

EVALUATION AND IMPROVEMENT OF THE ORGANIZATIONAL COMMUNICATION IN THE HOSPITAL UNIT

DANA CARMEN ZAHA¹, LUCIA DAINA²

^{1,2}Universitaty of Oradea, Faculty of Medicine and Pharmacy

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Abstract: Communication is one of the most difficult aspects of the work of a manager. Difficulties in communication can occur in the health sector organizations that have become increasingly complex due to the emergence of new medical specialties and the rapid progress of technology. The study presents an analysis of the communication process and highlight ways to improve it in the context of improving organizational performance management in Obstetrics and Gynecology Hospital Oradea, in a period marked by major changes. By applying a questionnaire we sought to evaluate the level of communication within the institution.

Cuvinte cheie:
comunicare, evaluare,
unitate spitalicească

Rezumat: Comunicarea reprezintă unul dintre cele mai dificile aspecte ale muncii unui manager. Dificultăți în comunicare pot să apară și la nivelul organizațiilor din sectorul sanitar care au devenit din ce în ce mai complexe ca urmare a apariției de noi specialități medicale și a progresului rapid din domeniul tehnologiei. Studiul prezintă o analiză a procesului de comunicare și evidențierea modalităților de îmbunătățire a acesteia în contextul procesului de ameliorare a performanței managementului organizațional în cadrul Spitalului Clinic de Obstetrică Ginecologie Oradea, într-o perioadă marcată de schimbări majore. Prin aplicarea unui chestionar am urmărit evaluarea nivelului de comunicare în interiorul instituției.

INTRODUCTION

The complexity of medical organizations due to the progress of medical technology and to the breakthrough of new medical specialties reflects on the communication inside of institutions. The source of most communication problems is the gap between the content of the message and how other members of the organization receive the message or the total lack of communication. Although effective communication rules seem very simple and available to anyone, being the result of a lengthy communication experiences, the practice shows that their application is frequently violated. The main feature of work in a hospital is teamwork. A good understanding of communication within a team, the advantages and disadvantages of group work and the factors that influence what happens in a group can help find solutions to improve business.

THE AIM OF THE STUDY

Like other aspects of activities of hospitals, organizational communication should be reviewed periodically. In this study, we aimed to evaluate the process of communication and to highlight ways to improve communication performance in the context of hospital management

MATERIAL AND METHOD

The prospective observational study conducted in Obstetrics and Gynecology Hospital Oradea, from July 15 to August 15, 2010, collected information on how employees perceive communication unit of the institution. Questionnaires were applied for 118 hospital employees. The questionnaire

included 11 questions and followed four aspects of communication: the perception of communication within the institution/department (questions 4 and 5), the perception of vertical communication (questions 6 and 7), the means by which decisions / proposals are transmitted from transmitter to receiver (questions 8 and 9), the predominant form of communication (formal, informal) and the best form of communication (questions 10 and 11). The first three questions relate to data about the employee: age, sex and training. For questions 4-9 the possible answer were: unsatisfactory, satisfactory, good, very good.

RESULTS

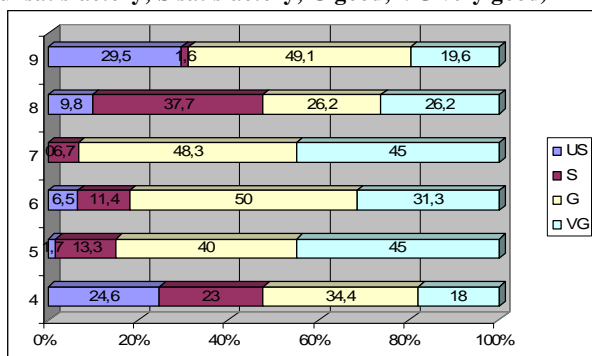
The mean age of respondents is 48 years and 91% were female subjects; moreover, the structure is predominantly female staff. Regarding to communication within the institution, we found that the percentage of those who appreciate good as institutional communication is prevalent (52.4%) taking into account that in general, the findings of the respondents, can hardly distinguish the gap between Good-Very Good for subjective reasons, respectively, Satisfactory, Unsatisfactory, as well as communication within the department assessed as good in 85% of respondents. Interpreting the findings of the two questions (4 and 5) it is clear that the section (smaller entity in which individuals know better and interact continuously both formal and informal) communication is considered to be good by most respondents, although the specific organization of work (shifts) would contribute to a limitation of communication. Regarding communication with superiors (question number 6) as shown in the figure 1 and communicating with subordinates

