

## Review

# Communication in units/agencies provide health services

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### Abstract

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**In modern business activity prerequisite for the success of management in a company/ organization is effective communication. Inefficient communication due to errors that may be related to the sender or others in errors associated with the recipient leads to conflicts and confrontations in the workplace which, if not treated promptly and effectively could cause a malfunction in the body. The main factors that contribute significantly today to the smooth operation of the health service organizations is the professional respect, cooperation between employees and the competence of health professionals. In the context of the broad reflection effective management of organizations, for the need to improve interpersonal communication in health organizations have expressed today proposals which are expected to be able to contribute effectively to address communication difficulties. In this study, given the full understanding of knowledge relating to basic principles of administrative science, after the study of the process and the efficiency of communication attempts to review the role of communication in the management of the units/health organizations. Also, based on the international literature mainly attempting quote suggestions for the improvement of interpersonal communication in order to make it effective for modern units/health service organizations.**

**Keywords:** Communication, communication barriers, improvement proposals, units /health service organizations

## INTRODUCTION

The importance of management is known since antiquity. The coordination of individual efforts to ensure the management science was necessary and indispensable since people in their evolutionary path formed groups and set specific goals and objectives. From ancient Egypt and ancient China, and the Greek Athenian democracy survived until today reports indicate substantial existence and effective implementation of the administrative function. Socrates refers to the administration and describes it as a special skill which is very different from the technical knowledge and experience.

Rapid unrest observed in all areas in recent years and

the general and constant upheavals in science and technology is reasonable and expected to have influence in turn the medical science and administrative level. This result in the provision of health tonypiresion now be done in an organized systimatotsygeias that requires effective management of the units/health scientists. Motor process of effective administration bodies starts with planning, continues with the organization and the direction and ends in check, which in turn leads to revision or not revision of programming. Basic also function of business management is the decision making in the company or the body (Figure 1), which occurs in all functions and at

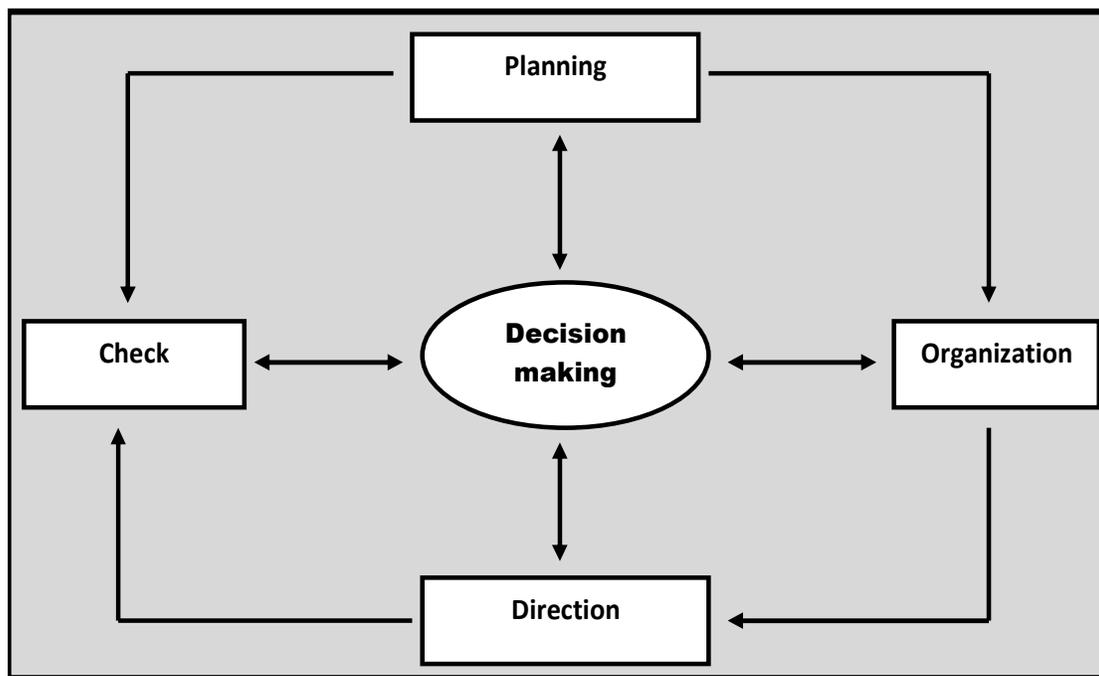


Figure 1. The process of effective management

all stages of the administration, and therefore aftosynithos not mentioned as a separate mode of administration science (Bourandas, 2002).

In modern business activity prerequisite for the success of management in a company/ organization is effective communication. The internal communication is now considered crucial to organizational effectiveness, and has been identified as one of the keys to organizational efficiency (Hellriegel and Slocum, 2004; Cheney, 2007). The ability of members of a company or organization, including units / health organizations, communicate effectively and successfully is essential for the proper functioning and strengthening of businesses. The internal communication within the context of contemporary international and competitive economic environment is able to strengthen the business need to develop a communication strategy that will contribute to the proper management of conflicts, the adoption of appropriate leadership behavior and decision-making quality for enterprises, in order to allow better and more complete understanding of the components of the operational reality (Robbins and Judge, 2007).

