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Pandemic Pearl: Innovations in Virtual Improvement Coaching

Suneela Nayak

Maine Medical Center

Natalia Johnson

Maine Medical Center

Rebecca Brookes

Maine Medical Center

Andrew Levine

Maine Medical Center

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Project Title: Pandemic Pearl: Innovations in Virtual Improvement Coaching

Last Updated: 10/12/2021

Executive Sponsor: Suneela Nayak, Sr. Director of Operational Excellence, Maine Medical Center

Facilitator: Andrew Levine, Summer Intern, Operational Excellence, Maine Medical Center

Team Members: Suneela Nayak Sr. Director, Natalia Johnson, Improvement Specialist, Becca Brookes, Program Coordinator

Problem/Impact Statement:

At the onset of the COVID-19 pandemic, many teams at Maine Medical Center (and across the globe), experienced significant disruptions to usual workflows and processes. Firm in the belief that the success of local performance improvement efforts depends on the engagement of clinical care teams in a culture of continuous improvement, we set about innovating virtual coaching workflows to support our clinical colleagues advance improvements throughout the pandemic

Scope:

In Scope: MMC Operational Excellence Improvement coaching: in-person, and virtual

Out of Scope: Departments and activities outside of MMC

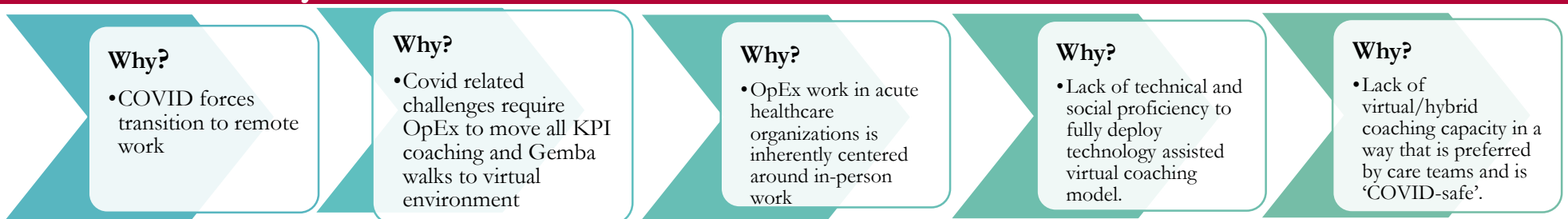
Goal/Objective:

Create a Virtual Coaching Model to continue to serve departments and teams throughout the Pandemic and fulfil the our Quality and Safety Mission: "Create a culture of continuous improvement that promotes quality and value in our healthcare system"

Baseline Metrics/Current State:

Prior to the onset of the Pandemic, Maine Medical Center held a 12 minute Daily Executive Huddle with 40-50 interprofessional leaders and conducted 9 daily Gemba Walks visiting teams across the hospital. In keeping with Covid safety guidelines, in-Person Gemba Walks were officially 'paused' along with unit level improvement work presentations to Gemba Walk Leaders.

Root Cause Analysis:



Countermeasures

Action	Owner	Due Date	Status
1. Conduct literature review. Use guidance from authors & PDSA thinking to establish coaching workflows,	Andrew Levine	Aug 2021	Complete
2. Initiate virtual and hybrid coaching sessions to support sustained improvement work by the frontline during Covid- related pause in Gemba Walks.	Op Ex Team	Feb - June 21	Complete
3. Send out Virtual Coaching Survey to teams to get feedback on effectiveness of virtual /hybrid coaching. Analyze and report findings (see below)	OpEx Team	Aug 20/21	Complete
4. Using a PDSA framework, establish and implement protocol for virtual coaching teams to include the following Establish strong relationships early to foster camaraderie and Teamwork as precursors for success 1. Conduct Pre Work to optimize success of virtual coaching session 2. Incorporate specialized facilitation techniques to optimize virtual coaching using video sharing platforms 3. Develop proficiency with navigation of video sharing platform 4. Seek feedback from teams after each coaching session: what went well, what could have gone better. 5. Follow up within one month to check on progress and support continued team success	Suneela Nayak	Aug 31, 21	Complete
5. Continue using On line "Request for Coaching". Track # requests	Op Ex Team	Monthly	Ongoing
* 6. Assess team engagement during Gemba coaching sessions to gauge concerns, understanding of improvement tools and methods, use of PDSA cycles and progress to goal. • Op Ex Team members to conduct 3 or more in-person Gemba Walks/week to foster coaching relationships and secure image of KPI Board for virtual team review • Conduct quarterly data assessment and identify opportunity to improve	Op Ex Team	Quarterly	In progress
* 7. Establish regular coaching checks on teams who have not explicitly asked for coaching support	Op Ex Team	Quarterly	In progress
* 8 . Reassess and monitor overall Op Ex Program status quarterly in Sep, Dec, March and June	Op Ex Team	Quarterly	In progress

Outcomes

100% agreed or strongly agreed that their questions and empowered advancing improvement work with virtual AND hybrid coaching sessions

"Need more help with making graphs"
"Better access to training at times we can attend"
"More touch points with Op Ex Coach"

92% reported they had a strong relationship with their Op Ex Coach and were comfortable reaching out for help

15% reported they wanted more support with leveraging improvement tools for their specific area of improvement

Virtual Coaching Model Innovations Result in Unexpected Wins during Covid Pandemic:

- Established strong coaching relationship is foundational for successful virtual coaching
- An unexpected finding of a Virtual Coaching Model is expanded coaching capacity and concurrent engagement of key stakeholders
- Proficiency with screen sharing and video conferencing applications improves value
- Competence in Virtual Coaching adds to our improvement toolkit and opens the door to further innovations

In keeping with core values and mission, we have innovated a virtual improvement coaching model to support healthcare teams

Voice of the Customer
(Survey Results 6 months after implementation)
*countermeasure 2
36 Teams coached virtually

Next Steps

- Maintain regular progress on countermeasures * 6,7, and 8
- Assess Daily Management System program data to maintain or exceed Op Ex Program Scorecard and targets
- Repeat survey in 6 months (Dec - Jan 2021)