

# iCARE | Patient's *VOICE*

**Patient Satisfaction** Puts the patient first **Experiential Manager** **One-hour workshops** **Communication skills** FOR ALL **Respect** **Puts the patient first** Quality Authenticity **Tone of voice** **SpeakUp** **Experiential** Emotions **Manager-led** The What & The **Fun & interactive** Recommendations **Behavior standards** **SpeakWell** The I-Can **FOR ALL** Handoffs TRU Needs Give GEMs® Shared decisions **Respect** Ten Caring Keyw **Resolve problems** **Listening** Repeat-Back **Quality** Engage & involve Collaborate Engage **Collaborate** **Authenticity** **One-hour workshops** **Communication skills** **TEAMWORK** **Experiential** **Manager-led** **Empathy** Behavior s **Values & beliefs** Tone of vo **differences** **Tone of voice** Rec **Ask & instruct** Handoffs TRU Ne **Asking questions** Coordinat **Collaborate** Patient Satisfactor **Manage expectations** Beh **s & beliefs** Tone of voice Spe **ences** **The What & The Why** Bla **in & instruct** Handoffs TRU M **Concerns & needs** Coordinat **problems** Collaborate Patient **Manager-led** **BlameFree Apologies** Behavior standards FOR ALL **SpeakWell** Listening Quality **iefs** **The I-Can Response** **SpeakUp** Asking questions **KIND** Greeting Manage expectations **Settle differences** **Explain & instruct** Recommendations **Handoffs** **SpeakWell** The I-Can R



## Learning Collaborative Healthcare Together

### Coach Guide



**Dear VOICE Coach,**

Welcome to Patient's VOICE Clinics – a series of ten workshops that develop healthcare service and partner skills to improve healthcare quality, teamwork, and patient engagement. VOICE is for all Healthcare Professionals – including managers – whether they directly, or indirectly, serve patients and their families.

The VOICE Clinics and Skills are evidence-based and proven effective by many established organizations, including the Beryl Institute. However, real on-the-job change cannot occur unless you, the VOICE Coach, **support and reinforce** VOICE.

### **COACH RESPONSIBILITIES**

You will be assigned 5-20 healthcare professionals (HPs) to coach in the VOICE skills. This includes...

1. Attend the ten 1-hour VOICE Clinics
2. Attend Coach Sessions during Clinics 1,2,3, and 10 (or complete Coach Self-Prep)
3. Score your staffs' Standards Accountability Forms (SAFs) and provide feedback after they've been turned in.
4. Track, post, and report your SAFs scores to your department director or program manager
5. Continue to score and give feedback to your staff on *The 100 VOICE Standards* after all staff have completed all ten VOICE Clinics

### **COACH SESSIONS & SELF-PREP**

The Coach Sessions will occur the week before the Clinics begin. Coaches will go through the clinics first, followed by the 1 hour Coach Session (total of 2-2½ hours)

If you cannot attend the Coach Session, then use this Coach Guide. Follow the following instructions before attending sessions or doing self-prep.

**2-5 days before Clinic 1:** Complete **pages 1 to 8** of this Guide. Ask your director (or program manager) for your roster of assigned staff and complete the next two pages. Provide prework to your staff.

**2-5 days before Clinic 2:** Review **pages 1 to 8** of this GUIDE. Make copies of your SAF Tracking form on page 8 to record your staffs' scores. A copy of this tracking form will be turned into your Master Coach

**2-5 days before Clinic 3:** Complete **pages 9 and 10**. Certificates will be provided by Program Manager. Also submit your SAF Tracking Form to your Master Coach, Director, or Program Manager before Clinic 4

**2-5 days before Clinic 10:** Complete **pages 11-17**, make copies of Documented Coaching forms. Ask your director or program manager to review Ongoing Documented Coaching.

## VOICE Clinics and Coach Sessions

The Coach will attend...

