

Effective Communications for Safer Healthcare

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No Financial Conflicts of Interest to Disclose

What is your role in your organization?

1. Clinical Executive
2. Administration
3. Staff
4. Other

What is your most advanced degree?

1. BS Pharm
2. Pharm. D
3. Masters in business
4. Combination of the
above

What level of formal training in communications have you had?

1. No Formal training
2. Some training
3. Certification level of
training

Learning Objectives

- Identify actions that have been observed in interdisciplinary teams with effective communication skills.
- Define a Patient Safety Assertion Model.
- Describe four actions of the "Sender" to be effective in two-way communications.
- Discuss SBAR as a standardized communication tool.
- Discuss three forms of feedback for effective communications.

High Reliability Organizations

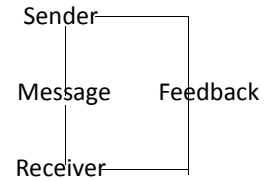
Optimization of People-Process- Technology

Individual and Organizational Behavior

- Competencies
- Individual Behavior and Team Dynamics
- Effective Communications and Conflict Resolution
- Assertiveness and Adaptability
- Leadership / Followership
- Safety-consciousness
- Professionalism and Situational Awareness



Simple Communication Model



Factors Important to Interpersonal Relationships

1. Perception
2. Trust
3. Information
4. Sender and Receiver Personality



Perceptions



Effective Team Communications

- Acknowledge communications and repeat, as necessary
- Use standard terminology when communicating information and request and provide clarification when needed
- Ensure statements are direct and unambiguous
- Inform the appropriate individuals when plans
- Pay attention to and use nonverbal communication appropriately



Read-back techniques



Barriers to Communication

- Task-preoccupation
- Anger or frustration
- Personal bias
- Team diversity
- Lack of confidence
- Organizational structure
- Tunnel vision
- Distractions and interruptions



Avoid Communication Errors

- A Sloppy signaler
- A my-way monster
- A discourteous dolt
- A public pest
- A cut-off culprit
- An anxious apologist
- A fuzzy frustrater
- A boorish blamer
- A gloomy grouch
- An inflexible itch



The Sender: Seek First to be Understood

- State one idea at a time and state ideas simply
- Explain and repeat if appropriate
- Encourage feedback
- Read between the lines.



The Message

- Use correct terminology
- Speak clearly
- Time the message to be sent when the receiver is able to listen
- Use appropriate vocal tone and volume.
- Be relevant to the receiver, not a distraction.



Receiver Responsibility

- Active Listening:
 - Focus attention on the message
 - Listen and look for the indirect message content
 - Keep an open mind and suspend judgment.
 - Verify what was heard.
 - Provide the sender feedback.

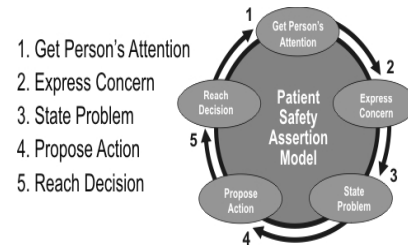


Receiver Responsibility

Feedback

- Acknowledgment
- Parroting (Read-back)
- Paraphrasing

Assertiveness: Patient Safety Assertion Model



• <http://www.saferhealthcare.com/cat-shc/assertion-speaking-up-for-patient-safety>

Assertiveness Rights

- The right to have and express your own ideas and feelings;
- The right to be listened to and taken seriously;
- The right to be treated with respect;
- The right to ask for information from others;
- The right to make mistakes.

Find Your Voice

- Speak Up
- Be Heard
- Get and Take Action

“Say Sumpthin”



Problem Mitigation and the Power of Disclosure

Effective improvement in communications requires the team to:

- Identify problems
- Recognize biases and other obstacles to problem definition
- Verify conclusions and assumptions
- Recognize sources of cues and their significance

Disclosure is the right and ethical thing to do

Organizational Cultures:

"Blame Free"- A Just Culture- Punitive Culture

The single greatest impediment to error prevention in the medical industry is "that we punish people for making mistakes."

