

Step 8

Half-Day Workshop Giving and Receiving Gifts

Time it takes:

20 minutes

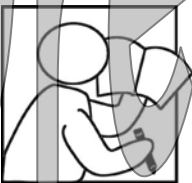
What it is about:

Addressing giving and receiving gifts in the workplace

What you will need:

- Flipchart
- *Handout #4* (Found on page 23 in the *Facilitator Resources*)
- PowerPoint Slide #8
- Video – *Integrity Every Day*
- Your organization’s Code of Conduct

How to do it:



1. Introduce the topic by saying: **We’re about to view a video vignette entitled, “I’m not going to use them . . . ” which introduces the topic of accepting and giving gifts in the workplace.**

2. Distribute *Handout #4* and continue by saying: **We’ll use the questions on this video observation form as the focus of our discussion of this vignette.**

3. Play the video vignette, “I’m not going to use them . . . ”

[Facilitator Note: If you are using the DVD, select Program By Scene from the main menu. Then select and play “I’m not going to use them . . . ” The video

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will stop automatically at the end of the scene. If you are using the VHS, play the video vignette entitled “I’m not going to use them . . .” Stop the tape when you see the graphic that reads, “What would you do?”]

4. Debrief the vignette by saying: **Let’s analyze the situation. What is taking place in this example?**

[Facilitator Note: Consider recording participant responses on the flipchart.]

[Possible Responses: a vendor is offering Lisa a pair of tickets to a concert and tying it to the fact that she is one of his best customers; the significant value of the tickets appears to make the offer something that might be an issue]

5. Continue by saying: **Assuming this example was taking place in our organization, what are the potential consequences for Lisa if she accepts the gift?**

[Acknowledge all responses and, if necessary, redirect the discussion to communicate the potential consequences based on your organization’s Code of Conduct and applicable policies and procedures.]

6. Continue by saying: **In terms of the appropriate action to take, and again assuming this example was taking place in our organizations, how should Lisa respond to the offer of the free tickets?**

[Acknowledge all responses and, if necessary,

Step 9

Half-Day Workshop Document Retention and Destruction

Time it takes:

20 minutes

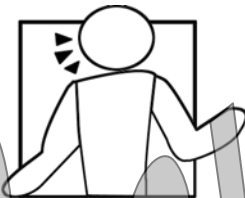
What it is about:

Addressing the subject of document retention and destruction

What you will need:

- Flipchart
- *Handout #5* (Found on page 25 in the *Facilitator Resources*)
- PowerPoint Slide #9
- Video – *Integrity Every Day*
- Your organization’s Code of Conduct

How to do it:



1. Introduce the topic by saying: **The video vignette we’re about to view is entitled, “Just keep it to ourselves . . .” which addresses the subject of document retention and destruction.**
2. Distribute *Handout #5* and continue by saying: **We’ll use the questions on this video observation form as the focus of our discussion of this vignette.**
3. Play the video vignette, “Just keep it to ourselves . . .”

[Facilitator Note: If you are using the DVD, select Program By Scene from the main menu. Then select

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and play “Just keep it to ourselves . . . ” The video will stop automatically at the end of the scene.

If you are using the VHS, play the video vignette entitled “Just keep it to ourselves . . . ” Stop the tape when you see the graphic that reads, “What would you do?”]

4. Debrief the vignette by saying: **Let’s analyze the situation. What is taking place in this example?**

[Facilitator Note: Consider recording participant responses on the flipchart.]

[Possible Responses: Crystal is being asked to destroy documents in violation of organization policy]

5. Continue by saying: **Now consider the consequences. What are the potential consequences for the organization, Crystal and her manager if Crystal does shred the documents?**

[Possible Responses: the organization could face legal action and financial penalties for destroying the documents; Crystal and her manager could lose their jobs]

6. Continue by saying: **Take appropriate action. Assuming this example was taking place in our organization, how do you think Crystal should handle being asked by her manager to do something she knows is wrong?**

Step 10

Half-Day Workshop Customer Service, Culture and Community

Time it takes:

20 minutes

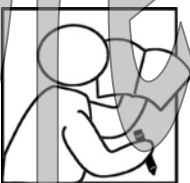
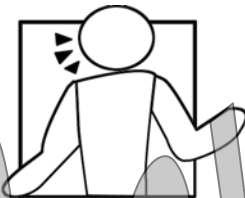
What it is about:

