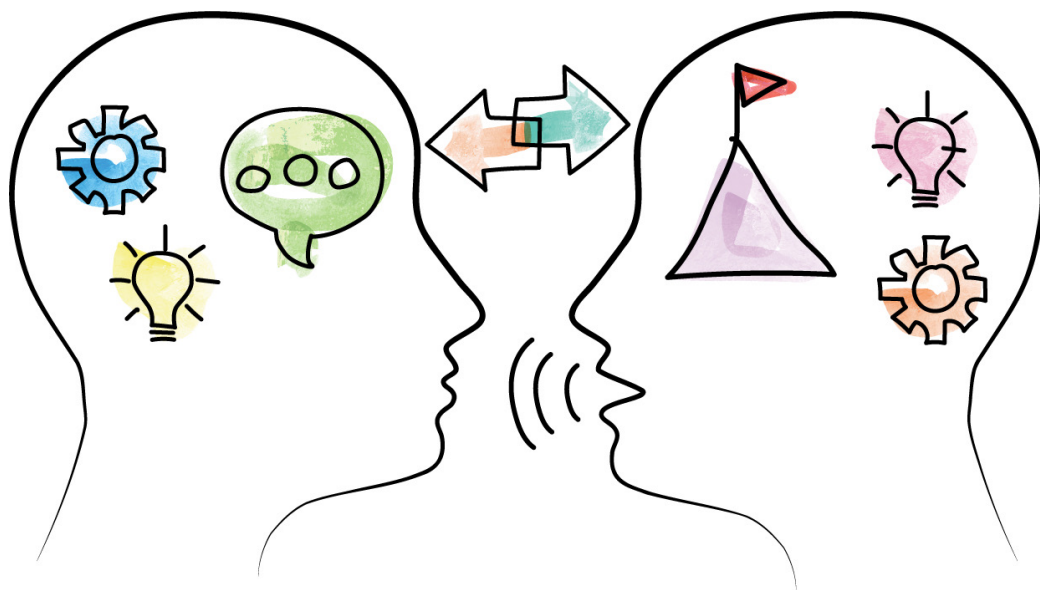


Emotional Intelligence Education Program

## Person- and Family-Centred Care Coaching through Guiding Questions



“The principal caregiver must be ranked right up there with the cared for...If they are in the dumps, it affects the cared for, therefore, if you neglect the caregiver, you are neglecting, to an extent, the cared for.”

(Family caregiver)

from Bringing Care Home

## Land Acknowledgement



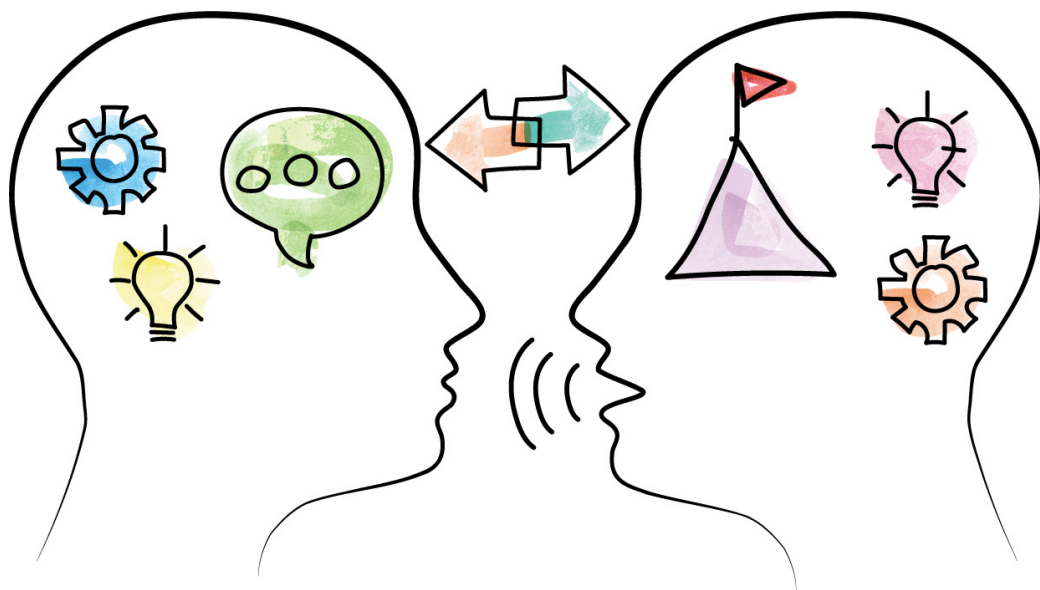
We recognize with humility and gratitude that Canada is located in the traditional, historical and ceded and unceded Lands of First Nation, Inuit and Metis Peoples. On behalf of us all, we acknowledge and pay respect to the Indigenous peoples past, present and future who continue to work, educate and contribute to the strength of this country.

