

Communication 101 for the Hospitalist

Brad Sharpe
Michelle Mourad
October 14th, 2013



Roadmap/Goals



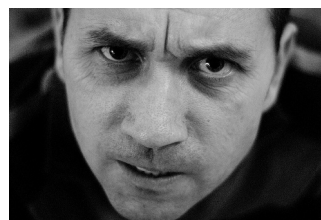
- 1) List the key principles for using email.
- 2) State techniques to manage your email (and your time).

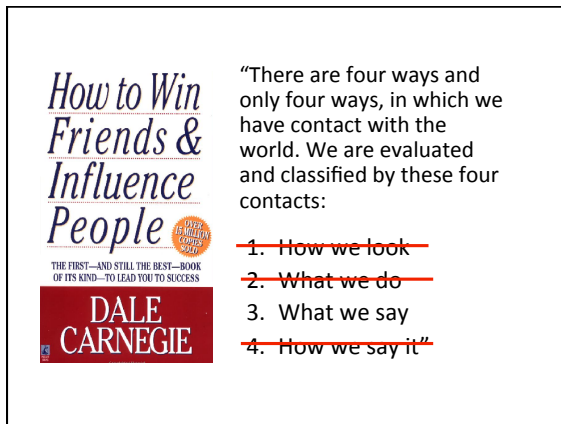
How to Win Friends & Influence People

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”











General Principles of Communication

- Words don't mean much:
 - Body Language = 67%
 - Tone or 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%

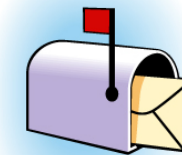
Kruger and Epley

“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**.

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.



Why Email?

Email Best Practice

Emotions

&

Etiquette



Save it for Later



Avoid sending an email with emotion.

Save and read in the morning.

Sigh... why can't people just get along? Let me know if you hi both of them over the next few days.

Hi XXXX
I just woke up to find this email, and I am a little surprised that double rather than handling it between us.

From: XXXX
Sent: Monday, January 05, 2012 10:26 PM
To: XXXX
Cc: XXXX
Subject: secure: [email](#)

Hi XXXX

Let me take a chance to defend myself. As I said, I think that I was quite upset tonight that I had not completed Mr. XXXXXX full H and P before I left at 9:30PM. Mr. XXXXXX arrived at 8:30PM and I submitted a full order set on him at 8:30. Based on my brief conversation with him, he had several issues he wanted to discuss and I felt that it would be unlikely that I would be able to complete a full H and P, orders and full assessment between 8:30 and 9:30. Therefore, I completed the orders and asked XXXX to see the patient and complete the H and P. I had spoken with the charge nurse several times and was told that there were no beds in the hospital. I therefore felt fairly certain that XXXX would be taking Mr. XXXXX and then not have further admissions overnight. I was excited to tell him the good news and that he would hopefully be sleeping and was very surprised by his response. During the remaining time I followed up on several labs I was asked to follow up on, went to the bathroom and sent an email or two-including my signed email.

I was also surprised when she had said that she had completed thought I was our policy to write orders on sickle cell patients based to the JCCP pharmacy so that the large quantities of dms available for them immediately upon arrival. Indeed, Mr. XXXXX dose of dms at the pharmacy had trouble filling the medist reason for this).

I was told that it was known when the charge nurse came on of the hospital. It had been on that shift, as soon as I had accept taken the time to write the past medical history, allergies, med discharge 2 weeks prior), family history, and social history, trip out an assessment and after before he had arrived. The way, n H&P, exam, and SOG could be written expeditiously, and the are fine note document to XXXXX, who were about the patient at it starting to me. It also seems to me that a patient should be arriving to the hospital, whether you want to write the H&P or when I interviewed Mr. XXXXX, he did not have several concern that he might have a deep venous thrombosis given his leg pain the H&P filled out the summary, and asked XXXX where all good enough physician that she could have done the same.

I don't honestly believe that this is a matter of policy, I think I find time that Elizabeth has left work for me when I look over I weren't doing, adding, adding, adding, but it seems to me I am quite confident, that had XXXXX been doing the writing in And to be quite honest, at our level, and with the relative lack of especially ones in which literature are adapted and it's not able to see them and write a note in an hour is somewhat cono

I made the point of her that I, personally, would have never let reviewed. I would have happily stayed another 15 minutes to be

XXXX was quite upset and told me that it was unprofessional of me to not have completed the entire admission. He felt that one hour should have been more than enough time to do so. It turns out he was also told by the charge on arrival that there were 4 beds available in the hospital, which she had just found out and was different than what I was told.

