
COMMUNICATION PROBLEMS IN A MEDICAL ORGANIZATION

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Abstract: Medical care, provision of medical and diagnostic procedures is associated with the continuous exchange of information between a large number of people (patients, medical professionals, diagnosticians, and other service staff). Communication is a continuous, dynamic process and requires not only the correct transmission of the message over the communication channel, but also the correct interpretation and understanding of its essence. In recent years, there has been a tendency to create continuous crises and problems in the field of medical services caused by the lack or incorrect communication in the structures themselves and consumers of this information. The content or essence of communication can range from issues of remuneration, labor discipline, opportunities for employee development within health care structures, task completion, improving the quality of medical and other services and / or relationships with clients, to social benefits, improving the image of a medical institution, and much more. The crisis in communication channels is caused by the heavy workload and responsibilities of accompanying medical and diagnostic activities, stress in the workplace, internal conflicts, external environmental factors (regulatory rights, political situation, socio-economic factors, etc.). Communication management is an important factor in maintaining a healthy work environment that improves the quality and safety of patient care. In the conditions of unstable and dynamically changing environment external to the medical and diagnostic structure, communication management should be considered as a strategic element of the successful functioning of a medical institution. The informational significance of communication has a contradictory effect on the individual and the structure of the health organization. Most often, it has a negative impact on the quality of work and medical services offered. A positive functional impact is manifested when information is sent to regulatory documents, orders and written instructions, which leads to constructive changes in the organization and its management.

Keywords: communications; messages; information; understanding; stress; workload; work tasks;

1. INTRODUCTION

Communication management is a necessary skill that allows correct handling and interpretation of the essence of the transmitted information. This is the basis of power in every organization [1]. The quality of communications is one of the prerequisites for the quality of management processes in various structures of the medical institution, and is a consequence of the quality of services offered [2]. Good communication systems are an essential prerequisite for the successful functioning of health care structures, hospital wards, and support units [5]. Communication is a continuous process that requires monitoring, tracking, and feedback for performance and application activities and direction [3]. In many cases, the rating of the medical structure depends on good communication skills. In a highly competitive environment, the satisfaction of users of medical services depends, not least the commitment of employees to the organization's activities. Without the necessary level of communication and knowledge in this area, doctors, management teams and support units could not be successful [8,9]. It is necessary to apply many aspects of communication [4,10]: its goals, strategies, obstacles in communication, ways to communicate effectively, the basic principles of working contacts, types of communication and, last but not least, forms of communication (verbal, non - verbal, epistolary, public speech and telephone communication). Knowledge of all these aspects of the communication process in the business environment of the healthcare structure allows anyone who wants to be a professional to review their behavior and way of expression during communication and achieve the necessary communication skills [6].

Not all communications with employees are the same. Health structures lose most of their human resource potential [7] because they do not prioritize effective two-level communication and do not make it the basis of managers' relationships with employees, users, and an integral part of their work.

2. EXPOSURE

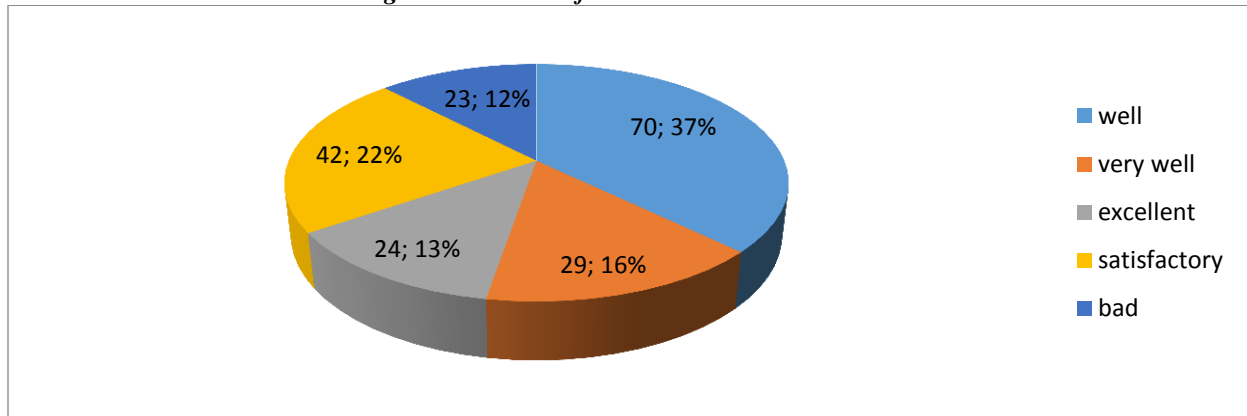
A study of communication channels was conducted in 2 medical institutions for inpatient care, 3 medical centers and 3 medical diagnostic laboratories, with a total of 188 medical specialists. Communication within the health organization, by its nature, is verbal communication. Each healthcare professional develops not only knowledge and skills in their professional field, but also develops their communicative competence during their professional career. This is a necessary quality and is a must for all specialists to master. An effective treatment process necessarily takes place through the natural, informal relationships of the treating patient or medical specialist-the patient for whom all

