

STAFF DEVELOPMENT

highlights

WELCOME BACK

Thanks to all of you who shared your feedback on our first newsletter edition. We appreciate you taking time to read it and hope you'll continue to come back. In keeping with efforts throughout the hospital to heighten awareness about communication, Staff Development is devoting newsletter space to a variety of **communication-related topics**. The series will include diverse information on non-verbal, intercultural, interpersonal and small group communication. In future editions, you'll find tips on public speaking and how to communicate effectively with others whose styles may differ from your own. All in all, we think everyone will find something of interest, so keep reading, keep learning, keep suggesting. Most of all, just keep coming back for more. Until next month!

- Deb Field, M.A., Director of Staff Development

DID YOU KNOW?

❑ **That Staff Development can design customized training** for your department based on particular needs you may have? Please call: **919-575-7976** for more information.

❑ **That a new course will soon be replacing NCI?** It's called **NVCI (Non-Violent Crisis Intervention)** and it's a terrific course that **focuses on de-escalation rather than physical intervention**. An implementation plan is currently under development; once finalized details will be forthcoming.

❑ **That the Hospital and Clinical Orientation Programs will be changing?** Added topics and expanded time-frames will be part of the programs. More information to follow in our next edition.

❑ **That some of our courses have seating capacity limits?** Generally, lecture type courses will have very large capacity limits or no limits at all. Other courses like NCI and CPR have capacities due to required instructor-student ratios or safety considerations. **575-7976**

TRIVIA MASTERS

Below is a list of those who successfully answered the March trivia challenge. Staff Development bows to your genius:

1. **Tina Roscoe**
2. **Vicki Cothran**

Last month's riddle was:

Brothers and Sisters I have none, but this man's father is my father's son.



Who is this person?
Answer: The Son

ANNOUNCEMENTS

❑ **Attention: Education Coordinators, Preceptors....Be On The Lookout**

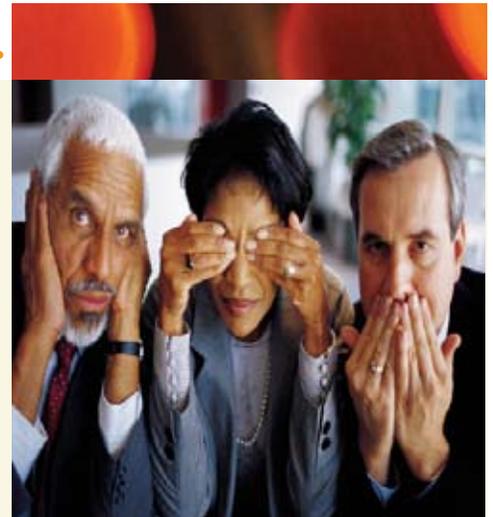
Staff Development is planning an Education Tool box/Resources Exchange for **late May/Early June**. We will schedule about 2 hours at the end of the workday, offer food and come together as a group to share ideas and resources that help teach topics and content we all have in common. We want everyone to share strategies that help teach tough ideas or topics. Be on the lookout for the date and we will send invites-but please plan to come for a fun, valuable time of sharing with colleagues.

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NON-VERBAL COMMUNICATION

Effective communication skills can help you in both your personal and work life. While verbal and written communication skills are important, research has shown that nonverbal behaviors make up a large percentage of our daily interpersonal communication with such a large impact. How can you improve your nonverbal communication skills?

The following **top ten tips** for nonverbal communication can help you learn to read the nonverbal signals of other people and enhance your own ability to communicate.



▶ Pay Attention to Nonverbal Signals

People can communicate information in numerous ways so pay attention to things like eye contact, gestures, posture, body movements, and tone of voice. All of these signals can convey important information that isn't put into words. By paying closer attention to other people's nonverbal behaviors, you will add a layer of understanding to the words you may say or hear.

▶ Look for Incongruent Behaviors

If someone's words do not match their nonverbal behaviors, you should pay careful attention. For example, someone might tell you they are happy while frowning and staring at the ground. It's been shown that when words fail to match up with nonverbal signals, people tend to ignore what has been said and focus instead on nonverbal expressions of moods, thoughts, and emotions.

