

# Organizational Coaching Culture

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# WHAT IS COACHING?



Coaching consists in **working together** with an individual (Coachee), in a **creative and stimulating process** to inspire him to maximize its professional and personal potential.

It is a work methodology that deepens on self-knowledge and goal setting.

It's a process that challenges the commitment to improvement through an action plan by measuring progress through continuous monitoring.

**It is the art of facilitating the development of people's potential to achieve important and significant goals.**



# WHAT IS **NOT** COACHING?



## Coaching is not **MENTORING**

- A mentor **gives advice and recommendations** from his expertise.
- A coach **acts as a facilitator, listens and asks questions** that move to the self-discovery of alternatives and solutions.

## Coaching is not a **THERAPY**

- The therapy is **aimed at healing emotional** wounds focusing on the past and why something happened.
- **Coaching seeks to generate new ideas, resources and options** to face current challenges.

# WHAT IS **NOT** COACHING?



## Coaching is not **CONSULTING**

- Consulting **creates dependence on the solutions** offered by the consultant.
- Coaching strengthens **personal power, self-confidence** and **performance improvement**.

## Coaching is not **TRAINING**

- The training **focuses on a specific topic** chosen by the trainer.
- Coaching is not imposed. **It starts with the desires and challenges** that the Coachees want to work, so from the beginning, **you have a genuine interest** in improvement.



# COACHING PRINCIPLES



Salud Integral en la Montaña, Inc.



# COACHING PRINCIPLES



The Organizational Executive Coaching is governed by the principles contemplated in the Code of Ethics of the International Coach Federation, which are summarized as follows:

**1. Professional  
conduct at all times  
without issuing any  
judgment**



**1. Guarantee  
confidentiality and  
privacy**



**1. Identify and  
avoid conflicts of  
interest**



**1. Continuous  
development**

# INDIVIDUAL COACHING



Is **free and voluntary**, allows the Coachee to become aware of its strengths and areas of improvement and its ability to influence.

In the process, the Coachee will be able to undertake actions that modify or enrich its behavior to improve and develop in various areas personal & professional.

Coaching process accelerates progress towards goals by providing greater focus and awareness of the Coachee possibilities for action.





# TEAM COACHING



Team Coaching is a very efficient tool for a group of people with common goals to achieve their objectives, while developing the skills to increase professional productivity.



# How do we coordinate **TEAM COACHING IN SIM?**

**The Team Coaching process allows us to impact the lives of all our employees, which benefits the organization and, more importantly, the patients we serve.**

Team Coaching is offered all employees at our 10 work centers. Groups are divided into teams of 6 to 8 members with an assigned Coach who accompanies them in the process of reaching the common goals they identify using the organizational wheel.

At the end of the cycle of sessions, they re-quantify the organizational wheel to evaluate and celebrate together their achievements.

Corporate Directors receive team coaching and individual coaching from the external coach.



# Coaching **CULTURE** at SIM



## **Coaching Culture**

Coaching emerges as a tool to support SIM employees in their personal and professional aspects.



## **Implementation of the Organizational Executive Coaching change our Organizational Culture**

Training to Coaches CEO's

- 23 Coaches (2016)
- 13 Coaches (2017)

Development of the Coaching Program

Individual Coaching to Coachees

Coaching Mentoring once a year

## POWERFUL QUESTIONS EXERCISE



## EXERCISE FEEDBACK





# ORGANIZATIONAL

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## COACHING PROGRAM



Salud Integral en la Montaña, Inc.



# Organizational Coaching Program

SIM recognizes and values the human quality, professionalism and commitment of its employees, that's why, in order to support them in their maximum personal and professional development, we have integrated the Organizational Coaching Program in the list of benefits.

