



# Coaching and Mentoring at Carle

**April 2017**

**Bob Cranston, MD, MA, ACC (ICF)**

**Medical Director, Talent Development**





# WHY?

- Improve Engagement—general employees, but focusing on APPs and doctors.
- Help our professionals flourish.
- Improve retention, production, efficiency and joy at work.
- Most people who quit jobs do so in the first year. Coaching and mentoring lower the rate of quitting. Losing a professional after the effort of recruiting and hiring, with the down time and worsened access is **very** expensive. Losing any employee is hard.



# Definitions

There is confusion about the titles listed below, and their functions within a system. To help clarify, I would suggest the following definitions:

- **Athletic Training**—usual meaning of the word coaching: sports, personal fitness, etc.
- **Coaching**—Executive/Professional, will be cross-departmental at Carle.
- **Consulting**—outside expert offering new insights and plans. Eric Lister, for instance.
- **Mentoring**—veteran leader offering advice to new or less-experienced professional.



# Definitions--Continued

- **Precepting**—usually assigned from within a department, focuses on day-to-day functioning within the department.
- **“Carle Experience” coaching**—generally remedial, short-term, and could be labeled “Spot-consulting”. This has been quite successful.
- **Therapy**—focuses on past, and improving bad behaviors or modes of interaction.
- **Training**—delivering specific information; often focused on specific job responsibilities.





# Mentoring Further Defined

- New physicians will be assigned a cross-departmental mentor. Other new hires will have same-department mentors.
- Emphasis will be on orienting to C-U, Carle culture, and adjustment issues. For employees new to the area—schools, churches, clubs, U of IL, will also be sources for discussion.
- Mentor will contact rookie prior to arrival and meet with them socially and privately over the first year. Time Commitment: 10-12 hours



# Mentoring

- **Mentors** will positively frame expectations for new hires and new leaders. This is a rich perk offered to all employees to help them achieve their best and grow professionally.
- Mentors will help new hires and new leaders appropriately schedule meetings with mentors (and coaches if applicable).
- These meetings are important — better leadership will result in better patient care.



# Coaching Further Defined

- Reserved initially for leaders.
- Confidential, reflective one-on-one discussions, aimed at helping new leader work through obstacles and set goals in their new roles, and obtain input for life goal setting.
- Primarily work-related, but can expand.
- Not therapy or remedial in nature.



# Coaching

- **Coaching**, defined earlier will be targeted to **leaders** and **high potential** people. The MDTDL position is focusing on doctors and APPS, but the EDTDL works with HR to help all employees.
- Thus, coaching is available to any aspiring or high potential leader, and is not limited to Carle.\*
- We presently have 3 physicians, and 1 RN trained as executive coaches. Shannon Galindo currently is in an official training program as well.





# Examples of Success

- A nurse leader was assuming too many responsibilities and setting unachievable goals for herself. Coaching helped her realize this.
- A physician was trying to decide if he wanted to move to another part of the world or stay at Carle.
- Another doctor was trying to decide if he wanted to be a leader in Carle, or remain clinically-focused.
- Another physician wanted to work on his ongoing development and role fulfillment.



Questions?