



Government of Meghalaya
Health and Family Welfare Department



Reflection Journal for Coaches



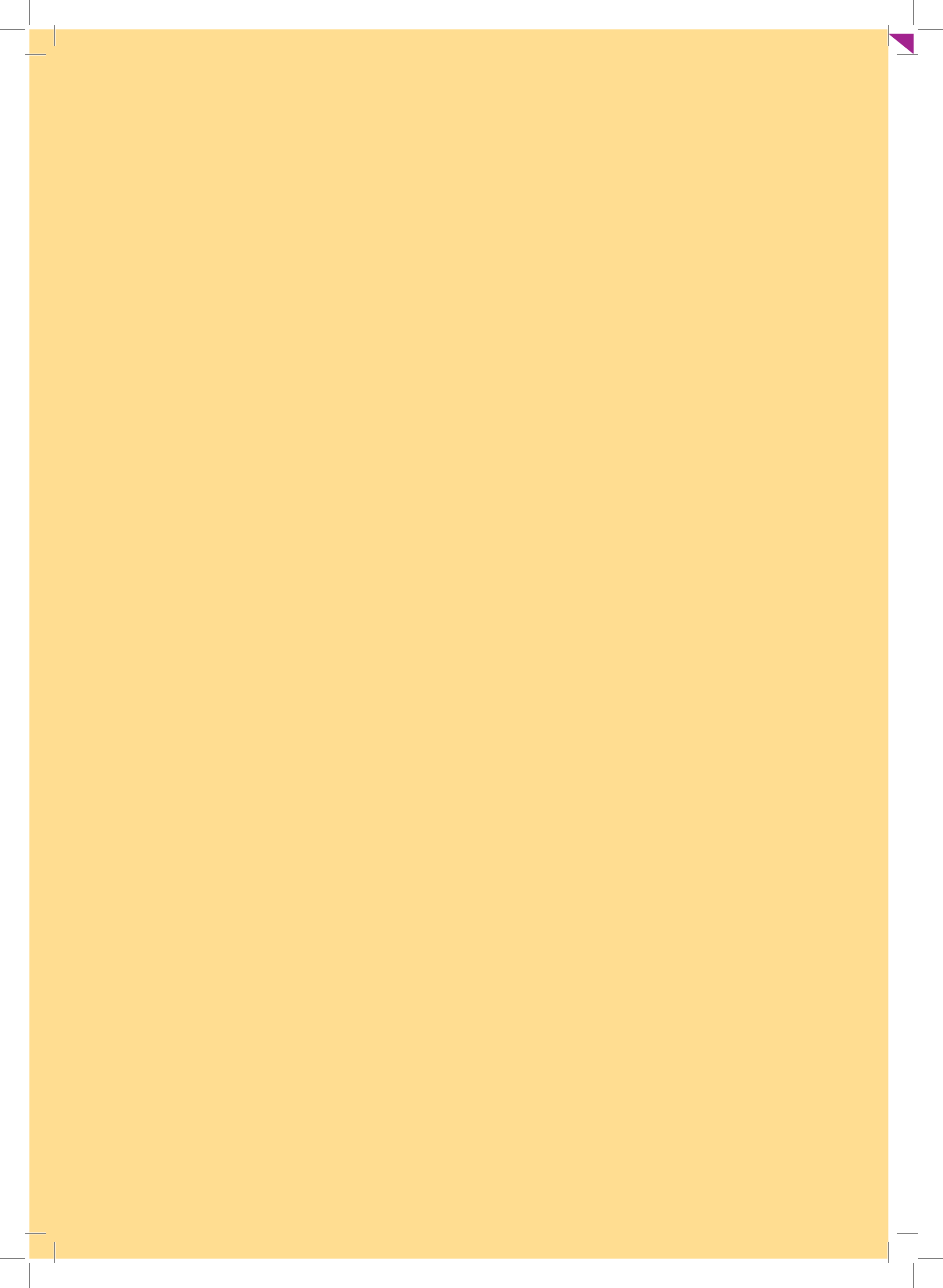
**INDIAN
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HEALTH**
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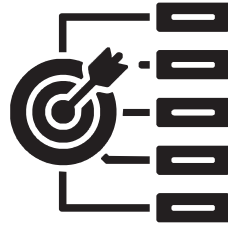
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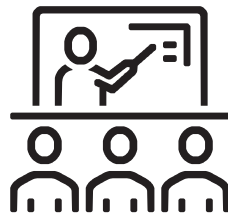
**India Primary Health Care
Support Initiative**





