



Using a “Coach Approach” to Promote Physician Wellbeing

International Conference on Physician Health

October, 2018

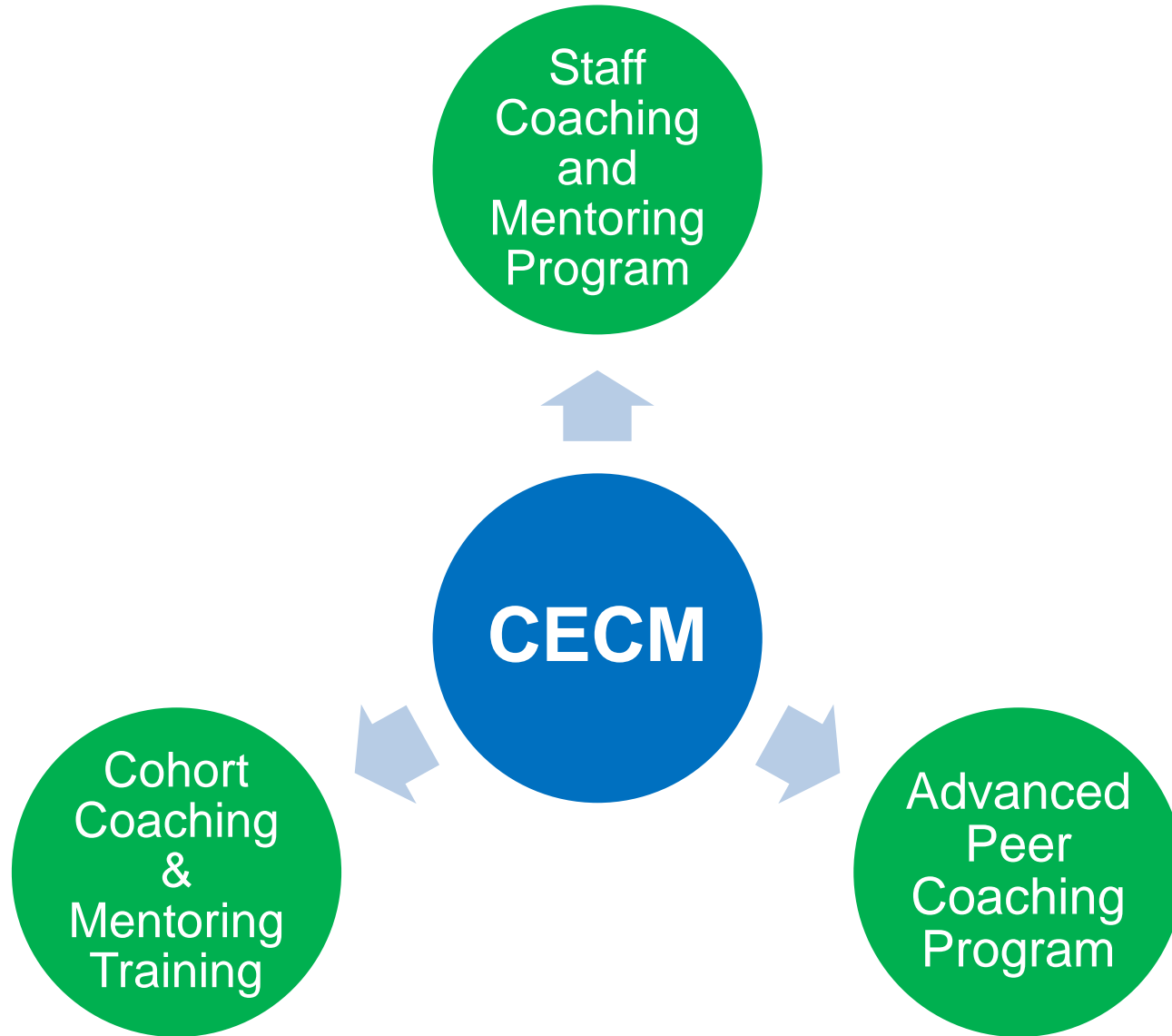
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Objectives

- Define wellbeing and its relation to energy
- Describe the benefits of a “Coach Approach” in helping to promote well-being in self and others
- Employ the “Coach Approach” fundamentals to promote personal well-being