1. Ten 1-hour VOICE Clinic workshops
2. Four 1-hour Coach Sessions

### VOICE CLINICS

The VOICE Clinics will be for all hospital staff, from nutrition to nurse. Each clinic will be offered every 4 weeks (1 clinic per month for 10 months). They are conducted by internal Trainers and may be attended in any order after Clinic 1 (preferably in order). There will be ongoing opportunities to make-up for any missed clinics, as long as everyone experiences all ten clinics.

### COACHING SESSIONS AND ACCOUNTABILITY PROCESS

As a VOICE Coach, you will develop and use your performance management, procedural, and assessment skills to reinforce the standards of VOICE. Here's how:

- In between Clinics, your staff will turn their Standards Accountability Forms to you. You will score and provide feedback to your staff. This is the Accountability Process
- After Clinic 10, all Clinics' standards are combined into the 100 VOICE Standards Rating Form that will be used to provide ongoing assessments and coaching all staff.

### VOICE CHAIN OF COMMAND AND RESPONSIBILITIES

**VOICE Sponsor:** C-level executive supports and advocates for VOICE program and all roles.

**VOICE Program Manager:** Schedules and coordinates Meetings, Train-the-Trainer sessions, Coach Sessions, and VOICE Clinics; manages Clinic materials; monitors the VOICE Accountability Process, and conducts recognition and graduation events.

**VOICE Leader:** Directors or department heads. They select their Coaches, Master Coaches, and assign staff to each person for the purposes of monitoring and accountability.

**VOICE Trainer:** Conduct VOICE Clinic sessions and assist Program Manager in setting up rooms and materials.

**VOICE Coach:** Introduces VOICE to their assigned staff and ensures that they are enrolling in their Clinics when they're made available. After each Clinic, coaches collect and score Standards Accountability Forms and provide feedback. Coaches may report to Master Coaches by turning in SAF Tracking Forms after Clinics 3, 6, and 10.

**VOICE Master Coach:** Monitors and assists 3-10 coaches and scores their SAFs. They will collect and summarize SAF Tracking Forms and submit them to their director.

**YOUR VOICE PERSONNEL, RESPONSIBILITIES AND TASKS**

As a VOICE Coach, you will report directly to your director or your Master Coach. All paperwork and reports will then be given to the Program Manager who reports to the VOICE Sponsor. Below, please fill in the blanks to identify the personnel involved in your VOICE Program.

My Master Coach’s name & title: .....

My VOICE Leader’s name & title: .....

The VOICE Program Manager’s name & title: .....

The VOICE Sponsor’s name & title: .....

Other Coaches reporting to my Master Coach: .....

.....

Number and description of my assigned staff: .....

.....

.....

.....

