Session 10 Coaching

Learning Objectives
Participants will be able to:
- Identify a strategy for managing and coaching the teams.
- Discuss the need to plan, develop, and conduct training for coaches.

Coaching
- Role of the coach
  Coaching skills = Facilitative supervision
- Coaching strategy

What is the role of the coach in an improvement collaborative?
- Who do they coach?
- What are their responsibilities?

Roles of QI Coach
- Facilitator of team work
  - Help team implement QI work, especially initially
  - Help problem-solve
- QI Expert
  - Just-in-time training on QI (e.g. measuring indicators, PDSA, QI tools)
  - Assess team functionality/progress, data validity for regional/national planning
- Other
  - May be trainer at Learning Sessions
  - May be clinical content expert

Coach’s Responsibilities
- Provide motivation, guidance, feedback
- Promote/teach QI principles
- Assess team progress and help problem solve
- Strengthen team self sufficiency in the context of team’s role in health facility and health system
  - Support the team leader
  - Strengthen team’s decision making ability
Shared responsibilities of coach and team leader

- Set climate of cooperation and openness
- Promote chosen QI process or activity
- Encourage all team members to participate
- Hold team members accountable for action plan

Who Should Be a Coach? - 1

**Ideal**
- QI champion with prior experience on QI team
- Located at or near sites to be coached
- External site supervisor

**In reality**
- someone external to facility who needs to be trained in both coaching and QI

→ Do district supervisors make good coaches?

Who Should Be a Coach? - 2

- Must be able to visit site regularly
- Highly motivated and engaged in the activity
- Necessary skills
- Coaching strategy changes throughout collaborative

What skills does a coach need?

Coaching Skills - 1

- **Team building skills**
- **Facilitation skills**
  - Intervene appropriately in team processes
  - Effective meetings
  - Decision making
  - Conflict identification, management, and resolution
  - Change management
  - Creativity
  - Help team communicate with other collaborative sites and other actors and groups

Coaching Skills - 2

- **QI skills – tools and techniques**
  - Data collection, analysis, and display
  - Use of data collection tools
  - System and process analysis
  - Flow charts
  - Cause-effect analysis
  - PDSA - finding solutions outside the box that strengthen health system and links outside system

Coaching Skills - 3

- **Communication skills**
  - Active listening
  - Giving supportive and constructive feedback
  - Effective questioning
- **Training skills**
  - Training design, development, delivery and evaluation
  - Competency-based, just-in-time training
  - Positive team training climate
  - Interactive training methods
Coaching Goal
- The team leader and the team eventually become self-sufficient
- However, regular supportive supervision is still needed for optimum performance
- Coaching is more effective and sustainable if coaches are part of existing management rather than external
- Rwanda/Niger coaching model
  - Internal (on-site) coaches that may be ‘permanent’

Issues with QI Coaching
- Budget
- Logistics
  - getting to sites
  - communicating with teams
- Clinical knowledge
  - how much is needed by the coach?
- Plan to develop coach skills
  - How to improve coaches’ skills?
  - Ecuador example

Coaching strategy
- Strategy may change throughout life of collaborative (eg demo vs spread phase)
- Organisation of coaching
  - Use standardized tools and structured agenda for visits
  - coaching in pairs (proven strategy)
  - regular coaching visits vs focus on teams with greater needs
- Coach skills development: how to train, mentor and supervise coaches

Group exercise
You will either
1) develop your coaching strategy or
2) draft coaching strategy recommendations for collaborative managers