Chapter 8

Communication Leadership

Communication

- Communication facilitates meaning
- Clear communication results in successful health care outcomes
- Nurse leaders must model effective communication

Definitions

- Interpersonal communication
- Interprofessional communication
- Intercultural communication
- Non-verbal communication
- Persuasion
- Negotiation
- Bargaining
- Verbal communication

Communication Theories and Models

- Affected by internal/external variables
- Takes place on multiple levels of complexity
- Is difficult to measure
- Lacks standardized instruments

Communication to Facilitate Change: Kotter

- Communicate the vision to employees
- Make structures compatible with the vision
- Provide the training employees need
- Align information and personnel systems
- Confront supervisors who undercut needed change

Intrapersonal and Interpersonal Communication

- Maslow's pyramid
  - Response, reaction and behavior is based on our needs being met
- Basic needs will not be met without communication
- Communication problems can be source of conflict
- Positive communication facilitates job satisfaction

Tools for Improved Communication

- TeamSTEPPS
- CUS model
- DESC script
- Crucial conversations

Evidence-Based Practice and Communication

- *EBP Nursing Leadership Scale*
- *EBP Work Environment Scale*
- Motivational interviewing

Transformational Leadership and Communication Style

- Five Practices of Exemplary Leadership model
  - ➢ Model the Way
  - ➢ Inspire a shared vision
  - ➢ Challenge the process
  - ➢ Enable others to act
  - ➢ Encourage the heart

Organizational Culture and Climate

- Facilitative professional governance models
- Appreciation, trust and respect are valuable
- Nurse leaders set the tone and expectations

Communication in Patient and Family Engaged Care

- Improve patient's' care and experiences
- Active partnership with patients and families
- Joint Commission
  - Identify oral and written communication needs
  - Communicate with patient during care, treatment, and services

Leadership and Management Implications

- Effective Leadership
  - ➤ Influencing outcomes
  - ➤ Influencing direction
  - ➤ Influencing decisions
  - ➤ Influencing atmosphere
  - ➤ Influencing people

Promoting Healthy, Inclusive Work Environments

- Promote effective communication and collaboration

- Positive interdisciplinary relationships

- Zero tolerance for bullying and hostile environment

Nonviolent Communication

- Making an observation
- Expressing a feeling
- Expressing a need
- Making a request without demanding

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TeamSTEPPS

- Team **S**trategies and **T**ools to **E**nhance **P**erformance and **P**atient **S**afety

- Five principles of TeamSTEPPS

  - Team structure

  - Leadership

  - Situation monitoring

  - Mutual support

  - Communication

SBAR

- Situation

- Background

- Assessment

- Recommendation

HUDDLE

- **H**ealth care
- **U**tilizing
- **D**eliberate
- **D**iscussion
- **L**inking
- **E**vents

Current Issues and Trends

- Teaching Communication
- Patient Privacy
- Communication in Emergencies
- Written Communication
- Electronic Communication and Social Media

Question #1

Which of the following statements regarding communication is not true?

A. Communication is an essential skill for leaders.
B. Effective communication can motivate and engage others.
C. Poor communication affects care coordination.
D. Communication is easy to measure.

Question #2

Which statement is true regarding Kotter's model of change?

A. It is a theory that involves nurse-to-nurse communication.

B. It centers on conflict management.

C. Patients are barriers to transformational processes.

D. The vision of change should be communicated to employees.