**TASKS OF THE VOICE COACH**

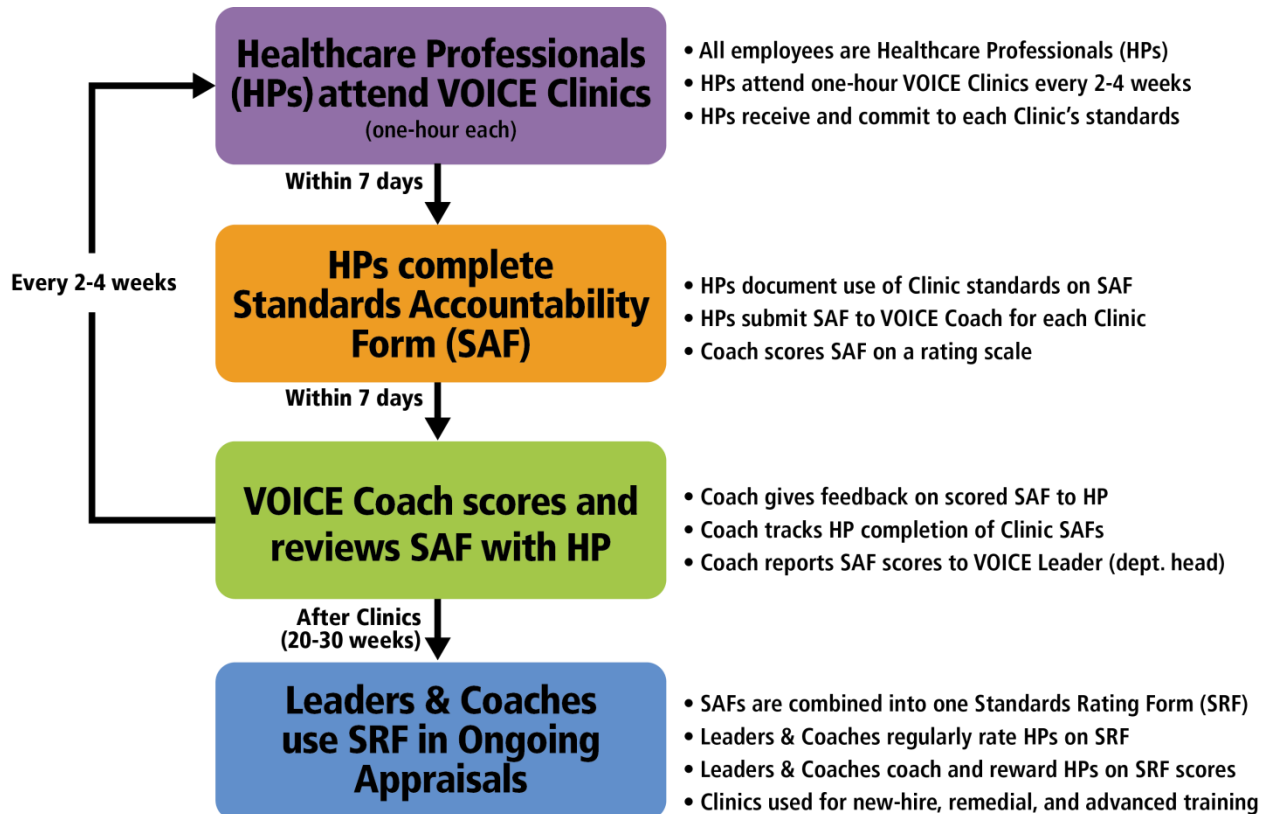
This guide will not focus on the following nine tasks, accountability, and supporting documentation:

- 1. Conduct VOICE Orientation meetings with your staff
- 2. Help your staff select and enroll in Clinic Sessions
- 3. Score and write feedback on Standards Accountability Forms (SAFs) between Clinics
- 4. Coach your staff on improving their SAF scores
- 5. Track, post, and report SAF scores to Master Coach, or Director, to certify your staff
- 6. Master Coaches summarize their Coaches’ SAF Tracking Reports to send to Director
- 7. Give VOICE Progress Certificates and Awards to their Staff for completing VOICE Clinics
- 8. Round and SPOT Coach on the VOICE Skills and standards
- 9. Continue Documented VOICE Coaching after all Clinics

Master Coaches complete tasks 2-9, as well as monitor their Coaches’ tasks and SAFs.

## VOICE ACCOUNTABILITY PROCESS

The Coaches have the most important job in the Patient's VOICE Program. Without proper accountability, the results will not be sustainable or meaningful.



- The Accountability Process (above) is how we will measure performance and coaching. This ensures that your staff practice, document, and receive feedback on their use of each Clinic's standards.
- At the end of each clinic, the trainer will review the standards on the Standards Accountability Form (SAFs)
- Each staff member will be given one week to fill out their SAFs and return them to their Coach
- The VOICE Coach scores the SAF and provides feedback to their staff members. The Coach will make copies and returns the originals.
- A staff member is certified in a Clinic when their Coach gives them a passing score.
- All Clinic standards are listed in *The 100 VOICE Standards Rating Form (SRF)*. After all clinics are completed, Leaders and Coaches use the SRF on a regular basis to observe, assess, and coach their staff to continuously improve their use of VOICE Standards.

