

FAQ

'Do I need to find my own team to coach?'

Yes, but the MCA can offer tips and advice on doing this to maximise the chances of a successful team. Practical help finding teams and pairing up coaches with teams is available in Sheffield Teaching Hospitals, Sheffield Children's and Sheffield Health and Social Care Trust. For help with this contact the appropriate faculty member listed below.

'Can I coach the team I work with on a daily basis?'

From experience we have found that MCA coaches struggle to do this when learning to coach improvement, especially if this is a team you directly lead. However there are strategies such as swapping teams with other coaches or co-coaching which can help coaches get support for their own team with out compromising the coaches effectiveness and learning experience.

'What happens when I am ready to finish coaching my first team?'

Your organisation has invested in developing your improvement capability and improvement skills. Coaching is also something that improves with practice so it is an expectation that you move on to coach a second team and more.

'Is there are cost to attending?'

In most cases yes, but this varies by organisation— please contact the MCA

'What should I do now if I want to apply?'

If you have any questions don't hesitate to contact the team below. To apply for the MCA please click on the 'Apply to be a coach' button on the MCA website

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Resources

Further information about the Sheffield
Microsystem Coaching Academy can
be found on the MCA website—
www.sheffieldmca.org.uk



Sheffield MCA Coaching Course

'A one page book'

'Every system is perfectly designed to get the results it gets'



Paul Batalden

This booklet provides an overview of the MCA coaching programme run by the Sheffield MCA. It outlines an overview of the course and some of the expectations.

MCA Aim

To improve value and quality of care we provide in Sheffield through the development of the art and science of team coaching, to facilitate coaching front line interdisciplinary clinical and supporting microsystems with knowledge, processes and tools including the Dartmouth Microsystem Improvement Curriculum.

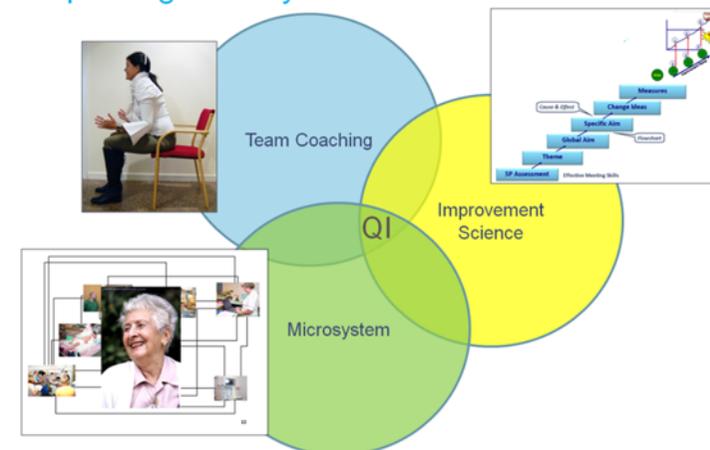
What is a 'Microsystem?'

Microsystems are the building blocks of the healthcare system. They are the small functional frontline units that provide most health care to most people. They are the place where patients and the careteams meet. A microsystem includes not only the multidisciplinary team who work together to deliver that care, but the supporting staff (Clerical, ancillary etc.) who help them and the patients and families who benefit from that care. The context is important and the environment and information that teams use are also part of the microsystem. Supporting microsystems also exist, such as Pharmacy, Estates, IT, who are microsystems in their own right but also stakeholders in many other microsystems. The quality and value of care produced by a large health system can be no better than the services generated by the small systems of which it is composed.

Microsystem Improvement

Microsystem improvement involves engaging the microsystem team in a structured process to improve the quality of care for patients and the staff who work there. The Sheffield MCA Coaching course described here trains coaches to help microsystems work on improvement. The MCA trains the coaches to use tools such as process

Improving Microsystems - Elements



mapping, time series measurement and making small tests of change (Plan Do Study Act cycles or PDSA) to help the microsystem. Weekly meetings are held using effective meeting skills, where the microsystem learn with the coach how to apply these improvement tools to deliver measurable improvements. The coach builds with the team the capability to understand and use improvement science.

