



Intrinsic Coach®

# Interview

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- Anna Garrett, PharmD, BCPS,  
Mission Hospital, Asheville, NC

## Anna Garrett



Anna Garrett, PharmD, BCPS, IC® is currently in pharmacy leadership at Mission Hospital in Asheville, NC where Anna is the Manager of Outpatient Clinical Pharmacy Programs. Anna graduated from UNC School of Pharmacy in 1991 and 1997 and has practiced in a variety of areas including hospital, community, and industry settings. Anna believes all patients can be successful managing their illnesses and loves seeing “the light bulb come on” when they realize this. She also loves traveling, cooking, and exploring the mountains of Western NC. Anna lives in Asheville, NC with her husband, Dan, and best-ever dog, Max.

## Emily Hanka



Emily Hanka, MA, IC® was introduced to the Intrinsic Coaching® methodology in 2006 when she was working part time at a coffee shop and Christina Marshall, founder of Totally Coached, Inc. and Intrinsic Coaching® came in for coffee. Emily is the Liaison for New Intrinsic Coach® Professionals & Advanced Certifications at Totally Coached, Inc. Working toward an advanced certification in Intrinsic Coaching®, Emily also has an MA in Psychology with an emphasis on Management Consulting and Organizational Leadership. Emily has experience in leadership, organizational development, and health promotion. Emily wants as many people as possible, as soon as possible, to have the goodness and results of learning Intrinsic Coaching® for themselves. Residing in Minneapolis, MN, Emily lives with her a spouse, and a dog and cat, and also spends time in Scottsdale, AZ at the Totally Coached, Inc. headquarters. Emily also loves hiking, live music, and yoga.

**Q** Anna, do you want to start by telling us a little about yourself and your journey toward becoming an Intrinsic Coach®?

**A** Sure. I've been working at Mission Hospital in Asheville, NC since June, 2008. I manage our Medication Assistance Program, Pharmacotherapy clinics and our disease management program. Before then, I worked at Cornerstone Health Care with a group of 150 physicians. At Cornerstone, I was asked to start clinical pharmacy services for them to provide clinical and education services for a number of disease states including diabetes. They had a huge practice and were at the point where they recognized they really couldn't spend as much time as needed with their patients with chronic diseases so they decided to hire a pharmacist to help them out. We started with a Coumadin clinic and quickly expanded into diabetes and management of high cholesterol.

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to value the information the way we did. The message that was communicated was they would be successful at managing their illness if they would just do what we told them. What we didn't take into account was what the person wanted. I see that so clearly, now that I've learned the Intrinsic Coaching® methodology, but then, it was just a vague sense something was missing.

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At Mission Hospital, I work in management with responsibility for overseeing the disease management programs. The way they work is our employees and our clients' employees - our clients being the companies we work with around town - who have chronic disease states come to us and they are assigned a care manager who provides educational information and so on.

We had a fairly significant group of patients who weren't meeting their goals. The expectation was that our care managers would act as coaches however it's clear now that there is so much more to coaching than we knew at first. Once you learn it, Intrinsic Coaching® is actually easier, simpler, and better, but it's hard to imagine how that can be until you actually learn it for yourself.

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When I got to Mission Hospital in 2008, we had just started a health coaching program. There were two people running the program, both of whom were Intrinsic Coach® practitioners. I was intrigued by the process they were using because I had responsibilities to these people as well, so I spent time talking to them about the program and how they were trained.

During this time, I also kept running into people in town who were Intrinsic Coach® professionals - it seems like they are everywhere in Asheville - and then I decided to learn the Intrinsic Coaching® methodology myself. I completed the first certification Series and am currently enrolled to take advanced training.

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Being mostly in management, I don't have much direct patient care, but I intentionally keep three coaching clients. I do that so I can have the direct and personal experience of utilizing what I've learned in direct care situations.

I mainly use my Intrinsic Coaching® skills in management interactions with the nineteen employees I supervise. I was able to use what I learned in Intrinsic Coaching® during performance evaluations this year. So, instead of being one-sided, our evaluations really became performance conversations.

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As an Intrinsic Coach®, I can help people use information in a way that engages their own best thinking and their own best answers. Instead of expecting information to

be the thinking, information is just a part of something much more important and valuable. I really like that.

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What also impresses me about using the Intrinsic Coaching® methodology is it guides my own thinking about my own productive choices as a coach. As a result, when I'm coaching, we usually come to important answers in a very short period of time. I would definitely say that Intrinsic Coaching® saves a lot of time and work for everyone.

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Even though you're the coach, the coachee is doing all the work. It takes away a lot of the stress of feeling like you have to guide someone to go in a particular direction because the person being coached is productively doing that for themselves in a way you come to realize you never could have created for them.