## Task 1: Conduct VOICE Orientation Meeting with your staff

- Your first task is to introduce VOICE and your role to the staff members you were assigned
- You are to speak with them as soon as possible after completing your Coach Clinic (self-prep)

### Steps for conducting Orientation

1. Obtain a copy of Clinic 1 Prework
  2. Give each of your staff members a copy of Clinic 1 Prework
  3. Explain that VOICE is a series of one-hour workshops on service skills
  4. Explain when VOICE will begin and available slots are available on NetLearning
    - a. Explain how to sign-up on NetLearning
  5. Explain your role as a VOICE Coach
  6. Discuss the accountability process and SAFs that you will be collecting after each clinic
  7. Explain the **On-Time Policy**
  8. Ask for any questions your staff member may have
- The Program Manager will notify Coaches when sessions are available for sign-up

## Task 2: Help staff enroll in Clinic Sessions

- It will be the Coach's responsibility to make sure their staff are signed up through NetLearning
- **The following information will pertain to all Clinics...**
  1. All units and departments will be attending VOICE Clinics
  2. Each session will last one hour
  3. Time interval between sessions is 1 month (1 Clinic offered per month)
  4. Your staff will be attending clinics with other departments
  5. Clinics will be capped at 30 participants
  6. There will be roughly 40-50 sessions available for sign-up
  7. Staff will sign-up via NetLearning and will sign-in upon arrival to verify attendance
  8. No make-up sessions are scheduled ahead of time. They will be performed at leadership's discretion. It is important that most, if not all, of your staff sign-up as early as possible

**On-Time Policy** – At every Clinic, if a participant shows up after activities have started, they will be asked to leave. Plan to arrive 5-10 minutes early to meet with other attendees to develop partners or teams. They must bring their Prework with you to discuss. Clinics are expected to last between 60 and 75 minutes.

## Task 3: Score and write feedback on SAFs

As a Coach, you will determine if your staff passes a clinic by scoring their SAF

### When will you be scoring your staff's SAFs

- Your staff will be instructed to turn in their SAFs one week after their Clinic
- They will turn them into your or place in your box once completed
- Try to score and return in 3 days
- Try to speak with at least one of your staff members per day

### How to Score the SAFs

- You will score each of the two items (Items 2 & 3 on SAF) from 1 to 5 (1=Poor and 5=Excellent)
- Some SAFs may have a bonus item worth an additional point
- 90% of relevant answers should be 4=good or 5=excellent
- Rate 3=Fair if the answer is weak or unclear
- Rate 1 or 2 if the answer is inappropriate
- Staff must score at least 7 out of 10, otherwise they will have to redo the SAF
- Provide feedback at the bottom of all SAFs. Use at least two positive comments with a reminder or suggestion if you feel it is necessary to help the staff member improve
- File a copy of the SAFs, write the scores on your Tracking Form, and return the SAFs to your staff

## Task 4: Discuss scored SAFs with HPs

- Invite each of your staff to discuss their SAF one-on-one
  - Try to speak to at least 1 staff member per day until you've spoken to all of them
- **SAF Coaching Discussion Outline**
  - 1. Ask about the answers – Praise staff member's answers (if positive) and follow-up by asking them for more details. Try to get them to tell a story.
  - 2. If the staff member was open with answers, increase the score by a point or two
- **Provide Like and Remember Feedback**
  - 1. Provide two "Like" statements about their answers
  - 2. If relevant, provide one or two "Remember" statements for their answers. This is for things that they could improve or may have forgotten.
  - 3. If the score was 6 or less, state why they scored less than 7. This could be for effort, inappropriate answers, or not answering at all. State that you know they have had experiences they can write about and ask them to resubmit the SAF. If necessary, provide some recommendations. Address difficult staff with your director if necessary.
- **Mention the importance of SAFs and VOICE, then encourage and empower**
  - If relevant, you may award certificates at this time (see Task 6)
  - Encourage Staff to use VOICE Skills, express confidence, and ask for any questions

## Task 5: Track, post, and report your Staff's SAF scores

- You will be keeping track of your Staff's SAF scores by utilizing the *Coach's SAF Tracking Form* on **Page 8** (Program Manager will provide you with an official copy)
- This will also help you keep track of who you follow-up with and remind them to attend clinics
- If you need an electronic copy, please ask your director or Program Manager (James Sommer)
- Report to your Master Coach or your Director the names of your HPS who miss a Clinic or don't submit a passing SAF before the next Clinic
- Send a completed copy of your SAF Tracking form to your Master Coach after the following...
  - Clinic 3: The KIND Greeting and Manage Expectations
  - Clinic 7: Explain and Instruct for improved Outcomes
  - Clinic 10: Peer Coaching – Like & Remember Feedback

