Leadership for
Direct Care
STAFF
and Coaching Strategies
for the Work Place

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gemworks
coaching, ltd.

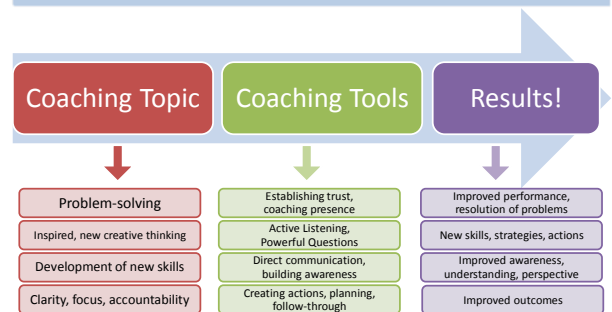## Introduction

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What is Coaching?

- "Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential." (ICF)

  International Coach Federation, Coaching FAQs
  http://coachfederation.org/need/landing.cfm?ItemNumber=978&navItemNumber=567

- "Providing guidance, feedback and direction to ensure successful performance." (AHRQ)

  Agency for Healthcare Research and Quality , Coaching Workshop
  http://www.ahrq.gov/sites/default/files/wysiwyg/professionals/education/curriculum-tools/teamstepps/lep/handouts/coachslhandouts.pdf

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Simple Coaching Process

Coaching Topic	Coaching Tools	Results!
Problem-solving	Establishing trust, coaching presence	Improved performance, resolution of problems
Inspired, new creative thinking	Active Listening, Powerful Questions	New skills, strategies, actions
Development of new skills	Direct communication, building awareness	Improved awareness, understanding, perspective
Clarity, focus, accountability	Creating actions, planning, follow-through	Improved outcomes

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Objectives

- Describe how the use of coaching techniques can enhance communication and strengthen relationships in the workplace.

- Discuss strategies for using coaching tools.

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Type in the Chat Box …

What are some reasons we should care about relationships and communication in the workplace?

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Aviation Safety

Airliner Accident Statistics 2014

990 airliner accident fatalities   **21** fatal airliner accidents

Fatal accidents per year (moving ten-year average in orange)

Aviation Safety Network
http://aviation-safety.net/graphics/infographics/ASN_infographic_2014.jpg

Healthcare Safety

- **44,000 – 98,000** Americans die each year in U.S. hospitals due to preventable medical errors.

- About **7,000** people per year are estimated to die from medication errors alone.

- **$29 billion**: The cost of preventable adverse events.

Institute of Medicine, *To Err is Human*, 1999

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AHRQ 2014 Patient Safety Culture Survey Scores: Hospitals & Nursing Homes

Patient Safety Culture Composites	Average % Positive
1. Teamwork Within Units	81%
2. Supervisor/Manager Expectations & Actions Promoting Patient Safety	76%
3. Organizational Learning—Continuous Improvement	73%
4. Management Support for Patient Safety	72%
5. Feedback & Communication About Error	67%
6. Overall Perceptions of Patient Safety	66%
7. Frequency of Events Reported	66%
8. Communication Openness	62%
9. Teamwork Across Units	61%
10. Staffing	55%
11. Handoffs & Transitions	47%
12. Nonpunitive Response to Error	44%

http://www.ahrq.gov/professionals/quality-patient-safety/patientsafetyculture/hospital/2014/hosp14table6-3.html
http://www.ahrq.gov/professionals/quality-patient-safety/patientsafetyculture/nursing-home/2014/index.html

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Error Orientation

- **AHRQ's "Non-Punitive Response to Error"**
  - *Hospital Survey*
    - Staff feel like their mistakes are held against them.
    - When an event is reported, it feels like the person is being written up, not the problem.
    - Staff worry that mistakes they make are kept in their personnel file.
  - *Nursing Home Survey*
    - Staff are not blamed when a resident is harmed.
    - Staff are treated fairly when they make mistakes.
    - Staff feel safe reporting their mistakes.

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Where the Rubber Meets the Road

- **"The biggest challenge** to moving toward a safer health system is changing the culture from one of blaming individuals for errors to one in which errors are treated not as personal failures, but as opportunities to improve the system and prevent harm."
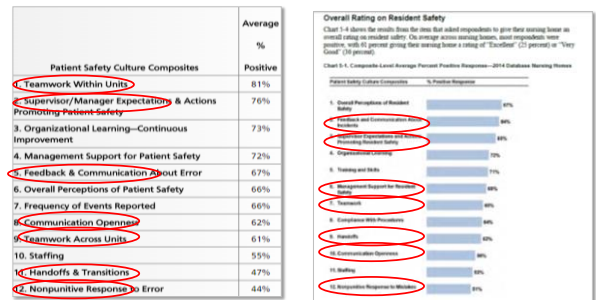
  IOM, 2001

- Innovation and safety improvements **"are not likely"** where team members feel blamed, or are afraid and ashamed of making errors.

  Buljac-Samardžic et al, 2012

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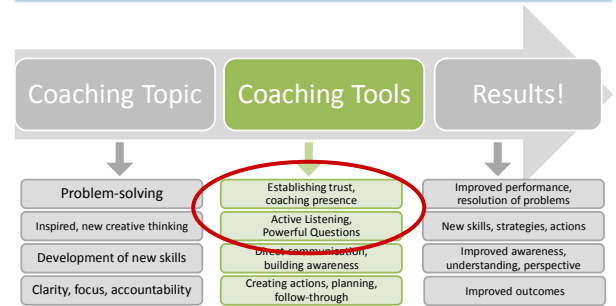
Can Coaching Help Improve Culture?

