



# *Building Physician Resilience, Engagement and Relationship Skills Through an Advanced Peer-Coaching Program*

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Center for Excellence in Coaching and Mentoring



**Cleveland Clinic**

**ICPH 2018**

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# Center for Excellence in Coaching and Mentoring (CECM) Core Team



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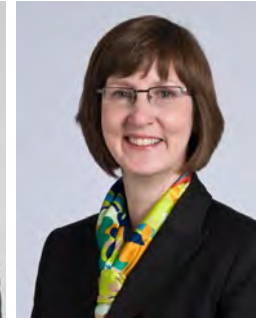
Tim Gilligan, MD



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## Objectives:

1. Facilitate a coaching network for physicians and PhDs to increase their job satisfaction, engagement, resilience, and professional goal attainment.
2. Train a specific cohort of advanced peer physician/PhD coaches to support physicians/PhDs.

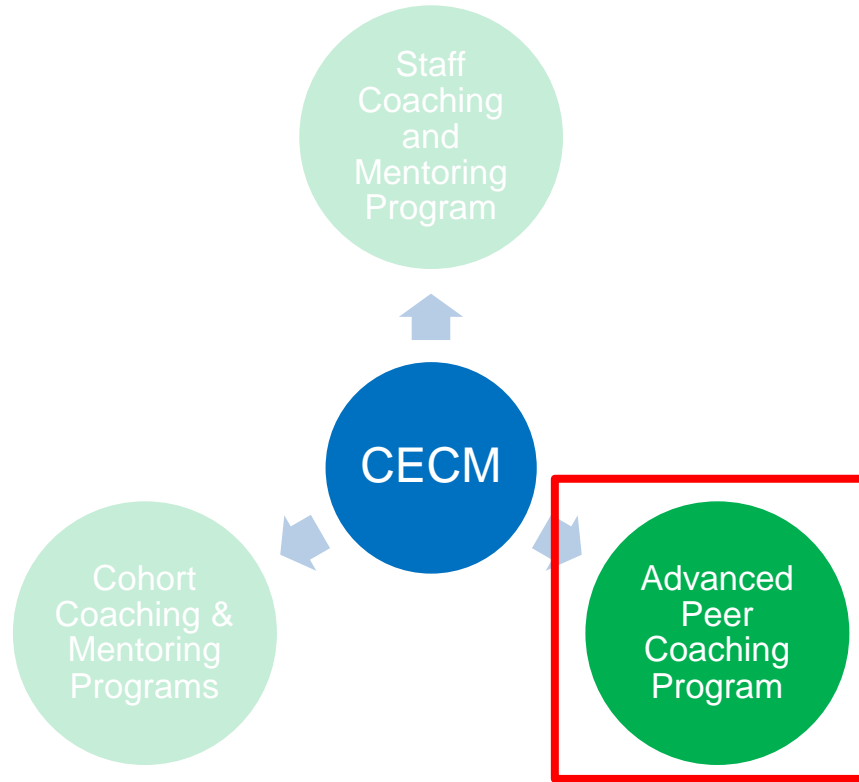


## Cleveland Clinic Overview:

- 3 states, 5 countries
- 8 northeast Ohio regional hospitals
- 16 family health centers
- 51,500 Caregivers
- 4102 Physicians/PhDs
- 2137 Advanced Practice Practitioners
- 1960 residents and fellows

## Background: Advanced Peer Coaching Program

Launched Jan 2015



- GOALS:
  - Increase participant resilience
  - Improve professional satisfaction
  - Facilitate goal attainment
  - Grow relationship network
- Participants:
  - By invitation, 6 coach cohorts
  - 81 coaches; 96 Coachees
- Training:
  - 4 day intense initial
  - Peer practice
  - Debriefs
  - Quarterly developmental workshops