### Master Coaches

- Master Coaches will have their own *Leader's SAF Tracking Form* to provide to the Leader at specific periods of the program. This form can be found on **Page 8** (Program Manager will provide you with an official copy)
- Ask your Coaches weekly for the number of Staff who missed Clinics or remind them to schedule and attend the next available Clinic
- After Clinics 3,7, and 10, collect your Coaches' SAF Tracking Forms and summarize them on the row that is appropriate for that period
- Continuously follow-up with your Coaches and complete all rows on your Form so all your Coaches' staff attend all Clinics, complete all SAFs, and receive all Certificates and Awards

## Task 6: Give certificates & awards to HPs

- All staff members will be rewarded with certificates for completing the 3<sup>rd</sup>, 7<sup>th</sup>, and 10<sup>th</sup> Clinics
  1. After a staff member submits all of their first three Clinic's SAFs, Coaches will be provided with *VOICE Progress Certificate 1* from the Program Manager to present their staff
  2. After all Clinic 3 SAFs are submitted, Coaches identify and give a *Recognition Award Certificate* to at least 1 or 2 of their best staff members.
  3. After a staff member submits the Clinic 7 SAF, Coaches will be provided with *VOICE Progress Certificate 2* to present to their staff
  4. After Clinic 7 SAFs are scored, identify and give *Recognition Certificates*



**Coach's SAF Tracking Form**



VOICE Coach \_\_\_\_\_ Department \_\_\_\_\_ Current date \_\_\_\_\_  
**Instructions:** Print each HP's name at the top of a column. Write each HP's Clinic SAF scores in boxes. If needed, use a second SAF Tracking Form. In boxes for 3b, 7, & 10: (1) Add a checkmark (✓) if HP received Certificate; (2) an asterisk (\*) if HP should receive an Award; (3) a diamond (♦) if HP received an Award. After all ten Clinics, add Total Score at the bottom.

HP Clinic										
1. Own										
2. Align										
3a. Greet										
3b. Expect										
4. Delight										
5. Respect										
6. Ask										
7. Explain										
8. Empathize										
9. Resolve										
10. Peer Coaching										
<b>Total</b>										

**Leader's SAF Tracking Form**



VOICE Leader or Master Coach \_\_\_\_\_ Department \_\_\_\_\_

**Instructions:** After the 3<sup>rd</sup>, 7<sup>th</sup>, and 10<sup>th</sup> (last) Clinics complete all columns for the three indicated dates.

	Date	Leader's or MC's Total HPs	# HPs Submit All SAFs	% HPs Pass All SAFs	# HPs Receive Certificates	# HPs Receive Awards
<b>Clinic 1-3 SAFs</b> Before C4 begins						
Before C5 begins						
Before C9 begins						
<b>Clinic 4-7 SAFs</b> Before C8 begins						
Before C9 begins						
Before C10 begins						
<b>Clinic 8-10 SAFs</b> C10 + 2 weeks						
C10 + 3 weeks						
C10 + 4 weeks						
<b>Clinic 1-10 SAFs</b> C10 + 5 weeks						

## Task 7: Round and SPOT Coach HPs

When you Round and SPOT Coach, you're able to discuss more general situations and issues, in addition to VOICE Clinics and their SAFs.

**Rounding:** Between each VOICE Clinic, take a few minutes to walk around and briefly discuss ideas and feedback with each HP on general situations and the VOICE Clinics and skills.