Center for Excellence in Coaching and Mentoring



2016 SCMP Survey

- Participants in a matched coaching or mentoring relationship reported significant increases in components of **engagement and resilience**. ($p < 0.001$).
- **Coaches/Mentors** cite **same** increases as coachees/mentees ($p < 0.05$).
- Matched coaches and mentors reported significant increases in **use of coaching skills in daily interactions** ($p < 0.001$).
- **All participant roles** reported moderate-significant increases in **new colleague relationships**

Coachee Testimonials

“...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. “

ROI for Peer Coaching & Mentoring

- **SCMP:** 1 participant attributed their participation as a major contributor to reason they did not leave CC
= \$1.26 million savings
- **APCP:** 30 attributed decision to stay at CC to participation
= \$38 million savings
- **APCP:** 110 Staff as coachees receiving approximately 10 hours of coaching
= \$357,500 in savings over external executive coaching @ \$325/hr.

http://employer.nejmcareercenter.org/rpt/NEJM_RPT_MayJune2012.pdf
Recruiting Physicians Today, Vol 20, No. 3, May/June 2012

What is Well-Being?

Reinforcing Meaning and Purpose Through Well-Being

Figure 1

Quality-of-Life Continuum as it Relates to Professional Behavior

Distress

Well-being

Focus on self
Reduced empathy
Reduced compassion
Medical errors
Poor communication
Less satisfaction with work
Depression
Substance abuse

Focus on patient
Empathy
Compassion
High-quality of care
Enhanced communication
Greater satisfaction with work



Personal and Environmental Factors Contributing to Physician Well-Being and Professionalism

Personal factors

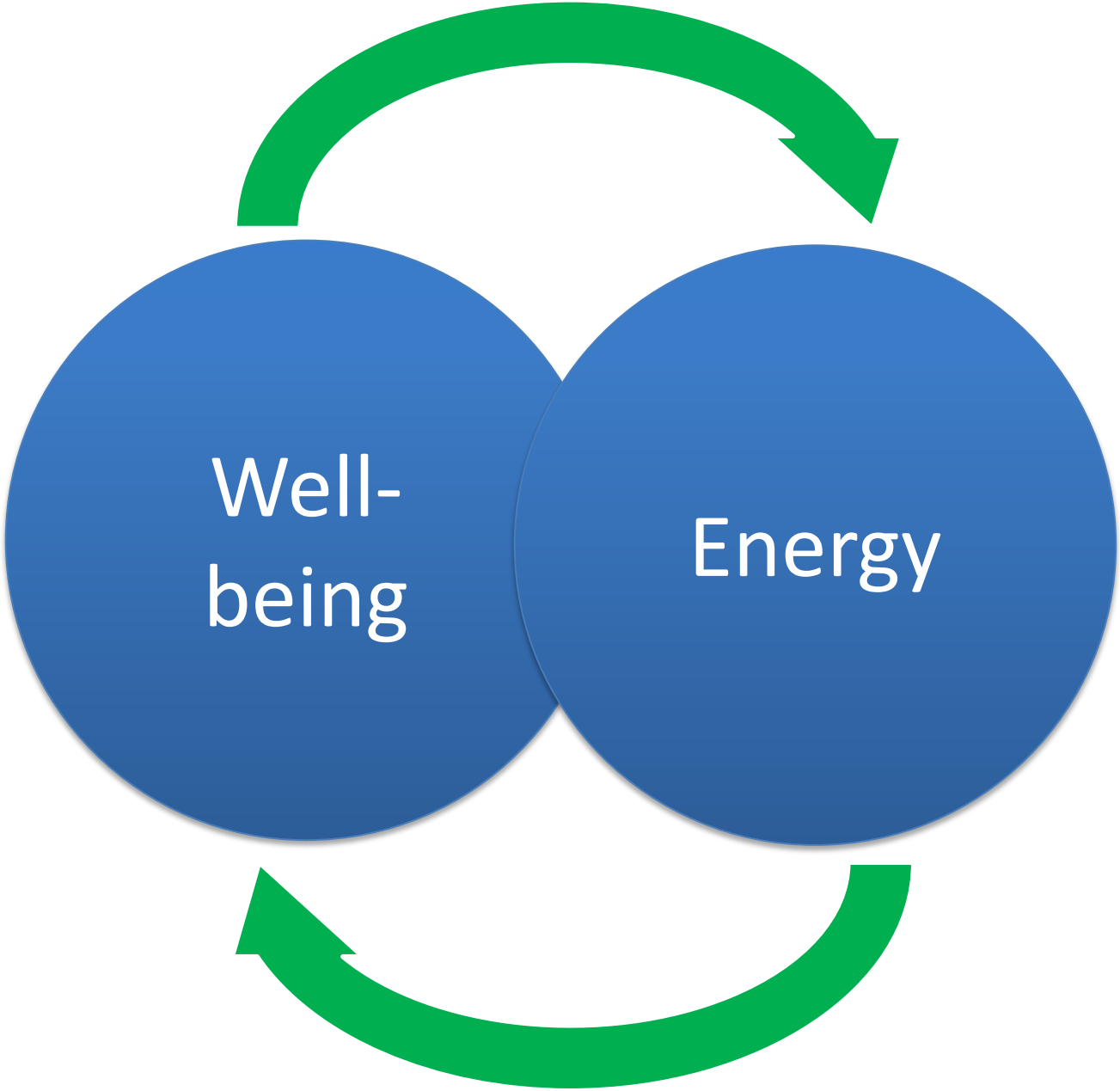
1. **Compassion/empathy**
2. **Burnout/depression/anxiety**
 - Prevention
 - Recognition
 - Treatment
3. **Effective coping strategies**
4. **Approaches to reflection**
 - Mindfulness
 - Self-awareness
 - Positive psychology
5. **Work-life balance**
 - Self-care
 - Autonomy in workplace
 - Meaning in work
6. **Interpersonal relationships**
 - Support networks
 - Collegiality/respect