Dr. Lucian Leape

*Professor, Harvard School of Public Health Testimony
Before Congress on
Health Care Quality Improvement*

A Just Culture

- Safety should be valued as a top priority, even at the expense of productivity
- An environment where actions are analyzed to ensure that individual accountability is established
- A commitment to safety must be articulated at all levels of the organization

Just Culture: Categories of Human Behavior

- Human Error
- At-Risk Behavior
- Reckless Behavior



- The Joint Commission Perspectives on Patient Safety, June 2010, Volume 10, Issue 6

How many of you have implemented the concepts of a "Just Culture"

1. Have not implemented the "Just Culture"
2. Have implemented the "Just Culture" concept

Case Study

Example: A nurse is going to administer a medication to a baby in the neonatal ICU. The ICU has an automated dispensing system. The automated dispensing system opens a drawer with four bins. As he has always done, he reached into the second bin where the vial of medication is, confirms the blue cap on the vial, grabs the medication and takes it to deliver the medication.

At no time in the process did the nurse actually confirm the medication label, instead relying on the medication's location in the dispensing system and color of the cap to confirm the correct medication. In this case, pharmacy had dispensed the wrong dose in the dispensing system.

In the Case Study, which of the following behaviors is evident?

1. Human error
2. At-risk behavior
3. Reckless behavior

Decision-Making Process for Effective Communications

- Recognize the problem or opportunity to improve communications.
- Analyze the situation.
- Consider your goals.
- Look for alternatives.
- Consider the consequences and select the best alternative.
- Act upon the decision and accept the responsibility.
- Evaluate the results.

What's Needed Next: A Culture of Candor

- Tell the truth and encourage people to speak the truth to "power".
- Reward contrarians.
- Practice having unpleasant conversations.
- Diversify your sources of information.
- Admit your mistakes.
- Set information free.

O'Toole J, Bennis, W. *What's Needed Next: A Culture of Candor*. HBR Articles | Jun 01, 2009

Conflict Resolution: The 7 Habits of Highly Effective People

"Seek First to Understand, then to be understood"

Foundational principles include:

- A willingness to acknowledge existence of conflict;
- Open communication;
- Dealing with conflict within an environment of mutual respect;
- Acceptance and tolerance of different perspectives through the process;

"Seek Win-Win Relationships"

- Develop a conflict management process with policies and procedures with input from the stakeholders; and
- Hold stakeholders accountable to use the conflict management process

Checklists for Improved Communications

Primary Communication Functions of Checklists:

- Planning
- Operations

SBAR as a Standardized Communication Tool

SBAR stands for:

- Situation
- Background
- Assessment
- Recommendation

Situational Awareness

- Being aware of broader events
- Team members sharing a common knowledge base.
- Anticipate the needs of other team members
- Adapt to task demands and changes effectively



Leadership

- Effective leaders recognize different behavioral styles and balance concern for people with concern for performance.
- Team Briefings
- Team De-briefings



How many of you work at organizations where team meetings (“huddles”, briefings and debriefings) occur at the unit-based level?

1. Do not have unit-based team meetings
2. The organization does have unit-based meetings

How many of you work at organizations that have unit-based team meetings daily?

1. Do not have unit-based team meetings daily
2. Do have unit-based team meetings daily

How many of you work at organizations that have unit-based team meetings per shift?

1. Have meetings only on one shift
2. Have team meetings on two shifts
3. Have team meetings on all shifts

How many of you work at organizations that have Leadership Safety Rounds?

1. Do not have Leadership Safety Rounds
2. Do have Leadership Safety Rounds

How many have implemented a standardized communication tool, such as SBAR?

1. Have implemented such a tool
2. Have not implemented such a tool

Stress and Fatigue



How many of you have some stress or fatigue each day?

1. Yes, daily;
2. Occasionally
3. Never

How many of you have something that you worry about each day?

1. Yes, daily;
2. Occasionally;
3. What, me worry?
Never

Multi-disciplinary Collaboration

Cooperate to set goals	Compete to reach them
Cooperate even when you disagree	Compete to compliment each other
Cooperate to be courteous	Compete to perfect courtesy
Cooperate to take responsibility	Compete to give each other a hand
Cooperate to give information	Compete to find out what you need to know to help the team

Common Sense Tips for working with Others

- Ask a close colleague if you overuse certain words
- Learn the names of colleagues
- Learn to write “thank-you” notes
- Smile
- Don’t “bad-mouth” anyone
- Make yourself comfortable to be around
- Be Nice and polite