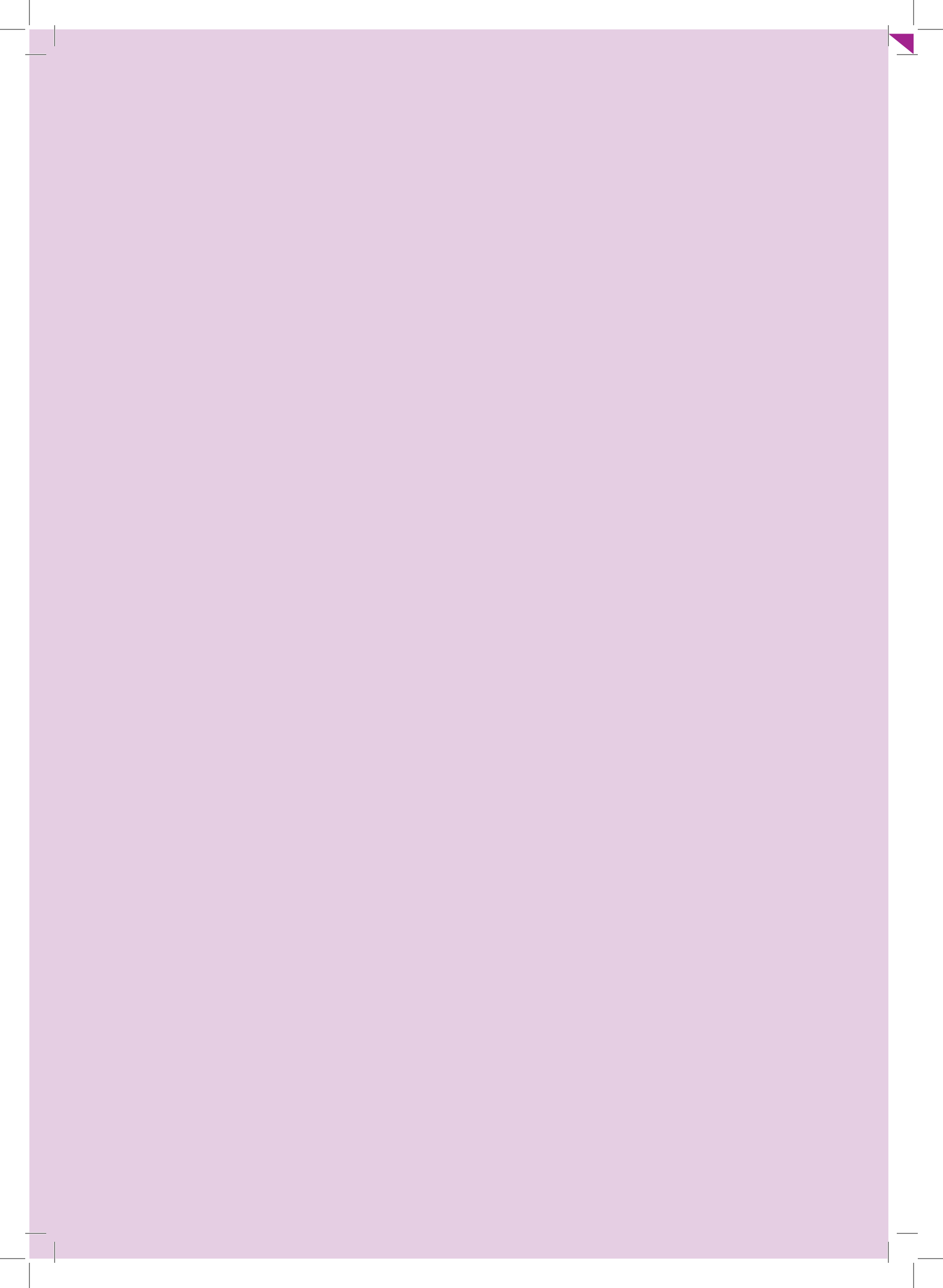
Objectives

1. To understand the HWC team including its structure, goals, knowledge and skills, environment and norms of working together.
2. To systematically identify key gaps that hinder the HWC team from working together effectively and that can be addressed by the coaches.
3. To track the effect of coaching on the HWC team over time.
4. To provide feedback to the IPSI team for strengthening the coaching intervention.



Instructions for Coaches

1. This reflection journal is a tool for you, the coach. It is meant to act as a guide to help you understand your HWC team better and think of different ways to support them in their work.
2. Complete the reflection journal after every touchpoint. Not all parts of the journal need to be/ can be updated every month.
3. Maintain one journal per coach per HWC team.
4. Each coach will maintain their own journal. Use the journal to meet with your fellow coach when planning for or reflecting on a touchpoint.



How to use the information in this reflection journal

By the coaches:

1. Read the observation points as listed at the beginning of each module
2. Based on your observations:
 - On the next page, as per the template provided, write your reflections on the strengths your team has (Section 1)
 - Under the "GAPS" section, circle all the options you consider as a gap within your HWC (Section 2)
 - Write down, how as a coach you can address these gaps (Section 3)
3. Discuss this during the post-touchpoint calls

By the district team

(During the post call, ask each coach pair to discuss their observations in a structured manner and make a note of the observations shared)

1. Strengths observed by the coach (this will be tailored to each module)
2. Gaps – Process and Organizational constraints
3. Discuss the following –
 - i. Ask the coaches on how they can resolve some of those gaps (by providing some additional hands-on training, providing monthly review data to the teams, sharing guidance on some resources they can access to fill infra/resource gaps);