Professionalism

Environmental factors

1. **Curricular elements**
 - Formal didactic training
 - Institutional policy
 - Modeled behavior
2. **Institutional culture**
 - Focus on needs of patient
 - Commitment to charitable care
 - Relative values of research, education, and patient care
 - Physician autonomy
 - Collegiality/respect
3. **Practice characteristics**
 - Care team structure
 - Workload
 - Nonclinical responsibilities
 - Support services

Physician well-being



Energy

- Time is finite
- Energy = capacity
- Energy *is* expandable
- Energy is *contagious*
- Must be *restored*



Energy (and Well-being)



- 4 Domains:

- **Physical** (sleep, nutrition, exercise, rest & recovery)
- **Emotional** (mood, maximally satisfying activities, relationships, appreciation)
- **Mental** (focus, self-awareness/reflection & goal setting, attitude, organization, adaptability)
- **Spiritual** (passions, values, integrity, sense of purpose)

Your Energy-Well-being Score?

“Pro”-Energy Audit (Adapted from Tony Schwartz’s Energy Audit)

Check the statements that are true for you more than half of the time:

Body

- I get at least seven to eight hours of sleep, and wake up feeling refreshed. (SLEEP)
- I eat breakfast and eat something nutritious. (NUTRITION)
- I get some kind of physical exercise at least three times a week. (EXERCISE)
- I take regular breaks during the day to renew and recharge or I make an effort to step away from my desk to eat lunch. (RECOVERY)

Emotions

- I practice mindfulness at work to help me focus or when I find myself feeling irritable, impatient or anxious. (MINDFULNESS)
- I spend quality time with my family and loved ones, and strive to remain “present” when I’m with them. (RELATIONSHIPS)
- I make time for the activities that I most deeply enjoy. (ACTIVITIES)
- I stop to express my appreciation to others or to savor my accomplishments and blessings. (APPRECIATION)

Mind

- I am able to focus on one thing at a time, and am rarely distracted during the day, especially by email and texts. (ORGANIZATION)
- I focus on activities with longer-term value and high leverage, rather than spending time reacting to immediate crises and demands. (GOAL SETTING)
- I take time for reflection, strategizing, and creative thinking. (REFLECTION)
- I intentionally limit my work on evenings, weekends and vacations. (LIMIT SETTING)

Spirit

- I spend time at work doing what I do best and enjoy most. (PASSION)
- I allocate my time and energy to what is most important to me in my life. (VALUES)
- My decisions at work are driven by a strong, clear sense of my own purpose, rather than being influenced by external demands. (PURPOSE)
- I invest time and energy in making a positive difference to others/the world. (INTEGRITY)

Strategies to Enhance Wellbeing



Coach vs. Traditional Approach

WHAT'S THE DIFFERENCE?

