How could this happen?

This session

- Background regarding Esther
- Experiences and lessons learned about coaching in the “Esther” system
- Invitation to keep on learning together.
Vision Esther

Creating a durable and energetic network results that Esther can feel confident and independent

Esther:
- Knows where to turn to
- Gets care in or close to her home
- See us as the same provider of care
- Has the same possibilities to get care all over the region

Höglandets care
- All personnell are concerned and committed
- Facilitates for each other for the best of Esther
- Increased competence in the whole care chain
- Continuous improvement of quality

Höglandet

110 000 inhabitants
7 Municipalities
7 Primary care regions
Hospital Eksjö - Nässjö
ca 4500 employes
Seniororganisations (2009)
"Everybody has two jobs; To do the daily work and to improve this"

The National Board of Health and Welfare (SOSFS) 2005:12; (SOSFS) 2006:11

A customer is the most important visitor on our premises, he is not dependent on us.
- We are dependent on him.

He is not an interruption in our work.
- He is the purpose of it.

He is not an outsider in our business.
- He is part of it.

We are not doing him a favor by serving him.
- He is doing us a favor by giving us an opportunity to do so.

*Mahatma Gandhi*
Health care providers should give patients and their families the opportunity to participate in patient safety.

Basic idea number one

What is best for Esther?

Esther... no matter where
We will be there!

Basic idea number two

- we want
- we can
- we have the guts

We already have the resources
"Coaching is a way of working with people that leaves them more competent and more fulfilled so that they are more able to contribute to their organizations and find meaning in what they are doing."


"Bringing an important person/group from where he or she is to where he or she wants to go."

Esther Coach a new roll in health and social care services

Every unit shall have his own Esther coach who will support and inspire the staff in continuous development.

Keypoints
• Patient focus
• Learn of others
• Cooperation, multiprofessional
• Structure in improvement

The Esther coach is a living example for our vision.

Everyday in their own workplaces but also in other groups.

Everyday is a new training experience
Reflection

Coaching in their own working place......

What do you think about that?

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”

Marjorie M Godfrey 2010
Coach Course

- 6 days; learning by doing.
- Making their own personal improvement project. (PIP)
- Making an improvement at work
- Coachingskills – conversationstopics
- Site visits in other organisations in and outside Healthcare.

Esther “Coach Contract” between leadership and coach

Expectations from the leaders:
- Spread the Esther vision
- Patient focus
- Inspiration and “fishing up”
- Participation in all new improvement work
- Start with small steps in the daily work
- Use measurements and the tools they learned
- Coach colleagues
- Change problems to possibilities
- Site visits
- Mandate to start
- The head of department is in need of his coach
- Networking with other coaches
- Spread expertise to others
- Continuous evaluation
- Endurance i coaching

Expectations the coach have on the leader:
- Basic principle: The Best for Esther
- Schedule time for coaching
- Use the coach
- Understanding the way of working
- Demand, ask for results, give input.
- Communication, participation, feedback, encouragement
- Open minded, exchange of ideas
- Continuous development
- Trust
- Attitude: It is ok to make mistakes.
- Plan regularly meetings for follow-ups
Analys Esther Coach 2008

**Strength:**
- Client focus
- Process/system thinking
- Commitment

**Developing**
- Improvement skills
- Information, spread
- Cooperation possibilities

**Weakness:** learn more about the real stuff:
- Coaching
- Walk the talk

**Statements of the Chiefs 2009**

- 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
- Coacher are our future, they are close to Esther, they can influence their colleagues more than me as a headleader.
- Their strengths is the structure and method
- They listen, are awake and catch ideas
- They are Esther grandchildren and always stand up for her
- They dare to question today's reality and be provacativ in a constructive manner. No hierarchy.
Esther coaches about their role

always put Esther in the first place, remind each other that it is for her wellbeing we are here.

Britt Marie Johansson 2010

For me, Esther Coach catches what is happening on a daily basis, suggestions, improvements from staff or our patients. To support people in development, achieve the goals, overcome obstacles, relying on own resources and ensuring opportunities to achieve what is desired. "Walk beside" not before and not after is an art and requires constant reflection.

Camilla Ringborg 2010

It is important to provide feedback continuously during the whole time so that objectives are measured. Ideas / problems can be big or small but the goal is to benefit the Esther in the entire care chain.

Ingrid Lindberg 2010

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

M.Godfrey 2010
Who are the Esther coaches 2011?