**What you're Coaching:** There are four primary topics to discuss in SPOT Coaching.

**Situational needs:** Ask how things are going, ask for needs, or for situations to discuss.

**Positive behaviors:** Ask for and praise the HP's positive behaviors and strengths (Likes).

**Opportunities for improvement:** Discuss opportunities to improve, and offer suggestions.

**Task assignments:** Assign or discuss an assigned task, or ask if the HP needs help.

**Frequency:** SPOT Coach an HP daily so every HP receives SPOT Coaching for each Clinic.

### SPOT Coaching Situations

**On SAF:** After scoring an HP's SAF, give verbal feedback using the steps in Role 4.

**Daily Rounding:** Walk around and informally discuss with HPs their situations and VOICE.

**During Breaks:** Informally, take a minute to discuss situations or the latest VOICE Clinic.

**Key Incidents:** When you see or hear about an HP showing a positive behavior or an opportunity for improvement, SPOT Coach the behavior as soon as possible. You can use the Key Incident Report on page 12 to document the incident.

### Coaching Do's and Don'ts

**Do:** Discuss ASAP. Get the HP's perspective first. Be specific about situations and HP behaviors. Say two likes for every Remember. With a Remember, say "As a reminder..." Say the impact.

**Don't:** Be too general ("good job"). Make judgements ("you're too..."). Say "you always", or "you need to", or "you should." Be emotional. Be defensive. Overload with too much.

### SPOT Coaching Steps

**Situation:** Describe the situation that you would like to discuss

**Positive:** Ask for and say positive VOICE behaviors (Likes) or about VOICE program in general

**Opportunities:** Ask for and say opportunities for improving VOICE behaviors (Remembers)

**Task steps:** Ask for and suggest actions to reinforce positive behaviors and address concerns

## SPOT Coaching Examples

**Moving spotlight:** Around the room read these steps and examples.

**Situation:** Describe the relevant situation that you'd like to discuss

- ☐ *Mary, do you have a few minutes to talk about your completed VOICE SAF?*
- ☐ *Alex, I'd like to hear your thoughts about the last VOICE Clinic*
- ☐ *Carol, I'd like to talk about your recent interaction with Mr. Rodriguez. Alright?*

**Positive:** Ask for and say positive VOICE behaviors (Likes) or about VOICE program in general

- ☐ *What parts of the Respect Clinic did you find helpful when working with others?*
- ☐ *What do you think you do well in terms of showing Respect to patients and co-workers?*
- ☐ *I like your example of how you met with the standard for personal privacy by finding a temporary visual barrier. It shows you're willing to take an extra step without being asked.*
- ☐ *Carol, I noticed that you called Mr. Rodriguez by his proper name and introduced yourself. That shows professionalism and warmth.*

**Opportunities:** Ask for and say opportunities for improving VOICE behaviors (Remembers)

- ☐ *Which of the Respect Clinic standards do you think you could improve the most?*
- ☐ *I was unclear about what you wrote for the standard about reducing customer waits. I know that's a tough one to control, but tell me more about what you might do.*
- ☐ *Carol, remember to tell you customer what you will do and how long it will take. Okay?*

**Task steps:** Ask for and suggest actions to reinforce positive behaviors and address concerns

- ☐ *What is an example of what you might say when you have to leave a customer?*
- ☐ *Let me give some examples of what you might say.*

**Individual coaching situation:** .....

Below, write what you might say for each step of SPOT Coaching for your coaching situation:

.....

.....

.....

.....

.....

.....

**Team activity:** Each person reads their answers above. Others then say two Likes about it and one Remember. Be ready to present examples.

## Task 8: Continue Documented VOICE Coaching

After all Clinics are completed, Coaches regularly (e.g., quarterly) assess and coach their HPs on *The 100 VOICE Standards*. This Documented VOICE Coaching can be part of the HP's performance appraisals used for HR decisions, such as merit pay, promotions, discipline, and training.