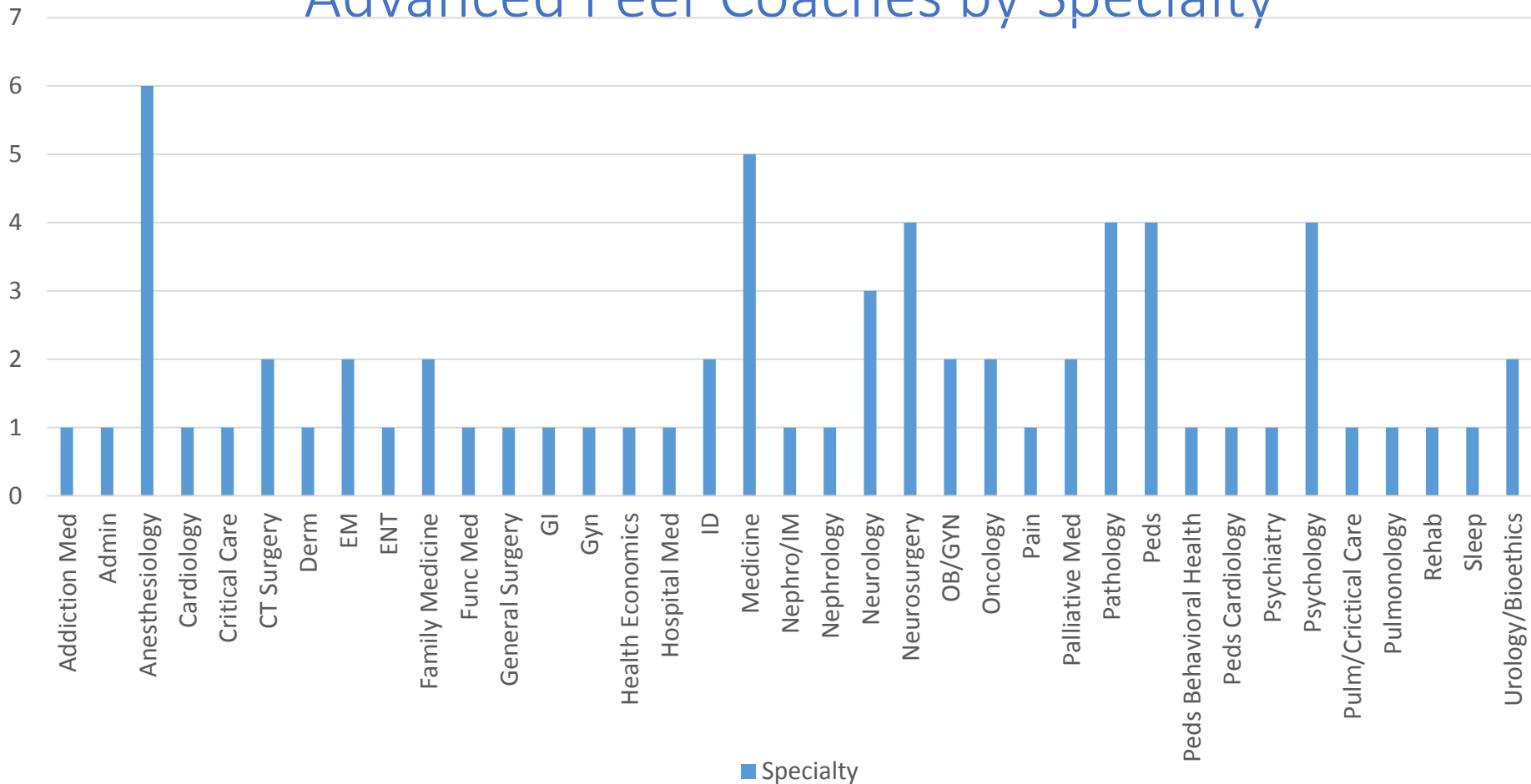


## Methods:

1. Assessed Pre and Post Coach Training evaluations
2. Administered and analyzed Coach and Coachee Annual surveys for self reported impact of participation on components of:
  - engagement
  - satisfaction
  - resilience
  - use of coaching skills with peers, patients, & personal lives
  - goal attainment

