Communication Skills for Successful Health Care Team Relationships

Presented by the

Western Region Public Health Training Center, California State Office of Rural Health and Southwest Telehealth Resource Center

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Approved Continuing Education Credits

- 1.0 CNE contact hours

- 1.0 CECH for CHES

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Learning Objectives

Upon completion of this presentation, the participants will be able to:

- Recognize and understand the importance of communication and relationship development in the development of, and ongoing work of a health care team.

- Identify communication strategies for participants to use to foster better communication within their own health care team.

- Understand the theory of group dynamics and how it applies to health care teams.

- Recognize the characteristics of an effective and an ineffective team and identify strategies to move a team from ineffective to effective.

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- **The planners and presenters have no relevant financial relationships to disclose.**

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- Attendance requirements
  - You must be present for the full duration of the activity
- Complete an online **NURSING** evaluation
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Webinar Tips & Notes

- Mute your phone &/or computer microphone

- Time is reserved at the end for Q&A

- Please fill out the post-webinar survey

- Webinar is being recorded

- Recordings will be posted on the SWTRC website (http://www.southwesttrc.org) and the WRPHTC website (https://www.wrphtc.arizona.edu)

Cathy Frey
Chief Executive Officer
Central Valley Health Network

Communications Skills for Successful Health Care Team Relationships

Overview

▶ Review and understand communication and group dynamic issues that can impact the working relationship within health care teams.

▶ Learning Objectives

▶ Recognize and understand the importance of communication and relationship development in the development of, and ongoing work of a health care team.

▶ Identify communication strategies for participants to use to foster better communication within their own health care team.

▶ Understand the theory of group dynamics and how it applies to health care teams.

▶ Recognize the characteristics of an effective and an ineffective team and identify strategies to move a team from ineffective to effective.
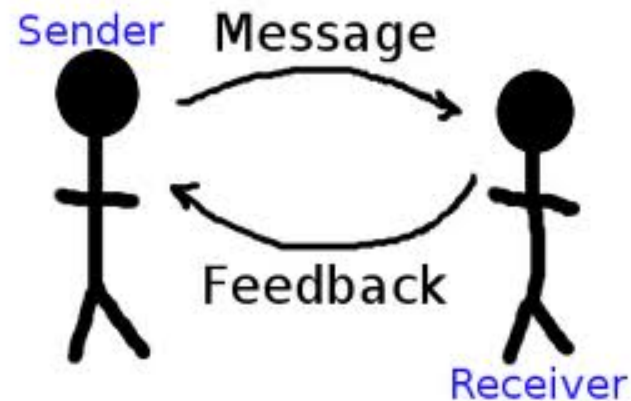
Communication – What is it really??

Definition of COMMUNICATION

1 : an act or instance of transmitting the *communication* of disease

2a : information communicated : information transmitted or <u>conveyed</u> *b* : a verbal or written message

3a : a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior

Communication and Relationships

- Communication: Without it you travel alone. John C. Maxwell

- To be an effective communicator:
  - Simplify your message – it's not *what* you say; it is how you say it. Keep the message simple. Remember your tone of voice.
  - Show the truth – believe in what you say and live what you say
    - "walk the walk and talk the talk"
  - Seek a response – an information dump is not communicating .
  - See the person - what are your trying to communicate and what are they hearing you say. What needs to be accomplished.

Windows into our Reality - How we process information

The 5 senses - We collect pictures, sounds, tastes and smells that connect us to our world, and we use these senses to input, store and process information. Each person has and uses a preferred system to input information, store information and process the information they receive. These systems fall into general categories: visual, auditory kinesthetic.

Someone who is auditory is more rhythmic and does things in patterns. They're usually good at repeating things back to you and say things like, "We worked together in harmony," which is an auditory phrase.   Auditory learners do best by listening and rely on hearing and speaking to process information. Unless the information is heard, it isn't likely that an auditory learner will retain the information.

A person who thinks visually processes information quickly, uses descriptive language frequently, and performs a lot of hand gestures. They'll usually use phrases like, "It appears we have a sketchy situation." Someone who learns visually is usually good at reading maps, and can easily understand something by just reading it. Often, they believe that "seeing is believing".

Kinesthetic people are much slower to process information, they take their time speaking and respond better to touch and physical rewards. Someone who is kinesthetic might say something like, "I have a problem weighing on me heavily," indicating that they physically feel their problem. Kinesthetic learners prefer to be "moving and doing" and are frequently called "do-ers" because they respond best to being active when learning.

Windows into our Reality: How we understand ourselves

Emotional Intelligence: Understanding and working with other people's emotions while understanding and managing your own emotional responses.

- "Using emotional intelligence means you recognize personal strengths and weaknesses, see the links between feelings and behaviors; manage impulsive feelings and distressing emotions; are attentive to emotional cues; show sensitivity and respect for others; challenge bias and intolerance; collaborate and share; communicate openly; and can handle conflict, difficult people, and tense situations. **A person's emotional intelligence is sometimes referred to as their emotional intelligence quotient.**"

Enhancing our emotional intelligence (EQ) through personal development

- "The best way to improve your EQ is to improve the quality of feedback you receive about yourself and your relationships."