▶ Concentrate on Your Tone of Voice When Speaking

Your tone of voice can convey a wealth of information, ranging from enthusiasm to disinterest or even anger. Start noticing how your tone of voice affects how others respond to you and try using a tone of voice to emphasize ideas that you want to communicate. For example, if you want to show genuine interest in something, express your enthusiasm by using an animated tone of voice.

▶ Use Good Eye Contact

When people fail to look others in the eye, it can seem as if they are evading or trying to hide something. On the other hand, too much eye contact can seem confrontational or intimidating. While eye contact is an important part of communication, it's important to remember that good eye contact does not mean staring fixedly into someone's eyes. How can you tell how much eye contact is correct? Some communication experts recommend intervals of eye contact lasting four to five seconds.

▶ Ask Questions About Nonverbal Signals

If you are confused about another person's nonverbal signals, don't be afraid to ask questions. A good idea is to repeat back your interpretation of what has been said and ask for clarification. An example of this might be, "So what you are saying is that..."

▶ Use Signals to Make Communication More Effective and Meaningful

Remember that verbal and nonverbal communication work together to convey a message. You can improve your spoken communication by using nonverbal signals and gestures that reinforce and support what you are saying. This can be especially useful when making presentations or when speaking to a large group of people.

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NON-VERBAL COMMUNICATION CONT.

Look at Signals as a Group

A single gesture can mean any number of things or maybe nothing at all. The key to accurately reading nonverbal behavior is to look for groups of signals that reinforce a common point. If you place too much emphasis on just one signal out of many, you might come to an inaccurate conclusion about what a person is trying to communicate.

Consider Context

When you are communicating with others, always consider the situation and the context in which the communication occurs. Some situations require more formal behaviors that might be interpreted very differently in any other setting. Consider whether or not nonverbal behaviors are appropriate for the context. If you are trying to improve your own nonverbal communication, concentrate on ways to make your signals match the level of formality suggested by the situation.

Be Aware That Signals Can be Misread

According to some, a firm handshake indicates a strong personality while a weak handshake is taken as a lack of fortitude. This example illustrates an important point about the possibility of misreading nonverbal signals. A limp handshake might actually indicate something else entirely, such as arthritis. Always remember to look for groups of behavior. A person's overall demeanor is far more telling than a single gesture viewed in isolation.

Practice, Practice, Practice

Some people just seem to have a knack for using nonverbal communication effectively and correctly interpreting signals from others. These people are often described as being able to "read people." In reality, you can build this skill by paying careful attention to nonverbal behavior and practicing different types of nonverbal communication with others. By noticing nonverbal behavior and practicing your own skills, you can dramatically improve your communication abilities.



SOURCE

<http://psychology.about.com/od/nonverbalcommunication/tp/nonverbaltips.htm>

BODY LANGUAGE SPEAKS

WHAT YOU SEE:	WHAT IT CAN MEAN:
Brisk, erect walk	Confidence
Standing with hands on hips	Readiness, Aggression
Sitting with legs crossed, foot kicking slightly	Boredom, Nervousness
Sitting, legs stretched out, open	Relaxed
Arms crossed on chest	Defensiveness
Walking with hands in pockets, shoulders hunched	Dejection, Defeated
Hand to cheek evaluation	Thinking
Touching, slightly rubbing nose	Rejection, Doubt, Lying
Rubbing the eye	Doubt, Disbelief
Hands clasped behind back	Anger, Frustration, Apprehension
Locked ankles, locked knees	Apprehension
Head resting in hand, eyes downcast	Boredom, Tired
Rubbing hands	Anticipation
Sitting with hands clasped behind head, legs crossed	Confidence, Superiority, Relaxed
Open palm	Sincerity, Openness, Innocence
Pinching bridge of nose, eyes closed	Negative Evaluation
Tapping or drumming fingers	Impatience
Pulling or tugging at ear	Indecision



SOURCE

<http://psychology.about.com/od/nonverbalcommunication/tp/nonverbaltips.htm>

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WORKPLACE INTERNAL INVESTIGATION



Sooner or later, every employer will face the need to look into employee concerns or customer complaints based on internal rules or policy violations. More and more, employers are recognizing

the importance of workplace investigations. Specifically, their value lies in their ability to uncover problems, potentially prevent re-occurrence and thus, offer opportunities to improve organizational communication and performance effectiveness. The purpose of an investigation is to objectively and reliably determine facts (what happened) and circumstances (who, what, when, where, and why it happened) of reported or suspected wrong doing which can or does affect the interests of staff members and the organization.

