



Health Sciences North
Horizon Santé-Nord

Physician Engagement and Coaching

CASPR

May 6, 2013

Health Sciences North – Sudbury ON

- New Academic Health Sciences Centre
- AMRIC – new research institute
- Currently - 455 beds, 3,900 staff, 4 locations
- Medical Staff - 300
- Opportunity to align “engagement” initiatives (staff, physicians, community) with hospital quality improvement priorities



Dilemma: Getting physicians engaged....

We needed to invest in medical leaders to secure support for HSN's future direction and priorities – essential to success!

So what next?



Search for a Provider

- Compared large firms offering weekend leadership workshops / Executive Leadership Certificate Programs **to** smaller providers.
- Must haves:
 - ✓ healthcare leadership, flexibility, availability, within budget
 - ✓ greatest return on investment
 - ✓ ensure manageable commitment by participants
 - ✓ customized program with measurable and sustainable results
 - ✓ means to build internal capacity to transfer knowledge



WE DEVELOPED AN AWESOME PROGRAM!

Focus on Change Management



Coaching Program – Phase I

- Communications Roll-Out – Aug. 2012
- Official Launch - Sept. 2012
- Participants – Chief of Staff + 22 MAC members
- ***PHASE I*** – Oct. 2012 – Jan 2013
6 one-hour individual & confidential telephone coaching sessions (*at 2 wk. intervals*)
- Chief of Staff wanted measurements so we gathered continuous participant feedback – very positive!

Coaching Program – Phase II

- **PHASE II** - EQ 360 multi-source feedback process:
 - ✓ online self-assessment (completed by participant)
 - ✓ 15-30 raters, chosen by participant, online EQ 360 tool
 - ✓ one-hour Summary Report De-brief (coach & doc)
 - ✓ one-hour Learning Plan (coach & doc)
 - ✓ one-day Workshop (coach & ALL)
- **Cost per participant** - \$2,500 (both phases)

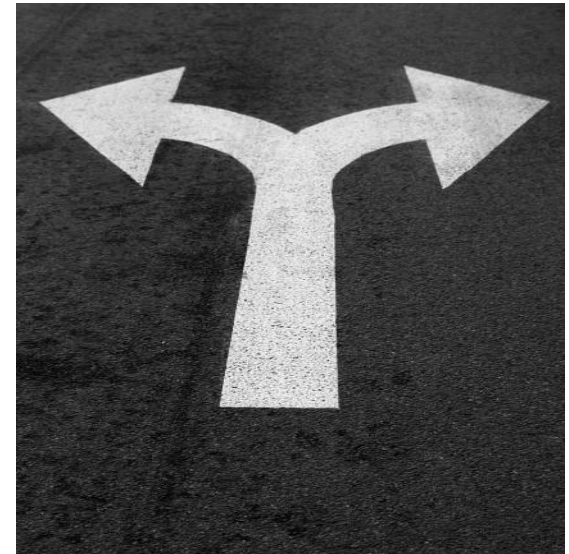
Program Accreditation

- Another “carrot” for physician participants!
- **Secured 14.75 CME points – NOSM’s CEPD**
- Chief of Staff led by example – first one out the gate with coaching and the EQ 360





Setting up your own program – what to look for...



Coaching Structure

Key Factors for Consideration:

- Balance confidentiality while accommodating the need for measurables
- Ensure framework is designed such that all participants move ahead at roughly the same pace for a unified outcome
- Identify key leadership practices for coaching topics that would be most practical and useful for participants
- Finalize hours and accessibility for participants and the coach



Tips for the coach

- Ensure action and engagement in first session
- Have leadership material to discuss in the early sessions
- Assume little or no formal previous participant leadership training



Tips for the coach

- Allow participants to introduce their own leadership issues – have lots of support material available for them to access
- Assign homework of leadership practices discussed
- Gather feedback at the end of each session
- Seed champions!



What to be ready for...



Physician Expectations before Coaching

“Having a positive mental attitude is asking how something can be done rather than saying it can't be done”

(Bo Bennett)

“Keep a light, hopeful heart. But expect the worst”

(Joyce Carol Oates)



Physician Feedback ... then

“Positive performance strategies were great – plan for change!”

“Foster relationships – especially the important ones. When there’s an issue, break it down and analyze it”

“Think about getting champions to help with changes where collaboration is required”

“Small changes can add up to big changes – it’s okay to look after yourself”

“Remember to look from other peoples’ perspectives – it’s no good being right if no one believes you!”

“I regret not having coaching earlier on in my life/career”



Physician Feedback ... today

- “Through coaching, I have learned to clearly articulate objectives; to engage staff through questions and to step back and allow the staff to propose and implement solutions that will achieve the objectives”.
- *“Meetings run smoother, with better questions. Ability to be conscious of reactions to colleagues has improved interpersonal relationships”.*
- “Before I started the coaching sessions I must say I was somewhat skeptical of the value. However, I found the sessions insightful and quite useful. It has altered my way of thinking at meetings and has influenced my method of interaction with others in a positive fashion. I would recommend this opportunity to anyone who is interested”.
- *“One of the major impacts coaching had on my leadership are the techniques that make departmental meetings more efficient and effective. I have been able to significantly increase the amount of productive work we get done. Another positive impact is the training on how to advocate positively for your group, using the discussion framing techniques specific for the target audience.”*



Recruitment + Engagement

- Powerful retention tool – investment in champions!
- Enhances recruitment – involves champions, creates mentors
- Creates allies for onboarding program – leaders recognize their role in process
- Win Win!



A man is but the product of his thoughts. What he thinks, he becomes.



Gandhi



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Is it up to measure?



Absolutely!

1. Participation for coaching was voluntary and we had 96% participation (one person dropped out)
2. Participation for 360 assessments were voluntary and we had 100% participation
3. 100% participation at the workshop for the full day (in spite of extreme weather) – participants voted to stay an extra 40 minutes to share MORE best practices gleaned from coaching



Is it up to measure?

4. 100% of participants provided anonymous feedback after every coaching session – all positive – no neutral or negative
5. 100% satisfaction rate among participants for workshop feedback
6. At the beginning of the process some participants called in late for session, by the half-way point all were on time or early for session!
7. 25% of the participants have opted to continue coaching at their own expense



Next Steps

- April 2013 – Group 1 - invited another 15 physician leaders (id'd by Chiefs) to coaching/EQ 360/workshop
- September 2013 – Group 2 – will invite another 15 physician leaders to coaching/EQ
- Workshops will include “alumni” from previous groups (pilot and group 1) to share best practices – this will refresh previous group experience, create knowledge succession, facilitate synergy, foster trust





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Questions?

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Thank you!