# Training evals: Advanced Peer Coaches by Specialty

n=71 N=81

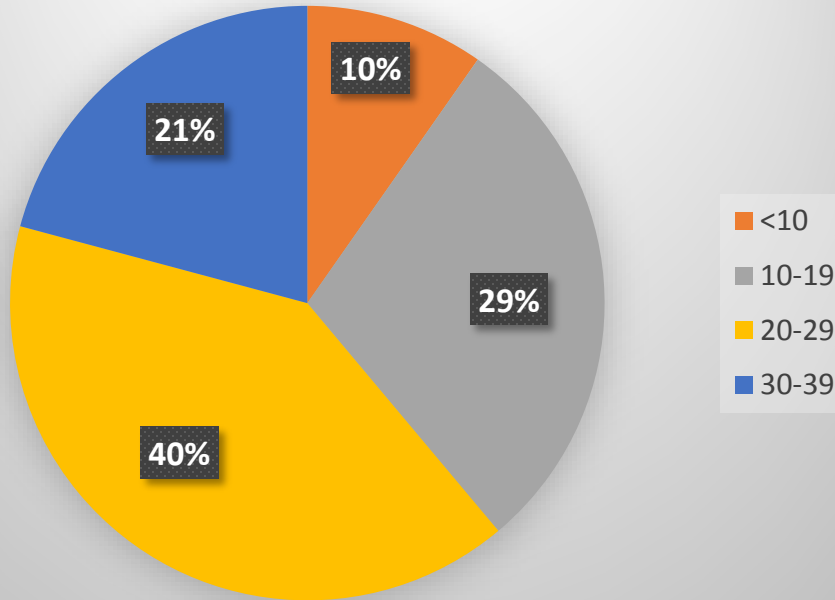


# Training Evals:

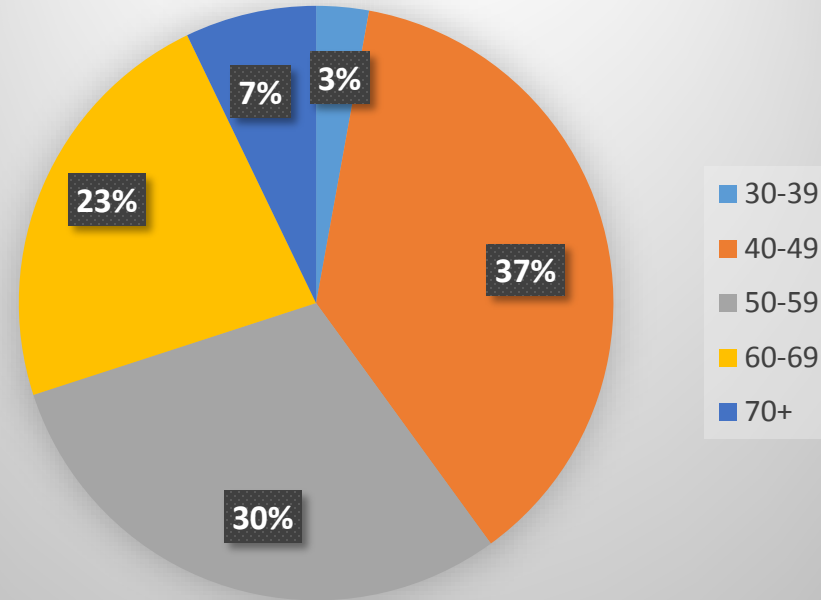
n=71 N=81

## Advanced Peer Coaches by Years in Practice and Age

### Years in Practice



### Age

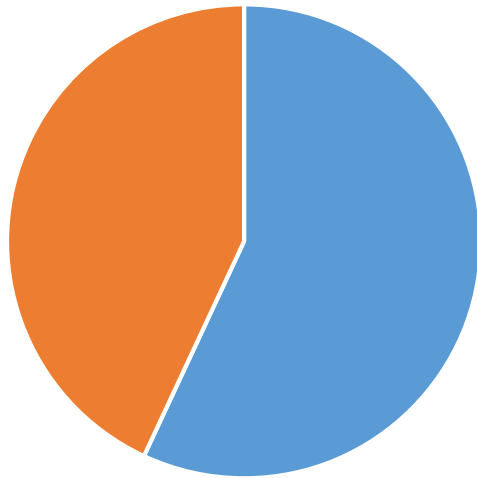




# Training Evals: Advanced Peer Coaches by Gender and Surgeon/Non-Surgeon

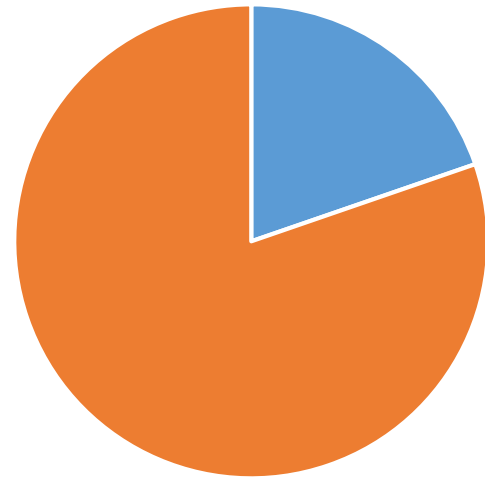
n=71 N=81

Gender



■ Male ■ Female

Surgeon



■ Yes ■ No

# CECM APCP: Coach Pre- and Post-Training Evaluations

Scale: SD = Strongly Disagree; D = Disagree; N= Neutral; A = Agree; SA = Strongly Agree

POST COURSE: This course.....	n=71	Agree (%)	Strongly Agree (%)
Was a valuable use of my time		5.7	94.3
Was relevant to my professional practice		11.4	88.6
Taught skills that will be feasible for me to implement and replicate		4.3	95.7
Enhanced my knowledge about coaching		2.9	97.1
Enhanced my coaching skill set		1.4	98.6

# CECM APCP: Coach Pre- and Post- Training Evaluations

Scale: 1 = Not at all; 2 = Slightly; 3 = Moderately; 4 = Quite a bit; 5 = Substantially

