



**Oncology Nursing Society**  
Leadership Development Institute

# Leaders as Communicators

Barbara L. Summers, PhD, RN, CNAA,BC



# Leaders as Communicators

- Structuring Communication
- Leading Teams



# Skilled Communication

*SBAR and Hand-off Communication tools*



Home



Skilled Communication is one of the guiding principles of "[Connected Through Caring](#)" - the patient care delivery model at MDACC.

**SBAR** (Situation, Background, Assessment, Recommendation) is a 4 step process that helps to **enhance communication** among healthcare team members. The **SBAR** process is used in various situation at MDACC for verbal and written communication.

The purpose of this module to introduce the SBAR process and Hand-off communication tools (worksheets/forms/guidelines) used in the clinical area.

THE UNIVERSITY OF TEXAS  
MD ANDERSON  
CANCER CENTER



# SBAR Guidelines

## S=Situation

State your name and unit.  
I am calling about: Patient  
Name & Room Number  
The problem I am calling  
about is: \_\_\_\_\_  
If this is a serious problem  
say what the code status is.

## B=Background

Briefly state why the patient is in the hospital.  
Give a synopsis of the treatment to date.  
Give the vital signs, Oxygen saturation, and  
how much oxygen is being given.

### **(if applicable)**

Relate the complaint given by the patient and  
the pain level.  
Relate the physical assessment pertinent to  
the problem, especially any changes.  
Pay special attention to mental status, skin  
temperature, emotional state of the  
patient.  
Let the physician know if you have called the  
MERIT Team.

## A=Assessment

Give your conclusions about the present situation.  
Words like "might be" or "could be" may be  
helpful. A diagnosis is not necessary.  
If the situation is unclear, at least try and indicate  
which body system might be involved.  
State how severe the problem appears to be.  
If appropriate, state that the problem could be life  
threatening.

## R=Recommendation

Say what you think would be helpful or needs to  
be done, which might include:  
Medications, tests, x-rays, ECG, electrolytes,  
CBC, CT for PE, transfer to critical care  
If you believe the physician needs to see the  
patient, say so. Also find out the time frame for  
arrival – "When can we expect you?"  
Ask what else the physician wants done until  
arrival. Clarify frequency of vital signs. Ask under  
what circumstances to call back if the physician is  
not **coming to see the patient.**

Back



# Leaders as Communicators

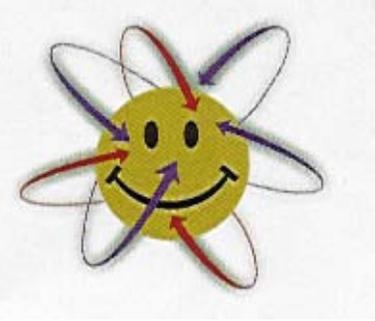
- **How Do I Build a Team?**

An effective team is critical to the success of your project. Here is information about how to build a project team.

- **Guidelines to Form a Team**

- Identify the individuals that should be on the team to solve the problem
- Form a team....those with knowledge, those impacted, those with resolve
- Set up a meeting for the team members to break the ice, set ground rules and to set expectations
- Allow the team members to take up different roles





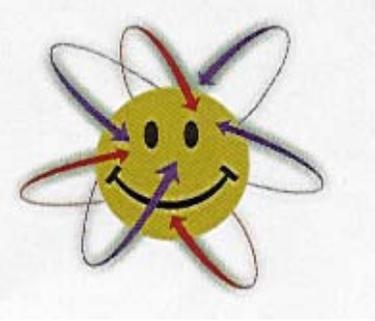
# Facilitating Group Process

## Goals of facilitation:

- **Getting the team to think in unison.**

Team members come with a variety of motives, motivations, knowledge and capabilities. The trick to facilitation is to take this mix and maximize it to the benefit of the team's purpose. Get them to think (thus work) in unison.



