



Coaching Report

March 2016

Directors' Corner

"Then I sit at my workstation to document and bill for our encounter, perched at the edge of my seat, on the verge of despair."

[The Doctor's New Dilemma](#). Suzanne Koven, M.D.,
Massachusetts General Hospital. *New England Journal of Medicine*, February 18, 2016.

This quote on despair is the last line of Dr. Koven's article. An unintentional victim of well-intentioned healthcare reforms is the relationship between a patient and his/her healthcare provider. What was easy and natural for physicians and nurses in past decades and generations -- to accompany with deep presence and empathy a worried soul on a journey through illness to health or otherwise -- has gotten lost in the onslaught of rules, policies, and technologies.

Now we find ourselves conducting research on the ROI of a warm, collaborative patient relationship, and developing new skills training programs, because human wisdom (we used to know that relationships heal and empower) got lost in a world of evidence-based medicine. The good news is that the evidence-based door is open and welcoming to innovation, to get even better at what we used to know and know how to do.

IN THIS ISSUE:

- **DIRECTORS' CORNER**
- **RESEARCH:**
Clinician Perspectives on Working With Health Coaches: A Mixed Methods Approach
- **BOOK:**
Relationship Power in Healthcare: Science of Behavior Change, Decision Making, and Clinical Self-Care
- **WEBINARS:**
March 24th 9:30-10:45 a.m. ET
Physicians, Coaching, and Lifestyle Medicine
Beth Frates, MD, Radhika Kakarala, MD and Eddie Phillips, MD

April 8th 2:00-3:15 p.m. ET
Coaching as a Force for Good
Best-selling Author, Dan Goleman, PhD

This month we focus on how coaches and coaching skills can assist healthcare providers in bringing back the positive impact of relationship, with tools and techniques that can turn a brief encounter into a catalyst for change. Building a deep connection in a few moments, eliciting a patient's heartfelt goals, co-creating options, and nudging motivation and confidence up a notch.

There is potential to expand and enrich the conversation. Dr. Ofri wrote a New York Times article on March 3 on [Why Doctors Care about Happiness](#), making the case that a physician's interest in a patient's happiness has no side effects and may even help.

This month we feature a new **research study** by a UCSF team which suggests that patient visits with patients working with health coaches are more productive, less demanding and more time-sufficient because patients are better at navigating and self-managing their health concerns.

Our **March 24 webinar** features three physicians, Drs. Frates, Phillips, and Kakarala who are using coaching skills, or becoming coaches, as a path to better patient outcomes, career satisfaction, and reduced burnout.

Last, our featured book titled **Relationship Power in Health Care** by Harvard physician, John Livingstone, & Ms. Gaffney, delivers a rich, evidence-based resource on updated science of patient relationships, affect regulation, behavior change, and clinician self-care.

Thankfully coaches don't have to wait for more research on the impact of relationships; we already live by the human wisdom of the ages. Relationships open minds, lead to new adventures, upgrade creativity, and generate accomplishments previously out of reach.

Changing of the Guard: From Laurel to Chip

A few months ago our inimitable operations and marketing leader, Laurel Doggett, decided to move on to new and creative endeavors. Laurel's contribution launched our IOC membership association and new website. I wouldn't be writing this tribute without the foundation Laurel built. Laurel defines conscientiousness; combined with her special wisdom, she pulled

HARNISCH GRANTS:

Next Grant Deadline: May 1st

Special thanks to our
Sponsors, Fellows, Members
and
[The Harnisch Foundation](#)
for supporting the Institute of
Coaching

together disparate parts and people into a well-functioning organization. She continues as an honorary IOC Fellow, hopefully for the rest of our lives together.

Our search for a Director of Operations and Marketing led us to another amazing soul, Chip Carter, who combines the spirit of a coach with a distinguished career in technology engineering and C-suite non-profit leadership. Chip is shaping the IOC for long-term growth and thriving. Please join me in appreciating deeply these two special people, both inspiring forces in the coaching community.

Onward and upward,
Institute Co-Director, Margaret Moore, aka Coach Meg



Research You Want to Know

Clinician Perspectives on Working With Health Coaches: A Mixed Methods Approach. Dubé, et al. *Families, Systems, & Health*. 2015.

This study offers an initial glimpse into clinicians' opinions and perspectives on collaborating with health coaches in a primary care setting. Evidence for the benefits of health coaching for health outcomes is accumulating; this study adds clinicians' perspectives (physicians and nurse practitioners) about the role and contributions of health coaches to patient care.

Health coaching was defined as “self-management support, navigational support of clinic and community recourses, medication reconciliation, and other patient-centered support.” The coaches developed on-going relationships with the patients – they met with them before the visit with the clinician, stayed during

the visit, discussed issues afterwards, and kept in touch with the patients between visits. After the patients had been part of the program for at least five months, the researchers asked clinicians what were their options about patient care in the cases when health coaches were included, compared to when they were not.

Through survey and interviews, clinicians shared that health coaches improved their work experience. They stated that the visits with patients who had been coached were less demanding and more time had opened up to address other issues during the visit. Physicians felt that they were able to address additional questions from patients during the visit, since many on-going issues had been clarified during coaching. They also felt that the coaches were able to closely connect with the patients and talk about more personal issues; the coaching had improved patient self-management skills, which would lead to improvements in health. Interestingly, coaching had also indirectly improved the communication between the clinician and the patients; and coaching was helping patients navigate the healthcare system.