What is a Traditional approach?

- Often uses mentoring, which is the transfer of your knowledge or experience to another person to advance their understanding or achievement.
- Presenting from *your own* perspective based on *your own* experience, values, and views.



Hicks, R. & J. McCracken. Mentoring vs. coaching—Do you know the difference? *Physician Executive*, July/Aug 2009: 72



Traditional Approach

Demo

- You are meeting with Dr. Stressed.

What are the distinguishing elements of this conversation?

What are the limitations of a Traditional Approach?

- Unmet expectations
- Bias
- Mentee pressure to follow mentor's ideas
- Lack of ownership of ideas, poorer follow through
- Surface, tactical

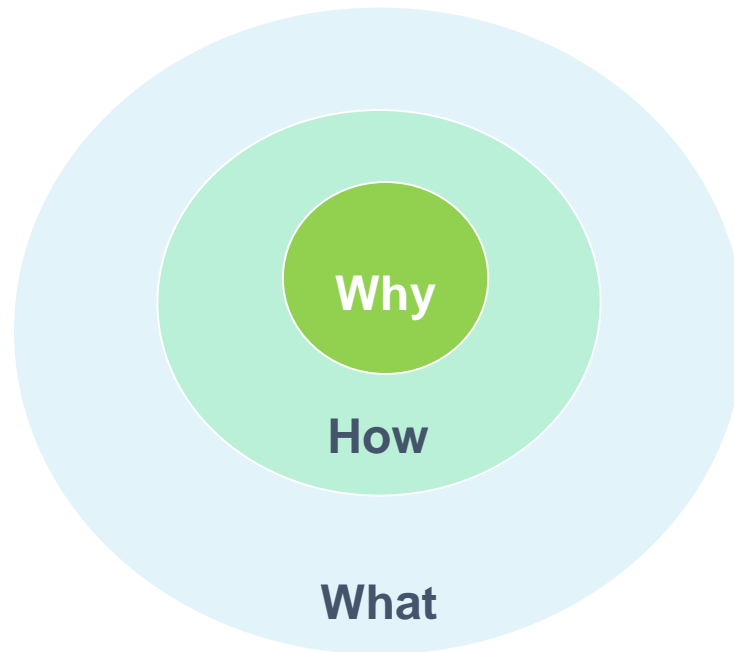
Coach Approach

Demo

- You are meeting with Dr. Stressed.

What are the distinguishing elements of this conversation?

Find Your Why



Sinek, S. Start With Why. 2009.
<https://startwithwhy.com/find-your-why?ref=home>