 - ii. Open this to the group for peer-to-peer learning/ information exchange
4. Identify gaps that cannot be addressed by the coaches for further discussion and action.

Module 1: Understanding Teams

Module objectives:

1. Communicate the objectives and structure of the coaching programme to the HWC team.
2. Explore the team's understanding of their purpose
3. To examine the range of activities, both individual and interdependent, that HWC team members undertake

Observe the team using the points below:

1. Who does the HWC consider part of their team?
2. Team Dynamics:
 - a. Who is naturally leading? Anyone uninterested or disruptive?
3. Purpose: Do members share a common understanding of the team's purpose, or does it vary by cadre?
4. Roles & Responsibilities: Do members have a clear, understanding of their own and each other's roles?
5. What challenges does the team face in achieving their targets/tasks? (resources, systems, motivation, performance, feedback, support from superiors)

Based on your observations, fill in the sections provided on the next page.

1. Write the team's strengths
2. Circle the gaps from the given list (process and organisational)
3. For each gap, write how it can be addressed

Module 1: Understanding teams

Section 1: Team's strengths

Section 2: Gaps

Process	Organizational constraints
Circle any gaps from the following list: 1. Understanding of "team" 2. Planning and division of work within the team 3. Knowledge and skills 4. Motivation 5. Common understanding of individual's and other's roles	Circle any gaps from the following list: 1. Resources 2. Equipment 3. Motivation, 4. Staff 5. Support from supervisors, 6. Infrastructure

Section 3: Write down how you can address each gap

Module 2: Understanding Teamwork

Module objectives:

1. Understand the ways through which the HWC team plans their work
2. Understand types of challenges the team faces and the existing supportive context within which the team functions.

