

Physician Coaching and Mentoring Programs: Surviving the Tsunami of Change

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Physician Coaching and Mentoring

- Physician Coaching
 - ✓ Performance Improvement
 - ✓ Disruptive Behavior
- Mentoring
- Goal Setting

Physician Coaching

**Your Favorite
Coach?**

**John Wooden's
Pyramid of Success**

What is Physician Coaching?

One-on-one confidential relationship
based on trust

- Identify strengths and weaknesses
- Build on strengths
- Improve or cover weaknesses
- Provide regular feedback!

What is Physician Coaching?

- Performance Improvement:
 - ✓ Quality Metrics
 - ✓ Goal Setting
- Disruptive Behavior

The Coach vs. The Doctor Police

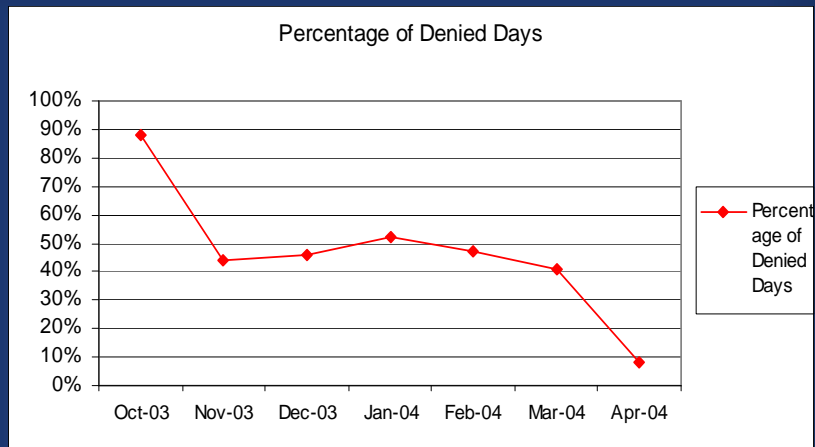
Key Elements of Successful Outlier Coaching

- ❖ Initial buy-in from physician
- ❖ Confidentiality
- ❖ One-on-one
- ❖ Regular sessions of decreasing frequency
- ❖ 6 to 9 month duration
- ❖ Regular, meaningful feedback (monthly)

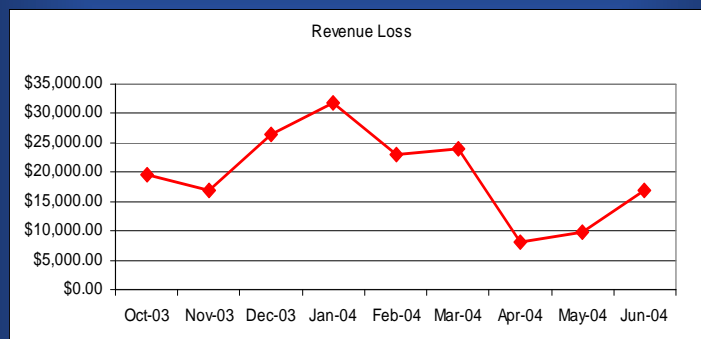
Best Physician Coaching Strategies

- ❖ Listen/Build Rapport/Trust – in person meetings
- ❖ Identify resistance issues
(e.g. past training, law suits)
- ❖ Define clear coaching goals and timeline
- ❖ Emphasize patient safety and quality of care (motivators)
- ❖ Accept that cost savings may not be a motivator
- ❖ Give timely feedback
- ❖ Avoid email except for scheduling meetings
- ❖ Give Rewards!

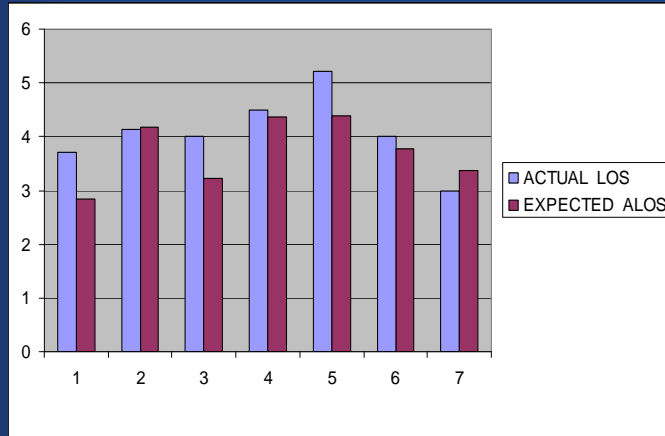
**The Importance
of Relevant,
Accurate, and
Timely Data**



MediCal Denials



MediCal Denial Rates



Physician Coaching of Outliers

Sample Coaching Protocol

- ❑ Six to 9 months of coaching
- ❑ Weekly meetings for first four weeks (month 1)
- ❑ Bimonthly meetings in month 2
- ❑ Quarterly check-ups at 3, 6, and 9 months
- ❑ Some telephone coaching possible after the initial in-person coaching
- ❑ Present outlier data in-person on a monthly or quarterly basis
- ❑ Initially meet least once a month in person for coaching at outliers office or over coffee/lunch

Coaching Problems and Pitfalls

- 1. Poor Rapport/No Rapport**
- 2. Poor Listening**
- 3. Autocratic Behavior**
- 4. Arrogance/Lack of Humility**
- 5. Unclear Goals**

Mentoring

The First Mentor

Your Favorite Mentor

Why?

