

## Communication 101 for the Hospitalist

Brad Sharpe  
Michelle Mourad  
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## Roadmap/Goals



- 1) List the key principles for using email.
- 2) State techniques to manage your email (and your time).

## How to Win Friends & Influence People

THE FIRST—AND STILL THE BEST—BOOK OF ITS KIND—TO LEAD YOU TO SUCCESS  
DALE CARNEGIE

“There are four ways and only four ways, in which we have contact with the world. We are evaluated and classified by these four contacts:

1. How we look
2. What we do
3. What we say
4. How we say it”



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### General Principles of Communication

- Words don’t mean much:
  - Body Language = 67%
  - **Tone of Voice = 25%**
  - Word Choice = 8%
- You’re not as good at communicating as you think.

### “Email: Can We Communicate as Well as We Think?”

#### How well do we communicate?

FREQUENCY THAT...	E-MAIL	PHONE
Communicator believes he is clearly communicating	78%	78%
Receiver believes he is correctly interpreting	89%	91%
Receiver correctly interprets message	56%	73%

Kruger and Epley

### “Email: Can We Communicate as Well as We Think?”

- I didn't steal the money.
- I **didn't** steal the money.
- I didn't **steal** the money.
- I didn't steal **the** money.
- I didn't steal the **money**.

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## Why Email?



### Be careful with Tone



Avoid ALL CAPS

#### Screaming

There is NO WAY that I would sign up for more moonlighting shifts. WAS ANYONE LISTENING LAST WEEK WHEN WE DISCUSSED THIS AT THE MEETING ????

#### Speaking

Vikas,  
Unfortunately, I have over-committed myself with projects right now. I will not be able to work any moonlighting shifts this quarter.

Thanks,  
Brad

### No place for jokes



Probably better to avoid humor in email – attempts can be easily misinterpreted . . .

### Greetings & Salutations



Likely best to follow the lead of your leaders around greetings and salutations.

### Email Best Practice

STRUCTURE



*Process*

### Re: the original topic..



..that has nothing to do with what I'm writing about now

- Change the subject to reflect the current reason for the email.

**Uh... ?**

**Subject:** Update

Hi all,

Just a note that the meeting today has been moved to 919M

m.

**Clear title**

**Subject:** Faculty development meeting moved to 919M

Hi all,

Just a note that the meeting today has been moved to 919M

m.

### Why are you emailing?

- Don't ramble
- Put what you need in the title or in the first three lines
- Save the meeting for the meeting.

the point



**the point?**

Hi!

So, over dinner last night I was thinking about all the poor patients who come back to the hospital over and over again (it made me sad) and how we are kind of like their primary care doctor...

**Clear message**

Dear Brad,

I was hoping to touch base this week re: a High User project I'd like to take on within our division. Do you have 15 min chat this week or would you rather hear about it by email?

Michelle

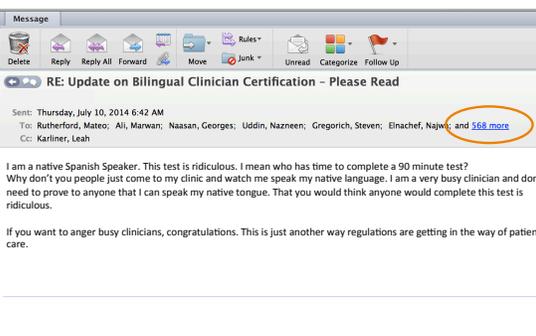
### Reply to all



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- Not an expectation to reply to all.
- Take off recipients when they no longer need to be a part of the conversation.
- **In general** don't use reply all when agreeing. e.g. "Sound good" or "I'll be there."