Johari Window

- Understanding our own personal strengths and weaknesses
- Developed by Joseph Luft and Harry Ingham for Westinghouse
- Two key ideas behind the tool:
  - That you can build trust with others by disclosing information about yourself.
 - That, with the help of feedback from others, you can learn about yourself and come to terms with personal issues.

	Known to self	Unknown to self
Known to others	**OPEN SELF** Known to both self and others	**BLIND SELF** Unnoticed by self, but known to others
Unknown to others	**HIDDEN SELF** Known to self, but not to others	**UNKNOWN SELF** Unknown to both self and others

Busting Urban Myths – Johari Window

Communication and Relationships

- Six Circle Model - Margaret Wheately, modified by Tim Dalmau and Richard Knowles

- Originally designed as a model for demonstrating aspects of organization change process

- The model can also be applied to communication and relationships within a team structure

The Six Circle Model

The Six Circle Model
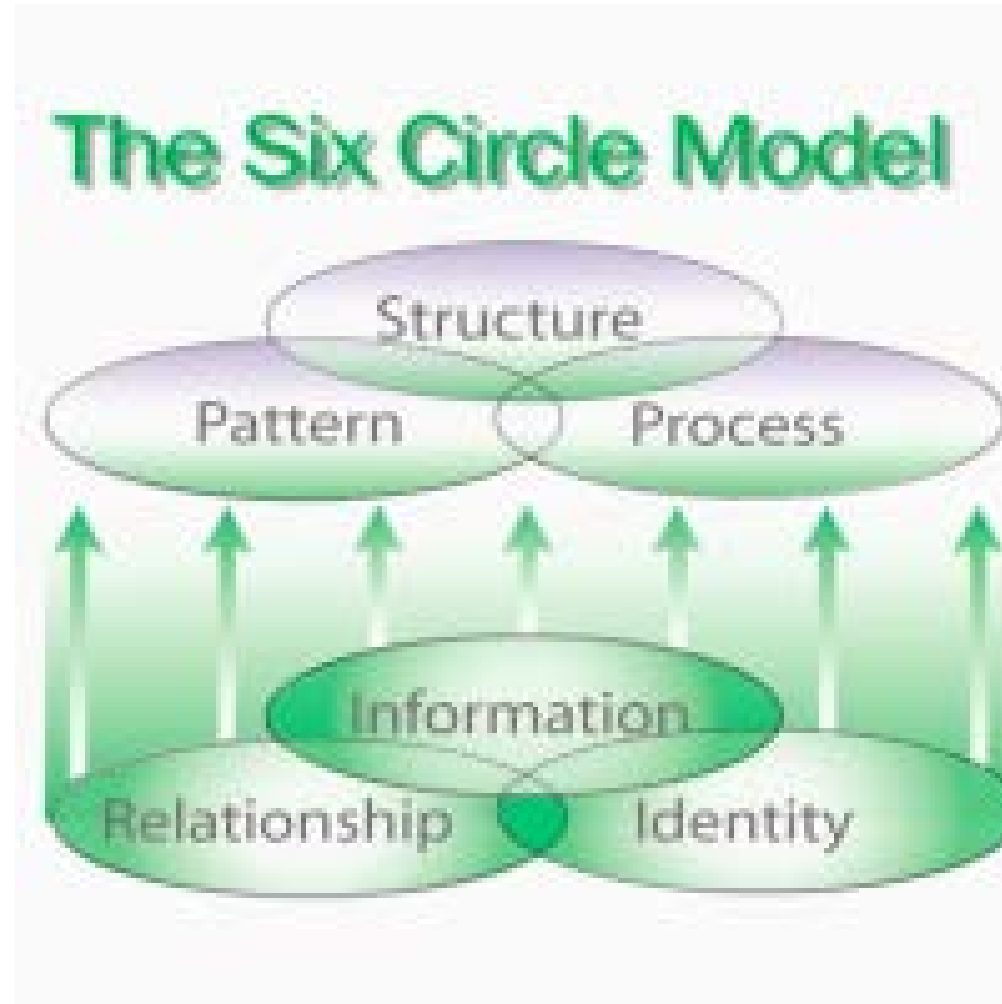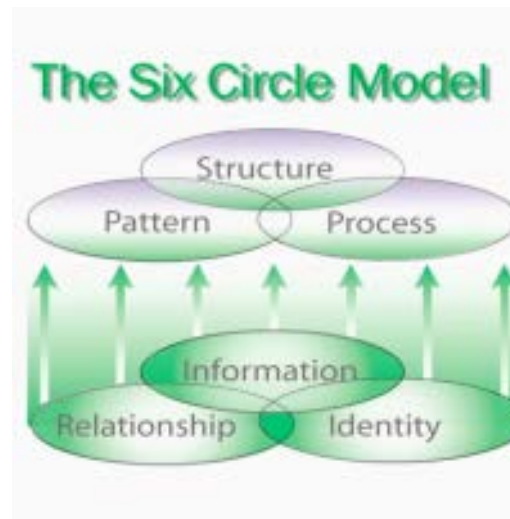
Top 3 areas Above the Green Line

▶ Structure, Process (operations) and Patterns (strategy). Structure describes the ways in which a system organizes itself to conduct business. Process describe the business operations. Pattern describes key strategies to accomplish its mission and goals.