How confident are you in your:		p-value
ability to adapt to change.	1 2 3 4 5	0.001
utilization of asset-based thinking.	1 2 3 4 5	<0.001
ability to empathize – ability to see others’ point of view	1 2 3 4 5	0.004
sense of empowerment to positively affect our culture.	1 2 3 4 5	<0.001
opportunities to expand relations with colleagues across the enterprise.	1 2 3 4 5	0.004
ability to apply coaching skills to in daily interactions with <i>colleagues</i> .	1 2 3 4 5	<0.001
ability to apply coaching skills to in daily interactions with <i>patients</i> .	1 2 3 4 5	<0.001
ability to apply coaching skills to in daily interactions in my personal life.	1 2 3 4 5	<0.001
comfort dealing with conflict.	1 2 3 4 5	0.016
ability to find meaning at work.	1 2 3 4 5	0.121
sense of value as a member of the Staff at Cleveland Clinic.	1 2 3 4 5	<0.001

Move-  
ment  
from 1-4  
to 5

n=71 N=81



# Advanced Peer Coach Program: Coach and Coachee Annual Survey Results

- IRB exemption obtained
- Surveys electronically sent to 67 coaches and 96 coachees
  - Respondents:
    - 49 (73%) of the 67 coaches
    - 33 (34% ) of the 96 coachees



