

Reaching Their Personal Best: Professional Development Coaching for Residents

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MPPDA Plenary Session
April 2016

I do not have any conflicts of interests or financial relationships to disclose.

The MGH Professional Development Coaching Program was designed in conjunction with the Institute of Coaching.

The MGH Professional Development Coaching Program research has been funded by 2 non-profit foundations:

- The Josiah Macy Foundation
- The Arthur Vining Davis Foundation

Agenda

- Why Physicians (& Residents) Need Coaching
- Positive Psychology Coaching
- Coaching, Mentoring, Advising
- MGH Professional Development Coaching Program
- Coaching Residents – Where to start?

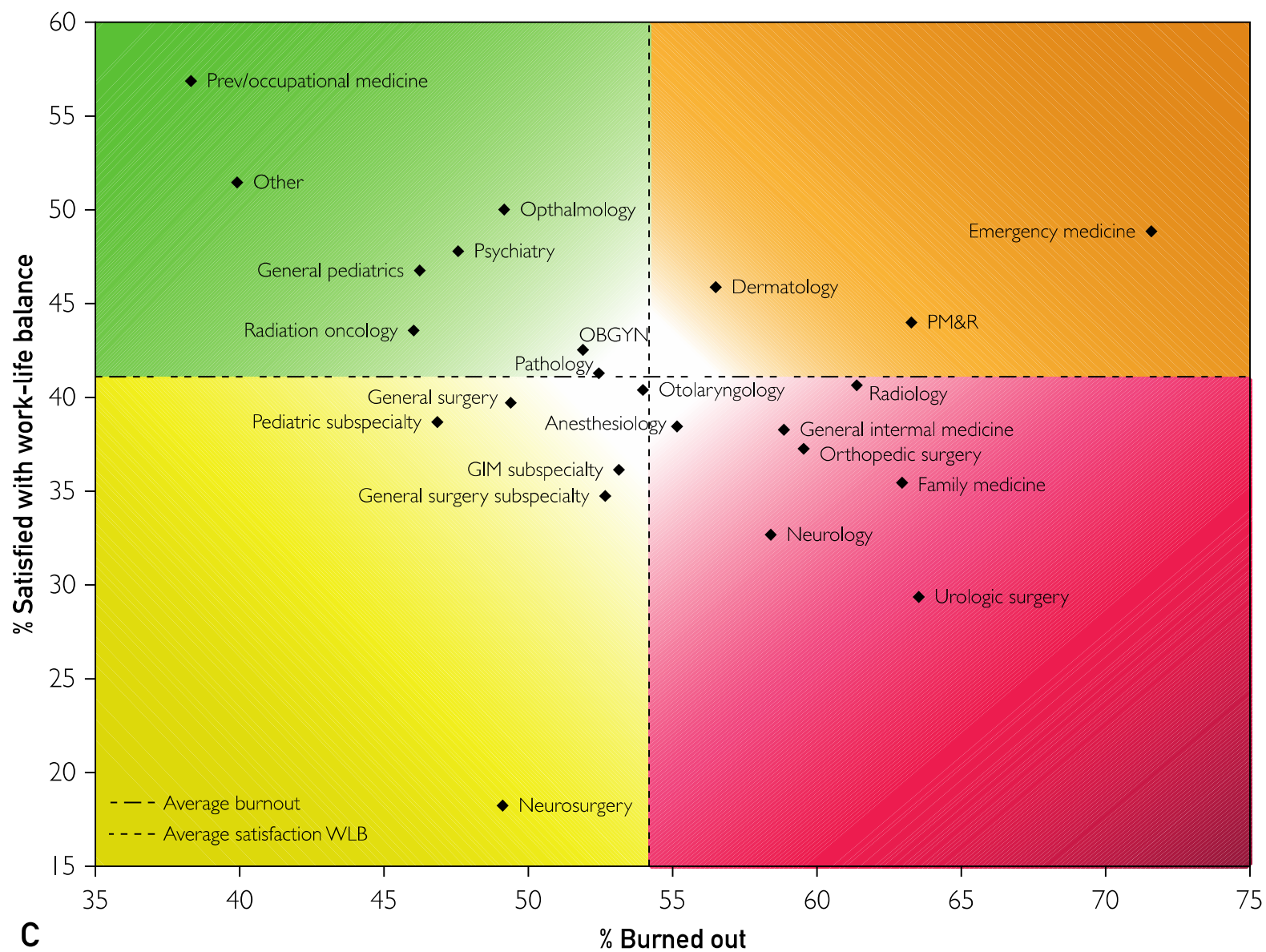


FIGURE 1. (continued).

