

Chapter 33 Professional Communication and Team Collaboration

Michelle O'Daniel; Alan H. Rosenstein.

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Background

In today's health care system, delivery processes involve numerous interfaces and patient handoffs among multiple health care practitioners with varying levels of educational and occupational training. During the course of a 4-day hospital stay, a patient may interact with 50 different employees, including physicians, nurses, technicians, and others. Effective clinical practice thus involves many instances where critical information must be accurately communicated. Team collaboration is essential. When health care professionals are not communicating effectively, patient safety is at risk for several reasons: lack of critical information, misinterpretation of information, unclear orders over the telephone, and overlooked changes in status.¹

Lack of communication creates situations where medical errors can occur. These errors have the potential to cause severe injury or unexpected patient death. Medical errors, especially those caused by a failure to communicate, are a pervasive problem in today's health care organizations. According to the Joint Commission (formerly the Joint Commission on Accreditation of Healthcare Organizations, JCAHO), if medical errors appeared on the National Center for Health Statistics's list of the top 10 causes of death in the United States, they would rank number 5— ahead of accidents, diabetes, and Alzheimer's disease, as well as AIDS, breast cancer, and gunshot wounds.² The 1999 Institute of Medicine (IOM) report, *To Err Is Human: Building a Safer Health System*, revealed that between 44,000 and 98,000 people die every year in U.S. hospitals because of medical errors.² Even more disturbing, communication failures are the leading root cause of the sentinel events reported to the Joint Commission from 1995 to 2004. More specifically, the Joint Commission cites communication failures as the leading root cause for medication errors, delays in treatment, and wrong-site surgeries, as well as the second most frequently cited root cause for operative and postoperative events and fatal falls.³

Traditional medical education emphasizes the importance of error-free practice, utilizing intense peer pressure to achieve perfection during both diagnosis and treatment. Errors are therefore perceived normatively as an expression of failure. This atmosphere creates an environment that precludes the fair, open discussion of mistakes required if organizational learning is to take place. In the early 1990s, Donald Berwick wrote about patients needing an open communication system instead of experiencing adverse events stemming from communication failures.³ More than a decade later, this concept still has profound implications on our method of health care delivery. As such, this chapter will review the literature on the important role of communication and team collaboration in helping to reduce medical errors and increase patient safety.

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Research Evidence

What Are Communication and Team Collaboration?

Webster's Dictionary defines communication as "the imparting or interchange of thoughts, opinions, or information by speech, writing, or signs." It is important to consider that communication is not just verbal in form. One study states that 93 percent of communication is more affected by body language, attitude, and tone, leaving only 7

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**Donna Weiss, Felice Tilin, Marlene J
Morgan**



Chapter 33 Professional Communication And Team Collaboration:

The Interprofessional Health Care Team: Leadership and Development Donna Weiss, Felice Tilin, Marlene J Morgan, 2023-08 The Interprofessional Health Care Team Leadership and Development promotes collaboration group decision making and shared leadership Leadership in the interprofessional health care team means that both the designated leader and members must be willing to share the responsibilities of team leadership and be cognizant of group dynamics to effectively work with widely diverse skills values and interests Patient Safety and Quality: sect.IV: Working conditions and environment Ronda Hughes, 2008

Oxford Professional Practice: Handbook of Patient Safety Peter Lachman, Jane Runnacles, Anita Jayadev, John Brennan, John Fitzsimons, 2022 Pocket sized and practical this handbook is the ideal guide to support frontline staff and trainees as well as all allied professionals in the name of patient safety It will aim to demystify what is often seen as a complex topic helping doctors understand the methods needed to provide safe care