CECM Framework to Goal Setting

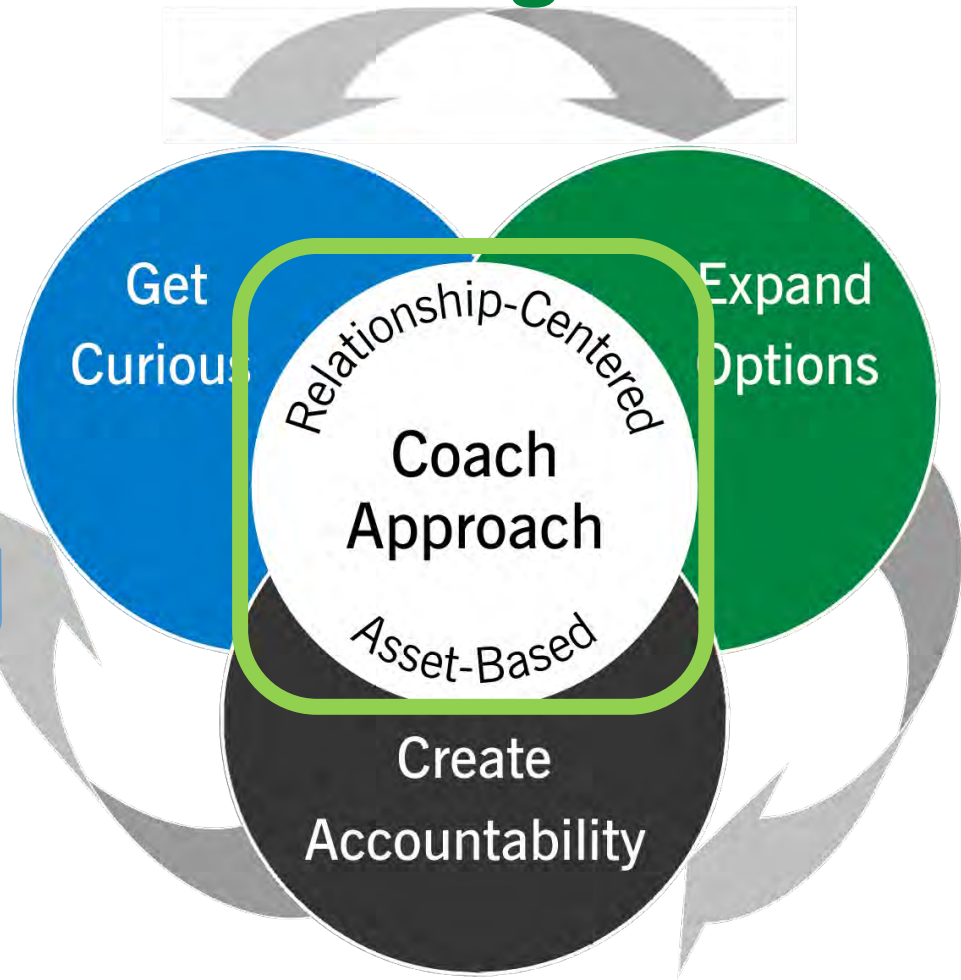
3 Stages

1. Goal setting:

Ask questions to understand well defined specific goals, motivations & values.

Can blend in feedback & required outcomes here.

Your Why



2. Action

Planning:

Build confidence using prior successes & explore ways to overcome barriers.

Can blend in advice & required actions here.

Narrow focus towards achievable outcome & commitment, engage **accountability** partners
Can blend in feedback and required outcomes here.

Go Deep!

Goal

- Mean specifically?
- What would achieving this feel like?
- Others see?
- What will you be doing differently?