In this study, given the full understanding of knowledge relating to basic principles of administrative science, after the study of the process and the efficiency of communication attempts to review the role of communication in the management of the units/health organizations.

## Communication and Effective Management of Units/Health Agencies

### The concept and process of communication

The communication theory has its roots in antiquity. Most theories related to communication are based on concepts as ancient as the language itself and the socio political system of humans. In general, communication is the process relating to the exchange and understanding of information, thoughts, ideas or emotions of two or more people (Hargie, 1989; Sahinidis, 2001). Taylor in 2005 and DeVito in 2006 designated communication as the exchange of "concepts" between individuals through a common "symbols" system (Taylor, 2005; DeVito, 2006). About Operational communication relates to intentional or organized exchanges of ideas, opinions, information or instructions between employees, personal or impersonal, using symbols or signs, in order to achieve the objectives of the company/organization. That is, communication in this sense is the set of processes poulamvanoun place within the company, and that the information transferred from the sender to the recipient (Loutas, 2002).

The process of communication, as shown in the figure below (Figure 2) contains the sender (transmitter), the receiver (recipient), the message and the process of encoding - decoding the message (Tzorzakis and Tzortzaki, 2007). The process of communication requires at least two persons, the sender and the recipient. The

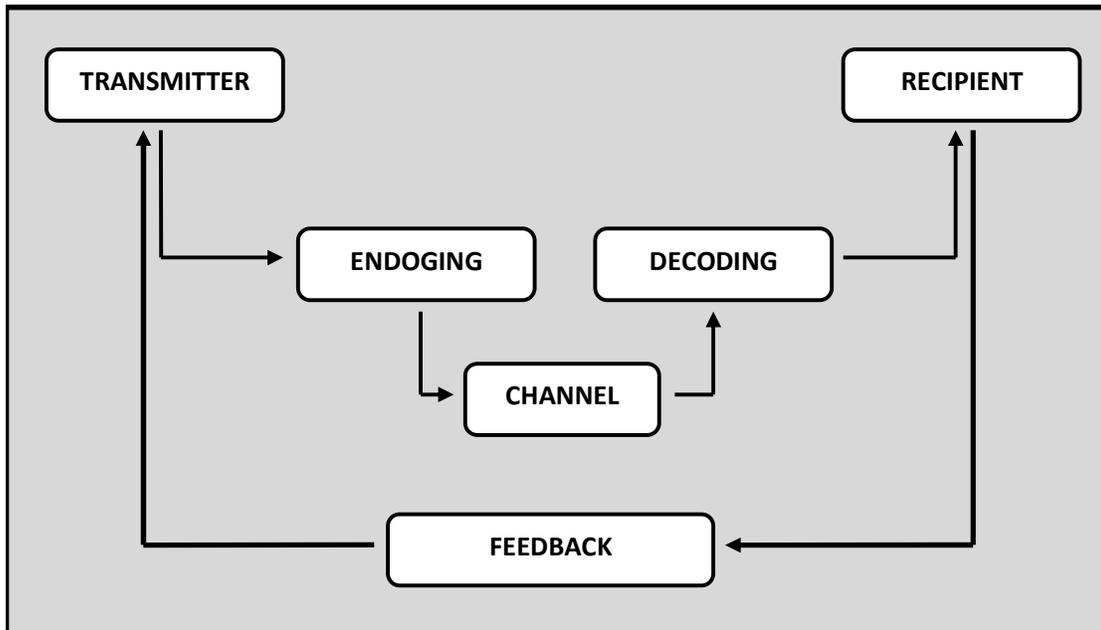


Figure 2. The process of communication

communication starts with the encoding of the message from the sender and ending the decoding of the message by the recipient. More specifically, the communication process begins when the sender encodes and transmits the desired message with the channel assistance to the recipient. The recipient receives the message, decodes, interprets it in order to understand what the sender wishes to transfer. The last level of communication is a control mechanism feedback - feedback (feed - back) in which the message is returned to the sender and given the ability to control the degree of understanding from the recipient. The feedback is an essential instrument of communication and provides valuable information about what messages are transmitted and how well these messages are perceived (Kurland and Pelled, 2000).

**The communication efficiency**

The purpose of communication in the broadest sense is to coordinate the activities of the company / organization, to promote the effectiveness of the operation of the unit as a whole, without disproportionately high costs to achieve good communication. To achieve this goal requires the reduction or elimination of obstacles between the sender and the recipient. These barriers of communication are characterized as parasites must be treated with caution as a whole, so that communication in an organization to be effective. Inefficient communication in the body due to errors that may be related to the sender or to other errors associated with the recipient

(Tourish and Hargie, 2003; May and Mumby, 2004; Zaremba, 2005).