There are two types of Documented VOICE Coaching:

1. In *Documented Key Incident Coaching*, you:
  - ❖ Identify a Key Incident of HP behavior (surpassing or failing to meet a standard)
  - ❖ Document the Key Incident in writing
  - ❖ Coach the HP on the behavior(s) and standard(s) in private
2. In *Documented Observation and Coaching*, you:
  - ❖ Schedule time to observe as the HP perform tasks (interact with a patient/coworker)
  - ❖ Make ratings and notes on *The 100 VOICE Standards Rating Form (SRF)*
  - ❖ Conduct a formal coaching session using your completed SRF and notes

### Key Incident Documented Coaching

A Key Incident is when an HP's behavior surpassed or failed to meet standards, or contributed to an actual or potential negative performance outcome (error, lost time, complaint) or a positive outcome (error prevention, delighted customer, reduced cost)

### Your VOICE: Prepare a Key Incident Report

1. Use the *Key Incident Report* on the next page.
2. Recall or invent a negative Key Incident in which an HP failed to meet standards, or an HP's behavior contributed to a negative performance outcome.
3. Complete items 1 through 4 on the *Key Incident Report* to document the Key Incident

### Pairs practice: Key Incident Documented Coaching

1. Decide now who will be the Coach in the first round.
2. The Coach now takes one minute to brief his partner on the *Key Incident Report*.
3. When ready, the Coach asks the HP to join him or her in private. Then the Coach conducts a five-minute Documented Coaching session following the SPOT steps below.

When finished, switch roles and repeat.

**Situation:** Say the situation you would like to discuss. Ask the HP to describe the situation.

**Positive:** Ask what the HP thought (s)he did well. Say what you thought HP did well (Likes).

**Opportunities:** Ask what the HP thought he could improve or do differently. Say what you see as behaviors of concern and opportunities for improvement (Remembers).

**Task steps:** Ask for and suggest actions to reinforce positive behaviors and address concerns.

# VOICE Key Incident Report

Coach: ..... HP: ..... Date: .....

**Instructions:** This report documents the occurrence of either an HP's:

- 1. Negative behavior that contributed to an actual or potential negative performance outcome (error, lost time, complaint), or
- 2. Positive behavior that contributed to an actual or potential positive outcome (error prevention, delighted customer, reduced cost).

1. Situation:

.....  
.....

2. Description of the HP's behavior (state if positive or negative):

.....  
.....

3. Outcomes or effects of HP's behavior (state if positive or negative):

.....  
.....

4. If a negative behavior, what should the required- or desired-behavior have been?

.....  
.....

5. Feedback and or coaching provided to HP:

.....  
.....

6. Future actions to be taken:

.....  
.....

7. Other comments and notes:

.....  
.....

## Documented observations, assessment, and coaching

Work with your Director, Master Coach, Program Manager, and HR to:

1. Identify how often each HP will be formally observed and coached (e.g., quarterly)
2. Assign every HP to a VOICE Coach or VOICE Leader to be observed and coached
3. Revise steps and forms below to document coaching, including who receives forms

### Use Quarterly Coaching Tracking Form

1. Use the *Quarterly Coaching Tracking Form* on page 14
2. Write the name of one of your HPs (team members) at the top of the first blank column.
3. Write the date of at least one SPOT Coaching you conducted for the HP. Indicate the main topic of your SPOT Coaching (S,P,O,T). Add a short note.
4. Write the date of a documented Critical Incident. For practice, write today's date under the HP for the Critical Incident you completed earlier. Indicate main topic. Add a short note.

### Guidelines for planning and tracking your coaching

1. SPOT Coach each HP at least once a month (three to five times quarterly)
2. Document at least two Critical Incidents quarterly for each HP. If there are no Negative critical Incidents, look for Positive Incidents to document. Give Star Cards if available.
3. Conduct at least one Documented Observation & Coaching quarterly for each HP.
4. Give and review your *Quarterly Coaching Tracking Form* monthly with your manager.

### Plan your Documented Observation & Coaching

#### Individual practice: Documented Coaching

1. Use the *Documented Observation & Coaching Planner* on page 14
2. At the top, write your name, the HP's name you will observe and coach, and the date
3. Complete Part A for the HP: List one to three positive behaviors, one to three standards to focus on, observation forms you'll use (SRF today), the date and two other observation dates (use a separate Planner & SRF each, and combine them later).

