

# Communication skills for healthcare leaders

## GIVING FEEDBACK

### PREPARE (Prepare with intention)

#### YOURSELF



How do I feel? Plan & practice

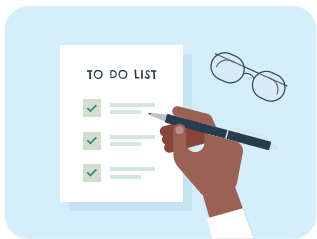
#### ENVIRONMENT

Quiet, private space



#### INFORMATION

Gather information and read



#### CONSIDER

What is their perspective?

### INITIATE (Getting off to a good start)

#### GREETINGS

Hello



#### NON-VERBAL SKILLS

Facial expression, body posture, vocal tone, time



#### EMPATHY

I see... it sounds like...

#### CLEAR, SHARED AGENDA

Could we talk about that for a few minutes?

(thoughts, feelings, expectations)

### PROVIDE INFORMATION (Working together)

#### USE A STRUCTURE

#### Situation-Behavior-Impact (SBI)

Joe, at Monday's team meeting

#### Behaviour

You ensured that the meeting started on-time and that everyone had the correct information in advance

#### Impact

We were able to make informed decisions. Thanks for your hard work.

#### DESC

#### Describe

When you start shouting, I want to end the conversation immediately

#### Express concerns

I feel attacked & upset

#### Suggest

I need you to... Is that something we could work on?

### GATHER INFORMATION (What is important to the person?)

#### LISTEN

Eye contact, leaning, nodding, facing the person...



#### QUESTIONS

Open

Tell me what was going on?

Screening

What would help you right now?

#### REFLECTIVE LISTENING

So you felt that the room was tense and you were being strong about it and not shouting

#### REFRAME & CLARIFY

So you're saying you're concerned about patient safety on the ward. What concerns you most?

#### Consequences

Speaking to each other with respect helps us all to work together in a more collaborative way

### CLOSE THE CONVERSATION (Final check and next steps)

#### NEXT STEPS

Actions, support, follow-up

#### SUMMARISE

Shared understanding

So, just to review, we talked about

#### CHECK

How are you feeling?

Something else?

#### AFTER

- Document
- Reflect
- Debrief
- Action

What? So what? Now what?

## Structures for giving feedback

### Assertive (Imminent risk)

C – I am Concerned  
U – I am Uncomfortable  
S – This is a Safety issue  
S – STOP

I am concerned



**Two challenge rule**  
First challenge is in the form of a question: "Do you need a pair of gloves?"

Second challenge: "Please stop and I will get you some gloves"

Assertively voice your concern at least **two times** to ensure it has been heard

If you see something, say something and that way we'll do what's best for the patient.



### Assertive (Non-imminent risk)

D – Describe the specific situation or behavior  
E – Express what your concerns are  
S – Suggest other alternatives  
C – Consequences should be stated

I don't feel that this is safe



#### Situation-Behavior-Impact (SBI)



#### Coffee Cup Conversation

- Step 1: Describe the behaviour
- Step 2: State your concerns
- Step 3: Invite a response
- Step 4: Conclude

Is it alright if I...

What I saw was...

I can see this has upset you...

I noticed that...



National Healthcare Communication Programme

EACHI International Association for Communication in Healthcare



Find out more: [www.hse.ie/nhcprogramme](http://www.hse.ie/nhcprogramme)