**RE: Update on Bilingual Clinician Certification - Please Read**

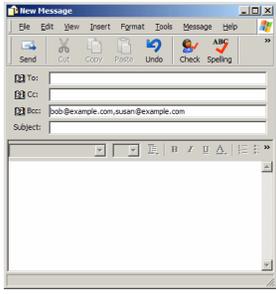
Sent: Thursday, July 10, 2014 6:42 AM  
 To: Rutherford, Matteo; Ali, Marwan; Naasan, Georges; Uddin, Nazneen; Gregorich, Steven; Einachef, Najwa; and [568 more](#)  
 Cc: Karliner, Leah

I am a native Spanish Speaker. This test is ridiculous. I mean who has time to complete a 90 minute test? Why don't you people just come to my clinic and watch me speak my native language. I am a very busy clinician and don't need to prove to anyone that I can speak my native tongue. That you would think anyone would complete this test is ridiculous.

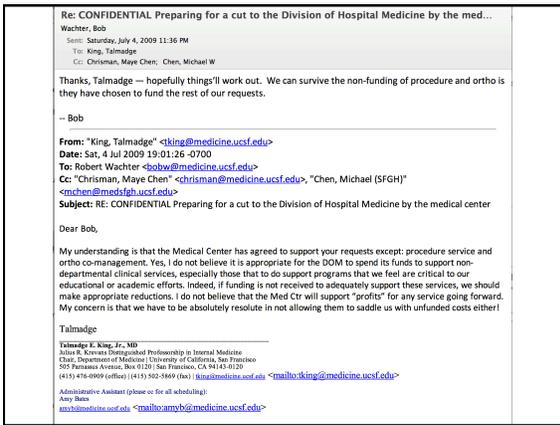
If you want to anger busy clinicians, congratulations. This is just another way regulations are getting in the way of patient care.



## Using Bcc



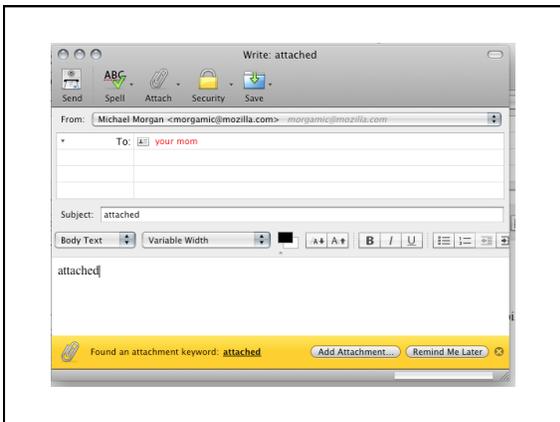
- Never use Bcc on sensitive emails.
- Only use Bcc if you are concealing email addresses of all recipients for privacy.



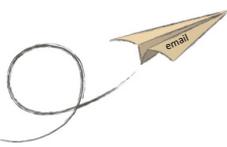
## Reread and Attach



- Attach the file before you start the email.
- As you write "attached is a..." check the attachment again
- Before you send, check the attachment again.



## In the wrong hands



**the person you least wanted to see this email**

- Always compose an email expecting it could be forwarded.

<p><b>danger!</b></p> <p>FW: meeting Great guys, it looks like we can all make the meeting. Brad.</p> <p>-----</p> <p>Re: meeting</p> <p>I'll be there. You know that Jeff is totally going derail the meeting with pictures of ugly dogs though. Can we leave him out? michelle</p>	<p><b>professional</b></p> <p>FW: meeting Great guys, it looks like we can all make the meeting. Brad.</p> <p>-----</p> <p>Re: meeting</p> <p>I'll be there. We have a great agenda so I really hope we can be focused and stick to it today. michelle</p>
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<p><b>the point?</b></p> <p>Hi!</p> <p>So, over dinner last night I was thinking about all the poor patients who come back to the hospital over and over again (it made me sad) and how we are kind of like their primary care doctor...</p>	<p><b>Clear message</b></p> <p>Dear Brad,</p> <p>I was hoping to touch base this week re: a High User project I'd like to take on within our division. Do you have 15 min chat this week or would you rather hear about it by email? Michelle</p>
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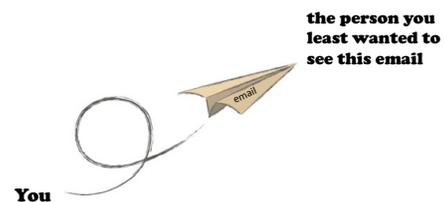
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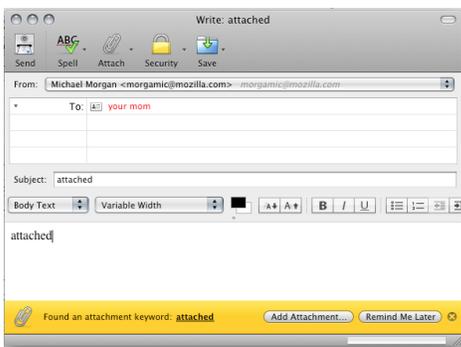