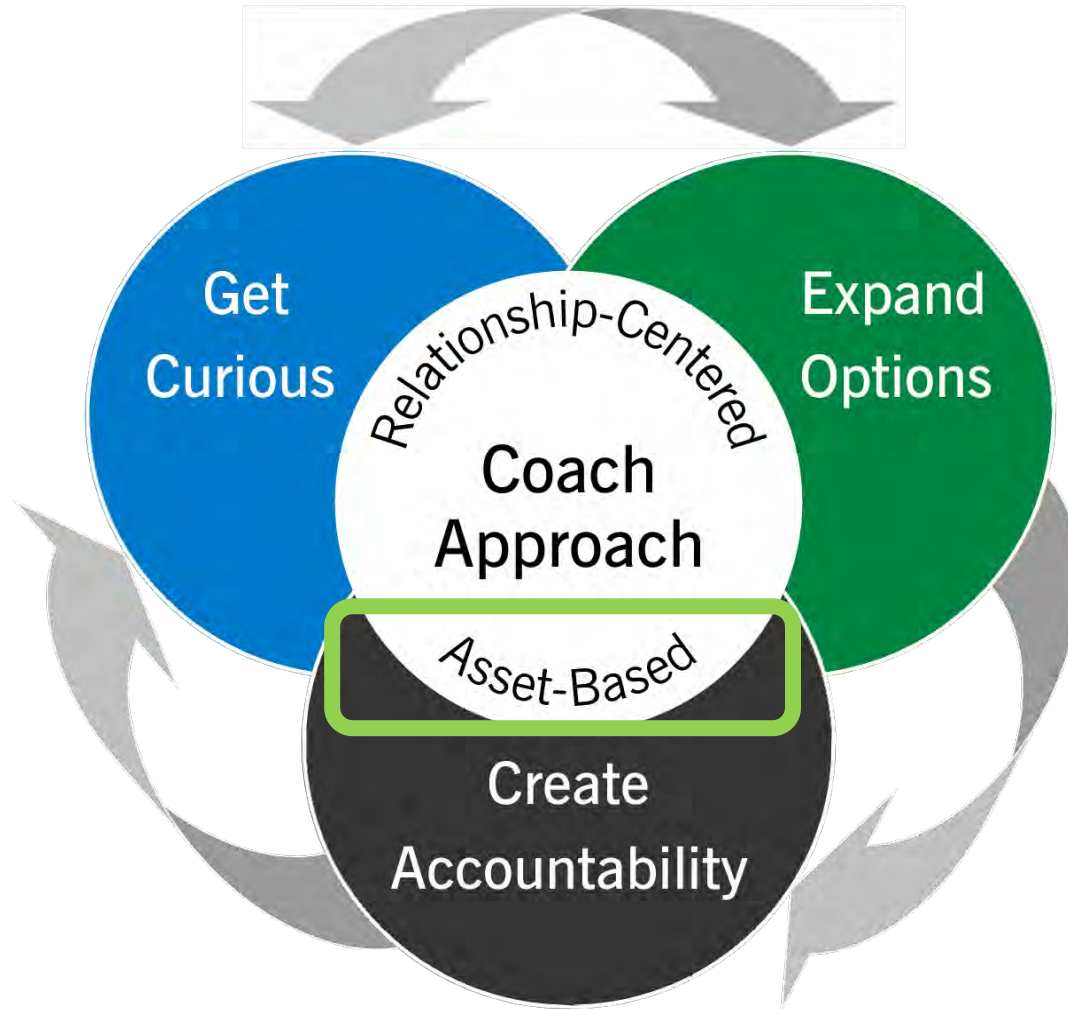
Motivations

- How is this goal important to you? List 10
- What do you hope to get out of achieving this?
- What will achieving your goal allow you to do?
- What are the potential downsides of not achieving this goal?

Values

- How does this goal support what is most important to you?
- How else?
- How else?
- What are you willing to give up to achieve your goal?