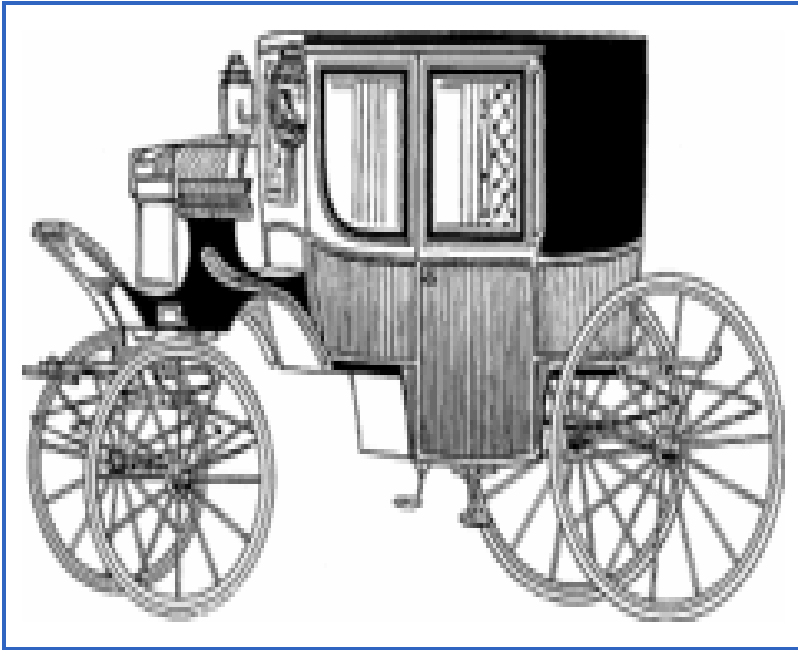
Why Coaching?

- Residency = pressure-cooker of professional identity formation
- Burnout rates up to 80% housestaff, 60% faculty
- Empower **ALL** residents through “positive pushing” and goal-setting
- Life happens during residency – need a place to talk about the intersection between work and life
- Millennials want to be coached!

“We masquerade as strong and untroubled professionals even in our darkest and most self-doubting moments. How, then are we supposed to identify colleagues in trouble – or admit that we may need help ourselves?”

-Dr. Pranay Sinha, NYT op-ed

What exactly is coaching?



- Takes a valued person from where they are to where they want to be – *Old Webster Dictionary*
- Unlocks a person's potential to maximize performance
- Helps them learn rather than teaching them

What is the Role of Coaching in Medicine?

- Goal – help residents develop, function and grow to the best of their abilities
- Help residents prioritize what THEY want to work on and set their own learning goals
- Guide residents through self-exploration
- Help residents identify strengths and use them to overcome barriers



Is This Coaching?

No matter how well trained people are, few can sustain their best performance on their own. That's where coaching

That Sounds Like Mentoring??

- Guide their mentees
- Inspire others to be like them
- Offer advice and wisdom
- Share their stories
- Set goals for their mentees
- Address mentees fears & anxieties