The MCA Course

The MCA course is an exciting interactive six month action learning programme. Participants will attend seven sessions across the six month period which are outlined on the opposite page. Alongside these sessions coaches are expected to identify and coach a microsystem team. In addition to the learning sessions, guidance is provided by the MCA through subgroup support from a member of the MCA faculty, who are all experienced practitioners of microsystem coaching.

How much time does it take?

On average the MCA programme takes about a day a week, but the intensity varies through the programme, with more time required in the early weeks and months. In addition to the face to face sessions outlined and the weekly hour long meetings with the team, the coaches are also set homework and reading between sessions and are asked to complete a final reflective report and poster.

What do I need to do pass the course?

Trainee coaches need to do the following to pass the MCA course—

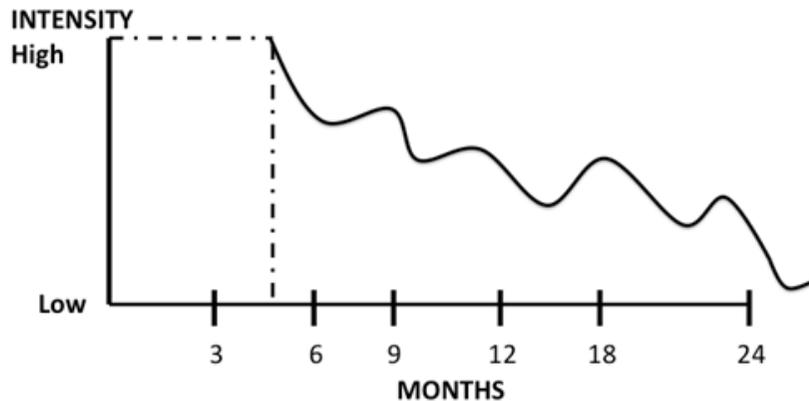
1. Attend all of the seven MCA learning sessions.
2. Submit the following homework to the MCA website
 - Pre—phase expectation agreement
 - Measurement Worksheet
 - Run Chart with analysis
 - Annotated Value Compass
 - Final deliverable report
 - Final deliverable poster
3. Actively coach a microsystem team through the programme and beyond.

Are there other expectations?

Microsystem teams coaching is very much a longer term commitment than the six month course. Teams usually require 18-24 months of coaching before they have the confidence and capability for the coach to transition away. The graph below shows the typical journey, and that the intensity does fade over time. Coaching skills come with practice and the investment in developing coaching skills comes with an expectation that you will coach further teams within your organisation to build improvement capability and expertise, and help deliver measurable quality improvements.

Coaching
Intensity over
time —

Godfrey MM
(2012)



Overview of the MCA Sessions

Introductory Session (1/2 day)

- Overview, timeline, introductions
- Microsystem & Coaching Basics
- A Microsystem Story
- Subgroup time

Session 1 (3 days)

- Coaching experiences
- Reflective thinking
- The 5Ps and MCA ramp
- Global aims and process maps
- Specific aims and fishbone diagrams
- Change ideas
- PDSA
- Measurement Basics
- Quality is Personal
- Story from the field
- Subgroup

Session 2 (1/2 day)

- Coaching skills
- Measurement, using run charts
- Reflective thinking
- Subgroup

Session 3 (1/2 day)

- Key concepts
- Measurement – the value compass
- Solution focussed coaching
- Subgroup

Session 4 (1/2 day)

- Managing Up
- Coaching practice
- Process Map and Fishbone Activities
- Subgroup

Session 5 (1/2 day)

- 5Ps to PDSA case study and interactive quiz
- Sustain
- Transition
- Quality is Prizes

MCA Connect and Graduation (1 day)

- Poster presentation to leaders and other MCA coaches
- Case studies
- Workshop activities
- Coaching skills