CECM Coach Approach Fundamental



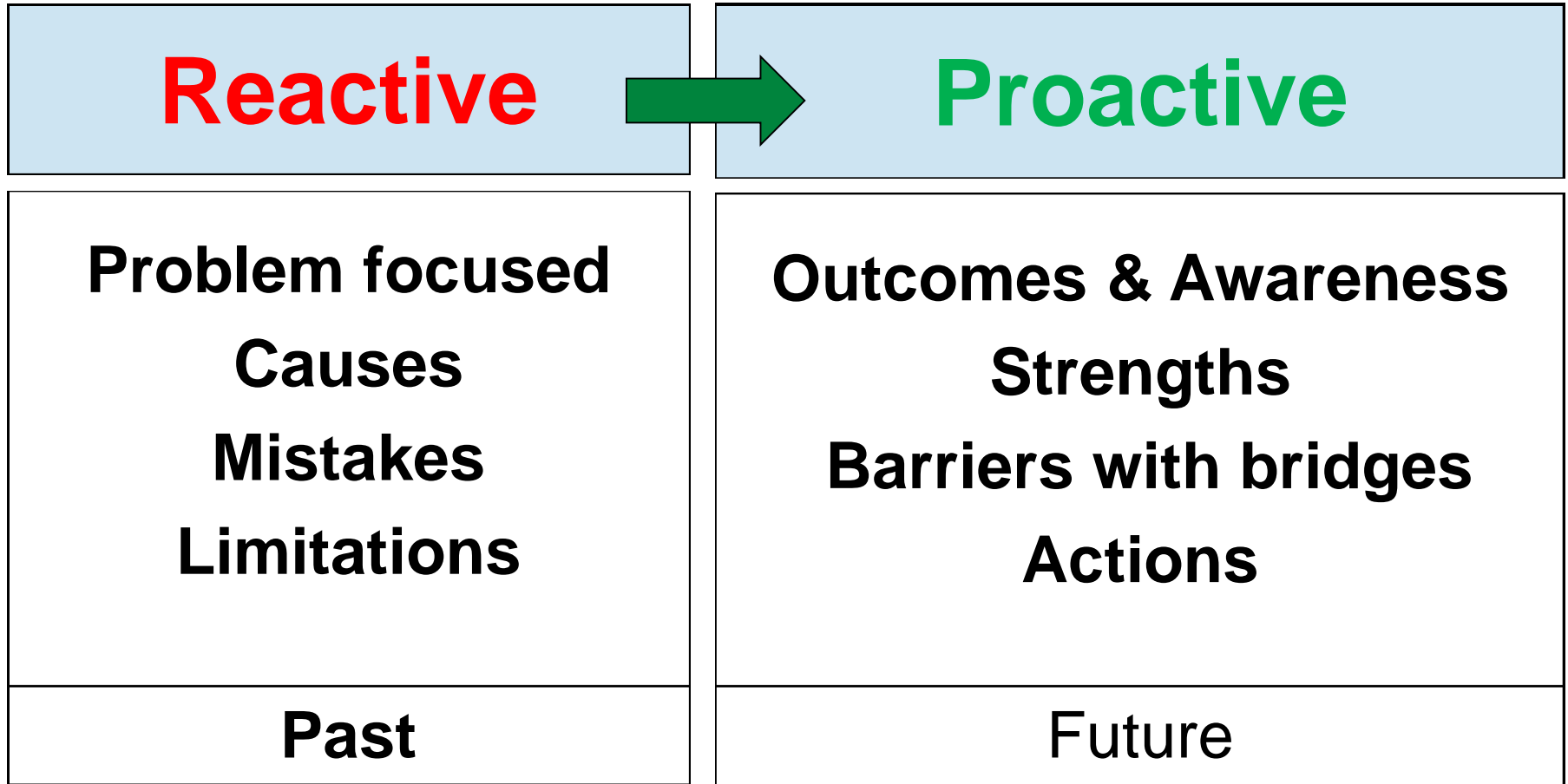
Asset Based Thinking

When you focus on problems,
you'll have more problems.
When you focus on possibilities,
you'll have more opportunities.

Quotes & Thoughts



Asset Based Focus



Visualization

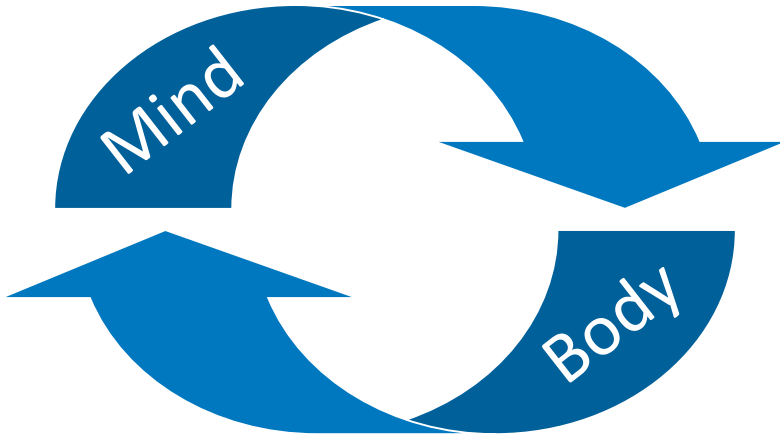


Pair up: Have 1 person relay a story about a time they were at their best (2 minutes)

Group Debrief

- SPEAKERS:
 - How did you feel while speaking?
- LISTENERS:
 - How did you feel while listening?

