

Training program for Esther improvement coaches



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2. Background

Qulturum is the improvement unit for Jönköping County Council. Their main purpose is to run and lead quality development in the county council together with the healthcare and providers of social care.

Qulturum has together with the Esther network in the highlands and Luppen, the city councils improvement unit, offered training in improvement coaching on several occasions since 2006. The Swedish National Board of Health and Welfare state in their legislation and general advice for both social welfare (SOSFS 2006:11) and the health care (SOSFS 2005:12) that every-one working in the health sector has got two tasks; to do the daily work based on scientifically evidence based knowledge and to develop the work and the system they work in. To be able to develop the work and system there is a need for a structured way of working and knowledge about implementing changes which can lead to improvement. This is where a coach can contribute with knowledge and support improvement work. The use of improvement coaches has proven to be successful, a good way to increase co-production and to boost the daily quality work. In the highlands there is now an active network for the Esther coaches, which offers a forum to meet and develop new skills and to support one another.

Every participant is paired with an experienced Esther coach as a support in improvement work both during and a number of months after the training program.

To ensure and guarantee the person-focus there will be five users of the service,, pensioners or other clients present during the training program and they will together with the participants develop improvement ideas. These support people have had an introduction in improvement work and are participating as volunteers.

3. What does a coach need to know?

Within their field of work the coaches should be able to offer support to a team running improvement work. The objective of the future for the coaches is to be able to carry the vision of Esther on and be able to collaborate to enable this. The coaches will create conditions for:

- a person centred way of work
- a life-long learning
- a sustainable development
- participation and co-production
- continuous improvement
- competent and creative co-workers and students

The coaches will also support the development of multi professionalism and a culture for sustainable development of the best service and care possible.

After the training program the coaches will be able to:

- use a dialog based and solution focused way of work in their improvement work.
- work with goal focused development and improvement in collaboration with other colleagues.

- have the ability to work in a co-productive way
- learn from their own and others experiences
- use newly achieved knowledge in the work team
- support a learning organization
- support process development and collaboration in the healthcare system

4. Management and organization of the training program

The program group works with planning and carrying out the training for Esther improvement coaches.

- Nicoline Vackerberg, Quality manager, Esther coordinator. Highland's healthcare district. Phone +46-381-351 27, Mobile +46-70-534 75 53.
- Karin Wahlström, Esther coordinator. Tranås municipality.
- Sofie Schiller, Manager of elderly care. Vetlanda municipality.
- Kerstin Svensson, Esther coach level 2. Geriatric rehabilitation clinic, Highland's hospital.
- Malin Johnson, development leader. Highland's healthcare district.
- Camilla Strid, development leader. Internal medicine clinic, Highland's hospital.
- Bertil Carlfors, senior expert, person centred leader, SPF (Swedish pensioner's association) Tranås.
- Joakim Edvinsson, development leader, Qulturum. Phone +46-32 50 49, Mobile +46-70-601 36 74

Nicoline has the main responsibility.

There are resources at Qulturum that can help in certain parts of the training and/or in the strategic management of the work.

Reference group is Esther management group.

5. Target group

The target group is individuals in the organizations who are able, and most importantly, are willing to participate and contribute to an improved social and health care system.

The training is primarily not for managers, but for co-workers in different functions of the organizations.

The training includes personal improvement work and one improvement project together with colleagues in the work place. Support from the individual's closest manager is necessary to do this.

No previous knowledge is needed. We recommend that all participation is on a voluntary basis and that the closest manager is actively supporting of the coach/coaches.

There are a minimum number of 15 and a maximum number of 25 participants.

6. Cost

Travel and accommodation costs are not included in the program fee. Meals are also not included. These costs will be invoiced separately to each work place.

For participants from Jönköping county council there is no fee.

Literature according to list is included in the participant fee. The fee is invoiced at the start of the program – any late defections, after October 1, 2013, will not be refunded. For external participants (not Jönköping county council) the program fee is 7 000 SEK per person, not including VAT.

7. Time plan

Learning seminar 1: 10 September, Träcentrum Nässjö.