- Patient safety culture can be defined, described, measured and used for benchmarking and shaping healthcare policy.
- The culture in many healthcare organizations is punitive, with an "error orientation" of blame rather than an orientation of problem-solving.
- Involvement of direct-care staff in patient safety concerns is crucial.
- Team coaching can help improve "error orientation."

Today's Focus

Coaching Topic	Coaching Tools	Results!
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Coaching Tools

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Establishing Trust

- "fides": Latin root word
- to have faith or confidence
  - confidence
  - fidelity
  - affidavit
  - bona fide
- Comfort level, atmosphere

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Deliberately Creating Trust Can Lead To…

- Vulnerability
- Openness
- Transparency
- Honesty
- Deeper, meaningful connections

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How to Establish Trust

- Maintain confidentiality; *don't gossip*
- Act ethically
- Keep promises
- Demonstrate respect, concern; *don't judge*
- Use gentle nudging; don't push
- Ask permission
- Be flexible

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Coaching Presence

- Presence: How a person "shows up"
  - Demeanor
  - Attitude
  - "Countenance"
- Coaching presence: being open, flexible, attentive
  - Spontaneity
  - Intuition
  - Confidence

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Deliberately Creating Presence Can Lead To…

- Validation
  - Authenticity
  - Acknowledgment
- Partnership
  - Respect
  - Rapport
  - Honesty
  - Synergy

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How to Create Coaching Presence

- Be fully present
- Watch tone of voice and body language
- Manage your own emotions
- Be centered, use intuition, use humor
- Clarify meanings
- Don't get "entrenched" in the story
- Speak from your map of the world

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Active Listening

- Listening for the "essence" of what's said
- Listening for what's not said
- Listening for non-verbal communication
- Listening with all your faculties: eyes, ears, brain, heart

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Listening Actively Can Lead To …

- Demonstrates respect, concerns
  - Builds trust
  - Establishes coaching presence
- Incorporates and builds on other's ideas
- Improves the effectiveness of the conversation
  - Pick up on subtleties
  - Ask better questions
  - Understand the meaning of what's said- reduce confusion and assumptions

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How to Listen Actively

- Use idiosyncratic language
- Get to the essence of what's said
- Manage distractions
- Identify and reduce your "internal chatter"
- Don't follow that internal chatter
- Don't multi-task
- Don't interrupt, don't assume

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Powerful Questions

- Opens up new ways of thinking
  - Not fact-finding or investigative
  - Probing, inspiring
  - Positively challenging
- Evocative
  - Light bulbs going off
  - A-ha! moments
  - Reflective behavior

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Asking Powerful Questions Can Lead To…

- Deepens connections
  - Demonstrates interest and curiosity
  - Removes blame and defensiveness
- Enhances self-awareness and builds self-efficacy
- Creates more effective solutions

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How to Ask Powerful Questions

- Ask questions that:
  - Are open-ended and non-judging
  - Inspire new thinking
  - Opens up creative possibilities
  - Explore "How…?" or "What…?"
- Avoid questions that:
  - Begin with "Why…?"
  - Are closed-ended
  - Could be leading

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Questions … ?

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Case Study

Jamie appears to be more rushed than usual and less attentive lately – to the point that you worry that patient safety might be compromised.

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Discussion

1. *What could you do to <u>establish trust</u> with Jamie?*
2. *How might you plan your approach to this conversation in order to demonstrate a <u>coaching presence</u>?*
3. *What might you do to demonstrate <u>active listening</u> skills in this situation?*
4. *What are some <u>powerful questions</u> you might ask?*

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African Proverb
If you want to go fast, go alone.
If you want to go far, go together.

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What Now?

- Discuss patient safety culture with your peers, colleagues and work teams.
- Incorporate ideas as ground rules during meetings.
- Spend time observing how you communicate.
  - Note areas of strength and opportunities for improvement.
- Choose a colleague to partner with as you practice new skills.
  - Practice using each tool one at a time.
  - Talk with your teammates about the coaching tools.
- HAVE FUN!

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TeamSTEPPS

◖ **Agency for Healthcare Research and Quality (AHRQ)**

http://teamstepps.ahrq.gov/

- Primary Care Version
- Long-Term Care Version

◖ **Tools and Materials**

http://www.ahrq.gov/professionals/education/curriculum-tools/teamstepps/index.html

- Readiness Tool
- Evidence-Based Teamwork System

Coaching Resources/On the Web

- **Agency for Healthcare Research and Quality (AHRQ), Coaching Self-Assessment**
  http://www.ahrq.gov/professionals/education/curriculum-tools/teamstepps/longtermcare/module9/ltcselfasmt.html
- **Agency for Healthcare Research and Quality (AHRQ), Coaching Workshop Classroom Slides**
  http://www.ahrq.gov/professionals/education/curriculum-tools/teamstepps/longtermcare/module9/slltccoaching.html
- **International Coach Federation, Core Competencies**
  http://www.coachfederation.org/credential/landing.cfm?ItemNumber=2206&navItemNumber=576
- **PHI Coaching Approach, Outcomes and Case Studies**
  http://phinational.org/consulting/services/outcomes

Coaching Resources/Books

- Orem, S., Binkert, J. and Clancy, A., Appreciative Coaching: A Positive Process for Change, Jossey-Bass, San Francisco, CA, 2007.
- Wildflower, L., and Brennan, D., The Handbook of Knowledge-Based Coaching, Jossey-Bass, San Francisco, CA, 2011.
- Stober, D. and Grant, A., Evidence Based Coaching Handbook, John Wiley & Sons, Inc., Hoboken, NJ, 2006.
- Covey, S., The Speed of Trust, Free Press, NY, NY 2006.
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