Psychosocial Care of Cancer Survivors Cheryl Krauter, 2018 Psychosocial Care of Cancer Survivors A Clinician's Guide and Workbook for Providing Wholehearted Care is a clinical resource for healthcare practitioners that presents person centered care as an antidote to the distress both patients and clinicians face in cancer survivorship It addresses questions of how to bring a humanistic approach and quality attention to the growing needs of patients in the post treatment phase of a cancer diagnosis As a workbook it's both a guide and an applicable resource for daily clinical practice It provides a needed structure for clinicians to help them reconnect with the meaningful aspects of their work *Mayhall's Hospital Epidemiology and Infection Prevention* David Weber, Tom Talbot, 2020-10-27 The fifth edition of Mayhall's Hospital Epidemiology and Infection Prevention has a new streamlined focus with new editors and contributors a new two color format and a new title Continuing the legacy of excellence established by Dr C Glen Mayhall this thoroughly revised text covers all aspects of healthcare associated infections and their prevention and remains the most comprehensive reference available in this complex field It examines every type of healthcare associated nosocomial infection and addresses every issue relating to surveillance prevention and control of these infections in patients and in healthcare personnel providing unparalleled coverage for hospital epidemiologists and infectious disease specialists An Introduction to Group Work Practice Ronald W. Toseland, 1995 The third edition includes a sharper focus on generalist practice and on typologies which illustrate group work practice both treatment groups and task groups at the micro meso and macro level Additions include a new chapter on leadership and diversity and new material on confidentiality telephone and computer groups dealing with conflict and working with reluctant and involuntary group members Annotation copyrighted by Book News Inc Portland OR

Professional Communication Daniel L. Plung, Tracy T. Montgomery, 2004 This text is oriented toward students who have a serious interest in business and professional communication It is not intended to be in competition with textbooks targeted at the introductory course level rather it is written for advanced courses MBA programs management development

and corporate training courses This book offers sound insights supported by extensive research and experience teaching corporate and academic business communication programs The text focuses on exploring rhetorical principles as they apply to contemporary business and technical environments Working from this perspective the authors promote an application of the demands and dimension of communicating effectively in a corporate or technical environment At the same time this approach puts a proper perspective on tools and templates and strengthens the writing fundamentals

Professional Meeting Management, 2002 *Preparing School Department Heads Using National Standards* L. David Weller, 2002

The IEEE Professional Communication Society 1981 Conference Record on Communications With/for/by Government, September 16-18, 1981, Crystal City Marriott, Arlington, Virginia IEEE Professional Communication Society, 1981

The High-risk Neonate M. Terese Verklan, 2009 The last issue of a two part series devoted entirely to neonatal critical care nursing this text discusses topics such as retinopathy of prematurity the near term infant endocrine issues nutrition in the 1000g neonate safety issues and issues of informed consent in the NICU

Effective Small Group and Team Communication Judith Davis Hoover, Judith Hoover, 2005 EFFECTIVE SMALL GROUP AND TEAM COMMUNICATION presents original research based upon the experiences of functioning groups The text emphasizes an interactive approach to teaching small group communication and contains activities that tie into each chapter Chapters on both face to face and virtual meetings are guided by a teamwork philosophy that encourages the use of shared emergent leadership in classroom groups

Tools for Technical and Professional Communication Arthur Henry Bell, 1995 Tools for Technical and Professional Communication is for writers preparing for careers in science business and government It bridges the traditional concerns of technical communication and the broader emerging requirements of professional communication The text envisions writers and speakers who in their daily work use a wide variety of communication skills generating and organizing ideas quickly and well writing effective memos letters reports proposals and business plans contributing to collaborative writing and presentation teams devising graphics to aid communication participating in and leading productive meetings producing articles for publication and employing the listening skills and interviewing strategies so crucial to career success Finally a section of five case studies at the end of the book asks writers to imagine themselves in various professional situations and to practice the communication skills that those situations might require

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Para Pro Randall S. Sprick, Randy Sprick, Mickey Garrison, Lisa Howard, 2000 Each chapter in this book provides detailed and specific how to information on being a successful paraeducator

Fundamentals of Nursing Karen J. Berger, Marilyn Brinkman Williams, 1999

Schwartz's Principles of Surgery, Ninth Edition Seymour I. Schwartz, F. Charles Brunnicardi, 2010 The 1 surgical practice and education resource completely updated and now in full color A Doody's Core Title ESSENTIAL PURCHASE for 2011 4 STAR DOODY'S REVIEW In its evolution over nine editions Schwartz's Principles of Surgery has reflected the latest in surgical practice In the age of

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Communication Behavior and Aging Barbara Bennett Shadden,1988 **Proceedings** Society for Technical Communication Staff,1991 **Communicating in Groups** Katherine L. Adams,Gloria J. Galanes,2006 Communicating in Groups offers a concise step by step introduction to the theory and practice of small group communication and teaches students to develop and apply critical thinking in group problem solving With the firm belief that group participation can be an uplifting and energizing experience authors Kathy Adams and Gloria Galanes give students the tools they will need in order to achieve this outcome Research and theory are presented with a focus on what is important to students understanding their group experiences and making them effective communicators

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