Three Areas Below the Green Line

▶ **Information** reflects the nature of how information is shared, how it is utilized in decision-making and how transparent the critical information is to all stakeholders in the system.

▶ **Relationships** has to do with how a team or organization values its people – their emotional, physical and spiritual well-being; the level of connectivity among people across the system; the value place upon collaboration and high functioning teams; and the level of connectivity of and the type of relationship between key teams. It is not just the traditional understanding about a focus on people getting along and liking each other.

▶ **Identity** refers to the level of shared purpose, meaning, passion, beliefs, values and principles of people in teams and the organization as a whole.

▶ All three areas are completely interconnected. In some ways **information is like the vital nutrients** for the living system, **relationships are the conduits to infuse nutrition** throughout the system and the **identity is concept or framework (mind) that organizes the system into a unique entity**. All three are essential to the well being of the whole.

Communication and Relationships: Group Dynamics

▶ **Stages of group development**

▶ Forming - In this stage, most team members are positive and polite; team members' roles and responsibilities aren't clear; can last for some time

▶ Storming - The team moves into the storming phase, where people start to push against the boundaries established in the forming stage. This is the stage where many teams fail. Some may question the worth of the team's goal, and they may resist taking on tasks

▶ Norming - This is when people start to resolve their differences, appreciate colleagues' strengths, and respect your authority as a leader.

▶ Performing - The team reaches the performing stage, when hard work leads, without friction, to the achievement of the team's goal.

▶ Adjourning – Project teams exist for only a fixed period, and even permanent teams may be disbanded through organizational restructuring.

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Stages of Team Development
(Bruce Tuckman)

Forming

Storming

Norming

Performing

Adjourning
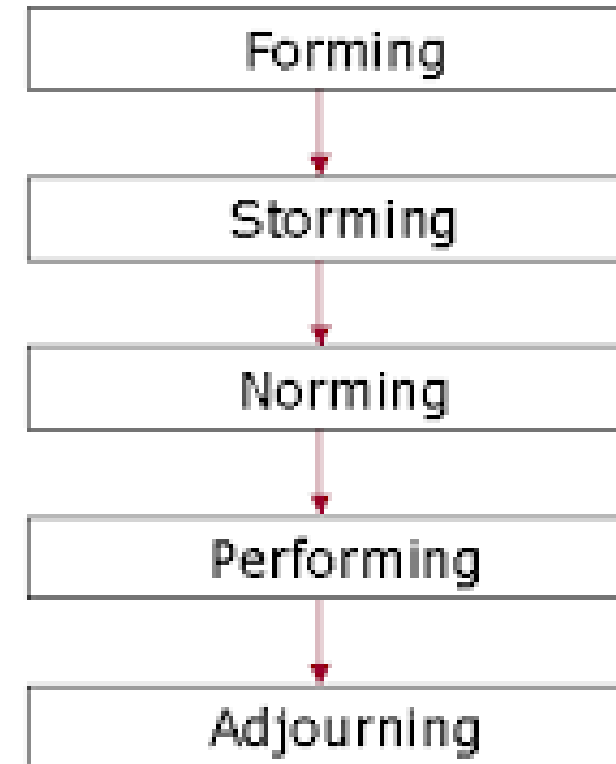
Forming
Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.

Storming
Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.

Norming
People feel part of the team and realize that they can achieve work if they accept other viewpoints.

Performing
The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.

Adjourning
The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.

Group Dynamics

- Teams that are not working effectively together will display the characteristics listed below.

  - Lack of communication among team members
  - No clear roles and responsibilities for team members
  - Team members "throw work over the wall" to other team members, with lack of concern for timelines or work quality
  - Team members work alone, rarely sharing information and offering assistance
  - Team members blame others for what goes wrong, no one accepts responsibility
  - Team members do not support others on the team
  - Team members are frequently absent thereby causing slippage in the timeline and additional work for their team members

Group Dynamics

- There are various indicators of whether a team is working effectively together as a group. The characteristics of effective, successful teams include:

  - Clear communication among all members

  - Regular brainstorming session with all members participating

  - Consensus among team members

  - Problem solving done by the group

  - Commitment to the project and the other team members

  - Regular team meetings are effective and inclusive

  - Timely hand off from team members to others to ensure the project keeps moving in the right direction

  - Positive, supportive working relationships among all team members

THE FIVE STAGES OF TEAM DEVELOPMENT: A CASE STUDY

~ By Gina Abudi

Thank you
QUESTIONS?????

Contact Information

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Continuing Nursing Education Information

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