



IHC Patient-Centered Communication Series:

Coaching for Impressive Care for Managers and Supervisors (CFIC) Workshop

Overview

Positive patient experience is a function of the quality of interactions between all members of the healthcare team and patients. When employees know what is expected of them and have strong supports, effective training and appropriate guidance, they maintain high levels of engagement and perform well: everyone benefits!

One of the most significant influences on employee engagement and performance is the relationship between employees and their direct supervisors (Ellis BH, 1994) (Fielden, 2005). When supervisors of front-line employees are skilled in relationship-based coaching, there are improvements in customer service, enhanced patient experience and increased employee morale (Scott BA, 2010) (Leebov W, 2012).

Many front-line supervisors have had little or no focused training in coaching others on skilled communication. *Coaching for Impressive Care for Managers and Supervisors* was developed at the request of IHC client organizations to provide supervisors with evidence-based skills to successfully coach staff in the target behaviors taught in the *Treating Patients with C.A.R.E.* workshop. Skilled coaching has long been recognized as an important support for positive behavior change among staff members. It is key to ensuring maintenance of important customer service strategies and contributes to enhanced employee satisfaction and retention. *Coaching for Impressive Care* uses the principles of *Treating Patients with C.A.R.E.* as they apply to interactions with employees, to maximize skills modeling as a source of employee learning.

Audience

Coaching for Impressive Care for Managers and Supervisors (CFIC) is designed for individuals who provide direct supervision to front-line employees in healthcare organizations. Because this workshop builds on content and experiential learning from IHC's *Treating Patients with C.A.R.E. (CARE)* curriculum, we strongly recommend that most—if not all—*CFIC* learners have participated in a *C.A.R.E.* workshop and/or are familiar with the concepts, vocabulary and behaviors embedded in the *C.A.R.E.* curriculum.

The ***Coaching for Impressive Care for Managers and Supervisors*** workshop can accommodate 6 to 24 participants to ensure optimal experiential learning in small and large group exercises.

Content

Coaching for Impressive Care for Managers and Supervisors (CFIC) is a 4-hour workshop that provides front-line supervisors with specific coaching skills and communication techniques that will support and reinforce efforts by their employees to improve healthcare service. Building on the ***C.A.R.E.*** model, supervisors enhance their use of Connect, Appreciate, Respond, and Empower techniques with their employees.

CFIC introduces the CAP coaching model:

C – Express ***C.A.R.E.*** and concern for employees

A – **Assess** employee strengths and gaps in applying a patient-centered service model

P – Help employees **Plan** for reaching an impressive performance level

Expectations

Participants gain the most benefit when they are fully engaged in all activities of the workshop. To facilitate this, IHC recommends that learners be freed from additional work-related tasks for the duration of the training.

Learning Objectives

By the end of the workshop, participants will gain skills to:

- Effectively coach employees to achieve full potential within the organization, and
- Lead front-line staff in the development of a service culture recognized for excellence.

Methodology

This highly interactive program uses didactic and experiential learning, using video and role-play practice exercises to enhance supervisors' communication, coaching, assessment and planning skills. The curriculum is designed to increase learners' understanding of the research on the connection between skillful coaching and employee engagement, as well as the research on the connection between skillful coaching and performance improvement.

Participants will increase their knowledge of evidence-based communication strategies for eliciting behavior change in their employees. The workshop includes a review of the core components of the ***C.A.R.E.*** model of communication, and introduces the CAP coaching model. There are exercises to help learners build skills in connecting with and assessing the skills of their employees.

Participants also practice creating performance improvement plans for to assist their employees to move from good to excellent performance. As part of this workshop, participants are provided with practical tools for assessing staff members' skills and creating improvement plans.

Faculty

The faculty for *Coaching for Impressive Care for Managers and Supervisors (CFIC)* is drawn from the faculty of the Institute for Healthcare Communication (IHC). Faculty members may be clinicians and/or managers in a variety of healthcare settings, and all have significant professional training experience. All **CFIC** faculty members have completed an extensive faculty development program sponsored by IHC.

CME

IHC is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to sponsor continuing medical education for physicians. The Institute for Healthcare Communication designates this workshop for a maximum of 4.0 *AMA PRA Category 1 Credits™*. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

The Institute for Healthcare Communication (IHC) takes responsibility for the content, quality and scientific integrity of this CE activity. Learners may be earn up to 4.0 hours of continuing education (CE) credit for successful completion of this workshop. IHC will provide a certification of completion to all learners, which can be submitted to learners' respective accrediting organizations. IHC is pleased to provide any necessary documentation to help individuals gain CE credits for completion of this workshop.

For further information, please contact:

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Works Cited

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Fielden, S. (2005). Literature review: Coaching effectiveness. A summary report for the NHS Leadership Centre.

Leebov W, S. G. (2012). *Achieving impressive customer service: 7 strategies for the health care manager*. Jossey-Bass.

Scott BA, C. J. (2010, Nov). A daily investigation of the role of manager empathy on employee well-being. *Organizational Behavior and Human Decision Processes, 113*(2), 127-140.