



Critical Communication Skills for ASC Administrators & Physician Leaders

19th Annual Ambulatory Surgery
Centers Conference



Surgical Management Professionals
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Session Speakers

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What's the answer?

- How do the best leaders motivate and inspire their people?
- How do the best organizations promote discipline, accountability and strategic alignment?
- And how do successful ASC's sell their ASC and services?



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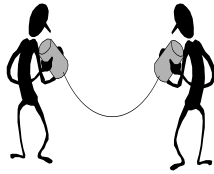
Who's Listening?

- Employees
- Current Physicians
- Prospective Physicians
- Patients
- Consumers/Public
- Legislative Officials
- Hospital Partners
- Vendors



How do we communicate?

- Face-to-face
- Written
- Email
- Social Media
- Automated
- Presentation/Forums
- Phone



10 Widely Held Myths

&

10 Rarely Understood Facts



The Widely Held Myth

You get to decide whether communication should occur.

The Rarely Understood Fact

You only get to decide whether to proactively take part in communication that is already occurring.



The Widely Held Myth

You choose to communicate.

The Rarely Understood Fact

You cannot *not* communicate. Everything sends a message to the organization.



The Widely Held Myth

Communication is about sending information to employees/physicians.

The Rarely Understood Fact

Communication affects three things: the information sent, the identity of the leader, and the relationship between leader and employee.



The Widely Held Myth

Message sent is message received.

The Rarely Understood Fact

The context drives how people interpret the message.



The Widely Held Myth

Most individuals care about things "outside in".

The Rarely Understood Fact

Most individuals care about things "inside out".



The Widely Held Myth

You can minimize employee discomfort by not communicating uncertain or negative information.

The Rarely Understood Fact

The grapevine never quits...employees will fill a vacuum of information with their own content, and it will always be worse than reality.



THE FAMILY CIRCUS® By Bil Keane



"Daddy, will you move the sun, please?"

The Widely Held Myth

Information trickles down to and feeds up from the lower layers.

The Rarely Understood Fact

Managers at all levels select and distort information on the way down and on the way up.



The Widely Held Myth

You only need to say something one time for individuals to understand and remember it.

The Rarely Understood Fact

You need to repeat a message multiple times for individuals to fully comprehend the information.

The Widely Held Myth

Your content and personal style are the only things that will drive your message and gain acceptance.

The Rarely Understood Fact

Seating, body language and other physical attributes will support or deter from your message.

The Widely Held Myth

The more you say, the more is understood.

The Rarely Understood Fact

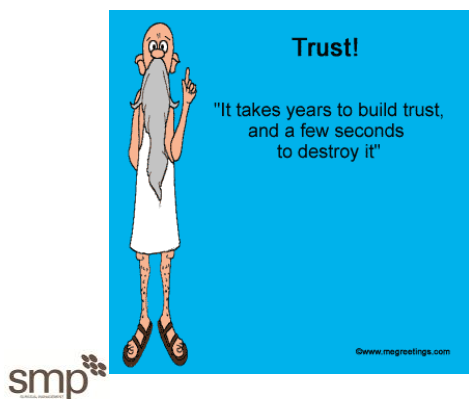
Fewer, better-chosen words when delivering your message in a clear concise manner has a much bigger impact than long drawn-out poorly focused communications.



Improving Communication with Boards, Owners & Employees

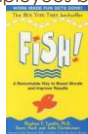
- Establish trust
 - Communicate and communicate often
 - Ask a lot of questions when first working with a board, or on a new services line, new project, etc.
 - Let them know you are present to learn and meet their needs
 - Work to establish a stronger trust each day
 - Be open, honest and transparent





Improving Communication with Boards, Owners & Employees

- Use the FISH concept (Pike's Street Fish Market)
 - Be present – look people in the eyes as you ask questions and listen
 - Choose your attitude everyday – be positive and optimistic everyday
 - Make someone's day – can be exhibited in many ways (saying good morning, asking how they are doing, showing up in the PACU/Prep on a regular basis, learning employees by first and last name
 - Have fun!



Improving Communication with Boards, Owners & Employees

- Go to employee and physician lounge and eat your lunch, essential to establish communication
 - Whether or not you are in the mood or have time
- Go to physician offices to visit at the end of their day
 - On their turf and you are going to them
- Go to PACU to talk with surgeons between cases or just to get signatures
 - Great opportunity to communicate with them
 - Excellent for employees to see you communicate with surgeons



Improving Communication with Boards, Owners & Employees

- Monthly administrators report for the Board of Directors (bi-weekly if you see fit)
 - Add as board meeting agenda, have as action item for a motion for the board to approve
 - Create a track record for you communicating with the board
- Send out the agenda and attachments for board meetings the Thursday/Friday before
 - 4 to 5 days to read material, ask questions, etc.
- After board meetings, prep a "brief" memo to owners/members to keep them informed of what is going on



Core Ideas on Improving Employee Communications

- Set clear guidelines for employee expectations
 - Clearly define what is expected from employees, management and staff
 - Create a committee that initiates a Standard of Behavior Statement or Policy for your facility
 - Important to communicate frequently about this so standards are understood and questions answered



Core Ideas on Improving Employee Communications

- Hold more frequent meetings as necessary
 - Weekly/Monthly upper management, leadership meetings, employee meetings/forums
- Set-up monthly meetings between team leads/ supervisors and their employees
 - Use time to collect feedback on quarterly performance goals
 - Can also be used to collect info on peers



Core Ideas on Improving Employee Communications

- Recognize employees with high performance ratings or recognized by peers
 - Examples: thank you card, gift card, employee of the month parking spot, recognized on quarterly/monthly employee forums/meetings
- Recognize all employees for facility goals
 - High patient satisfaction scores, etc.



"We need to update our employee recognition program."

What has worked well for you?

Questions?



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