Observe the team using the points below:

1. Planning: How does the team plan its activities? Who is involved?
2. Data: How does the team use data and review its performance to improve its work?
3. Does the team meet as a group to discuss strategies to handle challenges in accomplishing targets or tasks? Do all of them meet or only a few of them??
4. Does the team feel guided, recognised, and motivated in its work?

Based on your observations, fill in the sections provided on the next page.

1. Write the team's strengths
2. Circle the gaps from the given list (process and organisational)
3. For each gap, write how it can be addressed

Module 2: Understanding teamwork

Section 1: Team's strengths

Section 2: Gaps

Process	Organizational constraints
Circle any gaps from the following list: 1. Team's capacity to meet and plan its activities. 2. Who is involved in the planning 3. Use of data to review and improve performance 4. The way team strategizes to handle challenges in their work	Circle any gaps from the following list: 1. Guidance to the team 2. Motivation 3. Equipment (tools, devices, connectivity) 4. Staff 5. Infrastructure 6. Systems that enable or constraint team planning

Section 3: Write down how you can address each gap

Module 3: Shared Responsibility

Module objectives:

1. Recognise individual work responsibilities within the team
2. Identify strategies and solutions for how each team member can support the team in their work

Observe the team using the points below:

1. Do team members have a shared understanding of who is part of their team, has this changed since module 1?
2. Do members recognise and acknowledge the activities they perform together?
3. Do members have clarity on each other's roles and responsibilities?
4. Are there any issues (personal or non-personal) that prevent the team from working well together?
5. In what ways can team members better work together to achieve targets/tasks?

Based on your observations, fill in the sections provided on the next page.

1. Write the team's strengths
2. Circle the gaps from the given list (process and organisational)
3. For each gap, write how it can be addressed

Module 3: Shared Responsibility

Section 1: Team's strengths

Section 2: Gaps

Process	Organizational constraints
Circle any gaps from the following list: 1. Shared understanding of who is a part of their teams 2. Team works well together on shared tasks 3. Clarity in one's own and each other's' roles and responsibilities 4. The ability of the team to work well together (personal/ non-personal reasons) 5. Knowledge and skill to work well as a team	Circle any gaps from the following list: 1. Resources available to the team to do their work well (enough team members) 2. Infrastructure 3. Others

Section 3: Write down how you can address each gap

Module 4: Team Collaboration

Module objectives:

1. Recognize and appreciate the value of working as a team
2. Identify ways to effectively collaborate as a team

Observe the team using the points below:

1. How can the team members collaborate better together?
2. Do the team members have a good mix of skills and knowledge to perform their activities or achieve targets well?
3. Any gaps observed in the team that can act as a constraint in their collaboration (Strategy and process to work together):
 - a. Skills and knowledge to collaborate
 - b. Equipment
 - c. Resources
 - d. Clarity in individual roles and responsibilities in interdependent tasks

Based on your observations, fill in the sections provided on the next page.

1. Write the team's strengths
2. Circle the gaps from the given list (process and organisational)
3. For each gap, write how it can be addressed

Module 4: Team Collaboration

Section 1: Team's strengths

Section 2: Gaps

Process	Organizational constraints
Circle any gaps from the following list: 1. Team's collaboration strategies and processes (Goal setting, regular team meetings, sharing information, seeking support, communication strategies) 2. Skills and knowledge to perform their activities 3. Skills and Knowledge to collaborate	Circle any gaps from the following list: 1. Structural barriers to collaboration (working separately instead of as a team, gaps in communication, etc.) 2. Lack of motivation to share knowledge 3. Lack of adequate team strength 4. Incentives/ rewards

Section 3: Write down how you can address each gap

Module 5: Team Purpose

Module objectives:

Understand and reflect on the purpose of your team

Observe the team using the points below:

1. What is the team's understanding of their shared purpose.
2. Has this evolved or changed since Module 1?
3. What value does the team feel they create together?

Based on your observations, fill in the sections provided on the next page.