the interviewees have been confirmed. Adopting a bio-psychosocial approach to anyone who has sought medical care or health advice in accordance with modern standards of medical care requires good sociopsychological training of medical professionals. As technology and regulatory dynamics advance, the growing demands of the environment place high demands on physicians and healthcare professionals for balanced speech and continuous communication in 89.4% of respondents. This is a necessary step towards creating them as competent specialists in the chosen field.

The survey showed that employees prefer direct communication with their immediate supervisor (57.45%) over emails, voice mail, and everything else, and that the most effective messages are delivered with face-to-face communication. Although it is considered informal, verbal communication has a strong influence on organizational culture and is noteworthy because it determines the behavior of employees and their attitude to work.

Many respondents gave a positive assessment of communication in their team, finding it good (37.23%), very good (15.43%) (Fig.1).

Fig.1. Assessment of communication in the team



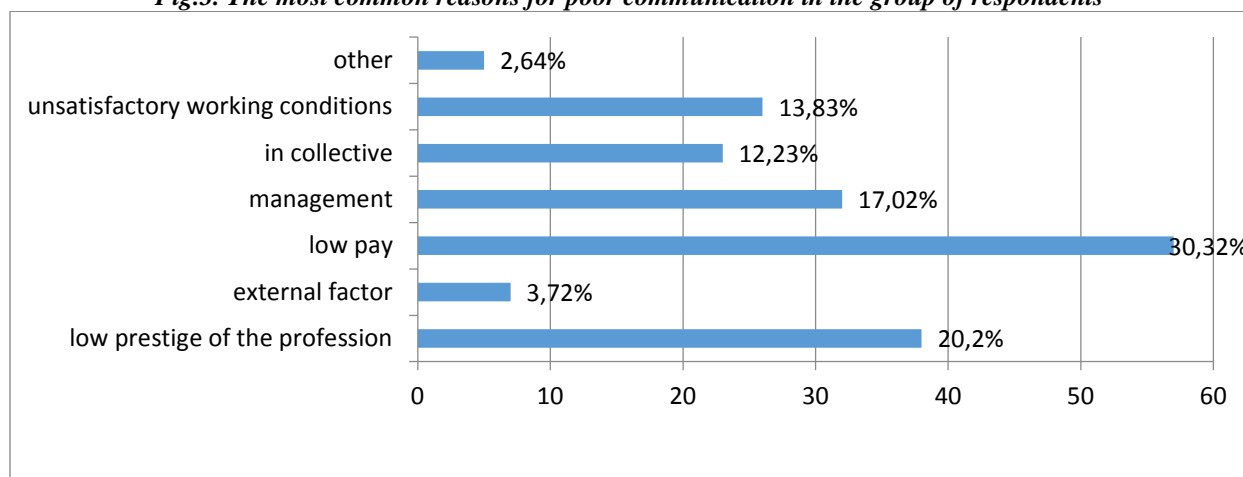
The influence on the size of the team in which the respondents work according to the research indicator was established. In the group of respondents working in teams with up to 20 people, the percentage of found connections in their team was very good at 51.25%, and for those with excellent was 15.0%. The same indicators decreased by 12.96% and 11.11% for respondents working for more than 20 people. In small groups, there is less, and a percentage of health workers find the relationship to be bad and very bad (Fig. 2). The type of medical institution (public or private) where the respondents work has a great influence on the research indicator, as the quality of communication among respondents who work in private medical institutions is very good, compared to those who work in state or municipal structures.

Fig.2. Influence of the team size on the quality of communication between participants in it



