



# Embedding Communication Skills into Human Resources Processes

ACE Academy-Session #4  
July 9, 2015

# Today's Agenda

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- **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**

# ACE Academy

*Funded by Blue Shield of California Foundation*



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

ACE Academy Curriculum (subject to change)		
Session	Dates	Topic
1	Oct-14	Overview: patient-centered care starts with empathic communication
2	Dec-14	Tools to measure communication skills
3	Mar-15	Implementing and sustaining a communications skills program
4	Jul-15	<b>Incorporating communication skills into human resource processes</b>
5	Sep-15	Communication skills in non-healthcare industries

# Embedding Communication Skills into Human Resources Processes

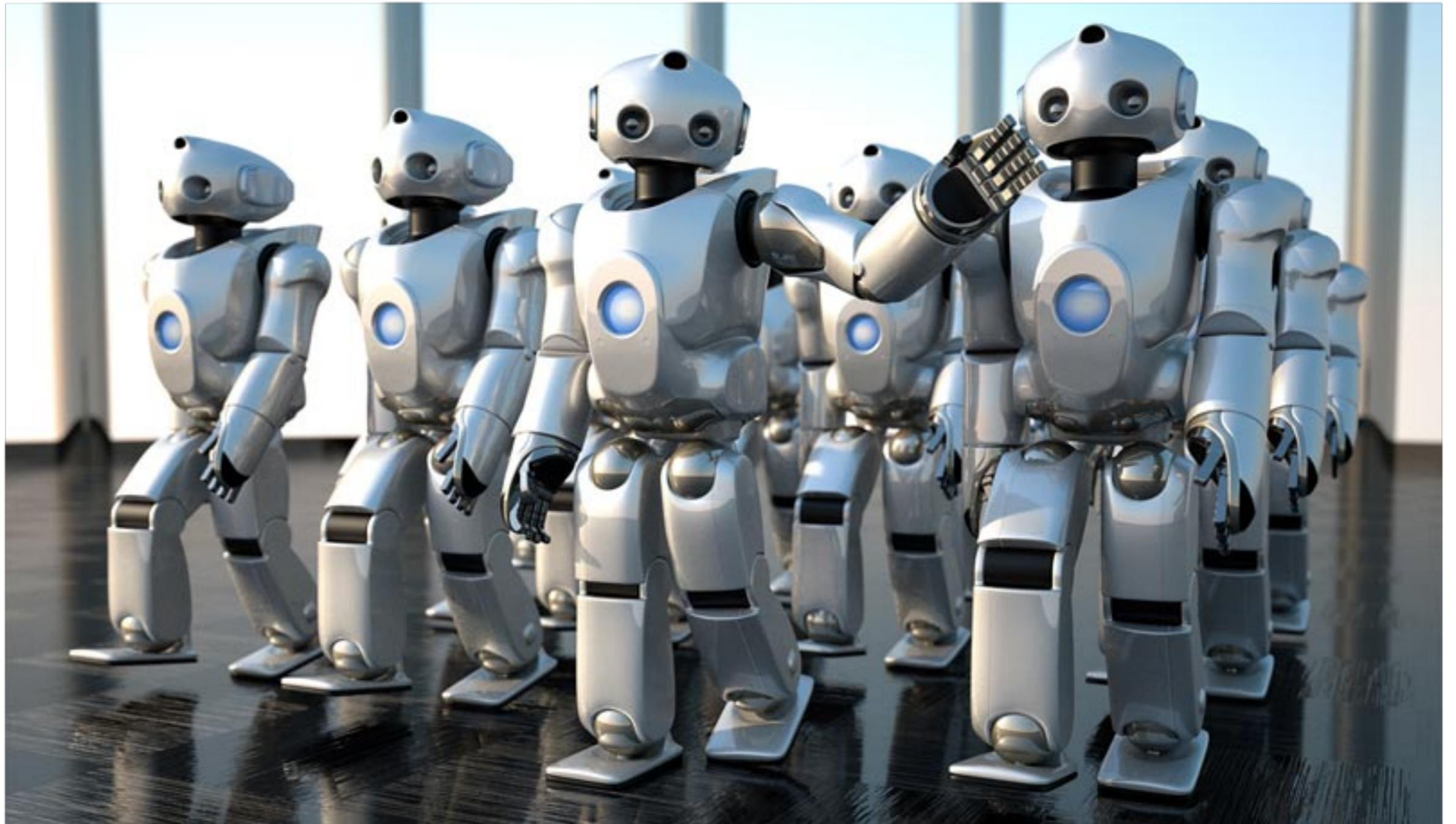
Elizabeth Morrison LCSW, MAC



# WHY STRUCTURAL CHANGES?



# HIRING





**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

# INTERVIEWING: BEHAVIOR BASED QUESTIONS

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...



# JOB DESCRIPTIONS

~~TV~~ **REPAIRMAN** needed.  
Flexible hours. Call for  
details. [REDACTED]

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

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**GOVERNMENT JOBS** \$12-8  
48/hr. Full Benefits, Paid  
t r a i n i n g



# JOB DESCRIPTIONS

Communicates Culture

Draws the right candidates

Holds accountable

# TRUE JOB DUTIES

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

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## 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](mailto:nsandoval@splg.org)

728-8250 ext. 3134

# Stories from the Field

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West County Health Centers

Jeremie Robenolt

Associate Director of Customer Service

# Creating Communication Excellence



West County  
Health Centers

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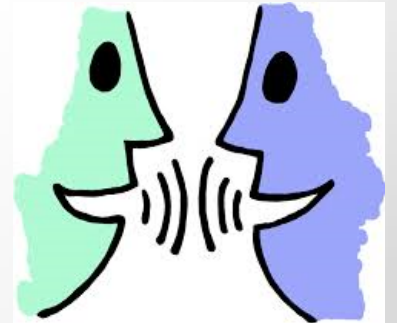
*Caring for our Communities*

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a california **health+** center

# 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

	Comments
1. Supports and practices WCHC mission and values.	
2. Is punctual for work shift and for meetings.	
3. Attends staff meetings and in-service programs.	
4. Submits vacation and time-off requests in a timely manner.	