#### Pairs practice: Documented Coaching

1. Form new pairs. Decide who will be the Coach and the HP first.
2. The Coach takes two minutes to brief the HP on planned observations and coaching by reviewing Part A of the Planner (Also briefly describe HP's job). Include how and when you will observe the HP, and how you will inform customers that your role is the HP's coach.

After briefing your partner, change roles and repeat the practice briefing.

### Conduct Documented Observations

1. Bring the *Coaching Planner and the VOICE Standards Rating Form* with a note pad.
2. Quickly brief your HP on what you'll do and how you'll inform others of your role.
3. Be unobtrusive. Introduce yourself as the HP's coach. Interject only if necessary.
4. Take detailed notes of HP statements and customer reactions.
5. If possible, observe four to five customer interactions (on separate days if necessary)
6. Summarize your notes on Part B of the Planner and on one *Standards Rating Form (SRF)*.

### SRF scoring guidelines

Note: Leader distributes copies of the *VOICE Standards Rating Form (SRF)* in VOICE eFolder)

- ❖ There are 10 Skill Sets, each with 6 to 10 VOICE Skills (same as standards in SAFs)
- ❖ Each VOICE Skill within each Skill Set is rated from 0 to 10 (see ratings scale on SRF)
- ❖ Score a VOICE Skill below "8" only if the HP missed an opportunity or used it poorly.
- ❖ Each Skill Set is also rated from 0 to 10. Use an approximate average of the VOICE Skills to obtain the Skill Set score. Place greater weight on skill items with greater importance.
- ❖ The Total Score on the SRF is the sum of all Skill Set ratings (up to 100).
- ❖ The Coach also adds notes under each Skill Set and under Overall Feedback.

### Individual practice activity

1. Imagine you just observed the HP you wrote about in Part A of the Planner.
2. Complete Part B of the Planner based on your imagined observations of the HP (3 minutes).
3. Select three of the ten Skill Sets on the SRF relevant to your HP observations. Score each VOICE Skill in the three Skill Sets (0 to 10), and give an overall Rating (0 to 10) for each of the three Skill Sets. Add notes under the Skill Sets. Add to Part B of the Planner (3 minutes).

### Pairs Practice: Conduct Documented Coaching Session

1. Meet with the same partner. Decide who will be the Coach and the HP first.
2. The Coach uses the SPOT Coaching steps below in to conduct a 5-minute Coaching Session.
3. Coach shows HP a copy of the SRF when the Coach states his or her observations.
4. The Coach completes Part C of the *Planner* during and after the Coaching session.
5. The Coach and the HP sign the *Planner* and the SRF. The Coach then gives a copy of both.

**Situation:** Set the stage as a shared discussion of important skills for professional development. Review the standards observed and your process for observations and note-taking.

**Positives:** Begin by asking what the HP did well and which VOICE standards were met. State your observations of positive use of VOICE Skills and standards, along with examples (Likes).

**Opportunities:** Ask the HP what he or she could have done better. Summarize your observations of improvement needs and provide specific examples (Remembers).

**Task steps:** Ask the HP which standards he would like to improve and any support needs to do so. Add your suggestions. Summarize the meeting, plans, and the next coaching session.

# Quarterly VOICE Coaching Tracking Form



Coach: \_\_\_\_\_ Dates: \_\_\_\_\_ to \_\_\_\_\_ Manager Approval: \_\_\_\_\_

**Instructions:** Print each HP's name at the top of a column. For each type of coaching, write within one box the date of coaching and the indicated information.

HPs Type Coaching																		
<b>SPOT Coaching</b> (Not documented)																		
Within each box:																		
Write date of SPOT Coaching																		
Indicate main topic:																		
S: Situation																		
P: Positive behavior																		
O: Opportunity or need to improve																		
T: Task assignment																		
G: GEM awarded																		
Add short note																		
<b>Documented Key Incident</b>																		
Within each box:																		
Write date of Key Incident																		
Indicate main topic:																		
P: Positive behavior																		
O: Opportunity																		
G: GEM awarded																		
Add short note																		
<b>Documented Observation &amp; Coaching</b>																		
Date coached & total SRF score																		

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