<table>
<thead>
<tr>
<th>Profession</th>
<th>Municipality</th>
<th>County council</th>
<th>Privat practise</th>
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<tbody>
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<td>4</td>
<td>16</td>
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<td>Physiotherapist</td>
<td>4</td>
<td>3</td>
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<td>3</td>
<td>1</td>
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<tr>
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<tr>
<td>Human relations worker</td>
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<tr>
<td>Chief</td>
<td>3</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>
Nursing assistances as coaches

The trivial Matters. Everyday power in Swedish elder care.
Tove Harnett. Dissertation School of health Sciences, Jönköpings university, 2010

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

Reflections

In your context, how do you strengthen the frontline in everyday work?
What kind of coach do we need?

- SWOT Analyse of the organisation.
- Matchmaking
- Which kind of coachmodell can we choose?
### The Role of the Coach in Supporting Front-line NHS Teams in Developing Microsystems

#### Working

1. **Getting Started**
2. **Making an Exit**
3. **Role Clarification**
4. **Support Mechanisms**
5. **Rapport**
6. **Understanding Microsystems**
7. **Team Ownership**
8. **Making an Exit**

Laura Hibbs 2009
Roll clarification: The Esther coach bag

- Improvement guide
- Bell, Tape, post its, whiteboard pen
- Pocket coachen
- Yes you can – mental motivation
- Coach Diary for reflektion
- Your own words to start
- USB Stick with models for improvement.

Esther improvement coach

- **Spread**
  - Internationell
  - Nationell

- **Improvementwork**
  - Care chain
  - Intern

- **Vision**
  - principles
  - Embody values and attitudes
Network

Esther coach step 2 (10+9)

Esther coach 2006 (30)
Improvement coach 2007 (14)
Esther Improvement coach 2008 (30)
Esther improvement coach 2009 (25)
Elderly Improvement coach 2010 (11)
What does Esther coaches do today?

The drive for Competence
  - The organization of workshops,
  - Catching improvement ideas,
  - Inspire colleagues to keep up the good mood and improvement work.

Supporting improvement projects in the frontline
  - BPSD team at Highlands
  - Seniors participation
  - Everyday rehabilitation
  - Nutrition
  - Information
  - Quality improvement in caring, secure own time for Esther
  - Care Planning, Rehabilitation Plans
  - Smoother workflow - Lean
  - Prevention
  - Patient transportation

Perceiving Differently

- **Home care example**
  - Esther qualifies for a shower as part of her home care needs
  - 10 minutes allotted in the schedule
- **Two ways to look at the job**
  - I will ask Esther if she would like a shower.
  - I will ask Esther **HOW** she would like to shower.
- **Putting MEANING in the work**
Quality time for Esther

Telephone conference angry
August can stay at home

Results 2009 - maj 2010
Total:
7 patients.
5 patients at home with coaching.
2 patienter hospital admission.
Reflections

What, in this Esther coach concept, can be useful for you and your work?

www.lj.se/esther
Coachingmodells

- Problemsolving
- GROW
- Solutionmodell
Microsystem March 2011

Human Dynamics

• **Förståelse för sitt eget och andras sätt att vara och kommunicera**  
  Min Behov – Andras Behov

• **Beteenden, vanor, stil = det vi ser**
• **Personlighet - grundläggande värderingar - under ytan**

_Grundprinciper – Centreringar - Styrkor_

**Mental:** Tanke, Visioner, Struktur, Överblick, Värderingar

**Emotionell:** Känsla, Relationer, Kommunikation, Organisation, Skapande fantasi

**Fysisk:** Handla, Genomföra, Tillverka, Sinnesupplevelser, Helhet/system

_Förstå, Acceptera och Använda Olikheter_

Networks that are alive contain

• Crips aims and priorities
• Shared optimism
• Creativity and opportunism
• Simplicity
• Profound respect for logistics (”Amateurs discuss strategy.....”)
Networks that are alive contain

- The group asks versus share
- Knowledge management
- Recognition management
- Celebration

Networks that are alive contain

- Total openness (take everything people bring)
- Focus on value
- Contantly seeking and tapping energy
- Creating a shared sense of system (shared map and shared narrative)
- Letting go of need to control – an ecosystem, not a hierarchy (trust)
Result

- The best for Esther

Maybe
- the best for the staff as well.....an attractive working place......

Cooperation

Understanding the system
Everything is depending on each other
They have the most important resources