Coaching Workshop

TeamSTEPPS 2.0 for Long-Term Care

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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

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TeamSTEPPS Phases

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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

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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

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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

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The Role of a TeamSTEPPS Coach

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

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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

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Coaches Provide Feedback That Is….

- Timely
- Respectful
- Specific
- Directed toward improvement
- Two way
- Considerate

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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

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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"

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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?

EXERCISE

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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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Coaching Workshop

Exercise: Coaching Self-Assessment

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

EXERCISE

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Coaching Workshop

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

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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

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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

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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

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Exercise: Coaching cont.

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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

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