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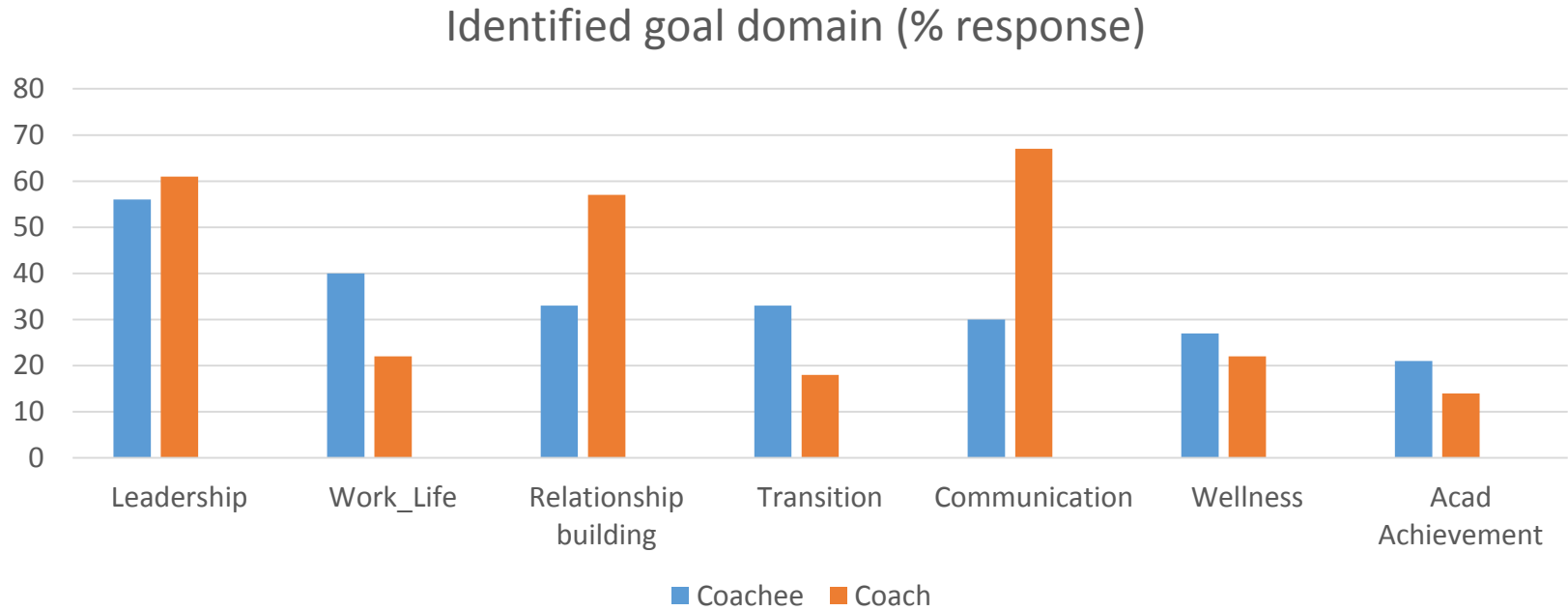
# APCP Coach and Coachee Annual Survey Results

Extent to which participation in APCP has impacted your personal and/or professional goal attainment

Scale: 1 = Not at all; 2 = Slightly; 3 = Moderately; 4 = Quite a bit; 5 = Substantially

	Coaches (n=49)	Coachee (n=33)
“Substantially” or “Quite a Bit”	35 (71%)	21 (64%)