**Be nice to others because
Time WILL make a
difference!**





**One day you will no longer be
the big dog...
Just the old dog...**



Effective Communications for Safer Healthcare Post-Test

1. When analyzing the root causes of patient harm, errors in clinical settings, and general dysfunction in hospitals and care settings, a breakdown in which of the following is the leading cause of problems and bad outcomes.
 - A. Coordination
 - B. Rewards and recognition
 - C. Communications
 - D. Raises
2. High Reliability Organizations demonstrate the ability to optimize which of the following?
 - A. People, Programs and Technology
 - B. People, Process and Technology
 - C. Performance, Process and Technical skills
 - D. Performance, Patient outcomes and Total quality
3. Factors important to interpersonal relationships identified during the presentation include which one of the following?
 - A. Perceptions
 - B. Integrity
 - C. Candid
 - D. Crucial conversations
4. Teams that are effective in communications acknowledge communications and ensure that their statements are unambiguous. In addition, they also do which of the following?
 - A. Speak loud enough to be heard but not intrusively.
 - B. Pay attention to and use non-verbal communications appropriately.
 - C. Do not argue in public.
 - D. Ensure that the leader is always informed.

5. To be successful as a “Sender” in the Communication Model, one message at a time is delivered, simply, with feedback being encouraged. An additional action of the Sender to be effective includes which of the following?
 - A. The Sender will explain the message and repeat it, if necessary.
 - B. The Sender will always deliver the message face to face.
 - C. The Sender will speak to one person at a time.
 - D. The Sender will adjust the tone of voice consistent with the environment
6. To ensure effective communications, the Receiver’s responsibilities include which of the following?
 - A. Acknowledgement, paraphrasing and read-back
 - B. Read-back, good body language, and sharing the message with others
 - C. Be attentive, speak after the sender has finished and do not gossip
 - D. Be polite, honest, truthful and helpful.
7. The Patient Safety Assertiveness Model includes five steps beginning with getting the person’s attention, expressing concern, stating the problem and which of the following represented the remaining two steps in the model?
 - A. Seeking funding and implementing an action plan
 - B. Seeking executive approval and developing the implementation plan
 - C. Proposing an action and coming to a decision
 - D. Developing an action plan and building team response
8. A “Just Culture” places behaviors in categories related to errors that include which of the following?
 - A. Bad behavior, Deliberate, and Blame free
 - B. Blame free, At-Fault, and Mistakes
 - C. Human behavior, At-risk, and Reckless
 - D. Human, Technology, and Organizational
9. Checklist usage in communications has two primary purposes. These are:
 - A. Checking up on others behaviors and documentation
 - B. Ensuring people follow procedures and performance reviews
 - C. Performance reviews and rewards and recognition
 - D. Planning and Operations

10. SBAR is a standardized communication tool and the acronym stands for?
 - A. Situation, Behavior, Answers, and Reasons
 - B. Situation, Background, Assessment and Recommendations
 - C. Standards, Background, Answers and Reasons
 - D. Sub-ordinates, Behaviors, Appropriateness, and Reasonableness
11. The presentation discussed important team meetings that should be held at least daily and were defined as which of the following?
 - A. Team Briefings and De-briefings
 - B. Team “get-to-gether” and recesses
 - C. Team Formal and Informal Meetings
 - D. Team Assignments and Follow-up
12. When your body reacts to a physical, mental or emotional stimulus, it can cause conditions that interfere with your health or normal functioning. These “red Flags” for an organization are?
 - A. Boredom and Depression
 - B. Stealing and Borrowing
 - C. Stress and Fatigue
 - D. Dishonesty and Loyalty
13. Effective communications will require collaboration which may include which of the following concepts?
 - A. Cooperate and Compete
 - B. Coordination and Cooperation
 - C. Coagulate and Coordinate
 - D. Complexity and Completeness
14. Some common sense tips for working with individuals and teams include learning the names of people and writing “thank –you” notes and may also include which of the following?
 - A. Ask a colleague if you overuse certain words that may be irritating
 - B. Staying to yourself to avoid offending others
 - C. Laugh a lot even in difficult times
 - D. Seek counseling

15. Barriers to effective communications may include which of the following?
- A. Cubicles, noise, bosses and music
 - B. Quiet signs, other people talking, customer interruptions
 - C. Grouchy people, foreigners, red-necks and old people
 - D. Task-pre-occupation, distractions and interruptions, and team diversity