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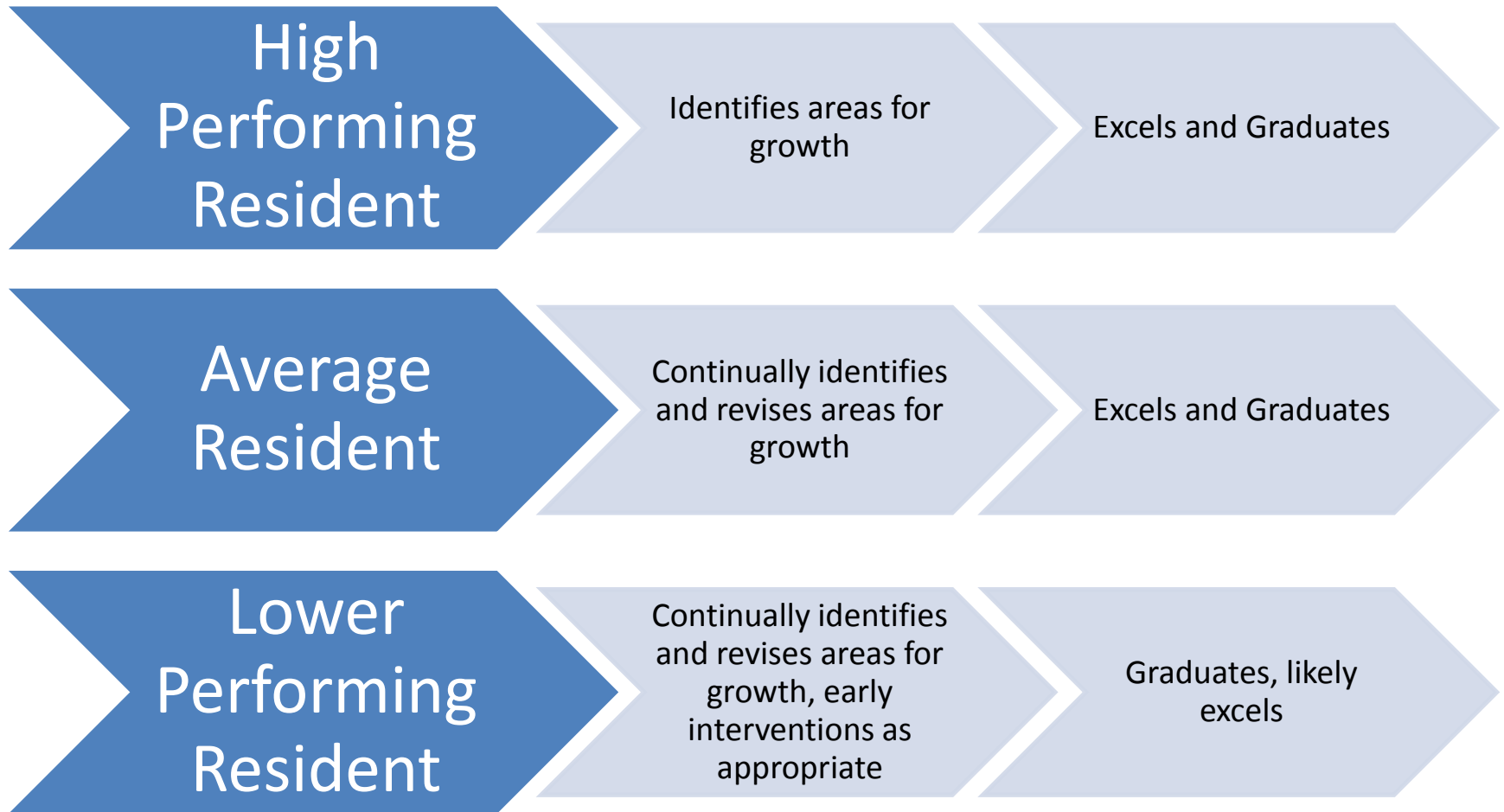
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Pushing Their Bar Higher



MGH Professional Development Coaching Program

- DOM Faculty recruited
 - Mandatory 2 hours of training
- Residents mismatched to career interests
- Meet with their coach 4 times a year – HIPAA-like privacy
- Coaches have access to evaluations; given session guides



Behind Closed Doors...a chance to:

- Decompress – how they've changed, what residency is like for them
- State how they honestly think they are doing
- Say what they are proud of
- Remind them of their goals and which they have achieved
- Revise goals they've met



Reflect
on growth possibilities[®]



Connection With Overall Program

- Free flow of info from program to coach
- Conversations between coach and coachee protected like HIPAA
- Expected occasional overlap between coach/coachee – minimized as much as possible