During my time here, I have been repeatedly told by various medical directors of Zion that it is reasonable to complete what you can of an admission and leave part of it if you think that you are likely to be here past 9:30 completing the admission. I have not infrequently left portions of admissions to be managed by the moonlighter when I felt that it would likely require me staying until 10:15 or 10:30 to complete the work. I used to always stay to complete these and found myself staying till 10:15 or 10:30 most nights. Patients always seem to arrive around 8:40. This has actually happened with Mr. Gardner in the past for me when he has wanted to discuss things at length or been in a particularly down or anxious mood. On some admissions, he can be very fast and on others, it can be a quite time-consuming interview. On nights when it has been very busy, I stay anyway to make sure the moonlighter isn't alarmed with multiple admissions. XXXX communicated that he thought it was reasonable to expect that we stay till 10:15 to complete admissions. He explained that he felt Zion hospitalists would be very open to walk into partially completed admissions in the AM and that it was reasonable to expect the moonlighter to stay until 8:15AM as well.

My experience since starting here in 2006 is that it is very appropriate to leave partial admissions for the moonlighter if you think, for some reason, the assessment of the patient will keep you here late. While 10:15 one night is not such a big deal, when it happens every night for 5 nights (which it often does) it adds up. If this practice has changed for some reason in the recent past, please let me know. I do not think we should be staying late to complete admissions just as I don't think the moonlighter should be in the AM. And I have never given a moonlighter proof for signing out a portion of an admission to me.

I should add that we are very explicit with our nightbirds, on the service I direct, that they are not required to complete full admissions when patients are called in an hour or so before signout. This is even in our orientation. As such, this practice is broadly considered acceptable in our division. I feel strongly as director of that service that nightbirds should not be expected to work late lacking admissions, particularly when there need to turn around and be back the next night.

Image is everything

Think about what the receiver will think of you if your email is short or full of typos.



Option 1

Gotta lot on my plate right now - not sure I can take on knew gig...
M

Option 2

Brad,

Thanks for thinking of me for this opportunity. I'm very busy at the moment, and I'm not sure that I can take on a new project. I would love to discuss in person at your convenience.

Michelle

Thank you all again f book is now available have inquired regard authors for each cha wonderful working w hospitalists.

-----Original Message-----

From: A

Sent: 1/11/14

To: B

From: E

Subject: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

Re: M

this publishers decision is against others I have worked with my entire career and would not accept it. This is absurd. I would be happy to sign a petition he ~~pushes~~ down for

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!

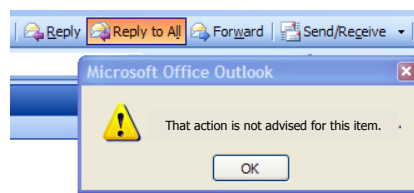
So, over dinner last night I was thinking about all the poor patients who come back to the hospital over and over again (it made me sad) and how we are kind of like their primary care doctor...

