

A Glimpse Into The Role of The Esther Coaches in Jonkoping County, Sweden

Gaining insights before testing
new models

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Aim

- Review the early findings of a study aimed to learn about the Esther Coaches from the perspectives of
 - Esther Coaches
 - Leaders where the Esther Coaches are

Background

Empirical evidence has shown coaching roles can impact interdisciplinary health care teams knowledge, skills and ability to make improvements in health care processes and outcomes.

Doctoral Study #3, based in the USA, researched the perspectives of coaches, those who were coached and the leaders to gain insights into the perceived benefits of coaching.

Study #3

- Coaches: Focus Groups
 - Encouragement, keep on track, offer ideas and resources
- Those who were coached: Internet Survey
 - Praise, positive encouragement, goal oriented, resources for improvement
 - Helped to stay focused
- Leaders: Semi-structured interviews
 - Coaches asked the right questions, give recommendations, great ideas and encouragement

Based on Study #3...

- Used adapted format for the Esther Coaches
 - Focus group with Esther Coaches (n=20/40)
 - Semi-structured interviews with leaders
- Chose not to interview those who were coached due to the language issues and time
- Language translator available
 - Very grateful to Monica for transportation and translation
 - Many participants translated for each other

Early Findings

- Esther Coaches
 - Primarily nursing assistants who integrate coaching role into daily practice
 - “Make Esther’s Day”
 - Blend nursing and coaching in daily work
 - Impacts all aspects of the ward with focus on improvement to make Esther’s Day
- Esther developmental program (started 2006)
 - Step 1
 - Step 2
 - Self-assessment of Esther coaching skills
 - Competence matrix for coaches
- Esther Coaching Contract with Leaders started in 2008

Discussions with 24 Esther Coaches

- Range of Esther experience
 - 6 months to 3 years
- Roles
 - Assistant nurse, Occupational therapist, Social worker, Care taker, Nurse, Rehabilitation, Dementia and Parkinson, Dermatology, Primary Care, Community
 - Every role can be an Esther Coach
- Nassjö, Eskjö

Difficult at Times to Coach “Peers”

- “It’s not so easy. I’ve been working with my colleagues for ten years and now I am suppose to take another role in this group. It’s difficult. You need to take a little step at a time I think. It’s easier to do it with another group I don’t work with. They listen more to me than my own colleagues. They see me in a different way.”
 - “Some of my colleagues were cheering me on, and some of them were more skeptical.”
 - “...staff would say “when is she going to do the real work?”
 - Step 2 Esther Coaches coach in other wards and report more ease to coach than “peers”

Esther Coach

- “...we coach everyday, because you see your colleagues everyday and we say; “***you must try because I know you can***”. So that’s how I’m coaching. I ***lift them up.***”
- “I coach my fellow workers on how to ***get things better*** for this group of people. And since I’m working the ward, that means all the people that’s there of course, ***not just the Esthers, but also the younger patients***, we do have some of that also. “

Esther Coach Role

- “Always stay focused on Esther and for the system. You need to think about the whole system, not just one unit. Get ideas from patients, staff and colleagues. Follow up on things we started to see results.”
- “Ask good questions of staff and don’t just give answers”
- Role model behaviors to be positive and focus on making Esther’s Day.

Why be an Esther Coach?

- “The program has given me the tools, I can take them anywhere I go.”
- “It’s the best thing I’ve been in since I started working as a Nurses Assistant. I’ve grown so much I think and I’ve learned...”
- “Your heart is burning. You have a passion. Listening.”
- “Helps energize me”
- “Interested to develop myself and colleagues”
- “We lift up silent people”
- “See the proudness of co-workers when they can make a difference”
- “Bridge to the Chief”

**“We are only Assistant Nurses-
we need to be proud.”**

Esther Coach

Reported Esther Challenges

- “The problem with this, is money. You have to have some paid time for the projects and that is always a difficult thing to get.”
- “Money to train, and money to replace coaches while in training so staff don’t have to work 2-3 times harder.”
- Peer coaching- the leader helps make it easier
- “I need a boss behind me so my peers know the boss wants this done.”
- New staff don’t understand Esther Coaches

Support for Esther Coaches

- Nicoline and program
- All the Step 1 and Step 2 Esther Coaches
 - We call each other
 - Meetings in the year
- Esther!
- Leaders

Chiefs

- Impressed with the pervasive understanding and use of “Esther” language (MG)
- Chiefs clearly understand the focus on the patient. (MG)
- “Esther Coaches make connection between daily work and improvement”
- “Help the group to see the problem at different angles.”
- Important to have Esther Coaches in the field as improvement resource- “we can’t call Qulturum all the time and get answers in a timely way.”
- “Esther Coaches help the leader get improvement done.”
- “They are my tools to get the message out”
- “We don’t have a tradition from the bottom to say we need to change.” Esther coaches help
- “Good for coach to be on same level of profession- or they say ‘Here comes the Chiefs-too directive’”

Chiefs

- “Leaders must support Esther Coaches”
- “They talk to a lot to colleagues and have ears to her possibilities to make good work.”
- “I see resources I didn’t see before in Esther Coaches”
- “Esther coaches brought 3 together-this wouldn’t have happened with Esther Coach”
 - Hospital, Primary Care and Municipality
 - All have shared vision of what is best for Esther
 - They were there with knowledge, education and personalities
 - Took responsible part of project to lead toward goal.
- “Coaching is LONG TERM---not overnight.”

Summary Thoughts?

- Esther Coaches are committed and making a difference every day in wards and across the health care systems
- Chiefs appreciate the Esther Coaches, set expectations and believe the leader vision and goals will be better achieved with the Esther Coach
- Challenges include money for funding and peer pressure

The Heart and Pearls of Esther

“Esther Coaches help the leader get improvement done.”

“Esther Coaches make connection between daily work and improvement”



“They are my tools to get the message out”

Important to have Esther Coaches in the field as improvement resource