1. Write the team's strengths
2. Circle the gaps from the given list (process and organisational)
3. For each gap, write how it can be addressed

Module 5: Team Purpose

Section 1: Team's strengths	
Section 2: Gaps	
Process	Organizational constraints
Circle any gaps from the following list: 1. Common understanding of team's purpose within all the cadres 2. Team's knowledge to understand their purpose	List down any other gaps
Section 3: Write down how you can address each gap	

Module 6: Team Performance

Module objectives:

1. Understand team performance
2. Assess your own team's performance
3. Identify performance gaps

Observe the team using the points below:

1. Do you feel that this team is performing well in achieving its targets/ task performance?
2. How does the team assess its performance?
3. Where does the team feel it performs well, and what conditions or practices are enabling this?
4. Does the team receive adequate feedback from supervisors and others on its performance?
 - a. What type of feedback on performance will be most helpful for the team?
5. How frequently does the team use administrative or other data to assess its performance?
 - a. What types of indicators does the team use to understand its performance?
 - b. Does the team have the ability to understand data on performance indicators?
6. Are there any barriers faced by teams in accessing data on their performance?
 - a. Resource-related (network, device etc)
 - b. Knowledge and Skill
 - c. Any other

Based on your observations, fill in the sections provided on the next page.

1. Write the team's strengths
2. Circle the gaps from the given list (process and organisational)
3. For each gap, write how it can be addressed

Module 6: Team Performance

Section 1: Team's strengths

Section 2: Gaps

Process

Circle any gaps from the following list:

1. Team's ability to perform well in their tasks and targets
2. Team's ability to assess their performance
3. How often and how well does the team use their routine data
4. Skills and knowledge to access and use data to understand their performance

Organizational constraints

Circle any gaps from the following list:

1. Barriers to accessing performance data (network, device, apps and portals)
2. Feedback on performance from the PHC

Section 3: Write down how you can address each gap

Module 7: Team Planning

Module objectives:

1. Identify factors influencing team performance on key activities.
2. Learn tools for understanding underlying causes of performance challenges.

Observe the team using the points below:

1. How does the team go about trying to resolve issues or challenges related to completing tasks or achieving targets?
2. Does the team meet as a group to discuss strategies to handle challenges in accomplishing targets or tasks? Do all of them meet or only a few of them?
3. Has anything changed from your observations in Modules 2 and 3.
4. What kind of things (e.g. meeting frequently) can this team do to improve the way it resolves challenges in achieving target achievement?
5. Where did the team require support in the problem-solving process? E.g. identifying problems, identifying and categorizing root causes, prioritizing root causes to address etc.

Based on your observations, fill in the sections provided on the next page.

1. Write the team's strengths
2. Circle the gaps from the given list (process and organisational)
3. For each gap, write how it can be addressed

Module 7: Team Planning

Section 1: Team's strengths

Section 2: Gaps

Process	Organizational constraints
Circle any gaps from the following list: 1. The team's ability to identify the causes behind their challenges 2. The team's ability to find solutions for their challenges 3. The team's ability to meet and plan regularly to discuss strategies to handle challenges 4. The team's ability to meet and plan regularly to accomplish tasks/targets 5. All the cadres involved in the planning activity 6. Support required by the team – a. Identifying problems, b. Identifying & categorizing root causes c. Prioritizing root causes to address etc.	Circle any gaps from the following list: 1. Access to the team's own data for planning 2. Resources required to plan a. platform to indent medicine b. Indenting supplies c. Any other

Section 3: Write down how you can address each gap

Module 8: Communication and Wrap-up

Objectives

1. Understand the importance of and skills for effective communication within teams
2. Recap previous modules

Based on this module and their experience coaching the teams through modules 1-7, coaches are to write their overall observations on –

What has been a big positive change in this team since Module 1?

What change has been more difficult to bring, why?

