

Developing a nursing values based team culture using a coaching & mentoring approach

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Coaching and Mentoring

- ▶ Coaching is one of the most powerful ways of communicating
- ▶ Done well it facilitates reflection, critical thinking
- ▶ Unlocks the potential in others
- ▶ Helps expand our self awareness and deepen our understanding on how we affect others
- ▶ Coaching is not a panacea for everything, its not telling people what to do or providing solutions.

Why does it matter?

- ▶ Raises self awareness
- ▶ Provides an understanding of the relationship between
- ▶ Thoughts
- ▶ Emotions
- ▶ Actions
- ▶ Much stress arises when you focus on trying to control something you can't control; for instance, you can't control how many patients are admitted or how sick they are.
- ▶ You can only control your thoughts, emotions, and behaviour.
- ▶ They belong to you.

Coaching and Mentoring

- ▶ 2009 DON CMH commenced the C & M course for all Senior Nurses
- ▶ 9 month course external facilitators
- ▶ Introduced a C&M Model and Framework
- ▶ Developed skills - under six gateways
- ▶ Aim was to build resilience and internal capacity
- ▶ Gave confidence and skills for every day use to tackle challenging situations and to have difficult conversations

Framework

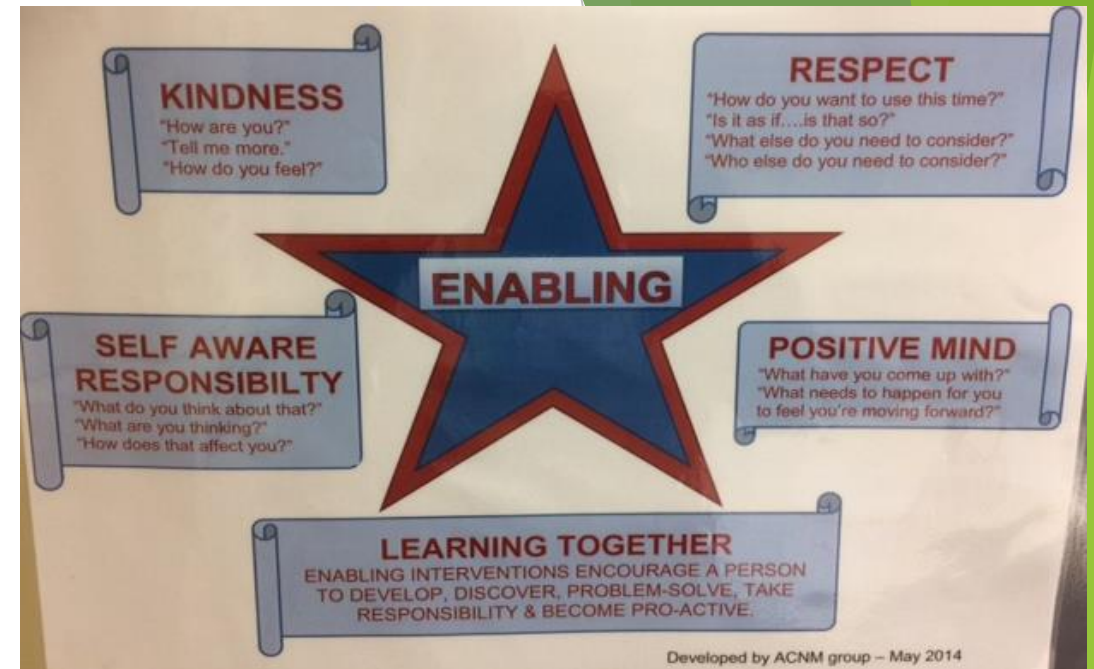
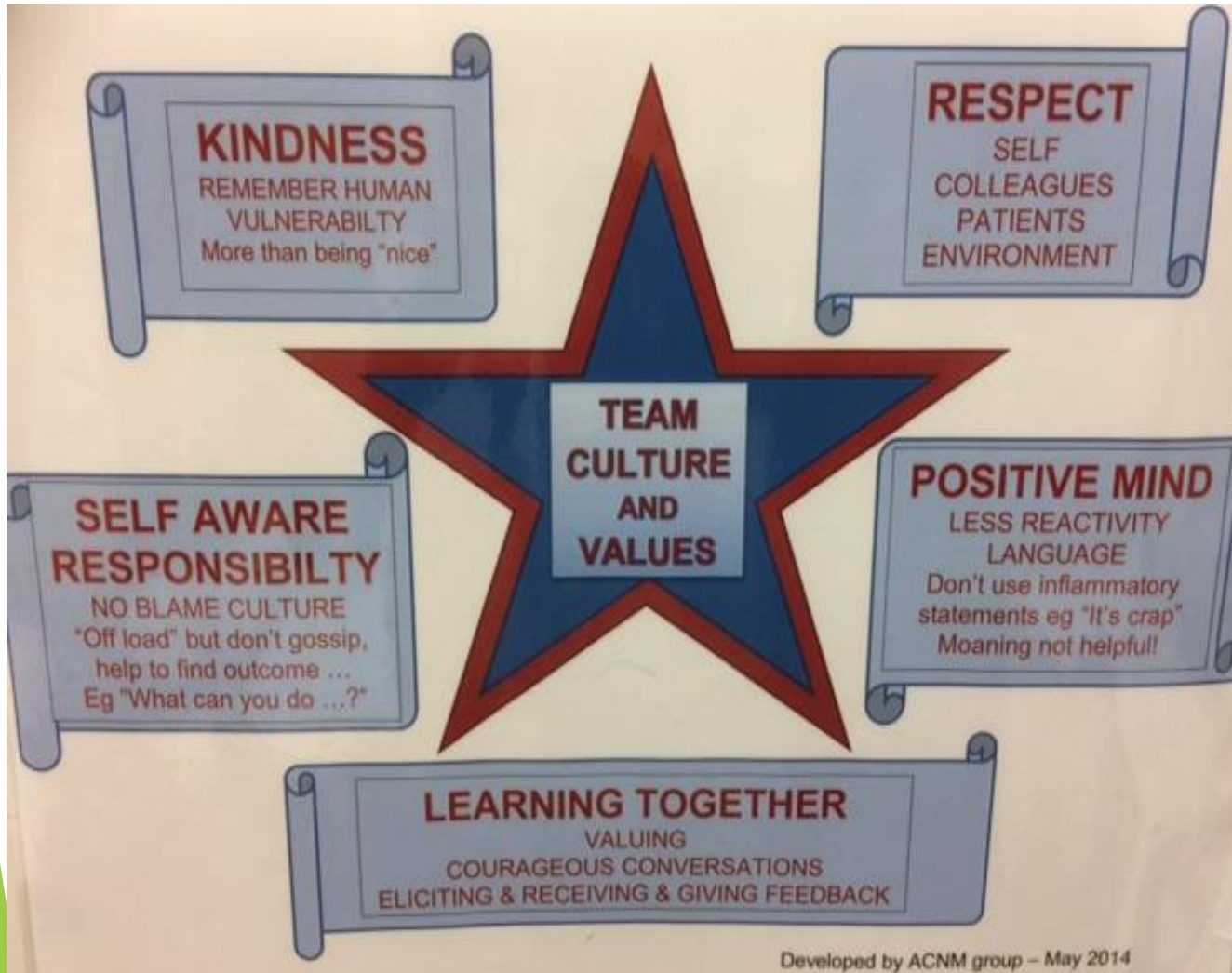
Enabling