Participants: New coaches together with managers.

Learning seminar 2: 10 October, Eksjö Gula villan, Ulfsparrsalen.

Learning seminar 3-4: 5-6 November,

Learning seminar 5: January

Learning seminar 6: February

Learning seminar 7: March

Learning seminar 8: Examination 14 May 2014, Utvecklingskraft¹ Jönköping

Participants: Coaches together with managers.

We recommend that the coach participates on Esther strategic planning day 2014.

To reduce the costs we will primarily be using education facilities within the count and city councils regime. It is good if we can visit different places to create a widening of the network and collaboration in the Highland area. During previous courses have we been based at Marieberg, Eksjö municipality.

The facilities need to have access to computer, internet, white board and the possibility to eat lunch nearby.

After the training program, the coaches are part of the Esther coach network which has regular get-togethers every year.

¹ "Development power" a National conference for improvement work in health care, hosted by Jönköping county council.

8. Invitation

We are looking for improvement coaches.

Are you a person who sometimes thinks that “there must be a better way...” Or do you have suggestions how your organization could renew its processes to be even more coordinated? Do you acknowledge routines that we keep following even though they are no longer efficient or contributing to creating increased value for our customers? Do you follow the belief of “your problems are my problems”?

Then you are an improvement coach!

Since it is all about co-production in the care-chain as seen from the customer’s point of view, there is a need for coaches in all sectors; social care of the elderly, in-home health care, primary care, rehabilitation and emergency and specialized health care.

We offer a training which will provide you with the tools and models to go from words to action. You will practice how to support, inspire and coach your colleagues based on new skills.

As a coach you will be able to support the development of multi-professionalism and a culture for sustainable development over time, make use of new knowledge and create the best services and care possible.

As a coach you should also be able to collaborate with other coaches and other organizations to be a support in developmental processes in your establishment.

Our training philosophy is to learn by doing. Therefore you will get to take initiative to pursue improvement work in your workplace.

As a support you will get a personal coach for approximately one year. In addition there will be senior citizens, patients and caretakers throughout the whole course to discuss and reflect your choice and execution of your improvement work.

Welcome to an exciting education!

9. Curriculum Esther improvement coach 2012

Day 1. Theme: Person-centeredness and collaboration.

Introduction:

- What Esther coaching means to me. Bertil Carlfors – senior citizen.
- Purpose of the education.
- Presentation of participants and their workplaces.
- Building relationships in the room. Method: solution-focused work, resource gossip
- Collaboration and person focus, the holistic significance.
- Vision and idea of operation for Esther.
- Rhetoric, communication. What is your communication strategy?
- Invite other coaches!

Theme:

- Introduction to profound knowledge of improvement.
- Start off the personal improvement work.
- Short introduction to coaching.
- Introduction to Qreflex, online learning platform.

Homework:

- Diary.
- Start personal improvement work.
- Conduct one customer interview.
- One interview with a collaboration partner within the care-chain.
- A telephone interview with a politician.

Material:

- Project book SKL² – “Personal Quality Improvement Workbook”.
- Book – “The best possible every time”.
- Interview questions.

Lecturers:

- Bertil Carlfors, senior expert, person centred leader, SPF (Swedish pensioner’s association) Tranås.
- Kerstin Svensson, Esther coach level 2
- Nicoline Vackerberg, developer of operations. Highland’s healthcare district. Network coordinator.
- Joakim Edvinsson, development leader, Qulturum.
- Malin Johnsson, developer of operations, Highland hospital.

There is an offer of individual coaching from an experienced Esther-coach throughout the course. Participation in this is voluntary.

Day 2. Theme: Profound knowledge of improvement – to do and to learn**Introduction:**

- What is Esther to me?

Theme:

- Profound knowledge of improvement.
- What is quality?
- Customer focus – customer needs – customer expectations – identifying customer groups.

² SKL – Swedish Association of Local Authorities and Regions.

- Person centred work.
- Set a goal and the measurements significance for improvements.
- Science of measuring.
- How can I experience what is happening in my own and other organizations?
- SKL and the government commitment to the care of elderly.
- What is coaching? An in-depth: solution focus.