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

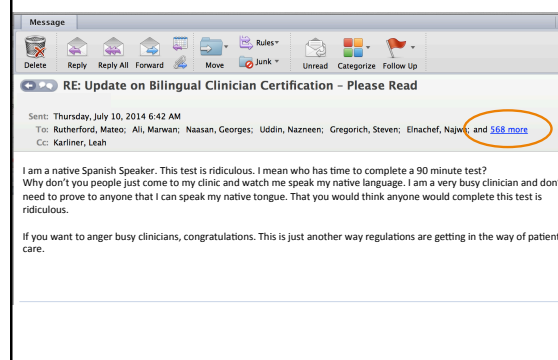
Reply to all

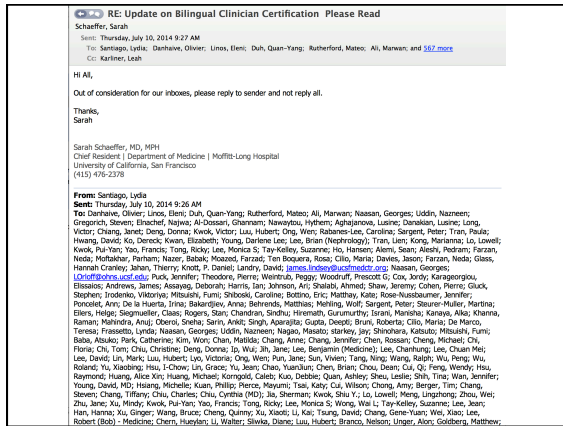


Reply to all

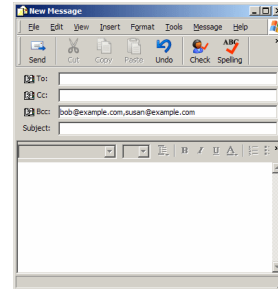


- Not an expectation to reply to all.
- Take off recipients when they no longer need to be a part of the conversation.
- **In general** don't use reply all when agreeing. e.g. "Sound good" or "I'll be there."





Using Bcc



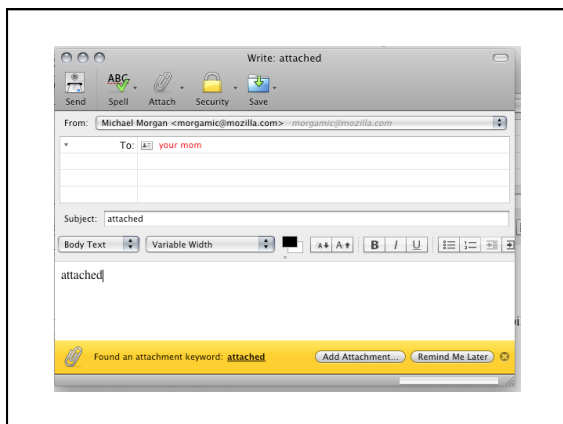
- Never use Bcc on sensitive emails.
- Only use Bcc if you are concealing email addresses of all recipients for privacy.



Reread and Attach

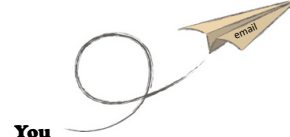


- Attach the file before you start the email.
- As you write "attached is a..." check the attachment again
- Before you send, check the attachment again.



In the wrong hands

the person you least wanted to see this email



- Always compose an email expecting it could be forwarded.

danger!

FW: meeting
Great guys, it looks like we can all make the meeting. Brad.

Re: meeting

I'll be there. You know that Jeff is totally going to derail the meeting with pictures of ugly dogs though. Can we leave him out?
michelle

professional

FW: meeting
Great guys, it looks like we can all make the meeting. Brad.

Re: meeting

I'll be there. We have a great agenda so I really hope we can be focused and stick to it today.
michelle

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!

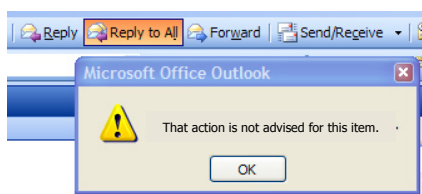
So, over dinner last night I was thinking about all the poor patients who come back to the hospital over and over again (it made me sad) and how we are kind of like their primary care doctor...

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

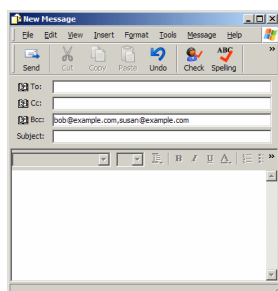


Reply to all



- 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."

Using Bcc

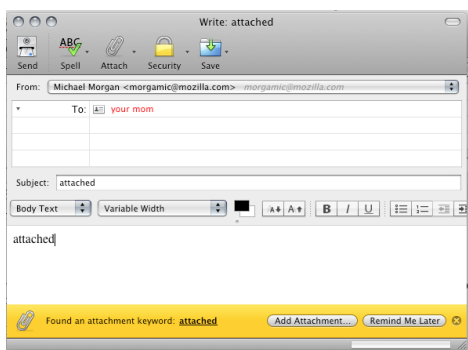


- Never use Bcc on sensitive emails.
- Only use Bcc if you are concealing email addresses of all recipients for privacy.

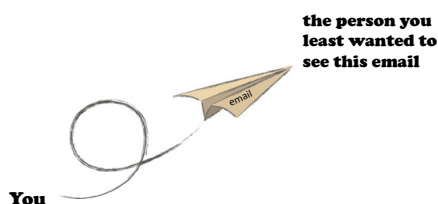
Reread and Attach



- 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



- Always compose an email expecting it could be forwarded.

danger!