Coaching can enhance relationships in primary care and other medical settings as well as indirectly improving the way physicians and patients communicate.

Book Important for Coaches

Relationship Power in Healthcare: Science of Behavior Change, Decision Making, and Clinical Self-Care

by John B. Livingstone, M.D., Joanne Gaffney, R.N., LICSW

Without adequate training in relationship science, clinicians inadvertently contribute to empathic failure, poor medical decision process, difficulty changing health-related behavior, costly variation and derailment of care, extra litigation, and clinician burnout.

Harvard psychiatrist, John Livingstone, and Joanne Gaffney, RN, LICSW, co-authored a textbook, a tour de force, on interpersonal relationships in healthcare, which is relevant to all domains of coaching. The book first addresses the primary theories and models deployed by health professionals using coaching skills and shows that these models are based upon variable degrees of scientific evidence and also an assumption that the human psyche

is a single entity. Then Livingstone and Gaffney build (with sample video demonstrations) a new relational model that integrates prior models and adds evidenced-based strategies from updated attachment theory, affective neuroscience, and two widely used clinical models based upon observations that the mind functions as a community of discrete subpersonalities: Psychology of the Selves (Stone & Stone) and Internal Family Systems, developed by psychologist Richard Schwartz, past IOC conference presenter, and approved by National Registry of Evidence-based Programs.

The Livingstone/Gaffney model begins with clinician emotional self-care. Professionals first work quickly (about 60 sec.) with their inner activations (such as judgments, worry, impatience and sadness triggered by a patient's illness and behaviors) before and during sessions so these activations of emotions and beliefs do not block their ability to be present, non-judgmental, and attuned with empathy and compassion to the client/patient.

A professional who is skilled at self-care is able to become curious about and attuned to the client's presenting protective emotions and beliefs activated by their situation, whatever they are. This initial curious, non-judgmental, empathic attention to the patient's protective presentation promotes affect regulation and initiates the trust that allows more vulnerable emotions and beliefs to surface. A professional then attunes to these with empathy and compassion, interweaves evidence-based information that matches the patient's psychological status, and helps a client observe sets of emotions and beliefs that advocate for and against a particular change or decision option. This allows the patient to integrate emotion, process information, and with compassion from a professional, move toward a suitable outcome.

Offerings for members of the Institute of Coaching

Not a member? Join us! Our member-donor association is designed to be your bridge from scientific research to best practices in leadership, health / wellness, and personal coaching.

[Learn more about IOC membership levels](#)

Live Webinars for IOC members:

Physicians, Coaching, and Lifestyle Medicine with Beth Frates, MD, Radhika Kakarala, MD, Eddie Phillips, MD

Date: March 24th, 2016

Time: 9:30 - 10:45 a.m. EST

Join three physicians who will explore the impact of coaching and lifestyle medicine on their medical careers and patient relationships:

- Beth Frates will describe a vision and the key takeaways from the Coaching in Lifestyle Medicine track held at the 2015 Coaching in Leadership and Healthcare conference.
- Radhika Kakarala will summarize the experience and outcomes of her deployment of coaching skills in internal medicine and resident training.
- Dr. Eddie Phillips will describe how coaching and lifestyle medicine have impacted his medical career, and are integrated in his physical rehab medicine practice at the VA.

Coaching as a Force for Good with Best-selling Author, Dan Goleman, PhD

Date: April 8th, 2016

Time: 2:00-3:15 p.m. EST

In this one-time special offering from the Institute of Coaching, Dan Goleman will share what he's learned on his personal journey with the Dalai Lama, the basis of his new best seller:

"A Force for Good: The Dalai Lama's Vision for Our World."

Together we'll explore how to translate this wisdom into our personal and professional lives.

For more than half a century, in such books as *The Art of Happiness* and *The Dalai Lama's Little Book of Inner Peace*, the Dalai Lama has guided us along the path to compassion and taught us how to improve our inner lives. In *A Force for Good*, with the help of his longtime friend Daniel Goleman, the *New York Times* bestselling author of *Emotional Intelligence*, the Dalai Lama explains how to turn our compassionate energy outward to transform the world.

As he integrates his work and the wisdom of the Dalai Lama, Dan will look at three practical applications of this work that we can use in our work:

1. coaching to help someone effectively manage their emotions
2. coaching for empathy
3. coaching for compassionate goals in an organization

Dan has been a generous partner with us as a regular keynote speaker at our annual Coaching in Leadership and Healthcare Conference, delivered by the Institute of Coaching and Harvard Medical School. Now, instead of talking with us as a group of 700, we are thrilled to offer this more intimate opportunity to interact with Dan directly! Dan will speak with us about this work and leave plenty of time for questions from participants. Sign up NOW as this event will sell-out fast!

DANIEL GOLEMAN is the author of the international bestsellers Emotional Intelligence, Working with Emotional Intelligence, and Social Intelligence, and the co-author of the acclaimed business bestseller Primal Leadership. His latest books are: What Makes a Leader: Why Emotional Intelligence Matters and The Triple Focus: A New Approach to Education. He was a science reporter for the New York Times, was twice nominated for the Pulitzer Prize, and received the American Psychological Association's Lifetime Achievement Award for his media writing. He lives in Massachusetts.

[View our Calendar section](#) for all our latest events and offerings.