## Two modalities:

### Individual Coaching



### Team Coaching



# Chronology



Transformational Retreat - *Outdoor Team Coaching*  
May, 2015



Individual Coaching to C-Suite, high management  
leaders and executive team



Training and Team Coaching

Impact all levels of the  
organization (individual &  
groups)



1st group of CEO  
Certification - 23 Internal  
*Coaches*

Select personnel from all  
positions in the organization



Start to implement a Coaching Culture

# Chronology (cont.)



360 Leadership Retreat to High Management Leaders (5 days)



Training in Team Coaching to Certified Coaches



Certification to 13 additional *Coaches*



Constant Training and *Coaches* Integration



Availability of External Coaches



Currently, 29 Internal *Coaches*

26 active  
Coaches

# Transformational Retreat

May, 2015



# SIM Coaches Certifications

1st Certified Coaches: 23 CEO's  
(Nov 2016)



Coaches CEO 10

2nd Certified Coaches: 13 CEO's  
(February 2019)



Coaches CEO 17





# SIM's Ontological Coaches

## April 2019







# Outdoor Team Coaching

## *Guánica, PR*



# Team Coaching – The Samurai Game

## June, 2017





# **SIM Coaches at Leaders Retreat**

August, 2018



# Team Coaching





# Team Coaching

## “The Raft”



**Team Coaching**  
Look to my eyes; tell me  
your story!





# Team Coaching

## Home Care and Hospice Programs



# EXTERNAL Coaching

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**WE USE**



Salud Integral en la Montaña, Inc.

# EXTERNALS We Use



When choosing coaching as a resource for the organization, must **ensure the professionalism and competence of the coaches.**

SIM opt for the **recognition and security** provided by the International Coach Federation (ICF).

Life, Career & Corporate Coaching Inc., of our external coach, as well as all our coaches are duly certified by the ICF and endorsed by the University of Puerto Rico.



**We have also received continuing education through Life, Career & Corporate Coaching company, specializing 10 Coaches in Ontological Coaching.**



# Coaching Mentoring



# BENEFITS

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## COACHING PROGRAM



Salud Integral en la Montaña, Inc.

# RoE & RoI

- Organization Culture Transformation
- Program Benefits to employees and Coaches
- Unconditional support from BoD and the Administration
  - Starting with high management and key employees
- Included as a goal at the Strategic Plan (2016-2019)
- New Strategic Plan (2019-2022) establish as a goal to create a new business line offering our Coaching Program to sister FQHC's organizations.
- New projects presented directly by employees with full engagement.
- Assigned operational budget annually.
  - Total investment: \$300,000.



# RoE & RoI

- **ROI of the Implementation of the Internal Coaching Program:**
  - Too new for quantification.
  - Program impacted 99.7% of all employees (individually/group) increasing work environment.
  - Increased of employees satisfaction to 93.5%
  - Patient satisfaction increased to 97%
  - Retention of providers and difficult recruitment professionals
    - Maintenance of full array of services
    - Maintenance of continuous income
  - Reduce turn over of providers by 26%.
  - Increase of providers productivity, allowing SIM not to depend on PPS wraparound.