When the need arises for an internal investigation to take place, managers and supervisors are the first "layer" in the fact-finding process. At Central Regional Hospital, it's the patient advocate's responsibility to investigate patients' complaints; similarly, it's the primary responsibility of the Human Resources department to address issues stemming from staff concerns or complaints. In both cases, the manager or supervisor of the affected unit must take preliminary steps to gather evidence and make notes concerning pertinent facts such as identifying witnesses who can provide information relevant to the incident(s) or complaint(s), date(s), time(s), place(s), who was involved, what specifically happened, and what was done to find resolution. This documentation is extremely important and valuable if at some point the matter were to be elevated to a more formalized grievance process or become a matter for the courts. Exceptions to the aforementioned fact-finding intervention applies to serious cases of assault, rape, deaths, etc., where crucial evidence must be gathered by competent authorities. **The local police should be notified immediately** in these events and no further action(s) should be taken without their knowledge or approval.

Hence, the internal investigation process follow(s) sooner rather than later and must be conducted by an independent and objective third party. This "party" should be someone with experience conducting workplace investigations and familiarity with human rights law. This assists the organization in gaining the "right" kind of information needed to make appropriate decisions needed to resolve existing issues.

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Knowing about the process though, is only one part of the equation. The other is assuring that every supervisory position for which you're responsible understands his or her role in the internal investigation efforts and how to make it beneficial for all persons involved. For more information or guidance on what your staff may need to know, please contact the **Human Resources Offices at (919) 764-7200** 

TIME-OUT FOR TRIVIA

Coca-Cola was originally green.

If a statue in the park of a person on a horse has both front legs in the air, the person died in battle. If the horse has one front leg in the air the person died as a result of wounds received in battle. If the horse has all four legs on the ground, the person died of natural causes.

The first novel ever written on a typewriter:
Tom Sawyer.

The San Francisco Cable cars are the only mobile National Monuments.

Each king in a deck of playing cards represents a great king from history:

Spades : King David
Hearts : Charlemagne
Clubs : Alexander, the Great
Diamonds : Julius Caesar

RIDDLE OF THE DAY

If a man carried my burden, he would break his back. I am not rich, but leave silver in my track. What am I?

If you think you know the answer be the first to email lee.olsen@ncmail.net for a chance of fortune and fame... 

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NEW DEVELOPMENTS : LEARNCENTER



Please be advised that new upgrades were recently completed to the Learncenter. These were system upgrades that should not affect your online experience in any way but if you should have any difficulty, please call the MIS Helpdesk @ 764-7530.

And, we've been daydreaming...

Not daydreaming exactly, but at our vendor's request, we've been dreaming about what we'd like to be able to do with our Learncenter down the road. How about some of your thoughts?

What would you like to be able to do with Learncenter? Call us at **575-7976** or drop an email to lee.olsen@ncmail.net.

Some of our ideas?

- ▶ Greater interactivity in on-line courses.
- ▶ Access to on-line continuing education courses.
- ▶ Ability to offer facilitated, topic-driven blogs and/or chat rooms.
- ▶ Ability to run a variety of training-related reports.
- ▶ Ability to analyze validity/reliability of test questions. ■

WITH FANFARE (AND RELUCTANCE), WE ANNOUNCE...

The retirement of our colleague and friend, **Sarah Williams**. And we don't mind saying that it's very hard to see her go. After all, she really just got settled in.

Sarah's ending her 32+ years in Staff Development where she's provided her usual brand of top notch training to a wide variety of hospital staff. But she was well established long before her arrival here.

Sarah leaves a legacy of which to be proud - always committed to doing the right thing the right way and always focused on doing what was right by the patients' served. And she didn't mind the occasional friendly ribbing she took about her unwavering adherence to policy and training standards. In fact, she was dubbed "The Sheriff of NCI" on the Rehab unit where she worked for so many years. And those trained by "Sheriff Sarah" knew that they'd been well trained.