Visualization



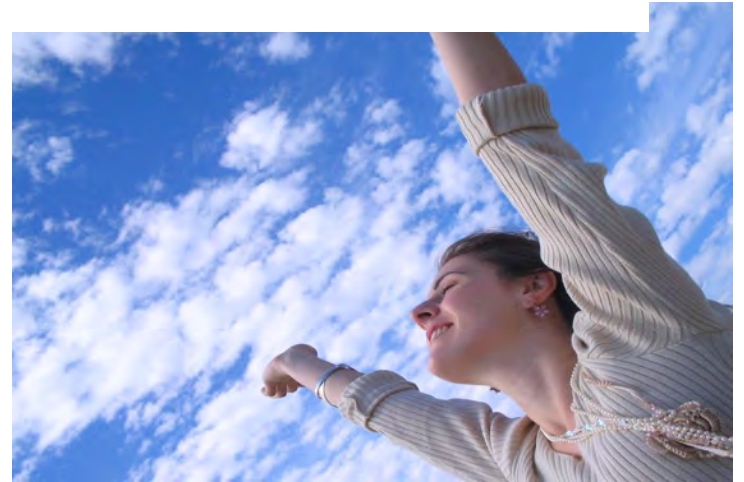
Not what vision is, it's what it does.

- Increases positive emotion
- Opens our minds-expands options

Robert Biswas Diener; Practicing Positive Psychology Coaching

Energy to Promote Wellbeing

**What ONE behavior will
you target?**



Pair up & Coach one another!

- Select *one* area that you want to increase your energy/wellbeing in.
- Pair up.
- Use the smart goals worksheet to coach your partner through their goal development.
- After 15 min., switch roles.



Takeaways?

- What one thing are you taking away from today?

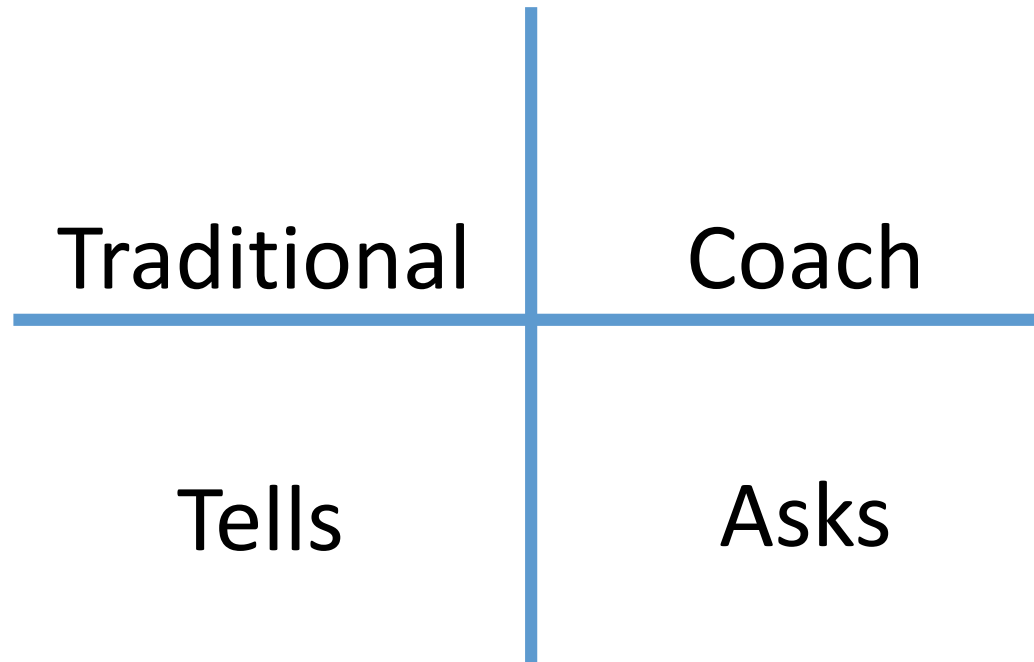
Questions/Comments?

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Cleveland Clinic

Every life deserves world class care.



Coach Approach: Ask first, tell last

Additional Reading

- **Emotional Agility: Get Unstuck, Embrace Change, and Thrive in Work and Life** –2016 Susan David
- **Mindset: The New Psychology of Success** 2007. Carol S. Dweck
- **Option B: Facing Adversity, Building Resilience, and Finding Joy Hardcover** 2017 Sheryl Sandberg
- **10% Happier** 2014 Dan Harris
- **Grit: The Power of Passion and Perseverance** 2016 Angela Duckworth
- **Micro-Resilience: Minor Shifts for Major Boosts in Focus, Drive, and Energy.** 2007 Bonnie St. John, Allen Haines
- **Immunity to Change.** 2009. Robert Kegan and Lisa Laskow Lahey