

ACI Consumer Enablement Spotlight Series

SESLHD Coaching for Better Health Outcomes Program

Sue Sims, Organisational Development Manager

Executive Coach and Physiotherapist



Centre for
Coaching

Why Coaching?

- ▶ Link to the SESLHD Journey to Excellence Strategy 2018-2021 - Safe, person-centred and integrated care; workforce wellbeing; community wellbeing and health equity.
- ▶ IHI quadruple aim: improving the health of populations, enhancing the experience of care for individuals, reducing the cost of healthcare, attaining joy in work.
- ▶ Coaching in health:
 - ▶ Patient/Consumer Coaching
 - ▶ Leadership Coaching
 - ▶ Peer Coaching - Health consumer
 - ▶ Coaching for all staff



‘If your job is to throw a rock at a target then, with practice, you can hone your technique and learn to hit the target every time. If your job is to persuade a bird to fly to the target, hurling it in the right direction is unlikely to help. You’d better try to understand what motivates the bird’ (Gottlieb et al 2008)



Seek to understand another's
perspective



Coaching for Better Health Outcomes

- ▶ An internally developed, facilitated and supported program
- ▶ Developed in partnership with SESLHD Integrated Care
- ▶ Replaces externally provided coaching skills program with poor skill translation into practice



SESLHD Coaching definition

- ▶ ‘A person-centred approach to goal-setting, active learning and self-management that guides, empowers and helps the individual connect to their own motivation to change their behaviour.’ (SESLHD)



Program design

- ▶ Coaching is a skill developed over time
- ▶ Requires significant behavioural change from the individual coach/learner
- ▶ Strengths v deficit approach
- ▶ Solution focused
- ▶ This is a developmental program...NOT TRAINING!



Strengths based coaching

Everybody is a genius.
But if you judge a **fish** by its ability to **climb**
a tree, it will live its whole life **believing**
that it is stupid.

- Albert Einstein

Program design

- ▶ Robust theoretical framework
- ▶ Practical content tailored to organisational goals
- ▶ Based on principles of positive psychology, motivational interview, appreciative inquiry
- ▶ Underpinned by self determination, hope and motivational theory
- ▶ Solution focused
- ▶ Strengths based approach
- ▶ GROW model



GROW Coaching Framework

Goal
Reality
Options
Wrap up



Program structure

- ▶ 2 x full day workshops, held monthly at SESLHD sites
- ▶ 3 x triad practice sessions post workshops
- ▶ Reflection piece at 3 months post Workshop Day 2
- ▶ Evaluation survey



Program support

- ▶ 2 x 0.5 day Community of Coaching Practise days
- ▶ Internet resource
- ▶ Newsletter
- ▶ Survey and three month reflection



Participants

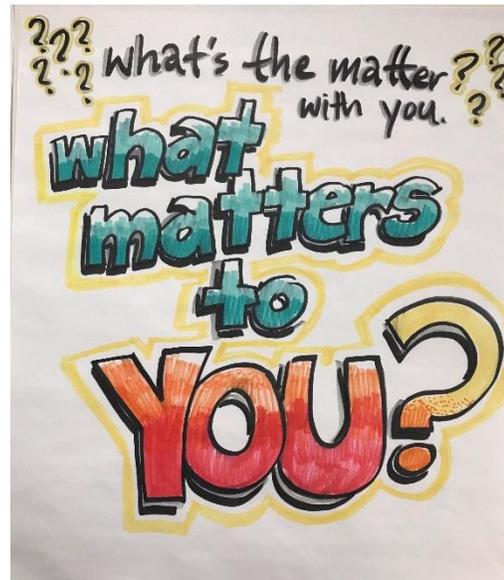
- ▶ Mix of clinical and non-clinical staff
- ▶ Nursing, allied health, medical, community health
- ▶ CESP HN, GP practice including medical, allied health, practice nurses
- ▶ Managers

- ▶ Teams - Keeping Body in Mind



Coaching in practice

- ▶ Emphasis on coaching as a way of communicating....it's not what you do, it's the way that you do it
- ▶ Not separate to your role as a clinician
- ▶ Health professional's role is to integrate treatment into the person's life
 - ▶ Develop equal partnership with patients
- ▶ Personal experience as a physiotherapist



Participant experience

- ▶ Clinical psychologist:
 - ▶ I am far more aware of listening for strengths and affirming these. Patients often respond with a change in body posture and facial expression reflecting a more positive, optimistic, hopeful state.
 - ▶ I am more confident in making the patient generate the options they might try. In many cases these options are suitable, or just need a bit of fine-tuning to make them more likely to be a successful way of moving forward.
 - ▶ This is quite a contrast to my usual method of presenting the “correct” options to patients. I am now a believer in the benefits for patient self-efficacy in “doing” rather than “being done to.”

Participant experience

▶ Physiotherapist:

- ▶ I think highlighting the importance of the goal my patient identified will mean she is more likely to achieve it. Rather than just focussing on why she “should” make these changes from a health perspective.
- ▶ I have noticed that patients respond very well to having what they are doing well and their strengths identified to them.
- ▶ As a physiotherapist I am trained to identify “what is wrong” and to structure treatments around those problems. It feels good to shift that focus onto identifying patient strengths and I’m finding it is a great way to engage patients, to strengthen rapport and to reduce the responsibility on me to have the answers.

Participant experience

- ▶ **Manager**
 - ▶ Add coaching style of communicating to manager's toolkit
 - ▶ Manager's role is to empower staff to solve issues...not fix for them
 - ▶ Frees me up to work at a strategic level



<https://www.seslhd.health.nsw.gov.au/services-clinics/directory/coaching-for-better-health-outcomes>



Reference List

- ▶ Covey, S 1989, *The 7 habits of highly effective people*, Free Press, NY.
- ▶ Greene, J & Grant, AM 2003, *Solution-focused Coaching*, Pearson Education Limited, Harlow, UK.
- ▶ Kabat-Zinn, J et al, 1992, Effectiveness of a meditation-based stress reduction program in the treatment of anxiety disorders. *American Journal of Psychiatry*, 149, pp. 936-943.
- ▶ Locke, EA & Latham, GP 2002, 'Building a practically useful theory of goal setting and task motivation: A 35-year odyssey', *American Psychologist*, vol. 57, no. 9, pp.705-717.
- ▶ McAllister, M, 2003 *Doing Practice Differently: Solution Focused Nursing, Nursing Theory and Concept Development*, Blackwell Publishing, pp. 528-535.
- ▶ Ryan, R.M & Deci, E.L. 2000, 'Self-Determination theory and the facilitation of intrinsic motivation, social development, and well-being', *American Psychologist*, vol.55, no.1, pp.68-78.
- ▶ Whitmore, J 2002, *Coaching for performance: GROWing human potential and purpose: the principles and practice of coaching and leadership*, 4th edn, Nicholas Brealey, London.
- ▶ Yu, N; Collins, CG; White, K; Fairbrother, G & Cavanagh, M 2008, 'Positive coaching with frontline managers: Enhancing their effectiveness and understanding why', *International Coaching Psychology Review*, vol. 3, no. 2, pp. 110-122.