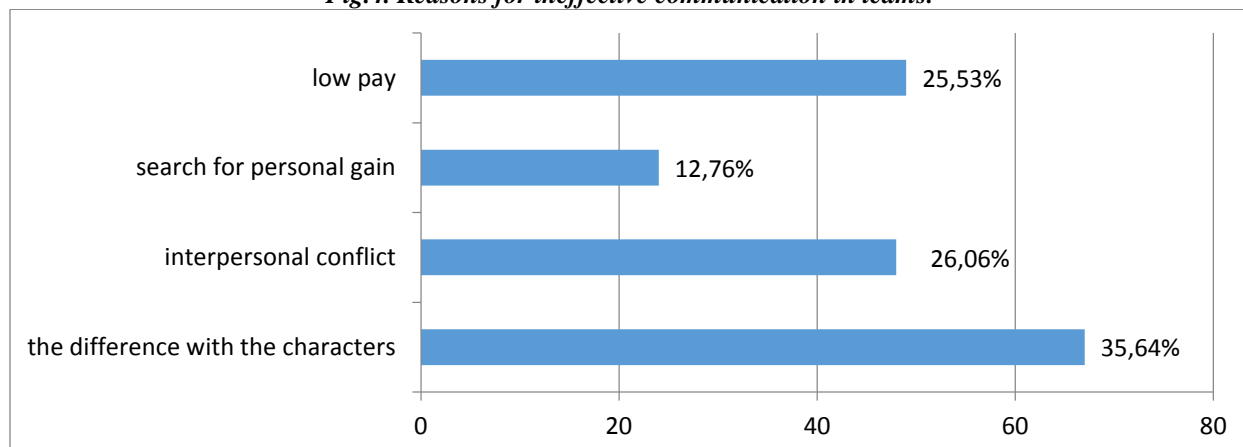
According to respondents, the most common reasons for ineffective communication in the team, which generates dissatisfaction and internal conflicts, is low wages (30.32%). The second largest group is those who are looking for the reason for the lack of communication linsata prestige profasiyata which you work (doctor, midwife) - 20.2% (Fig.3).

Fig.3. The most common reasons for poor communication in the group of respondents



The specific reasons for poor communication in one team are different and directly depend on interpersonal relationships and the apparent struggle for leadership in structures. The prevailing view is that the leading cause of poor communication in the team is the inconsistency between the characters of colleagues. This is what 35.64% of respondents think. The second most important reason, according to medical professionals, is poor pay, which, in their opinion, creates a prerequisite for strained relationships in the team (Fig. 4).

Fig.4. Reasons for ineffective communication in teams.



For 29.78% of respondents, improving the material base will be fundamental to improving communication in the team they work for. A large proportion of respondents (17.02%) attach importance to the role of team-building activities to improve communication between employees (organization of counter-negotiations with management, training courses, reduction of clear rules and algorithms). Second (26.06%) are those health workers who believe that higher wages will also lead to better communication with their colleagues.

The preferred measures to improve communication in the team, according to respondents, are the change of sector managers, adequate remuneration and responsibility, improvement of the material and technical base, conducting training courses, etc. according to many respondents, all or part of the application of corrective measures will have a beneficial effect on the quality of services and medical care.

It is necessary that the change in the relationship be launched by the management to the entire level of horizontal and vertical structures. Adequate motivation of staff is also at the heart of any quality program of a medical institution, since it gives people the opportunity and incentive from the base of the hierarchical pyramid to cooperate and be sensitive in improving the quality of medical services. One of the conditions of participation at all levels of the hierarchical structure of health organization to achieve the best quality as the overall objective is to provide

financial motivation of personnel 59.6% of the respondents. At 20.2%, motivation to work is the essence of the work itself and the desire for professional development. Very few people are engaged in the activities of structures (24.5%), work and communication with patients and their loved ones (19.1%). This creates the need for all health professionals to be involved in the activities of their structures, informed about the vision of the management, about where the organization positions itself in the market of medical services. Naturally, employees want to hear that the direction is clear and aimed at improving their well-being. Without a vision and care for the staff, but only with plans and directives, they cannot be involved in the organizational environment. But the vision must be communicated to all employees, through various forms of communication, and management must be able to guide the communication process at different levels with different employees. When reducing various regulations related to organizational activities, there are different phases-from rejection/denial, through confusion, anger, avoidance, through acceptance, relief, to trust and enthusiasm. As for communication (Smith's recommendations), we recommend 6 key points to follow:

1. be heard by the immediate supervisor, face to face
2. hold regular meetings
3. set up networks of people
4. do not speculate on information
5. to find feedback from people
6. talk, talk, talk