# Domains of personal/professional goal attainment





# APCP Coach Annual Survey Results

**In your role as an Advanced Peer Coach (APC) are you or have you been *matched* with a coachee?**

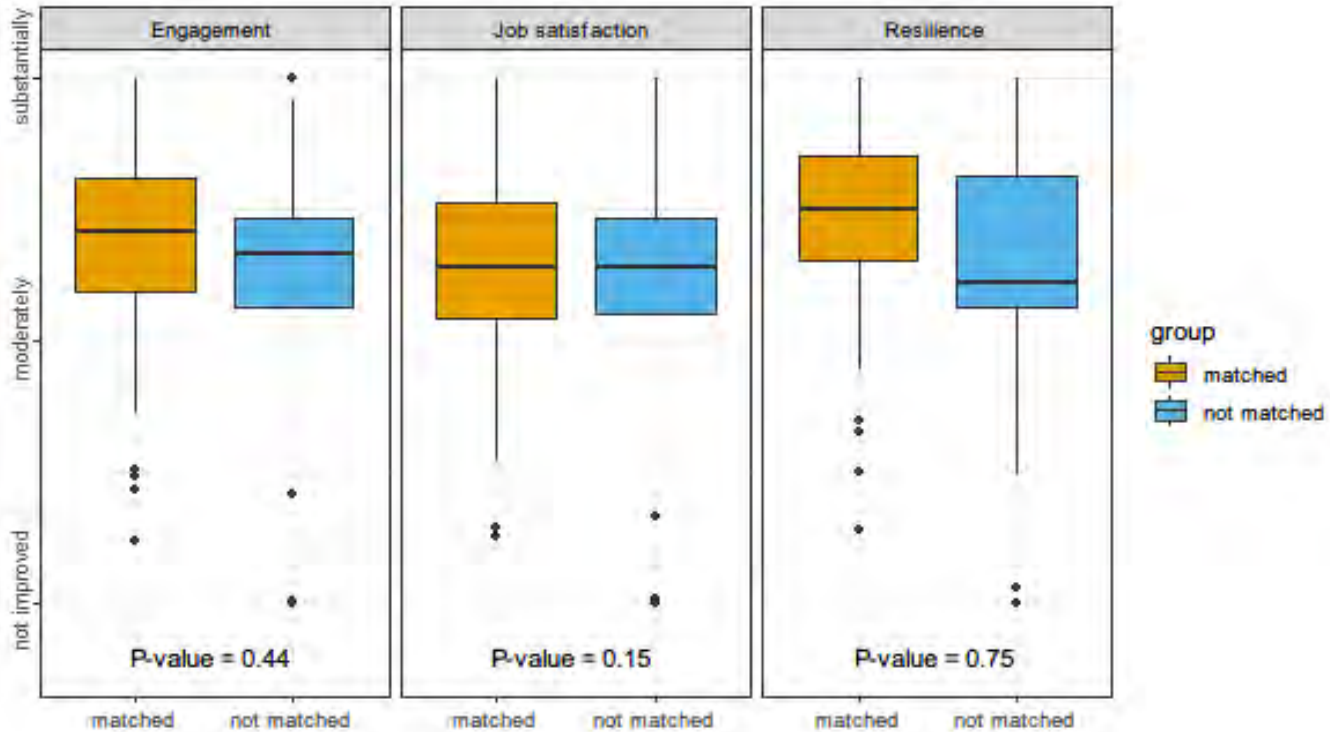
36 (73%) respondents reported having been or were currently matched with a coachee.

The 36 respondents reported coaching a total of 95 coachees – either currently or previously.

