

NATIONAL CENTER FOR HEALTHCARE LEADERSHIP

2014 Human Capital Investment Conference
& Gail L. Warden Leadership Excellence Award

Managing for Efficiency NCHL Inter-Organizational Coaching Council



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BOLD
REdesign



INTER- ORGANIZATIONAL COACHING COUNCIL

November 21, 2014

It began with a need

NOVEMBER 14, 2012 – Lens Learn Lab convened to discuss carry-over projects and proposed projects for the upcoming year

- Coaching is **NOT** one of the proposed projects
- Open discussion where there was agreement that sharing executive coaches across organizations could yield significant **COST SAVINGS**, and could also provide **OPPORTUNITIES FOR LEARNING** across organizations during on-site visits
- The number one prioritized project coming out of the meeting was **EXECUTIVE COACHING**

Our Charter

- INTER-ORGANIZATIONAL COACHING COUNCIL
- The Council plans to develop the first **HEALTHCARE INTER-ORGANIZATIONAL COACHING EXCHANGE**. The Council will review expectations for coaches including: experience, skills and qualities, and will define participation protocols and evaluation methods

The Team

CONE HEALTH

- Joan Evans – Council Chair
- Vice President & CLO

HENRY FORD HEALTH SYSTEM

- Barbara Bressack
- Manager, Leadership Development

NORTH SHORE – LIJ HEALTH SYSTEM

- Elaine Page
- Vice President, Talent Management

RUSH UNIVERSITY MEDICAL CENTER

- Mary Ellen Schopp
- Senior Vice President, Human Resources

SENTARA HEALTHCARE

- Dave Woolwine
- Vice President, Learning and Organizational

STANFORD HEALTH CARE

- Todd Prigge – [Co-Chair & Coach Committee Lead](#)
- Director, Training, OD & Talent Management

ST. LUKE'S HEALTH SYSTEM

- Trevor Walker – [Exchange Committee Lead](#)
- System Director, Organizational Development

Two Subcommittees Formed

EXECUTIVE COACH COMMITTEE

- **Goal:** Describe the executive coach skills, qualities, experiences, certification, expectations and roles required before one can coach in the Exchange

EXCHANGE OPERATIONS COMMITTEE

- **Goal:** Describe how the Exchange works

THE COMMITTEE WILL ADDRESS

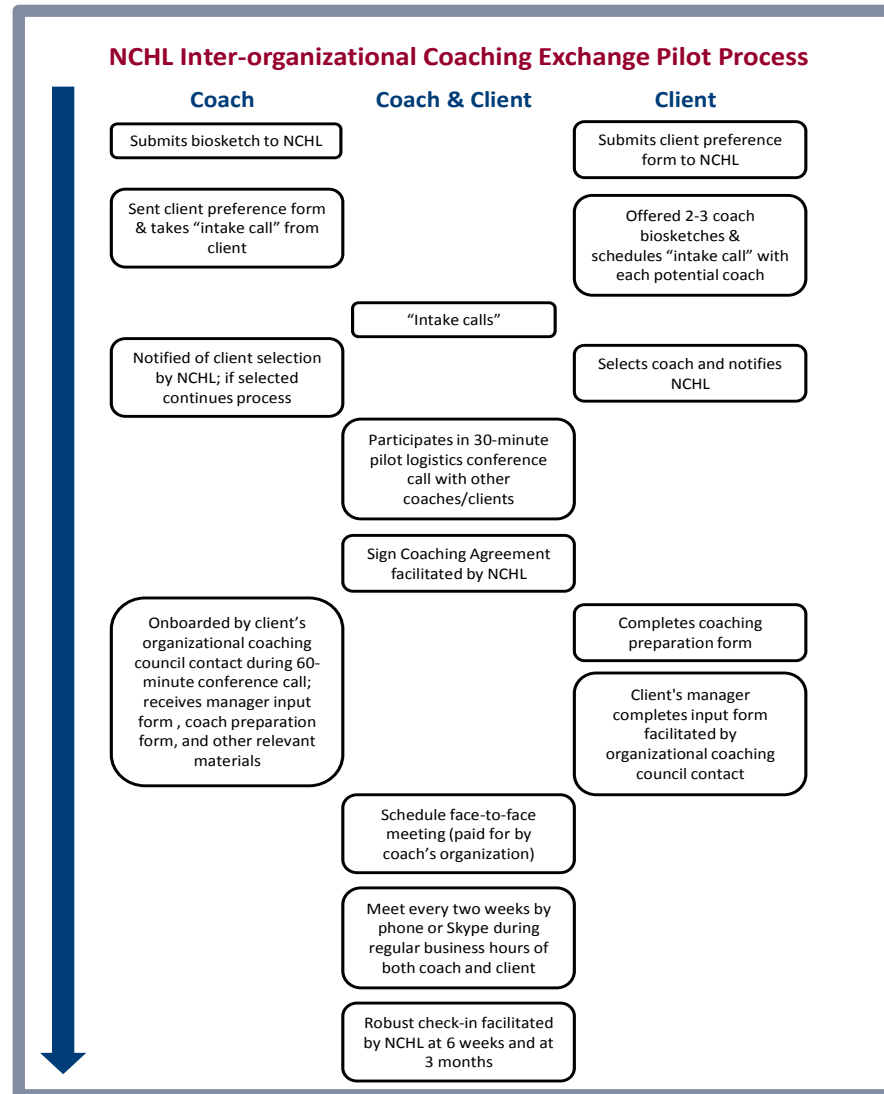
- What executive coaching practices do you believe must be included/followed in the Exchange?
- Are there specific models, concepts or principles that should/must be included in the Exchange?
- How will the impact/value of the coaching engagement be measured/evaluated? Will coaches evaluate clients and will clients evaluate coaches? How will organizations evaluate ROI?

Just do it!

- Coach Certification/Qualification
- Exchange Operations

AHA – JUST DO IT!

Let's Do This Thing!



The Results

OVERALL, MY EXPERIENCE WITH THIS COACHING ENGAGEMENT HAS BEEN:

(5 = Excellent, 4 = Very Good, 3 = Good, 2 = Fair, 1 = Poor)

- Participant 5.0
- Coach 4.6

ROI ANALYSIS

- The direct cost to an organization to have one of their coaches participate in the pilot was \$7,000 (60 hours of time + travel) and all organizations agreed that the cost of an external coach would be more expensive (anywhere from \$10K - \$40K).

Inter-organizational coaching 2.0

- An enhanced Inter-Organizational Coaching Manual
 - ROLES AND RESPONSIBILITIES
 - PRE-COACHING PREPARATION & ENGAGEMENT
 - COACHING ENGAGEMENT
 - CLOSING OUT THE ENGAGEMENT
- Standard Calendar
- Resource Allocation

Significance

WHAT WE LEARNED AND WHAT IT MEANS TO YOU AS AN EXECUTIVE

- Coaching is an important tool for DEVELOPING LEADERS and a mix of internal and external coaches works well
- Having a consistent approach, standards, and processes sets a coach up for **SUCCESS**
- The coaching exchange works where there is an **APPROPRIATE RATIO** of coaches to clients
- We all learned a great deal by being a part of the program



What this means for you

- The committee is preparing the manual for broader distribution to the field
- If you would like more information on the program, feel free to contact:
 - NCHL – Andy Garman or Joyce Anne Wainio
 - Stanford Health Care - Todd Prigge
 - Cone Health - Joan Evans



Questions?

Thank you for joining us on behalf of our team!