In the study of communication channels, respondents shared that the overthrow of regulations, messages and tasks is carried out through colleagues. They often prefer a narrative form of communication, with the information message passing through more than two subjects and modified. This often results in message distortion reduced to task execution, affecting the job and the way it is performed. One of the ways of communication for the transmission and dissemination of information is "grapevine", or an informal system of spreading rumors (personal communication through a network of scattered people tied to an informal network of interests and contacts of the individual). In the studied structures, this is a formal, uncontrolled communication tool and dangerous, because information is often unreliable and unreliable. This is the preferred tool for distracting attention from tasks and is often used as an excuse for not meeting deadlines. The study showed that, as a rule, up to two employees of this structure were aware of the information that flows along the grapevine. When gossip and rumors portend serious problems, they should be refuted by revealing everything related to the problem. Grapevine fills information gaps created by any inadequate internal communication program. In the studied structures, 87.1% of the reason for failure to meet the set tasks on time is precisely to attract attention to other, secondary tasks. In the studied communication forms and channels, it was found that it is necessary for management to be able to navigate among the information flows in the organization. The act of communicating begins with people experiencing needs that lie outside of the communication itself, employees having a need to be heard, to accept their views so that they can be involved in the structure and be empathetic. These needs lie in the area of activity that this communication serves. In accordance with the different cases of communication and changing the nature of this guide. Sometimes this can be minimized. In these cases, people communicate with each other almost automatically, using ready-made compositions, service, moderate and strictly classified. It is necessary that when reducing this activity for managers to perform, there should be preliminary guidance in the setting in order to be able to plan a communication strategy according to the instantaneous situation, imagining, usually unconsciously, what exactly they should say, how they should behave, etc. it is important to make the main difference that you do not need to think only about how information will flow from top to bottom (from the rulers to the performers), as well as in the opposite direction. It is also important to establish clear rules and norms for communication between the various knocks of the organization.

It should also be borne in mind that in the performance characteristics of some positions, communication with people from the organization and outside it is part of the job responsibilities, while others do not have such obligations at all. These people should not and cannot be placed under the common denominator "employees" " Communication with patients, with their loved ones, with control authorities and contractors from the external environment requires good communication skills. This is the ability to quickly and accurately navigate the conditions of a particular communication; the ability to plan your speech in advance, choosing the appropriate content for the case; find adequate means for transmitting this content; be able to provide quality feedback, evaluate the reactions of your communication partner and act in accordance with them. Therefore, employees of such positions in free responses share what they feel undervalued.

3. RECOMMENDATIONS

among the priority tasks for improving management, it is necessary to ensure high speed of information movement within the organization, perfect planning, excellent time management (time management), employee motivation,

monitoring and constant review of the relevance of plans set for the implementation of tasks. The execution of precise tasks and activities depends to a large extent on the skills of the task-taker and the interpretation of the entity for processing information, turning it as quickly as possible into a means of achieving new economic and social benefits, new activities and services. The same should be true for technical skills for processing, transmitting, and storing information. It is necessary to enter a strict sequence and track the way information is transmitted and decoded through information channels, analyzing the behavior of objects and subjects. Fully applicable in a health organization is the "Eisenhower matrix", according to which information and solution can be:

- Important urgent (works immediately)
- Important Non-urgent (do not work immediately, but decide when to be performed)
- Impossible emergencies (delegated to the employee)
- Unspeakable not urgent (works later, i.e. well. essentially the latter).

Management should start by defining the nature of information tasks for the day and only then begin to solve them. It also has to decide when to finally start making important, but not quick, decisions before they turn into emergencies.

4. CONCLUSION

Every healthcare organization needs a good Manager and good communication channels. However, this can be achieved in a positive environment, with respect and respect for the views of employees. The Manager gives a personal example, explains the expectations of employees, shows flexibility in performing activities, transmitting information, and reducing institutional provisions. Employee motivation includes both initiatives and positive interventions. This is not an end in itself, but an important tool for attracting employees to the organization and stimulating them. Employees must be heard, understood, and managed in the best possible way. This is done by developing an information network and channels for exchanging work tasks, information of a service or non-working nature. Motivated employees feel like team members, contribute to a positive work environment, motivate their colleagues, are able to offer good solutions to emerging problems, can devote additional time and ability to perform urgent and important tasks, develop personal goals and ambitions, and strive to preserve and even improve the image of the organization itself. On the other hand, unmotivated employees have a negative impact on others, leave for no reason, do not appreciate the name and image of the company and cause damage to the workflow.

The most important channel for communicating with employees is this "face-to-face", followed by electronic means such as e-mail and internal television, information panels, employee meetings, printed materials, phone calls, and information campaigns. Their importance varies depending on the size, activity, and goals of the organization. We need to be careful and achieve a balance - if you pay too much attention to the channels and rules of communication, this can be lost due to the content aspect of communication. In addition, it can distract people from their usual remaining responsibilities and turn them into fulfilling communication plans rather than fulfilling work plans, i.e. well. service obligations.

It should be noted that communicative competence is not an innate ability, but is formed by a person's interaction with the social environment in the process of tipping over to a social-unique experience. The knowledge and competencies of individuals belonging to the same professional group are rarely interpreted. They differ to a small or significant extent. Competence in communication is a social skill and, as such, it can be trained and improved. The influence of communication skills on the main characteristics of the work environment in healthcare organizations is particularly relevant and important organizational problem

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