## Notes to Make Your **Experience** **Engaging** and **Enjoyable**

- Microphones are muted for this Emotional Intelligence Webinar so...
  - Please use the **CHAT function** if you are having **technical difficulties**.
  - Please use the **Q&A function** to pose **questions** and to share your **insights or comments**.
  - This session is being recorded and will be posted on the **CHCA Learning Center** website next week.

Emotional Intelligence Education Program

## Person- and Family-Centred Care Coaching through Guiding Questions



### Home & Community Care Charter

Home Care Clients Expect  
That:

1. They can include their  
'family' – however they  
wish it defined – as an  
equal partner in the  
formal care team that  
supports them.

from Bringing Care Home  
March 2015

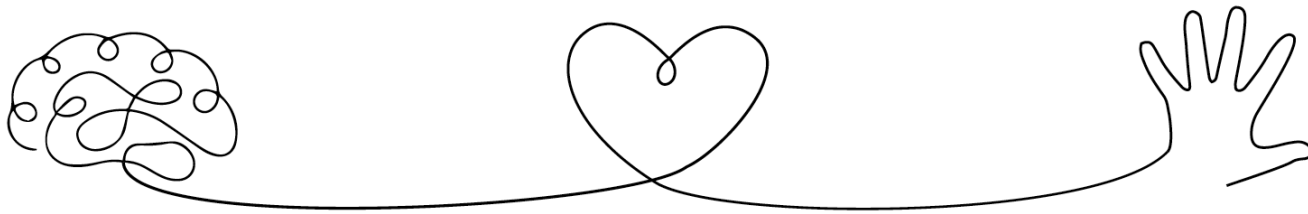
## Objectives for Coaching Webinar

- Review Head Heart Hands Lens
- Self-evaluate coaching skills
- Summarize why coaching is important in person and family-centred care
- Understand the value of asking Questions
- Describe the GROW coaching conversation model
- Review a Feedback Technique
- The opportunity for “Coaching in the Moment”

What did you “**Practice with Intent**” to develop your **Communication Flexibility**.

- ☐ I practiced using a ***Gumby*** approach to situations by being flexible and focusing on solutions, not problems.
- ☐ I enhanced my **Cognitive Flexibility** by staying open to new ideas, people and experiences.
- ☐ I enhanced my **Emotional Flexibility** by becoming more self-aware and recognizing my emotional triggers to better control my emotional responses .
- ☐ I enhanced my **Dispositional Flexibility** by practicing optimism and reframing.
- ☐ Using the **DISC model** (**D**ominant, **I**nfluencer, **S**teady, **C**ompliant) I adapted my communication style to better relate to all types of people.
- ☐ I used the **Head Heart Hands lens** to better understand patients’ and caregivers’ experiences (what they think, feel and do) as they go through the emotional cycles of change.