Addressing the subject of customer service, culture and community

What you will need:

- Flipchart
- *Handout #6* (Found on page 27 in the *Facilitator Resources*)
- PowerPoint Slide #10
- Video – *Integrity Every Day*
- Your organization's Code of Conduct

How to do it:



1. Introduce the topic by saying: **We're about to view a video vignette entitled, "Is this any way to run a hospital?" which addresses the subject of customer service, culture and community.**

2. Distribute *Handout #6* and continue by saying: **We'll use the questions on this video observation form as the focus of our discussion of this vignette.**

3. Play the video vignette, "Is this any way to run a hospital?"

[Facilitator Note: If you are using the DVD, select Program By Scene from the main menu. Then select

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and play “Is this any way to run a hospital?” The video will stop automatically at the end of the scene.

If you are using the VHS, play the video vignette entitled “Is this any way to run a hospital?” Stop the tape when you see the graphic that reads “What would you do?”]



4. Debrief the vignette by saying: **Let’s analyze the situation. What is taking place in this example?**

[Facilitator Note: Consider recording participant responses on the flipchart.]

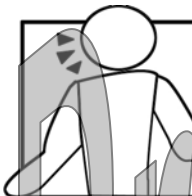
[Possible Responses: a patient was disturbed by the behaviors of another patient’s family; the patient didn’t understand why so many people were in the other patient’s room]

5. Continue by saying: **What about the consequences? What could be the negative impact on our patients and our workplace of not respecting cultural differences?**

[Possible Responses: we could become or be perceived as impatient, intolerant or judgmental toward others; we may not provide the best healthcare available; we may not make the best decisions for the patient or our coworkers; we might lose future business or employees]

What were examples of showing respect and/or disrespect in this situation?

[Possible Responses: Frank made a derogatory



Step 11

Half-Day Workshop Concluding the Video

Time it takes: 5 minutes

What it is about: Wrapping up the video, *Integrity Every Day*

What you will need:

- Video – *Integrity Every Day*

How to do it:



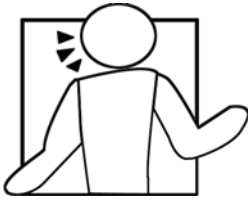
1. Introduce the topic by saying: **To wrap up the video-driven portion of the workshop, we'll take a look at a brief concluding statement from the video narrator.**

2. Play the conclusion of the video.

[Facilitator Note: If you are using the DVD, select Program By Scene from the main menu. Then select and play the conclusion. The video will stop automatically at the end of the scene.

If you are using the VHS, play the concluding video segment entitled "It's About Integrity . . . Every Day!"

3. Continue by saying: **As the narrator mentions in the video, we face choices every day that impact our success and the success of the organization. And the A.C.T. model can help us navigate those integrity moments successfully.**



4. Continue by asking: **Do you have any final questions about anything we've covered up to this point?**
5. Transition by saying: **All right, let's move on to the conclusion of today's session.**

Preview Only

Step 12

Half-Day Workshop Wrap up the Session

Time it takes: 15 minutes

What it is about: Summarizing the program; evaluating the effectiveness of the training; concluding the program

What you will need:

- *Program Evaluation* forms (found in *Online Resources*)

How to do it:



1. Wrap up the session by saying: **Before we conclude, let's take a look at the Parking Lot. Have we addressed everything on it? Are there any additional questions that need to be addressed?** [Answer any questions.]
2. Continue by asking: **A final thought. We are all responsible for making sure that we take what we've learned in today's session and apply that knowledge and those skills on the job. So I'd like to ask you to please share an area of your responsibility where you feel there is the greatest chance to "slip" and how you will step up to make sure that you act with integrity and make good decisions.**

[Facilitator note: It may be helpful to share an



example of your own to help participants feel more comfortable sharing their examples. Be sure to positively acknowledge all responses.]

3. Hand out the *Program Evaluation* forms and say:
Your evaluation of this program is very important, so please be specific about what you liked, what you didn't like and how this program could be improved.
4. Collect the evaluations when participants have finished filling them out. Be sure to follow your organization's guidelines for recording, assessing and implementing this information.
5. Thank the participants for taking time out of their busy day to attend the session.