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**Email Best Practice Questions**



**Roadmap/Goals**



- 1) List the key principles for using email.
- 3) Describe techniques to manage your email (and your time).

**Managing your time**  
**(in a world constantly interrupted by email, twitter, facebook, reddit)**



**Time Management Tip #1**



**Stop reading email throughout the day.**

**Time Management Tip #2**

Stop reading email throughout the day.



### Time Management Tip #3

Stop reading email through out the day.



### Why is this so hard to do?

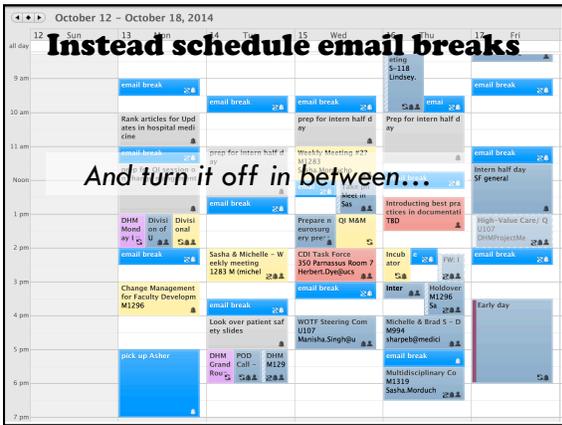


- Answering email is satisfying
- It feels productive
- Getting email makes us feel loved & needed

*But it's exceptionally distracting.*

### Instead schedule email breaks

And turn it off in between...



### Time Management Tip #4



**If you check email on a mobile device. Don't do it reflexively.**

- You are not as good as you think at multitasking
- Deleting those emails will be as easy later.

### Time Management Tip #4



**If you check email on a mobile device. Don't do it reflexively.**

- Consider if you are in a good place (or decent emotional state) to see email if you are away from work.

### Feeling overwhelmed?



Try to respond to people, especially important people, in 24-48 hrs, even if it is to say I'll get back to you soon.

### Time Management Tip #5

## Stop using email as your to do list.

At this point it's not about answering the email, it's a to do item

### How?

If it will take < 2 minutes do it now while you are already thinking about it.

### If a task will take between 2-20 minutes do it at the end of the day when you are losing steam

If it is in fact a project disguised as an email, Or if an email reminds you of a project you have to do, put a slot for it in your calendar.

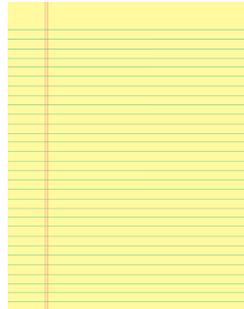
### Placeholders for projects

### More do's and don'ts

- **Don't** put ambiguous or unachievable tasks in your calendar.
  - Write ~~manuscript~~
  - Work on ~~projects~~
- **Do** make appts specific
  - Create outline for methods section of paper
  - Write presentation main ideas on each slide

### **It's called a notepad**

- If you remember something urgent to do while you are working on something else... write it down.



### **Managing your time (in a world constantly interrupted by email)**



### **Roadmap/Goals**



- 1) List the key principles for using email.
- 2) State techniques to manage your email (and your time).

### **Take-Home Points**



- Email is easily misunderstood
- Avoid sending emails when you're upset.
- Be careful with reply all.
- Don't check email throughout the day.
- If an email reminds you of a big task, put a space for it in your calendar