

Session 10 Coaching

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- ## 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.
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- ## Coaching
- Role of the coach
- Coaching skills = Facilitative supervision**
- Coaching strategy
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What is the role of the coach in an improvement collaborative?

Who do they coach?

What are their responsibilities?

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- ## 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 (eg. *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
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- ## 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
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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

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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?*

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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?

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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

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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

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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

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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'

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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

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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

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Group exercise

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

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