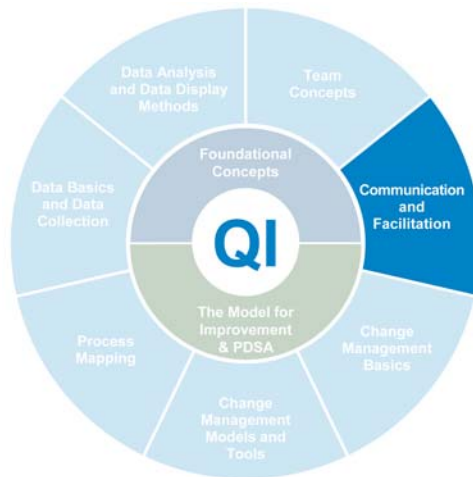


Quality Improvement: Communication and Facilitation



Topic



- Team communication concepts
- Facilitation techniques to overcome challenges



Team Communication



2

Communication

The process by which information is exchanged between individuals, departments, or organizations.



3

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



4

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.



5

How Shared Mental Models Help Teams



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



6

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



7

Communication Techniques



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



8

SBAR



- A framework to effectively communicate information
- Include the following:
 - S**ituation - What is going on?
 - B**ackground - What is background or context?
 - A**ssessment - What do I think the problem is?
 - R**ecommendation - What would I recommend?



9

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]*.



10

Right Message, Right Audience

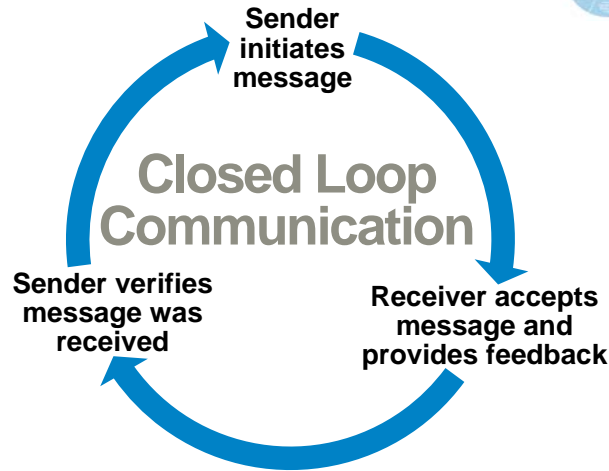


- Tailored for your audience
- Externally focused - make it about them
- Avoid jargon
- Support with key information



11

Check-back



Source: <https://www.ahrq.gov/teamsteps/instructor/fundamentals/module3/igcommunication.html#checkbackis>

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

Key Message	To Whom	From Whom	Medium	When
<message to be delivered>	<to whom message is to be delivered>	<from whom message is to be delivered>	<how message will be delivered>	<when message will be delivered>



Sample Communication Plan



QI Basics
QI Communication Plan

The QI Communication Plan provides a framework to organize and execute the types and methods of your communication both within your quality improvement (QI) team, as well as to external stakeholders and constituents.

Adapted from:

Introduction
Regular communication with all stakeholders, those having a direct interest in your project, helps reduce uncertainty when introducing change into your organization. A communication plan is designed to engage all stakeholders at the appropriate level of participation in identifying, planning, implementing and optimizing Quality Improvement and keeping them abreast of project activities. Creating a communication plan and following it throughout your QI team work, helps not only to keep stakeholders informed, but also sets expectations that stakeholders won't be caught off guard, which will increase needed buy-in and support for your QI efforts.

The communication plan ensures that the right message is delivered to the right stakeholders by the right staff, using the right medium, and at the right time. At one of your initial QI meetings, have your team think through what you'd would like and need to share about your project with your stakeholders and broader organization (and beyond your walls as needed - your patients, for example) and document your plan with this tool to be consistent and deliberate about communication and transparency for your project.

How to Use
This tool should be completed by the project leader/manager/coordinator with input and review by the project team. Add additional rows as necessary.

- Key Message:** Identify the specific information you'll need to communicate within your team and with external stakeholders.
- To Whom:** Identify the target audience(s) for the message.
- Medium:** Identify the method or combined methods you'll use to convey the message, such as meeting, email, public posting on a website, board, newsletter or other methods.
- From Whom:** Identify names of individual team member(s) responsible for sending the message or information.
- When:** Include information about the trigger event or frequency such as weekly, monthly, upon reaching specific project milestones, after completing a Plan-Do-Study-Act (PDSA) cycle, or inside events. If there is a planned date, enter that.
- Completed Date:** Record the date the communication actually occurred.

StratisHealth
StratisHealth | 852-854-3308 | www.stratishealth.org

QI Communication Plan

Key Message	To Whom	Medium	From Whom	When	Date Completed

StratisHealth | 852-854-3308 | www.stratishealth.org

QI Basics: QI Communication Plan



Facilitation Challenges and Solutions



Communication Challenges



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



16

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)



17

Conflict Resolution: DESC



A constructive approach for managing and resolving conflict

- **D**escribe the specific situation
- **E**xpress your concerns about the action
- **S**uggest an alternative and seek agreement
- **C**onsequences should be stated in terms of impact on established team goals

Seek solutions to keep the work moving forward.



18

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 promoting individual agendas



19

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.

This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$625,000 with 0% financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official view of, nor an endorsement, by HRSA, HHS or the U.S. Government. *(December 2018)*