FW: meeting
Great guys, it looks like we can all make the meeting. Brad.

Re: meeting

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

professional

FW: meeting
Great guys, it looks like we can all make the meeting. Brad

Re: meeting

I'll be there. We have a great agenda so I really hope we can be focused and stick to it today.
michelle

Email Best Practice Questions**Roadmap/Goals**

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

twitter



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

Time Management Tip #1

Stop reading email throughout the day.

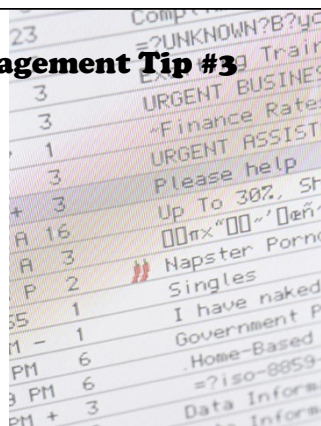
Time Management Tip #2

Stop reading email throughout the day.



Time Management Tip #3

Stop
reading
email
through
out the
day.

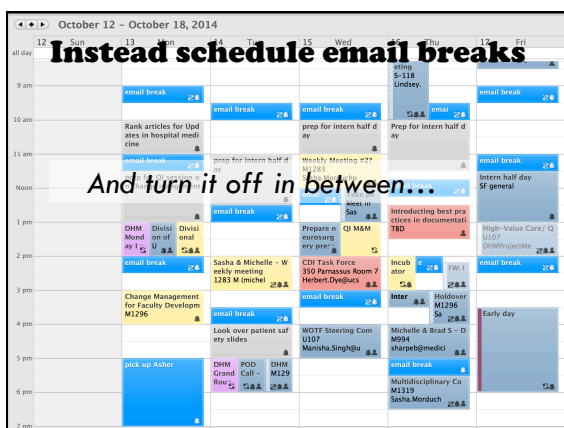


Why is this so hard to do?



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

*But it's exceptionally
distracting.*



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?

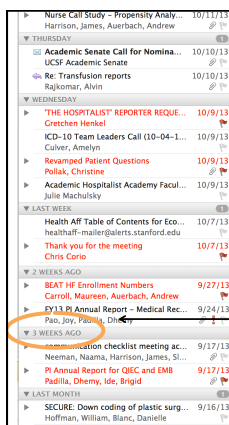


Try to respond to people, especially important people, in 24-48 hrs, even if it is to say I'll get back to you soon.

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



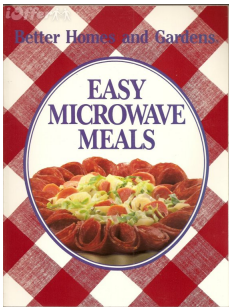
How?

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




EASY MICROWAVE MEALS

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

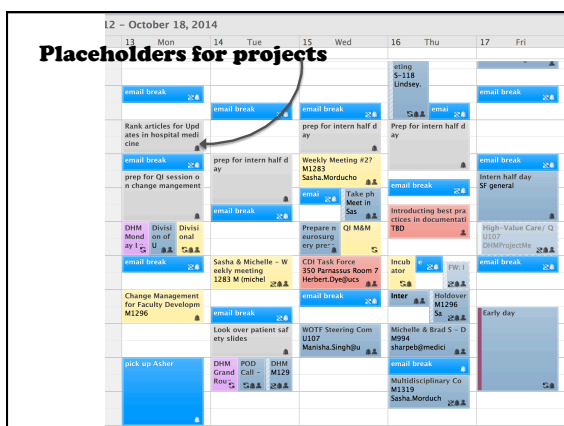


If it is in fact a project disguised as an email, Or if an email reminds you of a project you have to do, put a slot for it in your calendar.



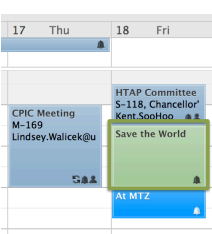
Placeholders for projects

Calendar view showing tasks and placeholders for projects across the week of October 13, 2014.



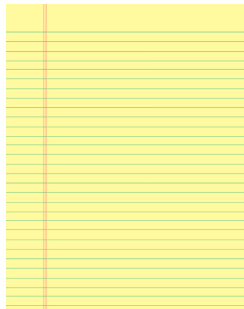
More do's and don'ts

- **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