Sarah has shown her love and respect for those in her "home away from home" in other ways, too including having served as a player-coach of the hospital softball team for many seasons.

But Sarah's decided to see more of life outside the hospital she loves. Her plans include cross-country travel, lazy days on the beach fishing, spending time with her beloved family, and of course her favorite UNC teams. We're sure Sarah won't leave training behind - too much talent to leave it completely behind; we'll just see it in another creative way - maybe an organic gardening class or two, Sarah?

Wherever she goes, whatever she does, we hope she'll remember her days with us as fondly as we'll remember her...and the legacy she leaves behind.

Please join us for Sarah's retirement celebration on Friday, May 1st from 2-4 pm in the Staff Development Building. ■



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SUPERVISORY COMMUNICATION TIP #1

When you're giving feedback, neither constant praise nor endless criticism is any good. Many leaders fall silent when something is done right. Even worse, unrelenting criticism undercuts morale and kicks up anxiety, killing any joy that people take in their work.

Astonishing but true: A boss was giving a three year evaluation involving 360-degree feedback from more than 50 colleagues. The responses were overwhelmingly favorable. The boss managed to dig out a few criticisms and acknowledged that there weren't any major problems.



Then he administered this swift kick: "Of course, the fact that you lost your son this year probably made it hard for anyone to say anything critical."

As soon as he found a new job, that employee was gone. And the boss's career stalled.

Even if you offer only praise, one-sided feedback still gives employees a false picture of what's going on and no idea of how to make it better. Without knowing how to move forward, they get stuck.

You can fix it, though. If you consciously decide to do more than correct problems, people not only hear what's working well but they also feel appreciated, which is worth its weight in gold.

Lesson:

Never assume that the right balance of praise and instruction are going out to the troops. Besides striving to give balanced feedback yourself, make sure all your managers learn to do it, too.



SOURCE

Executive Leadership newsletter
<http://www.execleadership.com>

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SUPERVISORY COMMUNICATION TIP #2

Holding Difficult Conversations

Steps to Provide Feedback in a Difficult Conversation:



- **Seek permission to provide the feedback.** Even if you are the employee's boss, start by stating you have some feedback you'd like to share. Ask if it's a good time or if the employee would prefer to select another time and place. (Within reason, of course.)
- **Use a soft entry.** Don't dive right into the feedback - give the person a chance to brace for potentially embarrassing feedback. Tell the employee that you need to provide feedback that is difficult to share. If you're uncomfortable with your role in the conversation, you might say that, too. Most people are as uncomfortable providing feedback about an individual's personal dress or habits as the person receiving the feedback.

Often you are in the feedback role because other employees have complained to you about the habit, behavior, or dress. Do not give in to the temptation to amplify the feedback or excuse your responsibility for the feedback, by stating that a number of coworkers have complained. This heightens the embarrassment and harms the recovery of the person receiving feedback.
- **The best feedback is straightforward and simple.** Don't beat around the bush. "I am talking with you because this is an issue that you need to address for success in this organization."
- **Tell the person the impact that changing his or her behavior will have from a positive perspective.** Tell the employee how choosing to do nothing will affect their career and job.
- **Reach agreement about what the individual will do to change their behavior.** Set a due date tomorrow, in some cases. Set a time frame to review progress in others.
- **Follow-up.** The fact that the problem exists means that backsliding is possible; further clarification may also be necessary. Then, more feedback and possible, disciplinary action are possible next steps.
- **You can become effective at holding difficult conversations.** Practice and these steps will help build your comfort level to hold difficult conversations. After all, a difficult conversation can make the difference for how successful a valued employee can be.



SOURCE

http://humanresources.about.com/od/interpersonalcommunicatio1/qt/feedback_com6.htm

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WHAT'S COOKIN'

- 👉 This month, Staff Development's own **Chef Mike Holton** takes us on a journey to the wonderment of Italy's Tuscany region with a delectable soup known simply as **Zuppa Toscana** or **Sausage Potato Soup**.



Chef Mike has included one of his very own recipes that has been passed down from generation to generation. Staff Development gives the two thumbs up award and can't wait to see what he comes up with next.