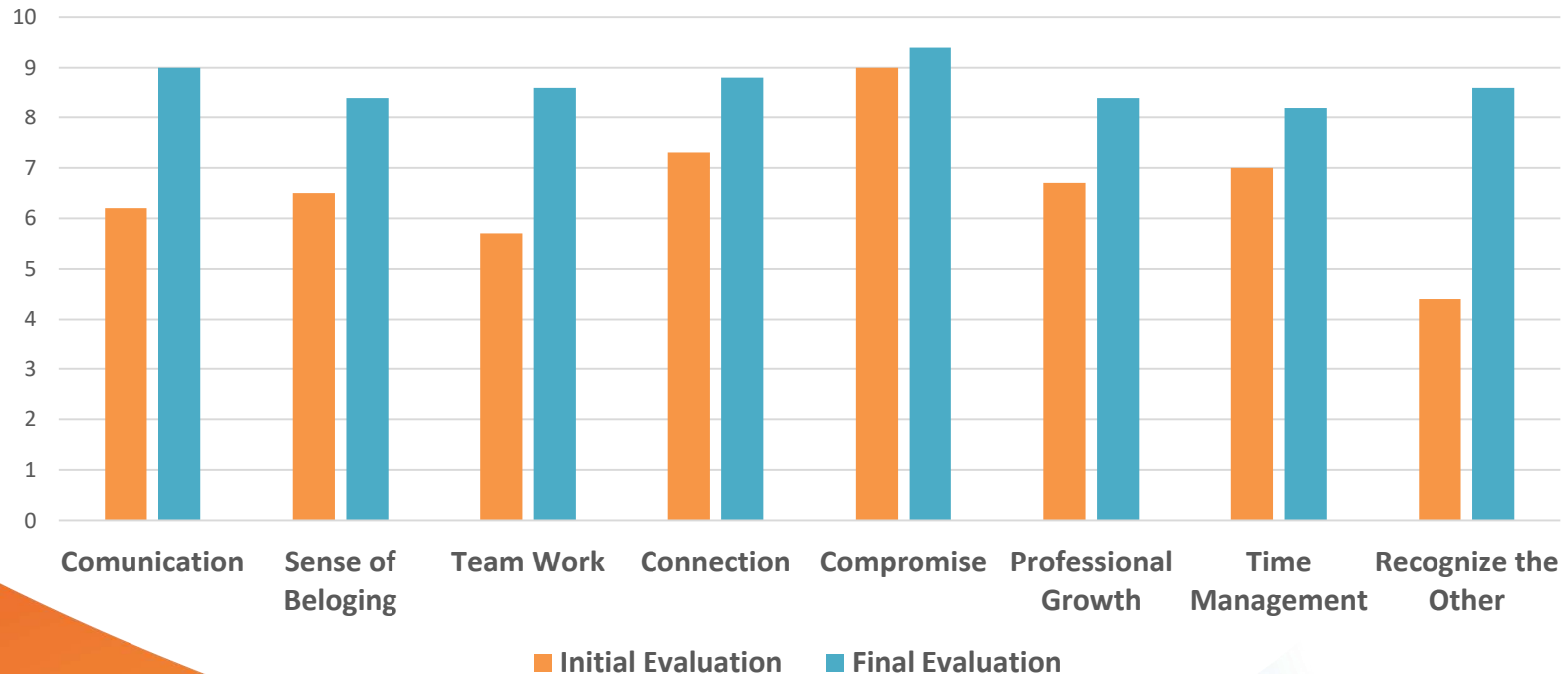
# 2017-2018 Turn Over Reduction

Reasons expressed by providers of why are they staying at SIM:  
**Work Environment** (intrinsically linked to the coaching result)

2017			2018	
Position	Total %		Position	Total %
Family Physician	21.39		Family Physician	19.05
General Practitioner	36.25		General Practitioner	29.22
Pediatrician	14.21		Pediatrician	3.84
Gynecologist	8.12		Gynecologist	1.89
<b>Annual Total %</b>	79.97		<b>Annual Total %</b>	54.00
Turn Over Average	15.99		Turn Over Average	10.80

