

Position: Practice Improvement Coach	Reports to: Executive Director
Incumbent:	Date:

General Accountability:

The Practice Improvement Coach reports to the Executive Director and is responsible for working with primary care practices to make improvements, with the goal of improved patient outcomes, increased patient, provider and health care team satisfaction, and efficiency within the practice.

The Practice Improvement Coach maintains accountability for the baseline assessment, ongoing facilitation of practice development using quality improvement (QI) methodologies, reporting as well as ongoing assessment of a practice’s progress toward desired change.

Key Responsibilities:

Primary Care Redesign

- Assists practices in maximizing use of available health information technology resources in order to accomplish improved patient outcomes and increased office efficiency.
- Analyzes data for patterns and trends in care delivery; assists family practices in determining the root causes for specific patient care trends; trains and educates the practice support team to promote good quality practices.
- Can assist and make recommendations to practice team related to workflow re-design to optimize tasks and information flow within the practice.
- Collaborates with Physicians and support teams to develop action plans and identify ways to strengthen the team.
- Assesses and documents practice progression (reporting responsibilities).
- Provides progress reports to the Executive Director.
- Attends and participates in staff meetings.

Quality Improvement and Change Management Support

- Identifies, prioritizes and appropriately responds to relevant quality improvement issues that arise.
- Appropriately documents and/or disseminates information related to QI tools used and their outcomes.
- Trains practices in quality improvement processes and assists them in developing proficiency in various QI techniques and methodologies.
- Aids practices in customizing processes to fit their own situation and incorporating the changes in their

day-to-day routines, so as to increase the likelihood that the changes will be sustained.

- Helps Physicians and support teams to collect and use measurement data, and assess the effectiveness of changes made.

Coaching, Facilitation, Training

- Helps to implement a collaborative model of quality improvement by serving as mentors and resources to Physicians and their practices.
- Builds relationships with Physicians and their support teams, and develops empathy and understanding for the specific challenges that family practices are faced with.
- Ensures open lines of communication directly between all parties involved.
- Helps to nurture a culture of leadership at all levels that empowers the family practice team to prioritize their change activities.
- Provides encouragement, accountability, and support to help Physicians build their dream team and practice.
- Acts as a sounding board to help you evaluate ideas and see possibilities and solutions that practices may not otherwise consider.
- Works toward achieving coaching core competencies and applies that when working with practices.

Preferred Qualifications, Skills and Experience:

- High level of comfort with change
- Tenacious, good sense of self
- Open-minded, committed to ongoing learning and development
- Familiarity with stages of change and change theory
- Excellent interpersonal, communication and assessment skills
- Interviewing and group facilitation skills an asset
- Proven ability to plan, lead, coordinate and inspire positive change
- Knowledge of the Institute for Healthcare Improvement principles, aims and methods
- Certificate or Degree in health care or related discipline, or a combination of education and experience
- Other experience with: primary health care, family Physicians, evolving NGOs or coaching would be beneficial but not essential

PRACTICE COACH COMPETENCIES

The incumbent is expected to demonstrate these competencies in performance that can be measured and result in positive outcomes.

Core Competencies:

- **Communication** – Develops rapport, trust and ethical relationships with primary healthcare teams; elicits and synthesizes relevant information and perspectives of colleagues and teams; conveys relevant non-judgmental information to colleagues and teams, both oral and written; develops a common understanding. Able to write detailed reports, executive summaries, policy documents, and other communications.
- **Self - Awareness** - Conducts a self-assessment of competencies and learning needs; pursues continuing professional development in QI theory, methodology, skills, coaching, facilitation and communication; translates new learning into practice; Demonstrates insight into their limitations of expertise via self-assessment; demonstrates effective, appropriate, and timely consultation of other health or QI professional as needed for optimal team support.
- **Problem-solving and decision making skills** – Able to identify problems, solve them and show good judgment. Ability to make sound decisions in various situations and exercise good judgment, with long term sustainable success.
- **Conflict management**– Able to manage and resolve differences and conflict situations in a positive and constructive manner to minimize negative impact to people involved and the Division.
- **Dependability:** Seeks increased responsibility while remaining conscientious, thorough, accurate, and reliable with respect to the organizational goals and the needs of the members and staff. This includes being available and responsive to issues and concerns as they arise.
- **Tact and diplomacy** - Able to exercise discretion, tact and diplomacy in dealing with highly sensitive and confidential matters.
- **Analytical thinking** - Able to reflect and think critically and systematically, and to acquire content and contextual knowledge in order to effectively manage problems and implement solutions.
- **Computer skills** – Proficient in MS Office Suite including, Word, Excel, Outlook PowerPoint, and databases.

Functional Competencies:

- **Coaching** - Effectively facilitates a structured coaching encounter through effective listening, awareness and responsiveness to nonverbal cues; demonstrates use of an

empowering approach to build and sustain a culture of improvement within the primary care organization.

- **Collaboration** - Recognizes and respects the diversity of roles, complexity of relationships, responsibilities and competencies of other professionals.
- **Quality Improvement** - Applies QI knowledge, skills and concepts relevant to a practice team's capability (readiness for change) and capacity; demonstrates effective QI problem solving and analysis to improve practice team and care delivery gaps, including interpreting available data and integrating information to generate positive change.
- **Relationship management** – Establishes positive relationships with practice teams that are characterized by understanding, trust and respect, suspension of judgment, honesty and empathy; respects patient/team confidentiality, boundaries, privacy and autonomy; establishes a high degree of trust and credibility with others.
- **Information Management** - Maintains clear, accurate, and appropriate documentation (e.g. written or electronic) of practice team encounters, effectively presents relevant information to teams and Division members using multiple methodologies including informal verbal discussions, oral presentations, written updates and formal written reports.
- **Systems Thinking** – Understands the need to see interrelationships rather than cause-effect chains; is proactive and effectively manages the processes of change; promotes and facilitates organizational learning; is creative and flexible in identifying and evaluating alternatives and anticipates the consequences of actions and responses; future-oriented problem solving and decision making.
- **Training** - Collaboratively identifies the learning needs and desired learning outcomes of others (teams, colleagues, etc.); selects effective teaching strategies and content to facilitate the learning of others; Demonstrates effective written and verbal presentation skills; assesses and reflects on a teaching encounter; provides effective feedback to peers and teams through consultative coaching and ongoing mentoring.
- **Negotiation skills and influencing** – Able to understand others' positions and perspectives, and influence others to reach mutually beneficial, impactful and sustainable understanding and solutions.
- **Facilitation skills** – Able to develop collaborative relationships and consensus among diverse stakeholder groups, and to facilitate individual and group problem-solving.
- **Organizing and Planning** – Knows administrative and management principles involved in strategic planning, resource allocation and human resources modeling.