Objectives
- Define coaching and its outcomes
- Describe the role of a TeamSTEPPS coach
- List competencies of an effective coach
- Describe how to implement coaching in TeamSTEPPS
Coaching

- Involves providing instruction, direction, and prompting
- Includes demonstrating, reinforcing, motivating, and providing feedback
- Requires monitoring and ongoing performance assessment
- Continues even after skills are mastered to ensure sustainment

Why Is Coaching Important?

- Effective coaching can result in:
  - Clear and defined goals
  - Aligned expectations between team leader and team members
  - "Just-in-time" knowledge transfer
  - Increased individual motivation and morale
  - Increased ability to adapt and react
  - Early identification of unforeseen performance barriers
  - Commitment to ongoing learning and improvement
  - Movement toward superior team performance

Why Is Coaching Important in TeamSTEPPS?

- Effective coaching in TeamSTEPPS further aims to achieve:
  - Successful integration of teamwork behaviors into daily practice
  - Increased understanding of teamwork concepts
  - Increased teamwork competence among staff
  - Sustainment of improved performance over time
  - Improved team performance and safer resident care
The Role of a TeamSTEPPS Coach

- Role model behavior
- Observe performance and provide feedback
- Motivate team members
- Provide opportunities to practice and improve

The Coach as a Role Model

- Demonstrates effective use of teamwork behaviors, tools, or strategies
- As a respected member of the team, reinforces acceptance of behavior through performance

Coaches Provide Feedback That Is....

- Timely
- Respectful
- Specific
- Directed toward improvement
- Two way
- Considerate
The Coach as a Motivator

- Helps team members see the bridge between new behaviors and resident safety and outcomes
- Encourages belief in team members’ abilities to succeed
- Expresses enthusiasm and commitment
- Validates current levels of accomplishment while advocating greater achievement
- Recognizes successful performance
- Identifies potential challenges, pitfalls, and unforeseen consequences
- Offers support, assistance, and empathy
- Communicates positive results and outcomes

Providing Opportunities to Practice

- Can be formal/structured or informal
- Examples include:
  - Ask team members how they might have approached a situation differently by using a TeamSTEPPS tool or strategy
  - Use scenarios during staff or team meetings to discuss or simulate the effective use of a TeamSTEPPS tool or strategy
  - Develop tools that facilitate use of tool or strategy, such as notepads that outline the SBAR components
  - Provide staff with a TeamSTEPPS “tip of the week”

Exercise: Effective Coaches

Think about coaches you’ve known or observed…

- What characteristics did those coaches have that made them effective?
- Are coaching characteristics innate or can they be learned?
Coaching Competencies

- **Communication**
  - Communicating Instructions
  - Providing Feedback
  - Listening for Understanding

- **Performance Improvement**
  - Setting Performance Goals
  - Rewarding Improvement
  - Dealing With Failure
  - Assessing Strengths and Weaknesses

- **Relationships**
  - Building Rapport and Trust
  - Motivating Others
  - Working With Personal Issues
  - Confronting Difficult Situations

- **Execution**
  - Responding to Requests
  - Following Through

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**Exercise: Coaching Self-Assessment**

Complete a coaching self-assessment form to identify coaching strengths and areas for improvement.

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**Implementing Coaching in TeamSTEPPS**

- Develop a coaching plan and gain buy-in
- Identify coaches
- Train and prepare coaches
- Prepare staff to receive coaching
- Ensure organizational support for coaches
Develop a Coaching Plan

- As part of implementation planning, determine whether and how coaching will be used.
- To obtain buy-in, present coaching plan to leadership, including:
  - Importance of coaching in TeamSTEPPS.
  - Specific plans and considerations for implementation (e.g., number of coaches required, time required, costs).
  - Anticipated performance improvements and results.

Identifying and Preparing TeamSTEPPS Coaches

- When identifying coaches, consider:
  - Where TeamSTEPPS will be implemented.
  - Individual characteristics and competencies.
  - Number of coaches needed.
  - Conduct a training session on coaching for the identified coaches.
  - Match coaches with team members, if appropriate.

Prepare Staff for TeamSTEPPS Coaching

- Identify who the coaches are to the staff.
- Describe the goals and positive outcomes of coaching.
- Explain the role and responsibilities of coaches.
- Describe the expectations regarding staff interactions with coaches.
Organizational Support for Coaches
- Include coaches in efforts to integrate TeamSTEPPS performance into the nursing home
- Leverage coaches’ work with frontline staff and knowledge of barriers
- Formally recognize and/or reward coaches for contributions to the team’s success
- Provide opportunities for coaches to work together to plan, problem solve, and share feedback
- Promotes and reinforces accountability

Exercise: Coaching
- Divide into groups of three
- Review the scenarios and Coaching Feedback Form
- Each participant takes a turn playing the coach, team member, and observer
  - The coach provides feedback to the team member in the scenario
  - The team member acts out the scenario
  - The observer completes the Coaching Feedback Form and shares feedback

Exercise: Coaching cont.
Coaching Tips

**Do…**
- Actively monitor and assess team performance
- Establish performance goals and expectations
- Acknowledge desired teamwork behaviors and skills through feedback
- Coach by example; be a good mentor

**Do not…**
- Coach from a distance
- Coach only to problem solve
- Lecture instead of coach