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**Q** You mentioned your sense of something being missing when you worked in clinical pharmacy services - something that stuck with you. Can you say a little more about that?

**A** I didn't recognize what that missing piece was until I took the Intrinsic Coach® Development Series. It is so important to include the person in their own goal setting! It seems so obvious but we weren't taught that skill in pharmacy school. Maybe it's because it seems like there's no need for training in goal setting - that goal setting should be obvious. But what most people think of when they think of goals, especially in a clinical setting, are actually strategies. This is a big lesson of Intrinsic Coaching® and it just might be that you have to learn it to really understand what that missing piece is and how to put it in. I know I'm not the only Intrinsic Coach® who feels this way.

In pharmacy school, we were trained to provide patients with the evidence-based guidelines and tell them what they should and shouldn't be doing. We never learned

to do a real assessment of what the patients want for themselves. Sometimes, what health care professionals want doesn't line up with what the patient wants. In that situation, it becomes clear that you are sort of wasting your time unless your patient buys into the program you are setting up for them.

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The challenge is working with what's important to the patient and that's where using the Intrinsic Coaching® methodology makes the big difference. Without Intrinsic Coaching® skills, it's easy to feel like you're going off track. With Intrinsic Coaching® skills, you feel like you know how to be productive even though the conversation isn't going where you thought it would go. And, you also know when a conversation that makes sense from all outward signs isn't really productive and you know what to do then, too.

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For example, I am thinking of a patient who has a number of medical problems, including being in a wheelchair due to uncontrolled diabetes. She told me her doctor wanted her to "get straightened out," which now says to me that her doctor is thinking with only two dimensions of thinking and is not using the third – the intrinsic dimension. Since one of this patient's greatest pleasures was eating ice cream, we worked together with eating ice cream as an important part of her life. To a clinician, ice cream is ice cream and it means everything that is on the mind of the clinician working with someone with diabetes. But to the patient, ice cream is more than what is merely apparent to the clinician.

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As a clinician, we will get better results when we include that "more." Working with more than what is merely apparent is one of the truly beautiful and life changing aspects of Intrinsic Coaching®. It gives you and your coachees so much more of the truly important information to work with, in your life and in theirs.

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It's that ability to value someone else's thinking, what they see and want, and know that there are things that you don't and can't see that are important and that, because they are important, they need to be a part of the process, and then to know how to include these things in an efficient and productive conversation that was the piece that was missing. Before I learned the Intrinsic Coaching® methodology, I probably couldn't even have put what was missing into words, but then I learned it and saw what was missing and how important it is.

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Q

With your new vantage point, what would you say to someone who says, "We are patient-centered," when you can see they are missing that very important part you just described?

A

After you learn the Intrinsic Coaching® methodology, "patient-centered" takes on a completely new and different meaning. I now know that being patient-centered is much more than the caring and desire to be helpful that we in healthcare tend to naturally have.

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If I had to say something, I would ask how they involve the patient. I would ask what that involvement looks like specifically. I would ask what kind of questions they ask to bring forth what is important to the patient. I would also know that these questions I just asked fall short of creating awareness of what patient-centeredness really is. The real question is how did your own thinking change when you became patient-centered. That's really where it is.

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Q

Can you talk to pharmacists a little more about what you learned and how learning the Intrinsic Coaching® methodology can be useful to them?

A

Learning Intrinsic Coaching® is very useful to pharmacists, both as professionals and also for their personal lives. Pharmacists will find it valuable in their dealings with patients and the value crosses over to so many of the different practice sites. The way pharmacy is changing makes the need for these skills even more imperative.

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It's obvious how the Intrinsic Coaching® methodology could be used in an ambulatory care setting when you have that face-to-face time and can sit down with the patient and not be interrupted. When Medicare Part D came about, it brought with it lots of opportunities for medication therapy management and those opportunities will continue to grow.

I would anticipate with health care reform, medication therapy management opportunities will continue to expand and the opportunities will cross into the community pharmacy practice sites - just think of your local pharmacy, for example.

What I think is so valuable about Intrinsic Coaching® is it can produce benefits quickly, in a way I think most pharmacists wouldn't imagine possible. It's important because one of the challenges with community pharmacists is they don't have a lot of time to sit down with someone - their conversations often have to be limited to just a few minutes.

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With the skills of an Intrinsic Coach®, a pharmacist can have a necessary conversation that is valuable and productive and short. The skills are also very useful when someone is upset or irate; without the skills, too often the things we do to keep a situation from escalating only makes things worse, even though we're trying to make things better. Intrinsic Coaching® changes that.

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This ability to have a productive conversation in a very short amount of time in most circumstances makes Intrinsic Coaching® a valuable tool across a number of practice settings.

