What Is Best For Esther?
Building Improvement Capacity With And For Users in Health and Social Care

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This session

- Short Background Esther Network
- Esther coach education
- Importance of involving patients in improvement efforts

Sweden has one of the world’s highest percentages of seniors, and in the late 1990s Höglandet’s local hospital began overflowing with patients.

Officials from the Jönköping region and healthcare employees collaborated on a better system to care for the elderly, who frequently ended up in the hospital.

They dreamed up their fictional character Esther, a reasonably self-sufficient 88-year-old pensioner with some chronic health issues. Then they asked, “What is best for Esther?”
Vision Esther

Esther will experience safety and independence and she live an independent life that is supported by an energetic network.

Esther:
- Gets care in or close to her home
- Sees us as the same provider of care
- Has equal chance of receiving care over the whole region
- Knows where and who to turn to
- Has an individual care plan

Caregivers:
- All personnel are concerned and committed
- Support each other in achieving the best of Esther
- Increase competence in the whole care chain
- Continuous improvement of quality
The Basic idea

What is best for Esther?

Esther... no matter where, we will be there!
The Challenge

• Person centered care

  Delivering a service that is truly patient centered is an enormous challenge which......can only be overcome by actively engaging patients as valuable resource.


• Complexity

  Healthcare systems are complex, and repairing them is complex.

Networks that are alive

contain

• *Crip aims and priorities*
• *Shared optimism*
• *Creativity and opportunism*
• *Simplicity*
• *Profound respect for logistics* ("Amateurs discuss strategy.....")
• *The group asks versus share*
• *Knowledge management*
Networks that are alive

contain

• Total openness
  (take everything people bring)
• Focus on value
• Recognition management
• Celebration
• Constantly seeking and tapping energy
• Creating a shared sense of system
  (shared map and shared narrative)
• Letting go of need to control
  – an eco system, not a hierarchy (trust)

International research: Improvement coacher are a success factor for continual improvement in healthcare


Coaching ... offers a potential platform for an applied positive psychology and for facilitating individual, organizational and social change.

Esther coach ????
Our reality 2011
The performance of the larger system can be no better than the performance of the microsystems of which it is composed. Microsystems in Health Care, Joint commission Journal on Quality and safety, 2003
Esther Coach Course

- Learning by doing; 5 days including 2 day retreat, local support
- Making an improvement at their own working place
- Coaching skills – solution focus approach
- Site visits in other organisations, in and outside health and social care
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

Woven Within The Fabric of the Micro, Meso and Macrosystem

M. Godfrey 2010
The aim:

to discern which elements in the program were essential for assuming the role of improvement coach.
Method

Actionresearch, case study design

Focusgroups
- Coacher, both new and experienced
- Faculty
- Senior citizens

Survey and documents

Qualitative manifest content analysis
Result: Involvement of a senior citizen - an important factor with growing potential

- It has been extremely positive
- It give another perpective
- It has been helpful to keep focus on Esther
- Esther was really in the room
- It gave an enormous valuable feedback
# Involvement of a senior citizen

an important factor with growing potential

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<thead>
<tr>
<th>What did he do?</th>
<th>What was mentioned as the result</th>
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<tr>
<td>Was always there, every meeting</td>
<td>Improved client focus</td>
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<tr>
<td>Observed and reflect every time</td>
<td>Increased insights</td>
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<tr>
<td>Brought new perspectives</td>
<td>Breadth in learning</td>
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<td>Encouraged to be concrete</td>
<td>Made it easier to start acting and not only talking.</td>
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<td>Gave continuous positive confirmation</td>
<td>Inspiration, motivation, courage</td>
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<td>Showed “real” interest and commitment</td>
<td>Positive learning climate</td>
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Crucial factors in a coach training program

**Ideas**
- Patient involvement
- Custom focus
- Multiprofessional groups
- Challenges in daily work (frontline)

**Execution**
- Patient involvement
- Communications skills
- Solution focus approach
- Group dynamics
- Improvement tools
- Scheduled time for improvement

**Will**
- Patient involvement
- Sense of coherence
- Own driving force
- Open-minded
- Good group climate
- Support from chief
- Group tolerance to test

**Sustainability**
- Patient involvement
- Sense of coherence
- Networking
- System understanding
- Solution-focused approach
- "anchoring"
- Leadership
- Communication canals

*Modell: T. Nolan (2007), modifierad av N. Vackerberg 2012*
Summer school in Linköping, Sweden

Esther Network is invited to Linköping University for a workshop with international students. The workshop is a part in the summer course: Health Care Improvement and Entrepreneurship in an International Context. There are 17 students from different countries working on improvement ideas. Most of them have a technical background like engineering and biotechnology, some of them are

https://esthernetworkblog.wordpress.com/
The Esther Network is made of caregivers, clinicians, patients, and families who work to promote and improve the complex care in Region Jönköping county. “Esther” is a symbolic person, with complex care needs who requires the coordination and integration between hospital, primary care, home care, and community care. Esther is at the center of all our daily work.

Four pages with short texts about Esther Network (pdf, 2016)
Download, print and fold to four pages.

What matters to Esther UK

Reports

http://www.commonwealthfund.org
Statements of the Chiefs

- Good to have a drive
- Would like to have one in every team
- We see how they develop and grow together with the organisation
- Create a creative climate
- Coaches are our future, they are close to Esther, they can influence their colleagues more than I can as a chief.
- Their strengths are structure and method
- They listen. They are awake and catch ideas
- They are Esther grandchildren and always stand up for her
- They dare to question todays reality and be provocativ in a constructive manner. No hierarchy.

M. Godfrey Phd student 2010
Jönköping University
The Esther coach is a living example for our vision.

They are the ears and eyes of Esther.

Every day in their own work places but also in other groups.

Every day is a new training experience.

Esthers expectations are our possibilities.