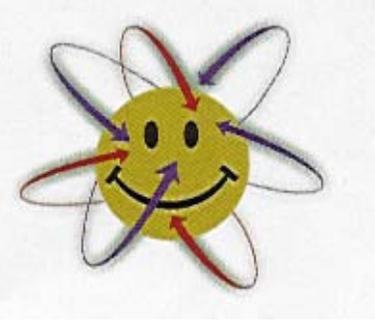


# Facilitating Group Process

## Goals of facilitation:

- **Getting the most out of the meeting.** Each team member comes (or should come) with an expectation that the meeting will be worth his time and effort.
- **Getting the greatest value possible.** Teams are there to do what individuals cannot. Facilitation manages the group process to bring the team out of the individuals.





# Facilitating Group Process

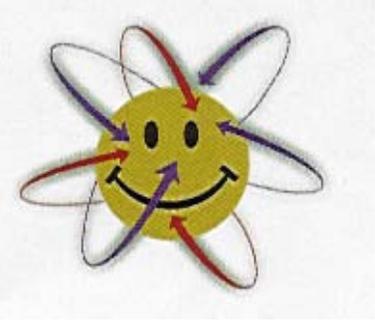
## Your New Roles

- **Coach the team to success.**

Your goal: To get the best they can do together;

Not by doing it yourself, but coaching the team to their success.





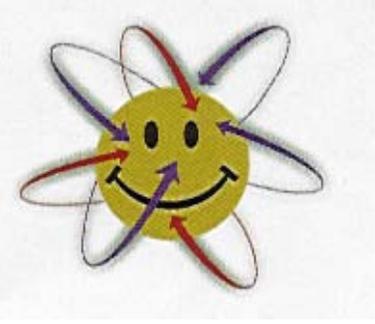
# Facilitating Group Process

## Your New Roles

- **Mediate differences.**

Teams come with a array of backgrounds, skills, experiences. your role is to harness them into a common effort to achieves the team's purpose. Leverage introvert/extrovert, right brain/left brain, detail/big picture, job functions, etc. to the advantage of the team.





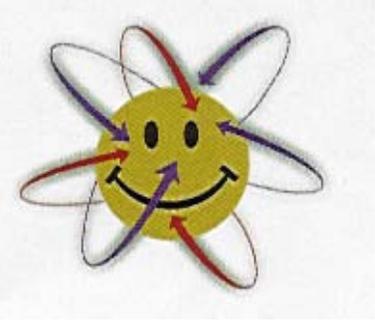
# Facilitating Group Process

## Your New Roles

- **Validate understanding.**

A team falls out of alignment when ALL its members are not rowing in the same direction and in the same rhythm. Stop and secure validation of understanding, agreement, or input before moving on.





# Facilitating Group Process

## Your New Roles

- **Talk less, manage more.**

A good facilitator nudges the team to conduct their own meeting. Consider the content of the meeting as a flow of river...you simply speak up when the river is getting out of its banks or not following its established course.





# Conflict: Not all bad

- Conflict can be healthy for any team
- Learning to effectively harness the energy stemming from conflict is a key leadership skill
- Leaders manage conflict in teams and on a 1:1 basis.





# Carefrontion: Prior to Confrontation

- **Confrontation:**
  - Is a show of power; it pits us against them.
  - It establishes a boundary or even pushes back
- **Carefrontation:**
  - Where there is an area of agitation between you and another
  - you want to find a mutual solution which diffuses/removes the differences;
  - with both parties saving face.



# Carefrontion

- 1. Acknowledge the fact that if you are agitated, it is your problem; not theirs.**
- 2. Tell the other person that you have a problem and ask them if they are willing to help you.**
- 3. Tell the person the ‘situation’ that causes you agitation.**
- 4. Get them to know it’s not personal.**  
“It wouldn’t matter who did it.”



# Carefrontion

- 5. Check to see if they understand your problem. Verbal validation**
- 6. Offer a solution that includes an agreement to help change the ‘frustrating behavior or thing’; Example: ‘Would you alter such and such for me?’**
- 7. Again, check to see if they will help or try to help employing the mutual solution.**



# Small Group/ Partner Activity



# Shared Visioning Process

1. Develop personal vision of project.
2. Share visions in groups, refine and list common themes.
3. Record common values/themes among visions and post.
4. Group common themes, name groupings, check for alignment.
5. Write individual project vision statement.
6. Come back to large group; each person to report their vision statement