¹Corresponding Author: Dana Carmen Zaha, 21, block of flats 47, app.9 Slatinei street, Oradea, Romania; e-mail: danazaha@rdslink.ro.; tel +40-0723 604496

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(question number 7) found that the largest share of respondents appreciate as well. We appreciate the naturally high percentage (81.1%) of respondents who value good and very good communication with superiors, given that communication usually takes place within the departments, entities in which communication is considered to be good by 85% of respondents.

Figure no. 1. Detailed response to questions 4-9 (US unsatisfactory; S satisfactory; G good; VG very good)



The evaluation of how the decisions are communicated to employees (question 8) showed that the largest share of the subjects (47.7%) assessed as "Satisfactory." Appears slightly surprising that, on the one hand, respondents appreciate the very high percentage (80%) as good or very good communication both within departments and between hierarchical levels, and on the other hand, the only satisfactory way in which decisions are communicated to them. The explanation is that while the communication includes a broad area of information exchange (including informal nature, technical, human or administrative), decisions are usually communicated through formal channels, procedural, and sometimes go through a long road between the issuer and receiver. Regarding how the proposals are brought to the attention of management, as can be seen, the percentage of those who like to be good / very good way in which their proposals are made known to management, is 68.7%.

The predominant form of communication within the institution (question number 10), in the opinion of employees, is formal (68.8% of respondents), while 31.2% of them assessed as largely informal communication type.

Regarding the best way of communication, the respondents believe this would be the direct word (43.3%) and written (36.6%). Adding the responses indicating direct-to-face communication and meeting, organized form of communication in front), the percentage of respondents is 62.1%. These employees prefer personalized communication, face to face communication in writing or by postings on the website of the institution. This reflects the preference of respondents to the direct verbal communication that within which can actively participate and provide, where appropriate, through dialogue and feedback that can be generated in these types of communication.

DISCUSSIONS

The general perception (52.4%) is that, within the institution, communication is good or very good, referring to those general and overall decisions to be transmitted throughout the organization. Turning our attention to the sections, the level of satisfaction of how communication takes place increases significantly (85%). The explanation lies in the fact that within departments, individuals know better and interact more appropriately, at the same time, the departments of communication channels are shorter, lighter, and communication is more effective for this reason.

Communication with superiors is also good as a percentage of 81.1% of respondents, a percentage which shows cohesion teams (divisions), superior-subordinate communication being the natural result given that the objectives are clearly defined, and necessary actions to carry out to achieve these objectives can be met only if a very good communication. The same comment is valid in superior-subordinate communication situation assessment, in which 93.3% of respondents assessed as good or very good. It is noted that the perception of superior-subordinate communication and that subordinate-level, is assessed as good by the respondents, regardless of educational level of respondents.

As regarding the decisions, respectively the way that they are communicated to the employees, in this case we see a gap between respondents' assessments of the communication and decisions relating to the transmission. The explanation is that, while communication exchange covers the full range of information, the decision is focused on certain issues, and generally takes the procedural form, being sent only on formal channels (sometimes reaching for that reason more difficult from the issuer to the receptors).

CONCLUSIONS

Unlike other institutions that have already formulated a communication strategy and its implementation modalities in the hospital before the questionnaire there is no such strategy. Bringing the health facility survey results to the leadership, proposals were formulated and measures were implemented aimed to improve organizational communication. The management team turned to a few key issues: ensuring that employees understand and support the changes happening in the organization; training and organizational culture influencing in the process of adapting to the changes occurring in the environment; influencing attitudes and behavior on the quality of employees and patients. Swift formulation of a communication strategy is therefore necessary in each medical unit, with regard to increasing internal and external requirements. The responsibility of developing or implementing this communication strategy is of the management team of the hospital, but involving all staff responsiveness and non-medical care is equally necessary too.

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