5. Follows WCHC policies and procedures including IT policies, confidentiality and HIPAA guidelines, meal and break periods.	
6. Completes work in a timely manner, is accurate and thorough. Advises supervisor when there is a problem or delay.	
7. Accepts constructive criticism without defensiveness.	
8. Communicates in a manner that promotes cooperation, avoids antagonism, reduces or resolves conflict, and prevents undue patient and/or staff anxiety.	
9. Has thorough job knowledge of eligibility programs, scheduling protocols and workflows	
10. Telephone encounters and other documentation is clear, professional and informative	
11. Demonstrates professional behavior at all times, is respectful of co-workers, patients, families and guests.	
<b>Customer Service</b>	
1. Has completed all required C.A.R.E. Training	
2. Demonstrates active listening skills when assisting patient with concerns and needs.	
3. Makes a personal connection to the patient and/or the family: Includes choice of words, tone of voice, body language and eye contact.	
4. Empowers patients by providing available options and resources to find solutions to specific needs.	
5. Inspires patients to have confidence in their ability to contribute to their health and health care.	

# 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
    - Job expectations
    - Onboarding
    - 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
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- A scenic background image of a road at sunset. The sun is low on the horizon, casting a warm orange glow across the sky and the road. The sky is filled with scattered clouds, some of which are illuminated by the sunset. The road is a two-lane asphalt road with white dashed lines, stretching from the foreground into the distance. The overall mood is peaceful and hopeful.

# Questions & Answers

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# ACE Academy Resources



[www.advancingcommunication.com](http://www.advancingcommunication.com)

A space for  
resource  
sharing and  
idea  
exchange

## Advancing Communication Excellence

*A joint initiative of the Center for Care  
Innovations and Blue Shield of  
California Foundation*

[ACE Initiative Overview](#) [ACE Academy](#) [Grantee Resources](#)

### ACE Academy

The ACE Academy is 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.

Resources  
■ [HR Tools \(5\)](#)

[ACE Academy Curriculum](#)