Encourage self direction and self
responsibility
Reflecting & exploring
Problem solving
Questions - what are you thinking?
What else do you need to consider?

Building our Culture

- ▶ First of all had to look at ourselves as senior group
- ▶ Adapted the model for our team
- ▶ We decided to develop a values based culture in ED
- ▶ Team acknowledged it was important to embed these skills into our daily practice
- ▶ Consistency, transparency, there was no surprises for staff
- ▶ Important for us to create a safe and open work environment
- ▶ Develop a common language
- ▶ Provided a framework for effective communication i.e. giving & receiving feedback feels ok





Engagement Survey



- ▶ March 2016
- ▶ Survey monkey
- ▶ Critical Care Complex and Emergency Department
- ▶ 45 questions
- ▶ 168 responses

Top 3 questions with tend to agree to strongly agree

Position	Question	Number of agree
1	I have an appropriate level of independence in caring for my patients	120
2	I have sufficient input into my patients care planning and treatment	119
3	I have good relationships with nurses in my area	118

Top 3 questions with tend to disagree to strongly disagree

Position	Question	Number of disagree
1=	I receive regular feedback on my performance	39
1=	I typically have enough time to spend with my patients	39
3	My area helps nurses deal with stress and burnout	36

So where are we now...



Language

Gateways



Behaviour

Values



Tools

Critical thinking
Mindfulness
Pro QOL compassion
fatigue

Summary

- ▶ Coaching takes practice
- ▶ Coaching can not solve everything
- ▶ The framework provides foundational principles on
 - how we treat each other
 - how we speak to each other
 - how we recognise and support personal and team growth
 - Ultimately build resilient individuals

Acknowledgement

- ▶ Spirited Leadership www.spiritedleadership.co.nz
- ▶ Counties Manukau Leadership Development Programme