# Team Coaching Results 2018-2019

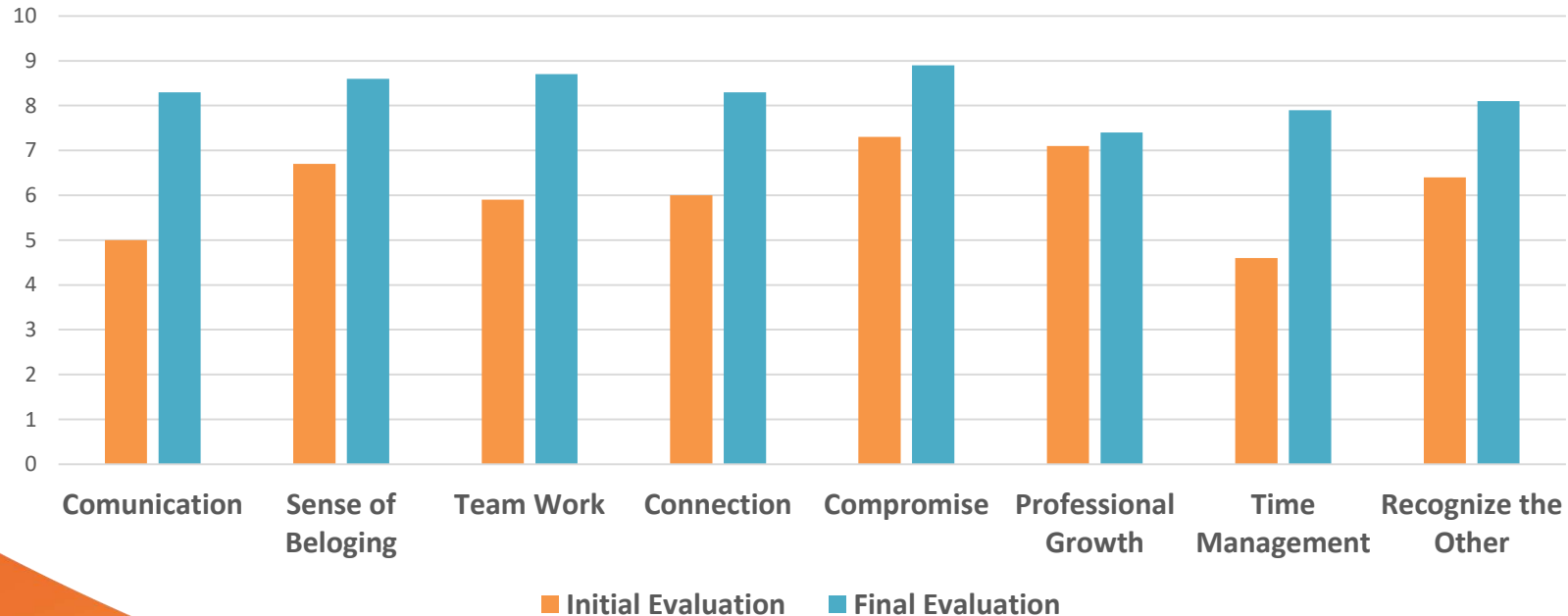
## Centro de Salud Integral in Barranquitas