# Head, Heart, Hands: The Caregiver's Experience



**HEAD**

+

**HEART**

+

**HANDS**

**What they know**

Knowledge  
Familiarity  
Understanding

**What they feel**

Emotions  
Reactions  
Feelings

**What they do**

Roles  
Tasks  
Responsibilities

## Person- and Family-Centred Care – Coaching

<b>Coaching Self-Assessment (Adapted from Team STEPPS 2.0)</b>					
<b>ALWAYS (4)</b>	<b>SOMETIMES (3)</b>	<b>INFREQUENT (2)</b>	<b>NEVER (1)</b>		<b>Score</b>
<b>1. Building rapport and trust</b> - I think about how to build and maintain trust with others.					
<b>2. Instructing and guiding</b> - I start coaching conversations with open-ended questions before focusing on specifics.					
<b>3. Mindful Listening</b> - I give attention to what others are saying and listen empathically without judgment.					
<b>4. Coaching moments</b> - I am prepared for and plan for coaching moments.					
<b>5. Identifying goals and options</b> - I encourage others to set their goals and consider their options.					
<b>6. Strengths and Weaknesses</b> - I help others identify their strengths and understand their weaknesses.					
<b>7. Providing feedback</b> - I give positive feedback that encourages and motivates.					
<b>8. Empowering</b> - I consider other's knowledge, emotions, and skills.					
<b>9. Dealing with difficult situations</b> - I am good with uncomfortable topics and working through solutions.					
<b>10. Follow up and keeping commitments</b> – I monitor outcomes and provide additional assistance when necessary.					
<b>TOTAL</b>					



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**Person- and Family-Centred Care – Coaching**



## What is Coaching?

- Coaching is a process where a person with experience or knowledge (the coach) provides instruction and guidance to a learner.
- The aim of coaching is to achieve a specific goal or skill.
- Anyone can take on a coaching role by using emotional intelligence skills to:
  - Listen
  - Communicate
  - Ask questions
  - Develop trust



## Why is Coaching Important?

- Health care providers often take on a coaching role for patients and caregivers.
- Caregivers get many benefits from these coaching interactions, including:
  - Improved confidence and knowledge
  - Greater involvement in care decisions and delivery
  - Increased flexibility and ability to deal with unplanned situations
  - More acceptance to change
  - A more positive outlook and ability to manage negative situations
  - Improved relationships

## Trust and Coaching

6 simple steps to build trust during coaching conversations with caregivers.

- 1. Listen mindfully and speak less**
- 2. Show respect to the caregiver**
- 3. Be honest and transparent**
- 4. Keep your word**
- 5. Be confident and demonstrate credibility**
- 6. Inspire the caregiver**

# Why Ask?



“ I keep six honest  
serving-men,  
They taught me all  
I know:  
Their names are  
**What** and **Why**  
and **When**,  
And **How** and  
**Where** and **Who**.”

Rudyard Kipling

## Practicing the Behaviour of Asking Questions

- Asking the right questions at the right time = caregivers better understanding themselves and their role.
- Asking open ended questions:
  - Require more thoughtful answer
  - Usually begin with How, What, Who, When, Where and Why
  - Provide an opportunity to seek for information
- Important to give caregiver time to formulate their response.



## Guiding through Open-Ended Questions

- Guiding requires the coach to ask open-ended questions
- Open-ended question usually begins with What, Why, How or Who
- Good guiding questions are:
  - Open-ended
  - Focused on a specific topic
  - Non-judgmental
  - Concise
  - Designed to encourage both a head and heart response
- Examples of Guiding Questions
  - What is important to you right now?
  - What are other possible solutions?
  - What do you want to do?
  - What is working?
  - What have you tried so far?
  - Why is this working so well/not working well?
  - How are you adjusting to the changes?

## Building your Questions Toolkit

- **Understanding the Situation**

- What is the impact of this situation on you?
- What are you most concerned about?
- What questions are on your mind?
- What is already working?
- How are you coping with the situation?

- **Clarifying Goals**

- What is important to you?
- What outcome would you like to have?
- What is your biggest hope?
- How will you know when you reached your goal?

- **Identifying Issues**

- On a scale of 1 to 10 (very important) – how important is it for you to solve this issue?
- What causes this issue?
- When must this issue be solved?

### Seeking Resources

- What resources do you have?
- Who can you ask for help?
- What is already working well?

### Exploring Options

- What solutions can you think of?
- What are your options?
- What else can you think of?
- What can you do more of or do better?
- What could be improved?

### Making Decisions

- What decisions do you need to make?
- Who needs to be involved before a decision is made?
- What does your heart/gut tell you?
- What happens if you decide to do nothing or unable to reach a decision?
- What will make this decision work?



## Coaching Model: GROW



# Coaching Model: GROW

## The **GROW** Model

### **G**oal

What do you want?

### **R**eality

Where are you now?

### **O**ptions

What could you do?

### **W**ay forward

What is the way forward?