“Mentor”

“A close, wise, trusted, experienced advisor”

Also “A teacher, a coach, a tutor”

Webster’s Dictionary

Mentoring

“...that part of a leader’s role that has learning and growth as its primary outcome.”

Chip Bell, *Managers as Mentors*, pg. 5.

Goals of Mentoring

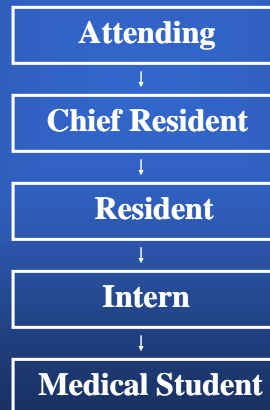
- ✓ Teaching
- ✓ Active Learning
- ✓ New Competencies
- ✓ New Skills
- ✓ Career Enhancement
- ✓ Career Advancement

MMS Mentoring Goals

- ✓ Learn about MMS
- ✓ Learn about political action
- ✓ Learn about MMS's positions on key issues
- ✓ Active involvement on MMS committees, at MMS meetings, and/or political events
- ✓ Introductions/ “door opening”

The Medical Model

- Hierarchical
- Autocratic
- Based on Power



The Mentoring Model

- A partnership
- Facilitation
- Not based on power
- Sharing/giving
- Compassion
- Helping



Mentoring

“The first problem for all of us, men and women, is not to learn, but to unlearn.”

Gloria Steinem

Mentoring = A Partnership

The Mentor Scale

Qualities of a Great Mentoring Partnership

- **Balance (interdependence)**
- **Truth (honesty, openness)**
- **Trust (acceptance)**
- **Abundance (giving)**
- **Passion (feelings)**
- **Courage (risk taking)**

Mentor Dimensions (Phases)

Effective Mentoring, Dr. Norman Cohen

1. Relationship Dimension: Trust

Sharing

Reflecting

Empathetic Listening

Understanding and Acceptance

2. Informative Dimension: Advice

**Learning facts about career,
education, plans, progress**

**Commenting on use of
information**

**Providing tailored. Accurate,
sufficient knowledge**

3. Facilitative Dimension: Alternatives

**Exploring interests, abilities,
ideas beliefs**

Revealing other views

Discussing attainable objectives

4. Confrontive Dimension: Challenge

**Providing insight into
unproductive strategies and
behaviors**

**Evaluating the need and
capacity to change**

5. Mentor Model Dimension: Motivation

**Disclosing life experiences as
role model**

**Personalizing and enriching
relationship**

Taking risks

Overcoming difficulties

6. Mentee Vision Dimension: Initiative

Thinking critically about career future

Realizing personal and professional potential

Initiating change

Negotiating transition

First Steps to Mentoring

Build Rapport In-Person

- **Pleasant facial expression**
- **Warm greeting**
- **Focused attention**
- **Communicate enthusiasm**
- **Give early honest compliment**
- **Listen! Listen! Listen!**
- **Never be patronizing**

Listening

**“Seek first to understand,
then to be understood.”**

Habit #5

“The 7 Habits of Highly Effective People”

Stephen R. Covey

Mentor Listening

Find their passion!

Goal Setting

Goal Setting

- SMART Goals:
 - S = Strategic and Specific
 - M = Measureable
 - A = Attainable
 - R = Relevant/Rigorous
 - T = Time Bound
- Written/Visualized Goals

Corporate Goals

- ❖ Tied to Strategic Plan
- ❖ Adequate Budget and Resources
- ❖ Doable Timeline

Unit Goals

- ❖ Who?
- ❖ What?
- ❖ When?

Team/Individual Goals

- ❖ Maximize Strengths
- ❖ Cover Weaknesses
- ❖ Regular communication
- ❖ Accountability

Accountability

- ❖ Performance measures
 - ❖ Should be SMART
 - ❖ Must be agreed to in advance: Ownership
 - ❖ Timeline agreed to
 - ❖ The Importance of accurate, relevant, and timely data as a motivator
- ❖ Rewards!

Motivating Volunteers

Rewards

- Thank You
- Recognition
- Perks (travel, CME credit)
- Fun / Celebrations
- Food!
- Other _____

How to Begin

1. **Get acquainted: background and interests**
2. **Listen for passion**
3. **Set goals for mentoring relationship**
4. **Set schedule of meetings (In-person or SKYPE)**

Thank you!

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