Embedding Communication Skills into Human Resources Processes

ACE Academy-Session #4
July 9, 2015
Today’s Agenda

➤ Introduction- Susannah Brouwer, CCI

➤ Embedding Communication Skills into Human Resources Processes - Elizabeth Morrison

➤ Stories from the Field
  • Salud Para La Gente- Nick Sandoval
  • West County Health Services- Jeremie Robenolt

➤ Questions & Answers
Virtual learning series on techniques to build a culture of strong communication skills in healthcare organizations

<table>
<thead>
<tr>
<th>ACE Academy Curriculum (subject to change)</th>
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<td>Session</td>
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Embedding Communication Skills into Human Resources Processes

Elizabeth Morrison LCSW, MAC
WHY STRUCTURAL CHANGES?
Right Fit

Interpersonal Skills
HIRING PRINCIPLES

- Hire slow
- Hire collaboratively (skillfully)
- Hire within a standardized process
HIRE SLOW

Phone screen

Multiple Interviews

Real Job Preview

References
BARRIERS

- Time
- Belief Systems
- Lack of standard protocols
- Lack of skill
INTERVIEWING

Pay attention to all

Get them talking

Watch content and process

Multiple contacts
Tell me about a time you had a conflict with a co-worker

Tell me about a time you made a mistake

Tell me about a time a customer was mad at you

Tell me more…
TV REPAIRMAN needed. Flexible hours. Call for details.

SURGEON WANTED for a new health clinic opening in the area. No experience needed. Must have own tools. Call...

GOVERNMENT JOBS $12-18/hr. Full Benefits, Paid Training.
JOB DESCRIPTIONS

Communicates Culture

Draws the right candidates

Holds accountable
DEMONSTRATES AN OPENNESS TO RECEIVING FEEDBACK; PROACTIVELY ELICITS FEEDBACK
TRUE JOB DUTIES

Builds and maintains genuine, supportive relationships with co-workers
TRUE JOB DUTIES

Successfully elicits self motivation from team members using highly skilled communication and modeling.
TRUE JOB DUTIES

Communicates empathy successfully to patients through smiling, eye contact, warm tone of voice and body language, and other evidenced based communication techniques.
EVALUATIONS

Based on JD

Continual; not an ‘event’

Self eval; obtaining feedback
FURTHER READING

Who?

Geoff Smart and Randy Street
Stories from the Field

Salud Para La Gente
Nick Sandoval
Health Education Manager
Salud Para La Gente
A Network of Family Community Health Clinics
ACE Spotlight
Recruitment/Interview

- Candidates asked
- Example
- Findings
Front Desk Job Descriptions

- Communication guidelines
- Greets patients
Staff Evaluations

- Front desk staff
- Communication guidelines
- Greeting patients
Questions?

Nick Sandoval
Salud Para La Gente
nsandoval@splg.org
728-8250 ext. 3134
Creating Communication Excellence
Interview Process: Measuring communication skills

• Can you describe a positive customer service interaction?

• Tell me about a time when you had to assist a challenging and/or dissatisfied customer. What did you do to resolve the issue?
## CORE EXPECTATIONS
For all employees

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<td>1.</td>
<td>Supports and practices WCHC mission and values.</td>
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<td>2.</td>
<td>Is punctual for work shift and for meetings.</td>
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<td>3.</td>
<td>Attends staff meetings and in-service programs.</td>
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<td>4.</td>
<td>Submits vacation and time-off requests in a timely manner.</td>
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<td>5.</td>
<td>Follows WCHC policies and procedures including IT policies, confidentiality and HIPAA guidelines, meal and break periods.</td>
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<td>6.</td>
<td>Completes work in a timely manner, is accurate and thorough. Advises supervisor when there is a problem or delay.</td>
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<td>7.</td>
<td>Accepts constructive criticism without defensiveness.</td>
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<td>8.</td>
<td>Communicates in a manner that promotes cooperation, avoids antagonism, reduces or resolves conflict, and prevents undue patient and/or staff anxiety.</td>
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<td>9.</td>
<td>Has thorough job knowledge of eligibility programs, scheduling protocols and workflows</td>
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<td>10.</td>
<td>Telephone encounters and other documentation is clear, professional and informative</td>
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<td>11.</td>
<td>Demonstrates professional behavior at all times, is respectful of co-workers, patients, families and guests.</td>
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### Customer Service

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<td>Has completed all required C.A.R.E. Training</td>
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<td>2.</td>
<td>Demonstrates active listening skills when assisting patient with concerns and needs.</td>
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<td>3.</td>
<td>Makes a personal connection to the patient and/or the family: Includes choice of words, tone of voice, body language and eye contact.</td>
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<td>4.</td>
<td>Empowers patients by providing available options and resources to find solutions to specific needs.</td>
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<td>5.</td>
<td>Inspires patients to have confidence in their ability to contribute to their health and health care.</td>
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ACTION PLAN!!

MY 2015 CUSTOMER SERVICE ACTION PLAN

CARE TEAM REPRESENTATIVE:

GOAL: Which element of CARE am I working on? Connect/Appreciate/Respond/Empower

ACTION STEP: What is one step you can take toward mastering this skill?

SPECIFICS:
- What are you going to do?
- When are you going to do it?
- Where are you going to do it?
- How often will you do it?

BARRIER: Do you foresee any barrier that could get in the way of your action step?

- How will you overcome this barrier?

IMPORTANCE: On a scale of 0-10, how important is this action step to you?

  0  1  2  3  4  5  6  7  8  9  10

CONFIDENCE: On a scale of 0-10, how confident are you that you can take this step?

  0  1  2  3  4  5  6  7  8  9  10

Supervisor Comments:

Supervisor Signature:
Our process for change

• Leadership prioritizing resources
• Culture shift setting
  o Job expectations
  o Onboarding
  o Annual evaluations
• Collaboration with HR
• Specialized training focusing on team communication and CARE elements to optimize the way the teams communicate together and with patients
ACE Academy Resources

A space for resource sharing and idea exchange

www.advancingcommunication.com

Advancing Communication Excellence

ACE Academy

The ACE Academy is a virtual learning series on the essential components of building and sustaining a culture of communication excellence in a healthcare organization. The ACE Academy is intended to provide ongoing learning opportunities for ACE grantees, as well as other healthcare organizations that have implemented communication training programs in their organizations.

This ACE Academy website is a space for resource sharing and idea exchange. All of the ACE Academy webinar materials will be posted here, as well as additional resources to support your organization’s work on furthering patient-centered communication.

ACE Academy Curriculum