3 Year Curriculum

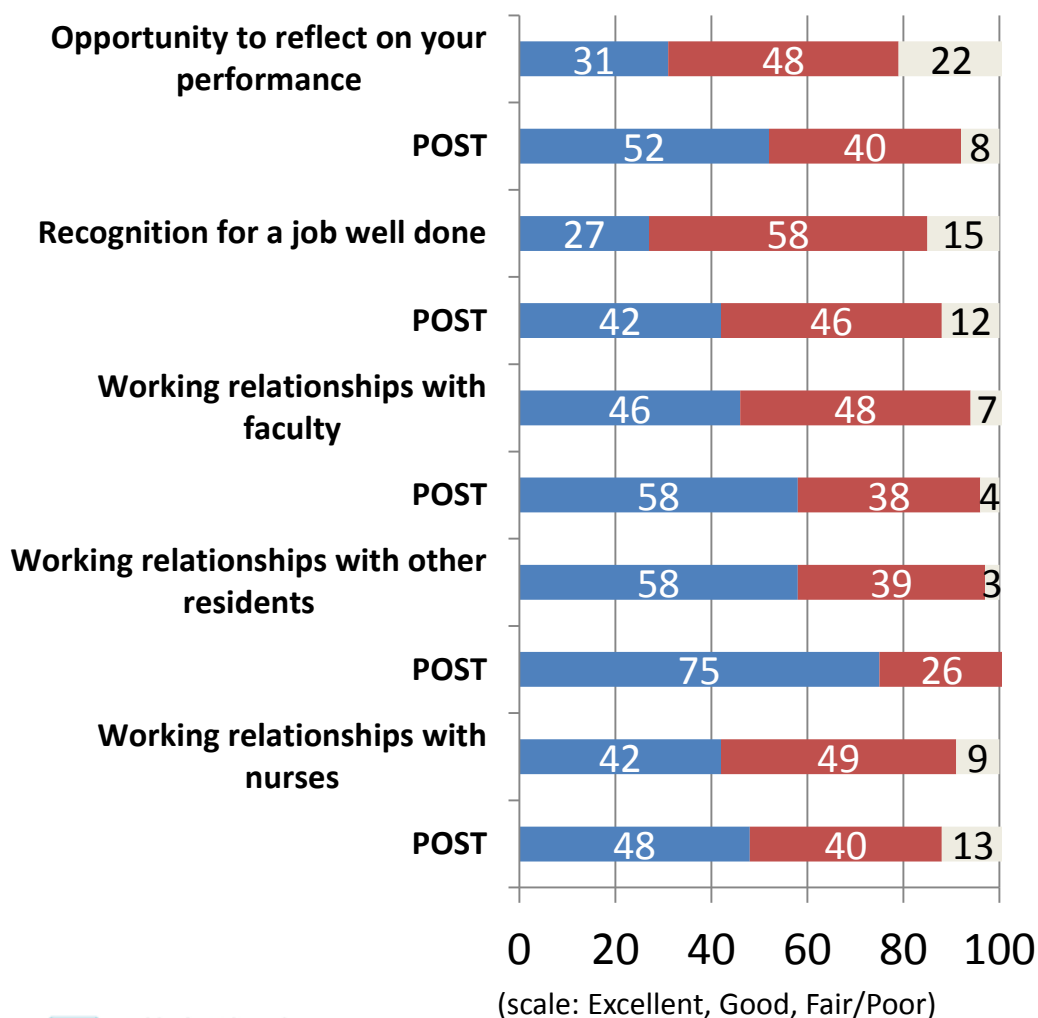
- Year 1 – introduction to Positive Psychology
 - Learning to think positively
 - Recognize/build upon strengths to address challenges
- Year 2 – The Incomplete Leader
- Year 3 – Authentic Leadership Development

MGH Experience to Date

- 92 coaches recruited, 78 current coaches
- >1800 coaching meetings
- >70% meet 3+ times
- Increased goal setting
- Those who engage:
 - Better experience with feedback, residency
 - Decreased burnout
 - Improved resiliency