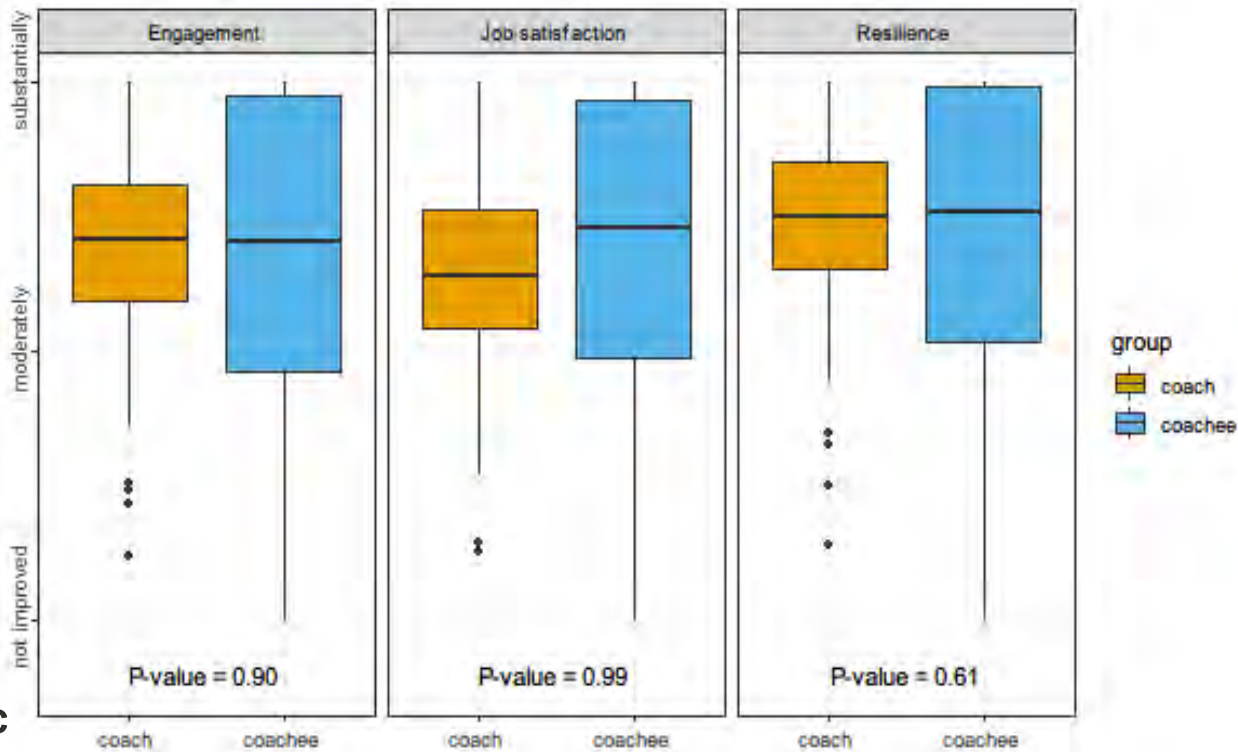
<b>3. Engagement</b>		
Rank how participation ACP has influenced your:		
sense of value as Staff at Cleveland Clinic (on second thought think this is different than worthwhile at work?)	Select	1-Not at all, 2-Somewhat, 3-Moderately, 4-Quite a bit, 5-Substantially
ability to find meaning at work	Select	1-Not at all, 2-Somewhat, 3-Moderately, 4-Quite a bit, 5-Substantially
opportunities to expand relationships w/ colleagues across the enterprise	Select	1-Not at all, 2-Somewhat, 3-Moderately, 4-Quite a bit, 5-Substantially
sense of empathy	Select	1-Not at all, 2-Somewhat, 3-Moderately, 4-Quite a bit, 5-Substantially
<b>4. Job Satisfaction - Stanford Professional Fulfillment Questions</b>		
Please rank how participation in ACP has influenced your:		
happiness at work	Select	1-not at all true, 2-somewhat true, 3-moderately true, 4-very true, 5-completely true
feeling worthwhile at work	Select	1-not at all true, 2-somewhat true, 3-moderately true, 4-very true, 5-completely true
feeling of control when deaing with difficult problems at work	Select	1-not at all true, 2-somewhat true, 3-moderately true, 4-very true, 5-completely true
sense that your work is meaningful to you	Select	1-not at all true, 2-somewhat true, 3-moderately true, 4-very true, 5-completely true
<b>5. Resilience</b>		
Rank how participation in ACP has influenced your:		
ability to adapt to change	Select	1-Not at all, 2-Somewhat, 3-Moderately, 4-Quite a bit, 5-Substantially
ability to utilize asset-based thinking	Select	1-Not at all, 2-Somewhat, 3-Moderately, 4-Quite a bit, 5-Substantially
sense of empowerment to affect positive change	Select	1-Not at all, 2-Somewhat, 3-Moderately, 4-Quite a bit, 5-Substantially
comfort with conflict	Select	1-Not at all, 2-Somewhat, 3-Moderately, 4-Quite a bit, 5-Substantially
<b>6. Coaching Skills (this line will not appear in survey)</b>		
Rank how participation in ACP influenced your ability to utilize coaching skills:		
with colleagues	Select	1-Not at all, 2-Somewhat, 3-Moderately, 4-Quite a bit, 5-Substantially
with patients	Select	1-Not at all, 2-Somewhat, 3-Moderately, 4-Quite a bit, 5-Substantially
in your personal life	Select	1-Not at all, 2-Somewhat, 3-Moderately, 4-Quite a bit, 5-Substantially



# APCP Coach Survey Results: 36 Matched Coaches vs. 13 Not Matched Coaches



# APCP Coach and Coachee Survey Results: 36 Matched Coaches vs 31 Coachees





# APCP Coachee Survey Results

**Would you recommend the Advanced Peer Coaching Program to others?**

**COACHEE: 94% (31 out of 33) respondents said “yes”**

(Was not asked of Coaches)