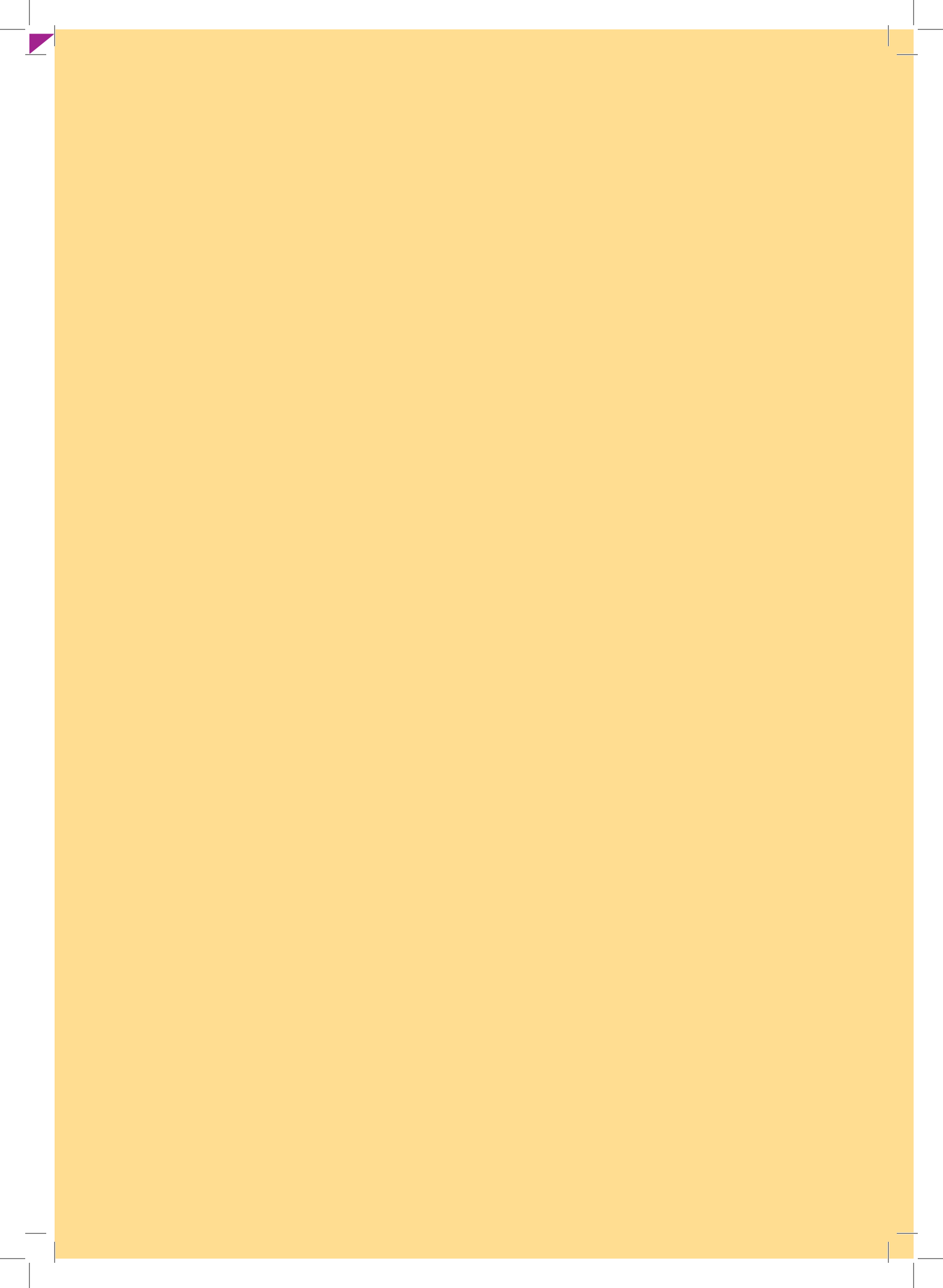


Going ahead, what is that one area of support the team needs the most to perform their work well?

**What are some systemic issues that remain unresolved?
(example: Infrastructure, vacant posts, availability of resources,
Support from the block/district)**



Notes





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