- One of the most popular and successful coaching models in the world.
- Simple, highly effective model that can be used by any individual, in any setting, and during any coaching moment.
- Health care providers act as facilitators using GROW to help caregivers (and patients):
  - Set **G**oals
  - Check **R**eality (understand their situation)
  - Identify **O**ptions
  - Select best **W**ay forward

# Using the **GROW** Coaching Model

## 1. Set **G**oal

- Act as facilitators and help caregivers (and patients) to:
  - Recognize their strengths.
  - Think about their beliefs
  - Consider what's important to them.
- Providers ask open-ended guiding questions to caregivers, such as:
  - What would you like to achieve and when?
  - What does that look like?
  - When you achieve your goal, what will you have that you do not have now?

## 2. Test **R**eality

- Act as facilitators to help caregivers to:
  - Acknowledge their circumstances
  - Think about their motivation
  - Gain perspective what they want
- Open-ended guiding questions for articulating reality:
  - What is happening at the moment?
  - What have you tried already? What difference did those actions make?
  - What else is involved in this situation and how?
  - How do you feel about this?

## Using the GROW Coaching Model

### 3. Identify Options

- Act as facilitators to help caregivers to:
  - Identify and explore possibilities
  - Evaluate what option is best for them
  - Become motivated and emotionally connected to options.
- Open-ended guiding questions for exploring options:
  - What could you do?
  - What steps or actions do you need to take?
  - Who else might be able to help?

### 4. Plan the Way Forward

- Act as facilitator to help caregivers to:
  - Consider the next steps
  - Believe in the actions
  - Make a commitment to the plan
- Open-ended guiding questions facilitate this coaching conversation:
  - What do you think you need to do right now?
  - What resources can help you? (a) understand better (b) feel more confident (c) do the task
  - What else do you need to consider before starting?

## The **Sandwich Feedback** Technique

- Way of giving feedback in a positive way by surrounding it with praise.

### Sandwich Feedback Technique



- POP

## Using the Sandwich Feedback Technique

1. Begin with a positive statement
  - Focus on the caregiver's positive attitude or newly acquired task
2. Deliver the feedback (opportunity for growth)
  - The feedback should be focused on actions and goals and how to achieve growth
  - This is the core of your coaching moment
3. Close the feedback sandwich with a positive note
  - Follow up the feedback with positive reinforcement

## Coaching in the Moment

- Effective impromptu coaching can happen during spontaneous situations.
- Coaching in the moment is a practical way to engage and empower the caregiver when you have limited time.
- Coaching in the moment can happen when you:
  - Determine the caregiver is open to learning something new
  - Ask open-ended question to help a caregiver identify a goal and options
  - Use active listening to help caregivers evaluate their situation and set a new plan

## Taking Advantage of Coaching Moments

- Coaching moments can happen anytime during a home visit or phone call
- Using the structured approach you can turn a casual conversation into a coaching moment with a caregiver and patient
- Successful coaching moments with caregivers follow a simple process:
  - Begin with guiding questions.
  - Help the caregiver view or reframe their problem or situation
  - Encourage the caregiver to identify potential solutions
  - Have the caregiver reflect on their situation, knowledge and resources
  - Work with the caregiver to identify the first step



## The Right Time for a Coaching Moment

		<u>SKILL</u>	
		High	Low
<u>WILL</u>	High	Coach for greater success or to solve specific issues	Coach to develop abilities
	Low	Coach to address motivation issues	Coach to address issues first, before developing abilities

Skill / Will Matrix created by Max Landsberg in his book, *The Tao of Coaching* (2012)

# Practicing with Intent



## Key Takeaways

1. Coaching is a process that all health care providers can do.
2. Coaching moments can happen anytime using simple techniques.
3. Coaches use questions that are open-ended and cannot be answered with a simple yes or no.
4. GROW - help the caregiver establish a Goal, do a Reality check, think about Options, and set the Way forward.
5. The Sandwich technique (Praise – Opportunity – Positive Reinforcement) is a great way to give caregivers feedback

By using emotions and taking coaching moments, health care providers can guide caregivers through their emotional cycles of change.

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## Person- and Family-Centred Care Coaching through Guiding Questions

Full EI modules available on  
[learn.cdnhomecare.ca](https://learn.cdnhomecare.ca)

“The principal caregiver must be ranked right up there with the cared for...If they are in the dumps, it affects the cared for, therefore, if you neglect the caregiver, you are neglecting, to an extent, the cared for.”

(Family caregiver)

from Bringing Care Home