Quality Improvement: Communication and Facilitation

- Team communication concepts
- Facilitation techniques to overcome challenges
Team Communication

Communication

The process by which information is exchanged between individuals, departments, or organizations.
Communication Within the QI Team

- Invite questions and dialogue
- Meetings should not just be about reporting out
- Send materials in advance to prepare for meetings and discussions

Achieving a Shared Mental Model

The perception of, understanding of, or knowledge about a situation or process that is shared among team members through communication.
How Shared Mental Models Help Teams

• Keeps the team on the same page
• Synchronizes work
• Articulates the goal
• Enables better prediction and anticipation

Standards of Effective Communication

• Complete
  – Communicate all relevant information
• Clear
  – Convey information that is plainly understood
• Brief
  – Communicate the information in a concise manner
• Timely
  – Offer and request information in an appropriate timeframe
• Authentic
  – Validate information
Communication Techniques

- Situation, Background, Assessment, Recommendation (SBAR)
- Elevator speech
- Right message, right audience
- Check-back

SBAR

- A framework to effectively communicate information
- Include the following:
  - **Situation** - What is going on?
  - **Background** - What is background or context?
  - **Assessment** - What do I think the problem is?
  - **Recommendation** - What would I recommend?
Elevator Speech

We are focusing on [INSERT]. It is important that we improve [INSERT] because, [INSERT] will improve the health of our community. We need you to support our efforts by [INSERT].

Right Message, Right Audience

- Tailored for your audience
- Externally focused - make it about them
- Avoid jargon
- Support with key information
Check-back

Sender initiates message

Closed Loop Communication

Sender verifies message was received

Receiver accepts message and provides feedback

Communication Plan

- Regular communication with all stakeholders
- Engages stakeholders during all phases of the project
- Sets expectations
- Creates buy-in and support

Components of a Communication Plan

<table>
<thead>
<tr>
<th>Key Message</th>
<th>To Whom</th>
<th>From Whom</th>
<th>Medium</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;message to be delivered&gt;</td>
<td>&lt;to whom message is to be delivered&gt;</td>
<td>&lt;from whom message is to be delivered&gt;</td>
<td>&lt;how message will be delivered&gt;</td>
<td>&lt;when message will be delivered&gt;</td>
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</table>
Sample Communication Plan

Facilitation Challenges and Solutions
Communication Challenges

- Distractions
- Physical proximity
- Personalities
- Workload
- Varying communication styles
- Language barriers
- Conflict
- Lack of information verification

Conflict Resolution

Common approaches often used to manage conflict may not result in the best outcome

- Compromise (both parties settle for less)
- Avoidance (issues are ignored or sidestepped)
- Accommodation (focus is on preserving relationships)
- Dominance (conflicts are managed through directives/ultimatums for change)
Conflict Resolution: DESC

A constructive approach for managing and resolving conflict

- **Describe** the specific situation
- **Express** your concerns about the action
- **Suggest** an alternative and seek agreement
- **Consequences** should be stated in terms of impact on established team goals

Seek solutions to keep the work moving forward.

Collaboration

- Achieves a mutually satisfying solution resulting in the best outcome
  - All win!
  - Includes commitment to a common mission
- Meets goals by working together rather than promoting individual agendas
Stratis Health is a nonprofit organization that leads collaboration and innovation in health care quality and safety, and serves as a trusted expert in facilitating improvement for people and communities.

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