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# APCP Coach and Coachee Annual Survey Results

Extent to which participation in the APCP has impacted your decision to stay at Cleveland Clinic

Scale: 1 = Not at all; 2 = Slightly; 3 = Moderately; 4 = Quite a bit; 5 = Substantially

	Coaches (n=49)	Coachee (n=32)
“Substantially” or “Quite a Bit”	11 (22%)	8 (25%)



# ROI for Advanced Peer Coaching & Mentoring

- **APCP:** 19 attributed decision to stay at CC to participation  
= **\$25 million savings**
- **APCP:** 95 Staff as coachees receiving approximately 10 hours of coaching  
= **\$308,750 in savings** over external executive coaching @ \$325/hr.

*“...Coaching has been **an incredible experience for me**. I appreciate the perspective I have gained and the validation ...allows me the time to process the emotions that obscure my vision in the moment. **I am a better physician now** . “*

*“**Changed my life as a physician leader**. Has led to **significantly increased professional happiness.....**”*

*“...possibly the **best thing I have taken advantage of at CCF**.”*

*“This was **incredibly helpful!** I was able to maintain a good relationship with my boss, make strides in how I deal with conflict at work. I'm sure this **impacted me personally and with my relationships outside of work as I was complaining less, sleeping better, and in general felt more in control of my life.**”*

## Coach Testimonials

*“...**difficult to overstate the value the program has had for my relationships, at home & work.**”*

*“It has **renewed my passion**. “*

*“**Invaluable personally and professionally...changed how I have approached many conversations.** “*

*“tremendous experience...**significantly impacted my interactions w my co-workers, peers & patients**“*

*“Personal **growth has been tremendous**. Insight into other's problems provide significant opportunity to understand mankind and insight into helping others to help themselves. “*



## Limitations

- Limited response rate of coachees
- No non-participation comparison group
- Self-reported changes



## Conclusion

We believe that our Advanced Peer Coaching Program positively impacts job satisfaction, engagement and resilience and provides coaching skills that can be used to support Physician and PhD coachees with equal benefit to the peer coaches.





Questions?

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## Back-up Slides

Good morning!

Help yourself to breakfast.

Kindly complete the pink pre-course survey in the folder.

Put completed surveys in the black basket at the back of the room.

Thank you.



Cleveland Clinic  
Learning & Research

Pre-Course Survey

Please print your name and the name of your institution and a complete and accurate address.  
Institution: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Phone: \_\_\_\_\_ Fax: \_\_\_\_\_  
E-mail: \_\_\_\_\_  
Please print your name and the name of your institution and a complete and accurate address.  
Institution: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
Phone: \_\_\_\_\_ Fax: \_\_\_\_\_  
E-mail: \_\_\_\_\_

Survey Questions

Statement	1	2	3	4	5
I feel stressed by my work.					
I feel overwhelmed by my work.					
I feel exhausted by my work.					
I feel that my work is too demanding.					
I feel that my work is too stressful.					
I feel that my work is too time-consuming.					
I feel that my work is too physically demanding.					
I feel that my work is too mentally demanding.					
I feel that my work is too emotionally demanding.					
I feel that my work is too socially demanding.					
I feel that my work is too financially demanding.					
I feel that my work is too culturally demanding.					
I feel that my work is too politically demanding.					
I feel that my work is too ethically demanding.					
I feel that my work is too morally demanding.					
I feel that my work is too spiritually demanding.					
I feel that my work is too intellectually demanding.					
I feel that my work is too creatively demanding.					
I feel that my work is too physically demanding.					
I feel that my work is too mentally demanding.					
I feel that my work is too emotionally demanding.					
I feel that my work is too socially demanding.					
I feel that my work is too financially demanding.					
I feel that my work is too culturally demanding.					
I feel that my work is too politically demanding.					
I feel that my work is too ethically demanding.					
I feel that my work is too morally demanding.					
I feel that my work is too spiritually demanding.					
I feel that my work is too intellectually demanding.					
I feel that my work is too creatively demanding.					