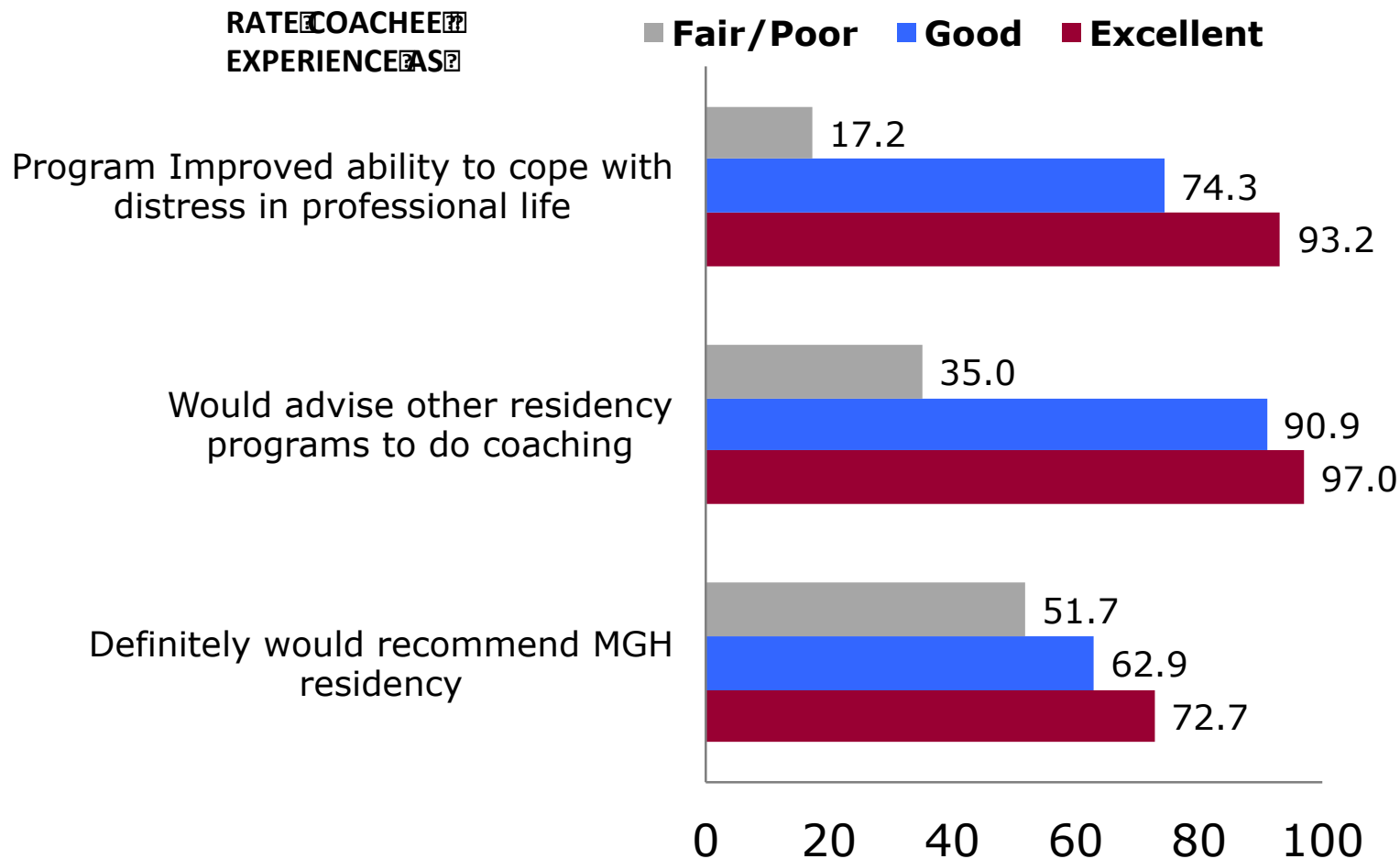


Coachee Experiences



Maslach Scores		
	Precoaching	Postcoaching
Emotional Exhaustion		
High	44%	33%
Medium	48%	50.0%
Low	9%	15%
Personal Accomplishment		
High	49%	48%
Medium	51%	48%
Low	0.0%	2%

Key Program Outcomes by Experience as a Coachee *(2014-15 survey (n=109))*



Keeping Faculty Engaged

- Improved resiliency, increased workplace satisfaction
- Meaningful connection to residents
- “I wish I had a coach”
- **98% 3 year retention for faculty still at MGH**



Coaching Expansion



COLUMBIA UNIVERSITY
MEDICAL CENTER

Creighton
UNIVERSITY
Medical Center



Cleveland Clinic



University of
Colorado Hospital
UNIVERSITY OF COLORADO HEALTH



EMORY
UNIVERSITY
SCHOOL OF
MEDICINE

iora 
primary care



SAINT VINCENT HOSPITAL

 **McLaren**

FLINT



JOHNS HOPKINS
M E D I C I N E



Banner
University Medicine


BOSTON
MEDICAL
EXCEPTIONAL CARE. WITHOUT EXCEPTION.



MASSACHUSETTS
GENERAL HOSPITAL
DEPARTMENT OF MEDICINE



Dartmouth-Hitchcock
MEDICAL CENTER

INSTITUTE OF
COACHING
AT MCLEAN HOSPITAL



HARVARD MEDICAL SCHOOL AFFILIATE

That Sounds Wonderful, But...

What am I supposed to do with this if we don't have a coaching program?