I also see the value with people in management to be able to use Intrinsic Coaching® with the employees they supervise. It's even better when the employees you supervise also have this same ability. Then, we all have a much better ability to bring our own best thinking and engage it with each other, too.

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A lot of pharmacists are now getting involved in disease management as well, so that is another place where these skills are useful. Productivity can increase dramatically! If you can have a good fifteen minute conversation with someone instead of a visit that takes an hour, then you are able to see more patients, be more productive, and, thereby, increase your reimbursement possibilities.

Q

What are you seeing for pharmacists in terms of pharmacy leadership?

A

My skills as an Intrinsic Coach® certainly increased my abilities to develop our people. For example, prior to performance evaluations, I told everyone I would ask them what they are wanting for themselves that is important to them. I told them this in advance so they had a chance to think about it. Their answers gave me a better chance to understand what it is they see for themselves in their career and maybe in their life, too. It gives me a better understanding of what's valuable to them. These are things I want to know and I want them to be clear about in their own thinking because I want to make sure, as we go through our development process, that I am helping them find opportunities to address what they want to learn, what they are seeing for themselves, and where they see themselves going down the road. I want to make sure they have the opportunities to grow in a way that is personally important to them.

Q

What do your skills as an Intrinsic Coach® bring you as a leader and to the organization?

A

It brings me happy people, which is good!

We're always on the lookout to develop our people. With the conversations I am now having, I can help formulate a plan of how people can move through the different areas according to what their interests are. The last thing I want to do is put somebody in a position that they are going to be very unhappy in because it is not something they are interested in or it's not a goal that they have for themselves.

Q

What are the benefits you're seeing in your personal life that resulted from learning Intrinsic Coaching®?

A

I have become a lot clearer about what it is I want for myself. One of the things I want for myself in the future is to have a coaching business. I truly believe in this methodology and am excited about using it to help other people.

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This process has really helped me get "out of my head". I'm one of these people who has a committee in my brain, and they meet a lot! It can be exhausting. In Intrinsic Coaching®, we call it an "E and S loop." It's when you go round and round and don't get very far for all the thinking you're putting into a decision. So I'm less afraid now of making a decision and going with it. It may not be a perfect decision, but I'm willing to start and take action even if it is imperfect. I've gotten a lot more momentum this year, I think, by having done this process.

Q

Intrinsic Coaching® takes some time to learn and then we find out how truly simple and easy it is. Could you have ever imagined something so simple in its essence could be so profound?

A

It took me until around week five of the twelve weeks of the Intrinsic Coach® Development Series before I started to get it. At first, I felt like it was so strange – it felt so unfamiliar – and it was through observing and doing the live coaching sessions that, all of a sudden, it started to click and to make sense. A number of people I have talked to

here at Mission have all said the same thing. I guess it really is evidence of us all learning something completely new that is counterintuitive at first and seems like it's not going to work.

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I would encourage anyone who chooses to learn the Intrinsic Coaching® methodology to be prepared to give it a few weeks before things start to make sense. The sessions do build on each other but it takes a little while to get the hang of what's going on. But once you see it, for example, through the live coaching we do in each session, it really is powerful.

I would tell anyone who chooses to learn Intrinsic Coaching® to not expect it to be like other things you've learned. Expect to learn something completely new and different. In week three you might feel like you are getting it, then week four comes along and you're like "wait, I still don't understand it." Then, around week five or week six, it starts to come together. That's a neat feeling, too. I understand that it can take all the way to week eleven to see this thing that we didn't see before. What's important is that you keep a mind open to learning because everything does come together. Then, you might even wonder why you didn't know it all along - a lot of people say that.

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Q

With everything you know now, what are you are wanting for your people and other pharmacists?

A

What I really want is for us to have patients who have success reaching their goals, whatever they may be. That has been one of the frustrations with our care managers. They just don't feel they are getting anywhere with some of the people they see. I am inviting them to learn Intrinsic Coaching® so that they can overcome some of this frustration and

really help people get where they want to be and be happier and healthier and be more present at work.

I also want this for them to be able to apply in their personal lives however that may be appropriate for them. One of the participants in my Series, a dentist, said that one of his biggest victories came from using Intrinsic Coaching® in his personal life. I think his wife is an Intrinsic Coach®, too.

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**Q** From what you've seen so far, and having invited your care managers to learn Intrinsic Coaching®, what are the benefits you're anticipating for your department?

**A** One of the things that will probably happen is that I think we'll be able to communicate with each other on a better level. I believe that we'll have more efficient meetings and it will help us set aside personal agendas when issues come up when we can, as a group, ask ourselves what we are

wanting and focus on whatever comes out of that instead of focusing on our own personal agendas.

