

# The Development of an Internal Coaching Program to Improve Physician and APP Fulfillment



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## Background

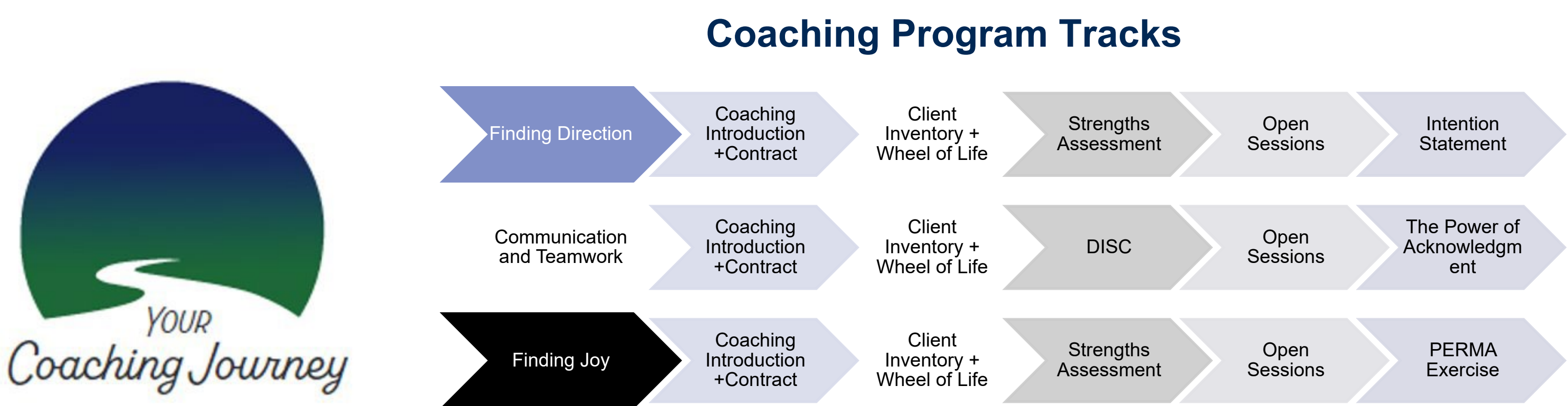
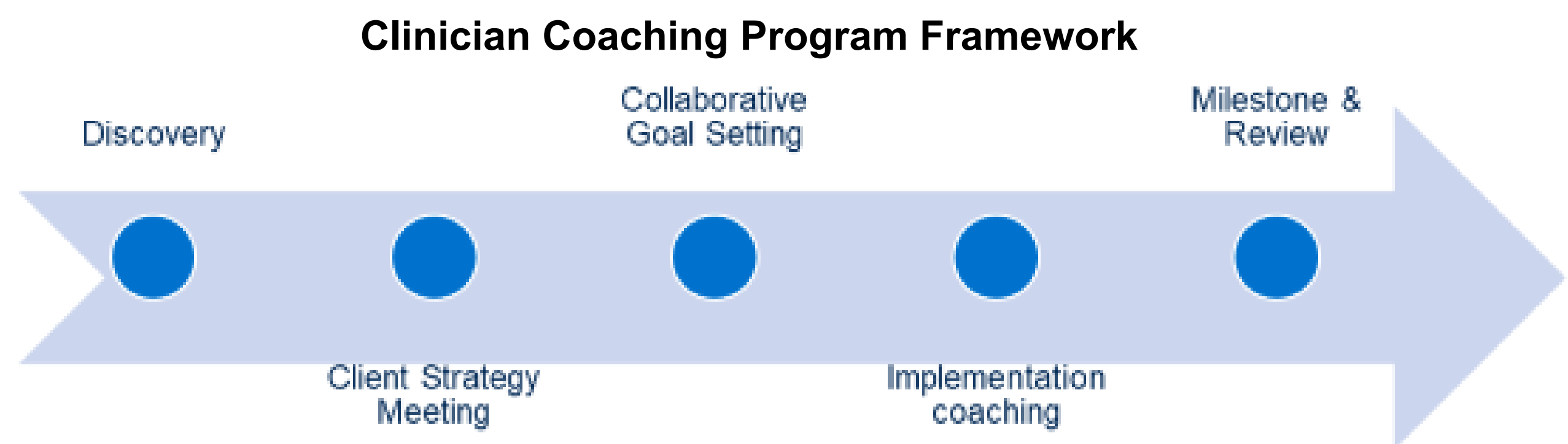
Developing an internal coaching program was identified as a key tactic to improve personal well-being and foster a culture of wellness. Coaching has been noted to have a positive impact on physician well-being, including the reduction of emotional exhaustion<sup>1</sup>. Another randomized trial showed that coaching alleviated burnout and improved well-being for primary care physicians<sup>2</sup>. Coaching methodology offers a process of inquiry, accountability, and support to develop a roadmap and strategies for improved professional fulfillment. The objective of this pilot was to design an effective coaching program, offer coaching as a benefit, and study the effects on professional fulfillment.