POSITIVE PSYCHOLOGY 101



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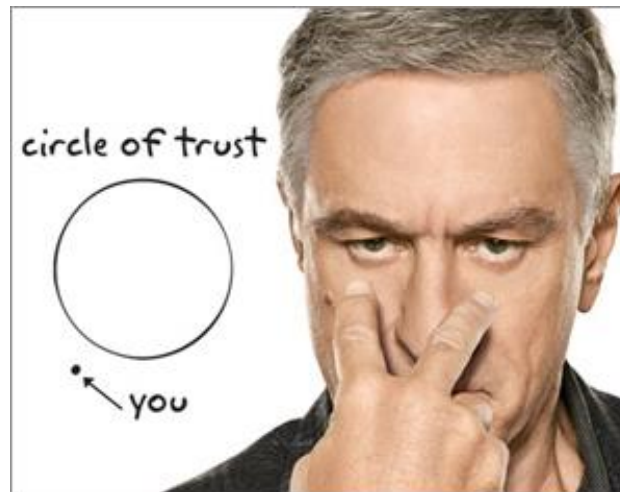
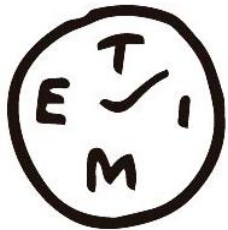


HARVARD MEDICAL SCHOOL AFFILIATE

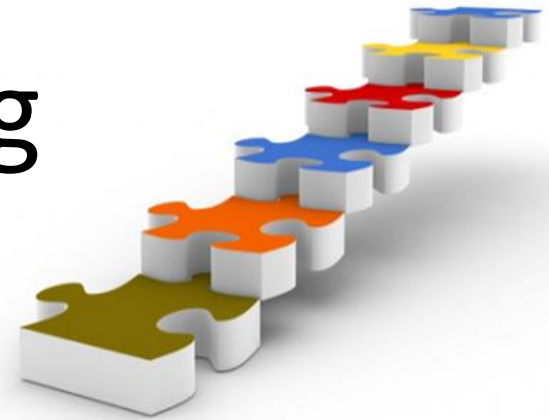
Basic Components for Coaching

SET ASIDE

some



Steps for Coaching



- STEP 1: Get curious
 - Listen with presence/empathy
 - Reflect and challenge
- STEP 2: Build confidence and motivation
 - Emphasize strengths
- STEP 3: Create accountability
 - Narrow and commit

Velcro v. Teflon



Broaden and Build Theory



Strengths-Based Coaching

- Focus future achievement on the basis of past success
- Build on who they are at their strongest and what THEY do well
- Drawing on positive experiences broadens our creativity and mental flexibility



Asking the Right Questions

Reactive

- How long have you...?
- Why?
- What prevents you from...?
- Have you had bad experiences when...in the past?
- What other reasons are you ...?

Asset-Based

- What would you like to see in the future?
- How is that important to you?
- When have you been successful in this before?
- What made you successful before?
- How can you do more of that now/going forward?

Let's Put it To Practice!



Coaching Exercise #2

Coaching by Numbers



Coach by numbers – in pairs

- Coaches – ask your partner to pick an area of their life or work that they want to focus on
- ASK:
 - If time or money were no object, what would this part of your life look like if it were a 10 out of 10
 - Where would you rate yourself now?
 - What can you do in the next 6 weeks to raise yourself up one half of a point (e.g. from a 6 to a 6.5)
 - How would you know if you did it?

Debrief - What was that like?



What Does This Look Like With Residents?

- 1) If this year were a 10 out of 10 (Best Possible Year!), what would that look like? Be specific!
- 2) Between now and the next 6 weeks, what is one thing you can work on to get you toward those goals? Make sure its tangible!
- 3) How are you going to make that happen, and how will you know if you did it?

2 Simple Ways To Start



**KEEP
CALM
AND
COMMIT TO
CHANGE**

“I’m Doing Great”

- If things are going well for you, what’s your next area for growth?
- You seem to be doing pretty well...how could you be even better?
- Where do you feel the least comfortable in your practice? Is there something you can do to change that?

When Things Aren't Going Well

- Focus on strengths, not weaknesses
- Ask for a strength story
- How can they apply those strengths to their current situation?



My Challenge To You

- Commit to changing your conversations
- Broaden and build
- Focus on the positive
- Strengths, not weaknesses
- Can coaching exist at Dartmouth?

**BE THE
BEST
VERSION
OF *you***

Questions?

“I don't believe you have to be better than everybody else. I believe you have to be better than you ever thought you could be.”

-Ken Venturi, PGA golfer

Happy Coaching!!!!

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