



Tips for Coaching: Reflections for Success

- **Get leadership support:** Staff participate more readily if attendance is taken and feedback about group participation is important for the Patient Care Manager/Educator/Advanced Practice Nurse to know. If possible, check in regularly with leaders to inform success of implementation.
- **Create rewards:** Consider refraining from handing out mobility lanyard cards or educational tools until one-to-one coaching is completed.
- **Be flexible:** Important to be available on the floor and capture staff when the opportunity presents. The key is to fit into staff's schedules not vice versa. Plan to be on the unit at slower times of the day (11:00 am & 2:00 pm at some MOVE sites)
- **Be respectful of time constraints:** One-on-one education typically lasts no more than 15 minutes. If the staff member has time and wants a longer conversation, take the time to listen carefully and respond to their comments and concerns.
- **Engage staff one on one:** Teaching in small groups can be difficult to coordinate depending on the nature of the unit. Approach a staff member; if they indicate that they cannot participate, ask what time would work for them. If you can gather a small group, try to encourage interactive discussions about mobilizing patients
- **Be an active listener:** Asking staff to move patients more is asking for a change in practice. Be an empathetic listener and offer solutions where possible.
- **Do what you say:** If you say you will follow-up on an issue or concern or offer to get more information make sure you follow-up.

- **Be engaged:** The success of the intervention will be greater if the coach is engaged and believes in the importance of mobility and the process of spreading knowledge to others. Staff should get a sense that the coach is consistently enthusiastic about the intervention.
- **Use your time effectively:** Once a staff member has completed one-on-one education, provide ongoing support by asking how they are doing, what's going well, what's challenging. As the number of one-on-one education interactions grow, take the opportunity to check-in with staff to see what they are doing, especially while you are waiting to engage others who have not completed the coaching process. In our experience, resistant staff eventually want to become part of the "conversations" and become agreeable to participate and learn when the coach is highly visible, open and available for crucial conversations.
- **Encourage and celebrate:** Check in with staff frequently and provide positive feedback on an ongoing basis. Acknowledge enthusiasm, recognize when momentum is building around the "buy-in" for the intervention. It is the coach's responsibility to recognize and acknowledge the good work being accomplished.
- **Do not shy away from difficult conversations:** If a staff member(s) is sending verbal or non-verbal messages indicating negativity about the intervention, probe in a non-threatening manner to facilitate discussions to empathize and find solutions if possible.
- **Encourage feedback:** Ask if there is any approach to one-on-one education that may work better for an individual, profession or unit.
- **Participate in unit activities:** Attend rounds, staff meetings, engage in conversations with staff, and make an effort to be part of the team. Integrate into the unit.
- **Don't be discouraged by staff who never "buy in":** Understanding your audience is very important. There are people who buy in immediately; there are those who need time to mull over the new change proposed and those who will never buy in. Try to de-sensitize yourself from the staff members who do not want to hear what you have to say and focus on those who are open to change or require further education and support to buy in.
- **Identify informal leaders:** These are the staff members who are engaged in the intervention. They are natural leaders who will help to support implementation. Be aware of informal leaders who are not supportive and focus time listening to their concerns and hopefully get buy-in from them, as they are influential members of the unit/team.