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Our VP is very open to having this concept spread, so our next goal is to get her enrolled in a Series and hopefully spread Intrinsic Coaching® in a more organization-wide fashion. We have a change in leadership right now; we just named an interim CEO for the next six to eight months while we search for a permanent replacement, so it is a time of major transition here. My boss is very impressed with the interim CEO and says this is an excellent time to move forward to try to spread the Intrinsic Coaching® methodology to more of the department leadership. In the next year or so, I'd like to see Intrinsic Coaching® move beyond patient care into more of being part of our organization's culture.

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Just recently, when we encouraged people to take the Intrinsic Coach® Development Series, I expected two or three and we very quickly got eight. I was really surprised by that. In the next year or so we may actually move to requiring this training for our care managers.

To be honest with you by this time next year, we may have most everybody trained anyway because Intrinsic Coaching® has also been growing on its own here. Our organization picks up the cost. In the case of our care managers, they are getting a nice chunk of continuing education hours and the department is paying for it, so that is usually a magic combination for participants.

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**Q** What was the most surprising thing for you about learning Intrinsic Coaching®?

**A** The most surprising thing for me about learning Intrinsic Coaching® was the value of silence. The silence has been something I've always been uncomfortable with and therefore tried to fill with all sorts of information. What I learned was that being quiet and letting people think was where all the important work was going on and I'm now very, very comfortable with that and I'm careful not to fill that silence.

The most surprising thing for me about learning Intrinsic Coaching® was the value of silence.

**Q** Did we touch on hospital pharmacists enough for you?

**A** We are starting a program here where hospital pharmacists are going to be much more involved with patient education at discharge so I can see how Intrinsic Coaching® techniques could be valuable in that setting because you're not going to have a lot of time to spend with somebody. Those people are also going to be followed up with by the ambulatory care pharmacists, who are going to have more time to talk to the patients. I have some questions about how that will work on the hospital side but there are other hospitals that are bringing the Intrinsic Coaching® methodology across the organization so we're in good company.

Of course, not all hospital pharmacies are set up the same way. A lot of them have people who are decentralized and do more patient care than we do here. I can see that as we get more into doing discharge teaching that the Intrinsic Coaching® methodology will be very valuable for that. Learning Intrinsic Coaching® is actually helpful even when you don't have that many chances to interact with patients because you interact with other employees and you always benefit from being able to think better about your own thinking and your choices.

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**Q** So you're seeing that learning the Intrinsic Coaching® methodology helps hospital pharmacists and any hospital employee with their own thinking and with their ability to bring their best thinking to work.

**A** Absolutely! Because people can really get into turf wars over things and lose sight of what is best for the patient. If someone could stop and ask the question, "What are we wanting?" and everyone else understood the value of that question for themselves, it would prevent a lot of the little battles that go on between departments that are mostly territorial kinds of things. It's really amazing how engaging best thinking automatically makes people patient-centered.

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I truly believe that when people across our hospital learn the Intrinsic Coaching® methodology it will reduce quite a bit of the territorial concerns and fear of loss of control. The Intrinsic Coaching® model - the I>E>S hierarchy - would give people a way to think together, across departmental lines, that would be helpful in making better decisions for patient care. Our interim CEO is focused on our hospital being very patient centered - in actions, in policy and in everything else. For that, I think people learning the Intrinsic Coaching® methodology will be key.

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- Anna Garrett, PharmD, BCPS, Mission Hospital, Asheville, NC

# Who is Totally Coached, Inc. & What does learning Intrinsic Coaching® do?

Totally Coached, Inc., an Arizona based company founded in 1998, created the first coach training program specifically for health and wellness professionals and is annually featured by the Wellness Councils of America as setting the standard for coaching in health through the distribution of the Absolute Advantage Coaching Connection.

Led by industry pioneer and thought leader, Christina Marshall, Totally Coached, Inc. creates healthy lives and healthy organizations by training people from all walks of life, and from clerk to CEO in the Intrinsic Coaching® methodology.

By learning the Intrinsic Coaching® methodology, people are able to activate a powerful ambient capacity, a paradigm, explained by the simple hierarchy, I>E>S. In science, the most profound equations are recognized by their simplicity. Christina Marshall sometimes calls the paradigm of Intrinsic Coaching®, “Love, with instructions.”

Intrinsic Coaching® is proven, accepted, respected, and discernibly different. You can learn it to help others live a healthier life and you can learn it to make a better life for yourself, too. It’s almost certainly not like anything you’ve learned before and you can only learn it at Totally Coached, Inc.

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If you want to do what Anna Garrett is doing for herself, her people, her organization, and her community, you can!

Contact 480-515-5220 or [totallycoached@totallycoached.com](mailto:totallycoached@totallycoached.com).

Make a better life.  
Live a better world.™