

A Scientific and Integrated Coaching Training Pathway to Accelerate HCV Eradication and Use of Telemedicine for Covid-19 Patients in 5 Local Health Units in Italy

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ABSTRACT

The experimentation of skills' development and measurement tools for clinical innovation is presented in two case -studies concerning telemedicine and HCV eradication. 71 professionals from 5 Healthcare Units of Lazio region, Italy, were enrolled in an individual and team coaching course aimed at enhancing a core skill for "service design "competence, composed by 5 soft skills (communication, result orientation, emotional intelligence, conflict management, networking). The core skill "service design" and the use of the new techniques were measured at the beginning and at the end of the course (9 months), on which the Covid-19 emergency had an impact. The 19.4% of professionals improved all the 5 skills and reached the threshold of excellence, demonstrating the effectiveness of individual and team coaching, mentoring, experiential training, according to an objectively measurable structure and achieving the 65% of the system target in a 6 months' time, with 90 hours' person -days allocated.

Keywords: Competence, Soft skills, Service design, Change management, Citizen-empowerment, Community building, Metacognition, Innovation, Interdisciplinarity

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Problem

In the Public Administration it is not usual to think that is possible achieving system targets in a short period of time, as well as working on both hard and soft skills (linked and measure "together") because of the majority of the actions are based on the norm (1).

This public administration "mindset" implies that the system doesn't achieve challenging goals necessaire to make change management, community building, redefine service design.

In addition to this, the lack of involvement

of interdisciplinary teams towards objectives is one of the main raison of the missed changes.

Solutions

An integrated training method with coaching, mentoring, participative art as well as creating interdisciplinary team, can be very useful to achieve challenging goals, in the Public Administration. Experiencing an improvement in soft skills as well as in hard skill fosters interdisciplinarity teams to accelerate their capacity to achieve almost of 65% of the system target, in 6 months' time

with almost 90 hours' person-days allocated and focusing on a set of 5 soft skills.

Thanks to an integrated training program with coaching, participative art and mentoring an interdisciplinary group of 71 Italian middle managers accelerate their capacity to achieve better methods to eradicate HCV Virus as well as to apply telemedicine¹ on Covid 19 patients in 5 Local Health Units in Italy

The convenience and popularity of social media applications have transformed public services in many countries across the globe. Local Health Units and Governmental agencies use social media to enhance citizens' engagement with their services and strengthen the relationship between citizens and government institutions. In this context, knowing how to plan the use of social media websites, digital tools¹ and their considerable influence on citizens have spurred the creation of new experiential and theoretical approaches that prioritize connected learning, as well as linking learning outcomes with plan implementation of actions. E-learning in crisis environments entails a "new normality" post crisis. The integration of team coaching, participatory art, mentoring, into the learning process seems to be necessary, instead of the traditional frontal training, to accelerate the process of service design, the connection with local health units, government and citizens.

Following the Post-Covid-19 era change, an integrated training method (2-4) composed by experiential training, mentoring, coaching and participatory art has been realized by an Institutional, Coaching Services Italian Social Enterprise (IPACS).

The initial search was conducted on 71 professionals from public sector in Jan 2020 and the final search in October 2020. The 71 managers were focused on the following two goals: 1) accelerate the HCV eradication; 2) starting telemedicine on Covid 19 patients

Material and Methods

The population under the study it is made up of two interdisciplinary teams of public administration.

This search was performed by an

interdisciplinary team composed of assessors, mentors and coaches during 9 months for a total of 90 person-days using a combination of the following 5 steps:

Step 1-Initial Assessment

A "core competence" has been defined as "service design" composed by 5 related soft skills such as:

communication, result orientation, emotional intelligence, conflict management, networking.

An IPACS observational "test in" measured at the beginning of the course, the level of skills' expressions of each of the 71 professionals. The questionnaire was composed by 38 questions (n.12 open and 26 closed) and 5 videos, that described a stimulus situation. Each participant was free to tell how he would have acted if he had been in the place of the protagonist.