# Examples of Team Coaching Results

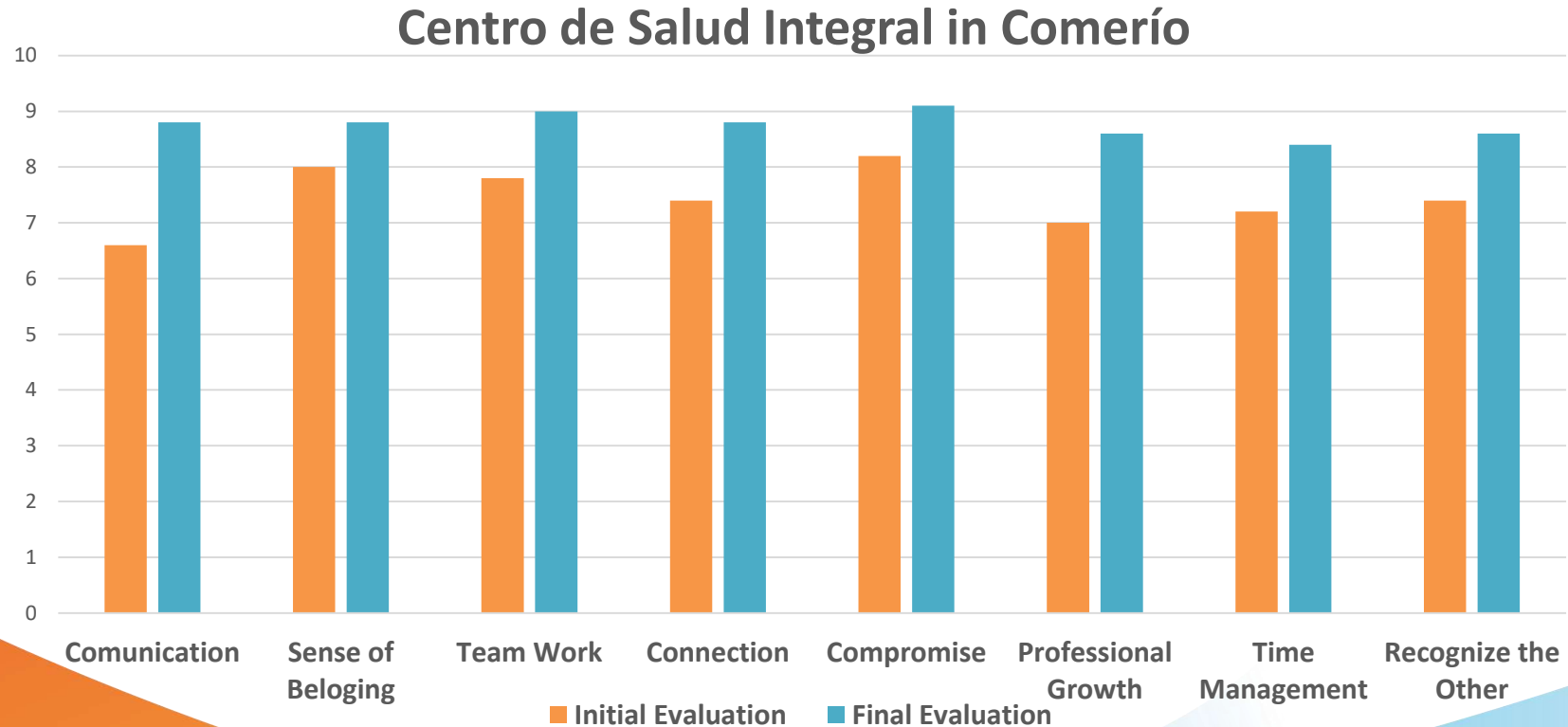
## 2018-2019

### Centro de Salud Integral in Corozal



# Examples of Team Coaching Results

## 2018-2019





# CEO's Program Success

- **Organization Recognition**

- Finalists of the IFC *Prism Award 2019*.

- Pioneering on the implementation of a Coaching Program in a Healthcare Industry in PR as:

- a tool for a transformational culture
- approach patients with coaching tools for life style changes and healthier behaviors.



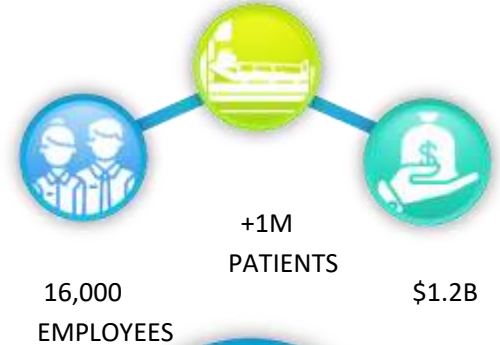
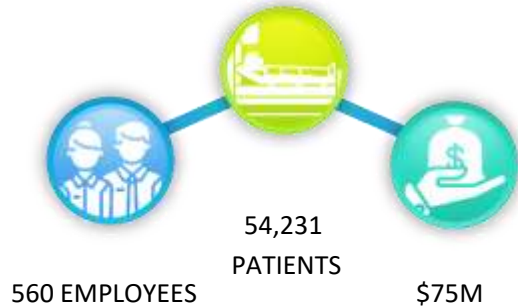
**FINALISTAS**  
**PRISM AWARD ICF 2019**  
**COACH NYDIA HERNÁNDEZ**  
**Y SALUD INTEGRAL**  
**EN LA MONTAÑA, INC.**



**COACHING CEO**

**TRANSFORMANDO VIDAS**

# SIM IMPACT







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