Engaging Physicians and Staff in Coaching Models to Achieve Risk Reduction

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Risks of an Unhealthy Medical Work Culture

- Patient safety suffers
- Patent satisfaction suffers
- Employee engagement suffers
- Work efficiency decreases
- Medical-legal events rise
- Workplace injuries increase
- Clinic/Hospital finances suffer
- Clinic public image declines
- Recruiting new employees gets harder and more expensive

Description

This webinar shows how risk is reduced when...

1. Keeping the patient and family experience central in all we do.
2. Developing a positive culture, with no tolerance for harmful behavior in all its forms.
3. Identifying and removing barriers to open, honest communication.
4. Sustaining this work as integral part of our clinic/hospital identity.
Webinar Objectives

Participants will:
1. Learn the basics of three coaching models and how they help reduce risk.
2. Understand the 5 stage process of work culture reform.
3. Understand how behavior, communication and accountability are essential building blocks for a healthy low risk work environment.
4. Learn to recognize when individual behaviors need to be addressed through coaching or other interventions.

What are the coaching models we are presenting today?

- A 5-Stage, 18-month process
- Individual coaching
- 1 on 1 professional coaching

PivotPoint
18-month
5-stage process includes

1. Team building
2. Assessment
3. Implementation
4. Evaluation
5. Sustainability
• It is estimated that 75% of all medical errors and 65% of all patient injuries are due to miscommunication between healthcare workers. (Fairview Health Services 2014)

• It is also estimated that 7% of communication is spoken words, 38% voice tone and 55% body language – behavior drives communication. (Mehrabian & Wiener, Mehrabian & Ferris, 1967)
Coaching is Indicated when:

- Unwanted behavior is repeated, in spite of feedback and consequence.
- Individual is unaware of his/her impact on others.
- Individual has difficulty self-managing emotions and behavior.
- Individual is motivated to change behavior and needs support, accountability and feedback.
- Individual accepts some ownership of the situation.
Opening Lines:

You are about to approach someone about previous harmful, disrespectful or abusive behavior. There are suggestions for how to begin.

1. "Could I talk to you for a minute? I've been thinking about the conversation we had this morning and I want to talk about it a little more. To be honest, I think it's uncomfortable when you say _______. I may have no connection to what you mean, and I think you can help." 

2. "Do you have a minute? I'd like to talk to you about something that happened between us... can we talk about yesterday?"

3. "I think we've had a lot of discussion about what happened here. Can we talk?"

4. "Do you have a minute? Something is really bothering me and I hope you'll be able to help me think through it. I'd like to talk about what happened last week."

5. "I know, I'm troubled by what just happened here. Could we just take an 10 minute and set this aside?"

6. "Can we talk for a minute? You probably don't realize it, but what you just said was hurtful."

7. "Do you have a minute to talk privately? It's really important to me to have good working relationships and there are some issues we need to work through together."

8. "Do you have a minute? It was a good time. I'll be able to come in and close the door if you need. I've got something I'd like to talk about it."

9. "Do you have a couple of minutes sometime today to talk about something that's bothering me?"

Closing Lines:

1. "The really glad we had a chance to talk about this because it's important to me that we can work well together. Thanks for talking with me."

2. "Thanks for taking this time! I knew we could work this out if we could just get it out and address it."

3. "Thanks for hearing me out on this. I hope that both of us will benefit from this new understanding."
Benefits of a One-on-One Resolution

- The manager’s time is freed up from solving everyone else’s problems.
- Results are almost always a highly satisfying experience and release from pent up stress.
- The person is affirmed – often exhilarated! “I DID IT!!”
- The One-on-One resolution commonly results in a stronger long term relationship between the two people who find a new respect for each other.

Contrast this with the fractured relationship that results when one person “reports” the other to a manager.

The Coach:

- Someone you TRUST for advice and insight
- WILLING to help
- A good LISTENER
- Someone who is OBJECTIVE
- A person who is FAIR or even-handed
- Someone who is HONEST in his/her advice. Someone who will not just tell me what I want to hear.
- Someone who will respect CONFIDENTIALITY

A Story: Dysfunction in the Treatment Room

- Both work where HEI has “leveled the playing field”.
- Coaching played a role to help the technologist.
- The radiologist is helped by recollection of previous coaching.
- Benefits spread to the rest of the clinic and beyond.
Coaching and Risk Reduction

1. Behavior, communication, accountability
2. Measurement changes
3. Stronger relationships; honesty with each other; all about relationships

Closing Thought

The single biggest problem in communication is the illusion that it has taken place.

~ George Bernard Shaw