ZUPPA TOSCANA SOUP (SAUSAGE POTATO SOUP)

4 cups of water
3 tsp chicken bouillon
1 onion minced
1 tsp minced garlic
6 slices bacon
1 pound - new potatoes cut up
1 pound - italian sausage browned
2 cups - chopped kale or spinach
½ cup whipping cream
½ cup parmesan cheese

Brown bacon and crumble - set aside.
Cook onion and garlic in bacon fat till tender
Bring water to boil - add bouillon and potatoes

Boil for 15 minutes. Add bacon, sausage, and kale
Cook for 3 more minutes.
Remove from heat and stir in cream and cheese.



		Apr-09			
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	
		1 7:30-4 HCT NA-1 Day 13	2 7:30-4 HCT NA-1 Day 14 8 am VGCC SN Orientation (8) 5 pm Physicians Only - Interventional Procedures	3 7:30-4 HCT NA-1 Day 15 8-3 CPR Certification Joe - off Mike - off	
6 7:30-4 HCT NA-1 Processing to Units 12-4 PRT 8-4 HCT Signups in HR 8-4 NCI Certification (Nursing Only)	7 8-4 Hospital Orientation 8-4 NCI Certification (Nursing Only) 8-4 NCI INSTRUCTOR RECERT	8 8-4 Hospital Orientation 9-11 NCI Recert Practice Session- 12-4 NCI Recert Core Only 8-4 NCI Certification (Nursing Only) 8-4 NCI INSTRUCTOR RECERT	9 8-4 HCT Orientation 8-4 Clinical Orientation 9-11 NCI Recert Practice Session 12-4 NCI Recert Core Plus	10 Holiday	
13 8-4 NCI Certification 12-4 PRT	14 8-4 NCI Certification	15 8-4 NCI Certification	16 7:30-4 HCT NA-1 PS Day 1 9-11 NCI Recert Practice Session 12-4 NCI Recert Core Plus 8-4 NCI Core Only Cert and I P	17 8-3 CPR Certification	
20 7:30-4 HCT NA-1 PS Day 2 8-4 Nurse Orientation 12-4 PRT	21 7:30-4 HCT NA-1 Day 1 7:30 12 Processing Listed HCTs to Units 8-4 Nurse Orientation 8-2 CPR Recert 10-12 CPR Drills 8-1 CPR INSTRUCTOR RECERT	22 7:30-4 HCT NA-1 Day 2 8-2 CPR Recert 8-4 Nurse Orientation 9-11 NCI Recert Practice Session 12-4 NCI Recert Core only 8-5 Med Ed Update (Aiken)	23 7:30-4 HCT NA-1 Day 3 8-12 Nurse Orientation 8 am VGCC SN Orientation (8) 9-11 NCI Recert Practice Session 12-4 NCI Recert Core Plus 10-11 CPR Drill CPR drills - 9p-11p & 12a-2a	24 7:30-4 HCT NA-1 Day 4 Joe - off	
27 7:30-4 HCT NA-1 Day 5 8-4 Supervisory Orientation 8-4 NCI Certification 8-12 S & R Room Check 12-4 PRT	28 7:30-4 HCT NA-1 Day 6 8-4 Supervisory Orientation 8-4 NCI Certification	29 7:30-4 HCT NA-1 Day 7 8-4 Supervisory Orientation 8-4 NCI Certification 8-2 CPR Recert	30 7:30-4 HCT NA-1 Day 8 8-4 Supervisory Orientation 8-4 NCI Core Only Cert and I P		
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> KEY/NOTES: HCT NA1 = Nurse's Aide Training Track for new HCTs (25 days all inclusive) PS = Psychosocial portion of the full NA1 course (2 of the 25 days) Color Coding = 2 separate student groups/2 separate classes SN = Student Nurses CPR Instructor Course = Prior written approval from immediate supervisor and department head required NCI Instructor Course = Prior written approval from immediate supervisor and department head required </div>					
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> STUDENT NURSE (SN) ROTATION DTCC - Duke - M & W 1/12 - 4/22 ECP1 - NCCU - Th & F 2/12 - 4/16 PCC - UNC - VGCC - Th & F 1/22 - 5/1 Watts - </div>					