

IMPROVING COMMUNICATION

"Communication works for those who work at it."

--John Powell

Communication Planning for:

1. Information Sharing

Keep people "up-to-date" and "in-the-know"

2. Campaigning

Keep things "top-of-mind"

Other Forms of Communication:

- **Giving Feedback**

"I noticed . . ."

- **Rounding**

Purposeful dialogue

- **Communication Standards**

Hallway Hospitality, Managing Up, etc. (see Snapshot)

- **Training**

"Learn → Do"

Common Communication Problems

1. THE NOISE

“Splatter” - communicating each message in multiple channels

Chaos, noise, fatigue, and confusion in receivers – employees cannot trust where to consistently go for certain information

2. THE SILENCE

Omissions or Delays [Sender]

Intentional? Unintentional?

Missed or Delayed [Receiver]

Intentional? Unintentional?

Why strive to improve communication?

A more transparent work culture is seen as a key driver of engagement and trusting relationships.

- Being "in the know" and "up to date" can help everyone do their jobs better and easier - and put a stop to rumors and reduce stress related to misinformation.
- When employees know where to get information, they can be more active, versus passive, receivers of information.
- When leaders consistently follow a well devised communication plan, trusting relationships can flourish.

Creating a Plan for Communication

The proactive design of a known plan for systematic, transparent, and timely communication.

Often, the biggest opportunity to improve is in being specific and consistent (e.g., "every Friday by noon, the Friday 5 will be published on the portal").

- If it is daily, give it a specific time and delivery method.
- If it is weekly, give it a specific day and time and delivery method.
- If it is monthly, give it a specific day (first day of the month, last Monday of the month, etc.) and delivery method.

*The **plan** becomes the **promise**.
Deliver on the **promise** to build **trust**.
-Sue Tetzlaff*

Building a Communication Plan

Communication Elements – Who, What, When, and How

Example - Shift Huddle

Who (sender, receiver)

Example:

SENDER - Charge nurse for the shift

RECEIVER - Staff who are working the shift

What (content)

Example:

Opening Positivity

The Assignments for the Day

Key Communications (Type 1)

Standard of the Month

When (frequency, timing)

Example:

First 10 minutes of every shift (before bedside shift report)

How (method) - visual, virtual, verbal

Example:

Huddle in front of department's visual communication board

"It's time for employee communicators to start thinking like marketers, delivering the right information to the right employee at the right time through the right channel."

-- Shel Holtz

COMMUNICATION METHODS - EXAMPLES

EXAMPLE - Visual Communication Board



EXAMPLE - "Friday Five"-Type Communication

WEEKLY DEPARTMENT COMMUNICATION – THE BOWLING BRIEF

Huddle Roundup

- LDCT patients are being scheduled by providers and they do not meet the criteria.
- Echoes are taking an extremely long time to route to CARD.

System Changes

Process Changes/Issues

- There are new refrigerator and freezer temperature charts to document on. Darrin and Rondi, please transfer over what you had already documented this month.
- Both portables are now fixed. We are going to leave both portables in the department, so we can use the refurbished one more often. It is not good for it to stay always plugged in.

Other

- Yvonne is back!!!! 😊
- An offer has been given to Cassidy Wills (Ellis) for part-time. She has accepted and is currently going through the new hire process.

Thank you to everyone that covered open shifts! I greatly appreciate each and every one of you!!

MY NOTES:

EXAMPLE - Local-Level Communication Plan

Department Communication Plan

Continuous / Ongoing

- **Visual Communication Board** - updated a minimum of every other Monday (non-Payroll weeks); includes department goal metrics and action plans, standard of the week information, new employee corner, recognition corner, event announcements.
- **Emails** - all emails will have a clear subject line, including a response date for any time sensitive communications.

Every Day (or Every Shift)

- **Huddle** - Held in the huddle hall in front of the visual communication board, the shift huddle is facilitated by the charge nurse and attended by all staff for the oncoming shift, held the first 10 minutes of every shift (before bedside shift report) using the standardized huddle agenda.

Every Week

- **"Friday Five" Communication** - A short (less than 5 minutes) video created by the department director (or designee) and posted on the department portal by noon each Friday, providing five key communications regarding the past week and/or the upcoming week.

Monthly

- **Staff Meeting** - Held on the third Tuesday of each month at 7:15 a.m. and 7:15 p.m. These meetings will last 45 minutes and will be started via a huddle at the department's communication board. The agenda will be posted on the communication board one week in advance of the meeting and will include action planning for the department's annual goals and improvement projects.

** Access an editable copy of the Local-Level Communication Plan at the end of this topic*

PRO TIP – Incorporate into your customized Focus + Action Guide

EXAMPLE – Organization-Wide Communication

Organization-Wide Communication Plan Outline

Continuous

- Visual Communication Boards

Daily

- Daily Safety Briefing

Weekly

- "Friday Five" (CEO/Administration)

Monthly

- "Campaigns" to support the action plans of the teams (bring, and keep, solutions/learning "alive")
- "Walk-in-my-shoes"/"Day-in-the-life" (empathy-building, silo-busting)

Quarterly

- CEO-Employee Forums (collaborate with Employee Experience Team and Admin/CEO to set agenda)
- Word-of-Mouth Campaigns (best place to work, best place to receive care - Collaborate with Steering Team re: specific focuses)
- Team/Journey Updates (look back - what got done/achieved/results; and look forward - what's coming up next)

** Access an editable copy of the Organization-Wide Communication Plan at the end of this topic*

Activity:

Instructions: Working in small groups, create (or uplevel) your personalized plan for a "Friday Five"-type communication

Who (sender, receiver)

What (standard content)

When (frequency, timing)

How (method) - visual, virtual, verbal

GIVE IT A NAME: _____

GIVE IT A START DATE: _____

Call to Action

Create or update your communication plan.

QR CODES/LINKS FOR RESOURCES:



[eLearning Course: CapstoneEDU - Improving Communication](#)

Leaders in Partner Organizations – contact your Initiative Champion

Leaders in Non-Partner Organizations – access more information on course details and pricing via the QR Code/Link



[SAMPLE Local-Level Communication Plan \(source: Capstone Leadership Solutions\)](#)



[SAMPLE Organization-Wide Communication Plan \(source: Capstone Leadership Solutions\)](#)

Reflection/Notes:

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