## Learning Objectives

1. Describe the elements of an internal coaching program that targets front-line physicians and Advanced Practice Providers (APPs)
2. Identify key metrics of success for a physician and APP coaching program
3. Discuss outcomes from a 6-month initial pilot program

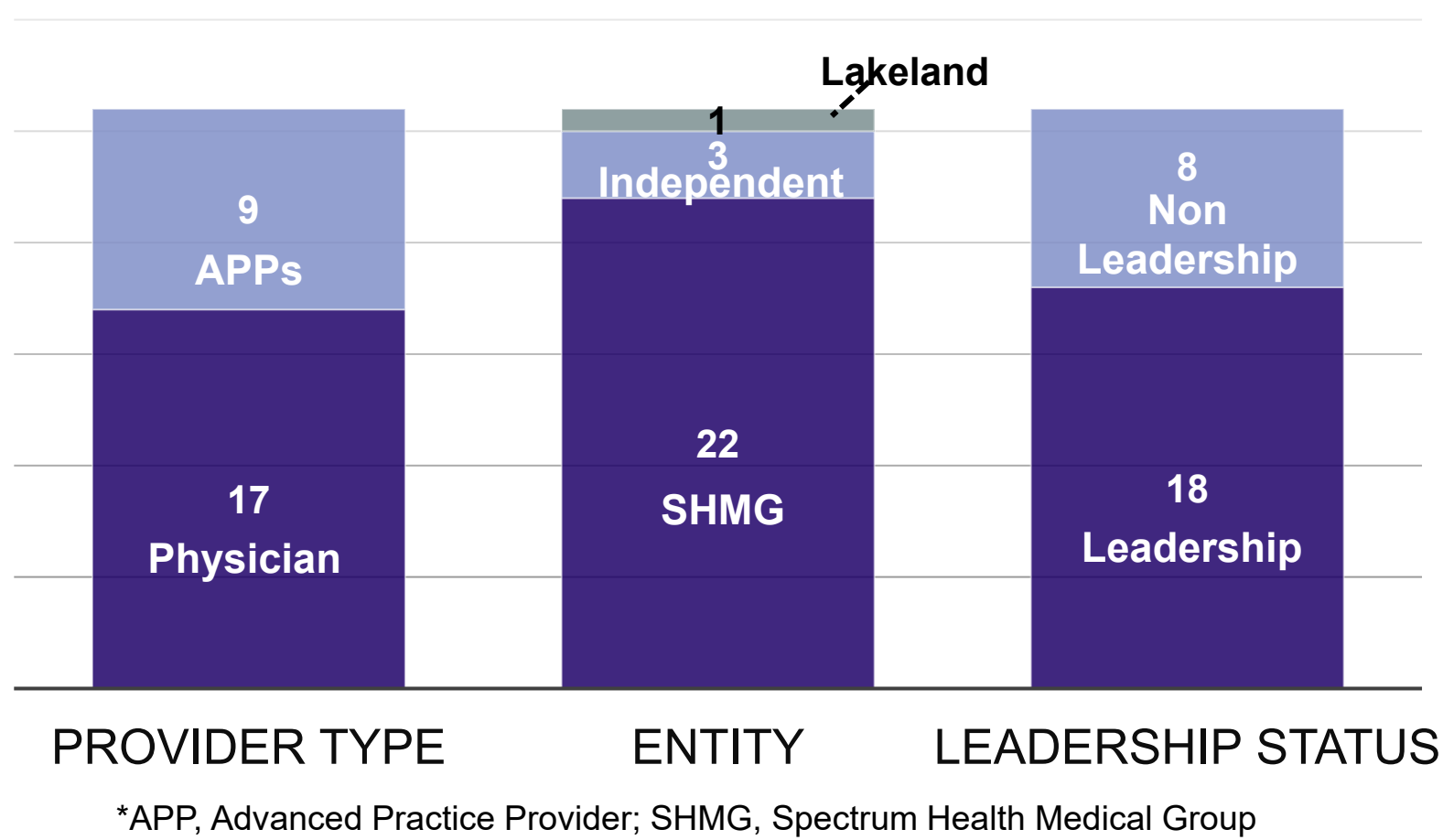
## Methods

- In 2020, exploratory work began to build an internal coaching program.
- Best practices from other leading organizations were reviewed and ultimately, four team members completed a rigorous 6-month-long program accredited by the International Coaching Federation (ICF).
- In January 2022, the program launched with capacity for 28 participants.
- The program included five phases: Enrollment, Discovery, Collaborative Goal Setting, Implementation Coaching, and Milestone Review
- Acceptance into the program was based on availability and alignment with the goal of achieving diversity of gender, race/ethnicity, specialty, employment status, and career stage.