Step 2-Mentoring

All professionals received "hard competence" on using Telemedicine and new methods for HCV Virus eradication through "institutional experts" called mentors who transferred experiences and stimulated discussion, even through the use of social media.

Step 3- Team Coaching and individual Coaching

Each professional received five hours of individual coaching session as well as 3 session of team coaching lasting 4 hours each and 4 hours of reflecting team session in which all learnings achieved during the course were enhanced.

Step 4. Final Assessment

All 71 professionals received the Ipacs observational "Test out" and videos aimed at assessing the level of different skills' expression at the end of course.

Each soft skill behavior was measured with appropriate indicators.

Results and Conclusion

Each professional chose only 2 competences

Table 1: Behavior indicators improved by 38% for each soft skill

Results Orientation	Managing Conflict
Puts their energies into play to achieve the set goals	Undertakes to understand the real reasons for the conflict
Identifies and defines the goal to be achieved even in new and unfamiliar texts	Undertakes to understand the real needs of the interlocutor
Builds and maintains relationship aimed at carrying out work activities	

Table 2: Behavior indicators improved by 30% for each soft skill

Emotional Intelligence	Communication
Understands the state of mind of his interlocutor	Reports deviations from the expected results
Demonstrates to recognize emotions	Passes information in its possession to allow others work

to focus on in individual coaching sessions and during the team sessions.

- Among 71 professionals, as first competence, the 65% of all participants chose to focus on communication and on result orientation (39% chose to focus on communication; 26% chose to focus on result orientation); as second competence, the 48% of all participants chose to focus on managing conflicts and emotional intelligence (27% managing conflicts; 21% emotional intelligence);

- Among 71 professionals the 19,4% of participants improved all the 5 skills and reached the threshold of Excellence (> 0,5 increment points from the beginning to the end of the “integrated” pathway);

- The 38% and the 30% of the improvements in each soft skills behavior indicator are summarized below (Tables 1 and 2).

The behavior indicators with the highest percentage of improvement have developed a new skill called “metacognition” which is the ability to observe oneself, to observe the impact of behaviors on the surrounding environment. This ability allowed the achievement of over 65% of specific planned activities related to the outcome of the two cases: Telemedicine and HCV eradication new model.

The Ipacs algorithm will be improved and scaled over a larger population through the platform called “empowerment”.

N. 71 middle managers in Italian public health institutions have increased their

capacity of communication and emotional intelligence by 30% and their capacity of result orientation and managing conflict by 38%. The 19,7 % of the whole population increased in all 5 soft skills including communication, result orientation, emotional intelligence, conflict management, networking. An integrated training with coaching and mentoring teaches professionals a new mindset: “how to think” instead of “what to think”. Thinking that is possible achieving system targets in a short period of time, working on both hard and soft skills linked and measured (4) together allow the system to accelerate the achievement of new challenging goals.

The integrated training method with coaching, mentoring, participative art can be very useful to promote change management, service design and community building in the Public Administration (2, 3, 5, 6).

Authors Contribution

FC is responsible of conceptualization and study design, experimentation and data acquisition; MC is responsible of conceptualization, statistical analysis and manuscript preparation

Conflict of Interests

The authors declare that there is no conflict of interests regarding the publication of this paper.

Ethical Considerations

The Authors obtained written informed

consent from each participant who were assured of confidentiality regarding the information provided

Authors Informations

Francesca Cioffi is Founder and CEO of Ipacs, Institutional and Public Coaching Services a social enterprise supporting Institutions. Manager with 28 years of experience in multinational companies with a solid knowledge of Strategy, Networking and policy questions. Professional Certified Coach (PCC) ICF Italy, team Leader of Scientific Committee of ICF Italy; Marina Cerbo is Head of Ipacs Scientific Committee, past Director of HTA Dept. in Agenas, manager of Public Policies within various Public Health Institutions in Italy.

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