Homework:

- Continued work on personal improvement.
- Diary reflections.
- Discussion on Qreflex concerning the role of coaching.
- What shall I do to translate Fish (the movie) to my every-day work? Fish is all about customer focus, joy of work and making the customer involved in the business.

Material:

- “Measure to know”.
- Book – “The best possible every time”.
- Fish, the movie.

Lecturers:

- Bertil Carlfors, senior expert, person centred leader, SPF (Swedish pensioner’s association) Tranås.
- Eva Fager Knutsson, Person centred work. Nässjö municipality.
- Nicoline Vackerberg, developer of operations. Highland’s healthcare district. Network coordinator.
- Annelie Albertsson, Vetlanda municipality.
- Camilla Strid, developer of operations, Highland hospital.

Day 3-4 Theme: System comprehension and Process thinking, Coaching.

Introduction:

- What is Esther to me? Märta Svärd, local politician. Per Ström, director of operations Tranås primary care. Level 2 coaches.

Theme:

- Solution focused coaching, coaching each-other.
- Follow up personal improvement work, what did we learn?
- Introduction to system comprehension, LEAN as a method.
- Process mapping and methods.

Homework:

- Start up an improvement work in the own establishment.

Lecturers:

- Eva-Marie Sundqvist, Solution-focused coaching.

LEAN-instructors:

- Malin Johnsson, developer of operations, Highland hospital.
- Joakim Edvinsson, developer of operations, Qulturum.
- Nicoline Vackerberg, developer of operations. Highland's healthcare district. Network coordinator.
- Sofie Schiller, Manager of elderly care. Vetlanda municipality.

Day 5. (half-day) Theme: Rhetoric, communication, media**Introduction:**

- What is Esther to me? Representative from hospital/specialized health-care.

Lecturer:

- Christina Jörhall, director of communications, Jönköping county council.

Day 6. Site visit: What can we learn from others? How do we spread good examples?**Introduction:**

- What is Esther to me? Esther coach, municipality.

Site visits:

- IKEA Jönköping
- Rehabilitation medical clinic, County hospital Ryhov, Jönköping

Group activity:

- Write an article to Esther newsletter.
- Coaching of on-going improvement work.

Day 7. Communication with each-other. Group-dynamics in connection with improvement work. Self-knowledge and communication, rhetoric.**Introduction:**

- What does Esther mean to me?

Theme:

- Human Dynamics. How do we impose our differences?
- Human behaviour and how we meet and treat one another.
- Group-coaching of on-going improvement work.
- Measure to know, learn, understand and communicate.

Homework:

- Finish improvement work and presentation (poster) for examination.
- Choose on representative to present the group and the learning process.

Lecturer:

- Malin Skreding, developer of operations, Qulturum.

Day 8. Examination**Introduction:**

- What does Esther mean to me? – the new Esther coaches.

Theme:

- Presentation of improvement work.
- Utvecklingskraft 2014
- Exhibition of all improvement projects and presentation of new coaches.
- The future as an Esther-coach, manager and coach sign a coach development-contract.

Course literature

Bojestig & Peterson (2007) *Bästa möjliga varje gång*. Qulturum. (Trans. *The best possible every time*).

Bergström, M. (2007) *Personlig kvalitetsförbättring projektarbetsbok*. SKL. Translated from Kashkosh, S., Neuhauser, D. & Alemi, F. (5th ed. 1998) *Personal Quality Improvement Workbook*. Case Western Reserve University/Cleveland State University.

Diary – "Thought thoughts"

Articles and work material.

Qreflex

The course requires participants to use the project-based forum Qreflex. It is web-based and free of charge for participants. This is where presentations and course material will be collected together with participants improvement work. This is also where on-line discussions will be held and any updated information will be posted.

Formaterat: Svenska (Sverige)

10. Other activities

We are planning for a one day staff exchange training scheme at another establishment in the Highland's care region to improve the understanding of one-another. Exchange training is planned individually by the coach.

11. Contacts

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