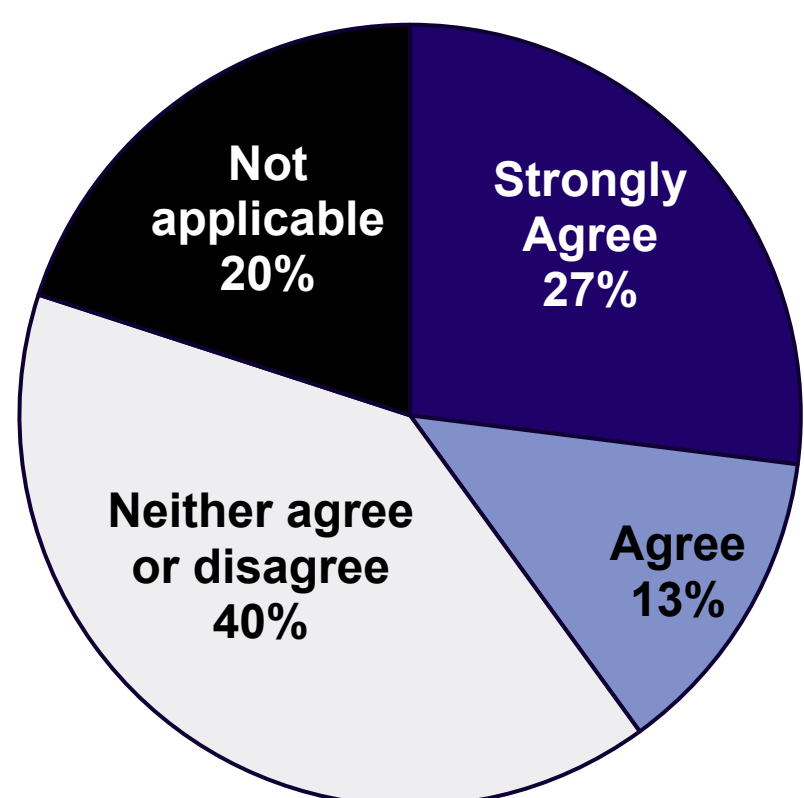


## Results

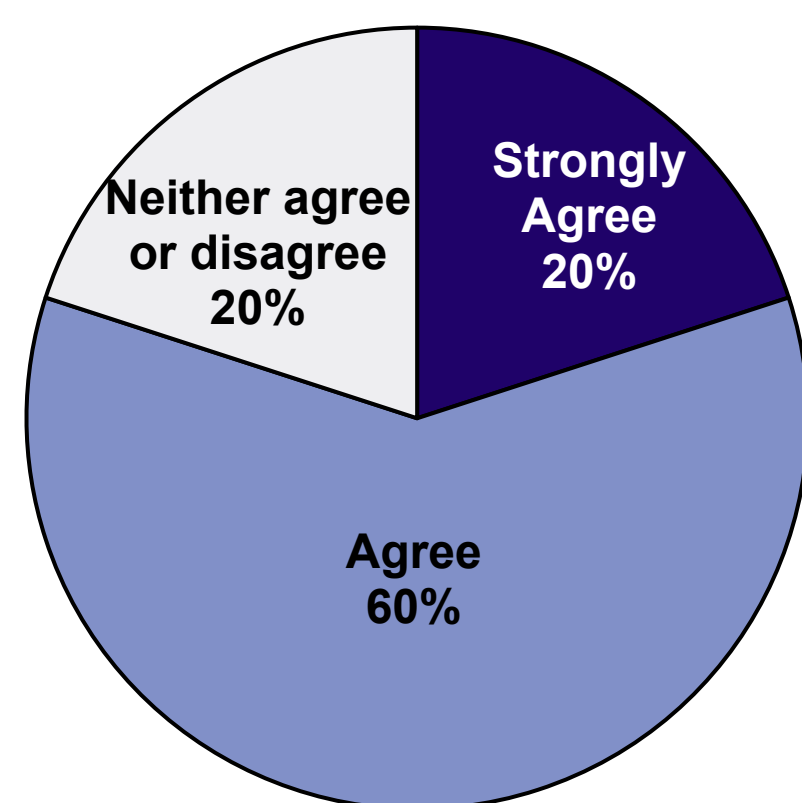
Coachee Demographics



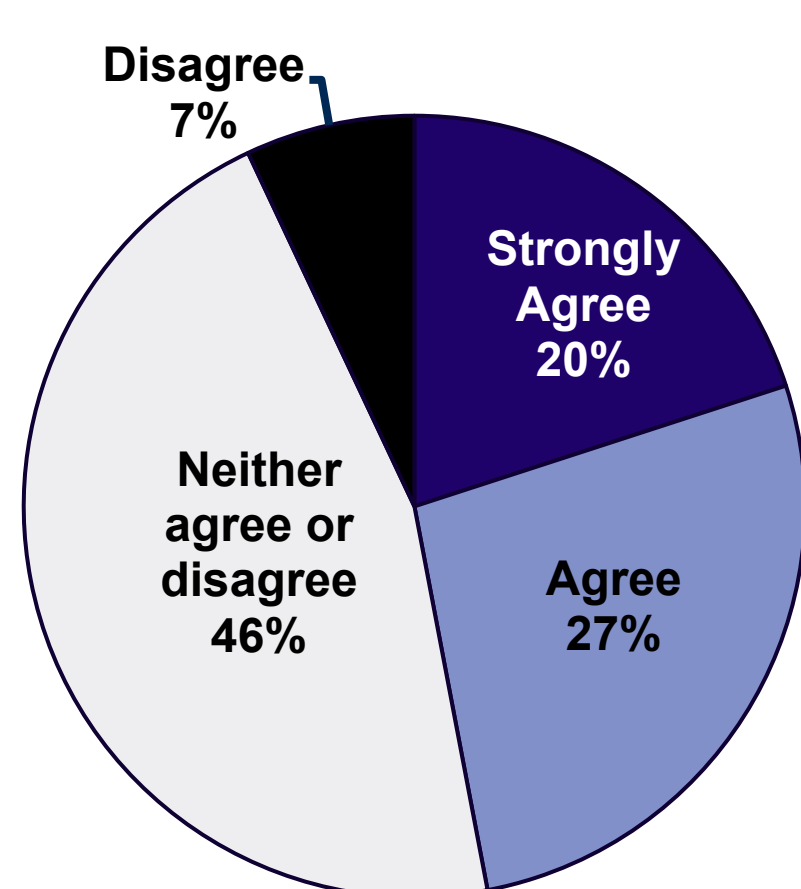
The Coaching Program impacted my decision to stay employed with Spectrum Health



The Coaching Program improved my feelings of belonging at Spectrum Health



The Coaching Program improved my overall job satisfaction



## Testimonials

"My coach asks difficult questions which truly forces me to think in a way that I typically don't explore whatsoever. The **self reflection and sharing** it is a new avenue for me, but is very helpful and challenging"



"Involvement in the physician coaching program has been **invaluable and life changing for me**. In the past, I have been so discouraged and struggled with how to make changes when feeling burnt out. Patient care duties do not stop and trying to make lasting changes when the train is running seemed impossible. **My physician coach provided a true understanding of my world and helped me to harness my strengths to make lasting change**. For the first time, I feel I have tools that are not just band-aides to mitigate burn out but tools to resolve it."

"I have spent so many years feeling stuck--in how to do excellent patient care and also manage my charts and care for myself. [The Coaching Program] **helped me to look at it through the lens of my values and help me identify creative ways to problem solve and approach obstacles with a different perspective**. It's helped me to **feel empowered** and get a kick start to resume active presence in my patient encounters, my charting, and my family."

"The OPAF coaching program helped me feel **more in control of my work life, which greatly affects my happiness**. I was able to see opportunities for improvement where I initially felt there were none or had no clue where to start."

"[The Coaching Program] helped improve my daily organization. **I have a clearer sense of my personal and professional goals**. My coach served as a filter for my thought processes concerning my desires for **improvement, jobs, satisfaction, outside of job satisfaction, and skill set development**."

## Lessons Learned

- More interest than we had capacity
- Booking process needs improvement
- Coaching can improve job satisfaction



## Future Considerations

- Need to innovate around scalability
  - Fall 2022 – launching 3-month group coaching program
- Working to improve assessment tools to best capture impact of program
- Continuing to build on breadth and depth of content based on other coaching methodologies