Incorrect analysis of the messages transmitted by the sender to the recipient, the lack of clarity, lack of reliability, the wrong choice of time and space for communication, fear of contact and non - use of feedback are the most important obstacles to the effectiveness of communication associated with the dispatcher. The clarity of the objectives of the process of communication as an individual and organizational level must be sufficiently defined to avoid misunderstandings and barriers to communication, so that it is efficient and effective. The vagueness, inaccuracy, lack of comprehensiveness and message content or correctness are no additional effective communication barriers, responsibility for which lies with the sender of the message. Similarly, the acceptance by the recipient of the reliability of the sender on the knowledge, information or even the crisis that has the correct choice of time and space communication by the sender and the sender's correct choices than in the way and the message transfer means are necessary conditions for effective communication. Also, in necessary to achieve effective communication requirements should include the creation of a positive climate of trust and cooperation among the people in contact with the suppression of fear of communication usually grown between superiors and subordinates. So, mutual respect between the sender and the recipient leading to the development conciliatory relationships without dogmatism which enable the creation of a positive climate for the successful

communication and welfare of the body (Montana and Charnov, 2002).

At the same time, lack of interest, hasty conclusions, predisposition -prejudice, the hypersensitivity of the recipient, the overloading of messages and communication strategy impotence are the major obstacles of effective communication related to the recipient. More specifically, the carelessness and lack of interest, lack of addressee good mood and ability to focus on the message transferred from the sender are important communication barriers on the part of the recipient, because not only cause serious problems to the proper treatment and understanding of the message, but also adversely affect further expression and continuation of the process of communication by the consignor. Also effective communication barrier associated with the recipient is hasty early evaluation of the transferred messages from the sender to the recipient. The hasty conclusions of the recipient which can be due to lack of patience or time pressure, before even prevent the sender to complete the transmission of the message leading to hasty assessment of which can lead to incorrectly conclusions and incorrect understanding of the message contents. So hasty conclusions impede effective communication, since it is perceived as the message content can be far from the actual message. Finally, mental abilities, physical abilities, the ability of oral and written message expression, patience, persistence and effort positive climate to create cooperation between communicating are essential and necessary conditions for effective communication in an organization (Swansburg, 1999).

### **Communication in units/health service organizations**

The term "health services" includes all of the provided medical care, preventive and pharmaceutical, as well as the mechanisms of supply and distribution of such care. In particular, as a health service system is the sum of financial resources, the fixed equipment, logistics, technology and organizational standards required in order through health services produced from these resources to improve the level and the health level of the population. The most important resource for the operation of the health system is the human resources, the importance of which appears from the fact that it can decisively affect the efficient operation of hospital organizations (Kariotis, 1992). The hospital in this era of dominance of biomedical technology is the fundamental building block of the health system. Providing high – quality care to hospitalized organizations ensured by good communication. Effective communication is a prerequisite for the successful management of the units / health service organizations. In the areas of health service organizations thrive enough problems in relations

staff, resulting in frequent event conflicts and challenges that if not treated promptly and effectively can lead to dysfunction of the organism (Woolley et al, 1978; Forte, 1997; Stathopoulou, 2006). The main factors that contribute significantly to the unit / health organization smooth operation is professional respect, cooperation between employees and the competence of health professionals (Porter - O'Grady, 2004).

The professional respect between doctors and nurses and the director and the curators of health nursing unit is necessary for effective interpersonal communication and the proper functioning of the health unit nursing. The lack of patience on the part of doctors, the refusal to answer questions from nurses and generally negative comments and criticism of the medical staff of physicians are behaviors that we find quite often in modern hospitals and declared disrespect of doctors across nurses (Kelly, 2006; Casanova et al, 2007). On the other hand, modern nurses who spend enough time with the patient, more focus their attention on patient care rather than treatment, which contradicts the scientific criteria and the daily clinical practice of physicians. So this is an important factor undermining effective communication between physicians and nurses, factor but due to the different vocational guidance (vocational culture) between the involved health professionals (Frederich et al, 2002).

Similarly, good cooperation between health professionals working in a healthcare organization is a key factor in the proper functioning of the body. The refusal of health professionals to work collectively and harmoniously in the same area of health service organization does not improve clinical outcomes, does not increase patient satisfaction and neither contributes to reducing the costs in human and material resources (Schmidt and Svarstad, 2002). In 2007, Reader and colleagues reported that the effective cooperation of health professionals as a result of effective communication in the hospital can be heavily ensure the effectiveness of treatment (Reader et al, 2007). Instead, the dominant and overbearing behavior of the physician to nurses adversely affect communications between the extension and poor cooperation created between the doctor and the nurse to adversely affect operation of the health body (Vazirani et al, 2005).

Finally, recent research studies have shown that effective communication between health professionals stem from the excellent interprofessional collaboration and the right division of labor and responsibilities between workers in the field of health service organizations. Also, a basic and necessary condition for the development and prosperity of modern health organizations, being able to create a pleasant and productive efficient working environment that can provide significant benefits for the safer management of patients' health (Tjia et al, 2009; Karima and Wafaa, 2011).

## Proposals to improve communication in units / health organizations

The context of the broad reflection effective management of modern organizations, the need to improve interpersonal communication in units / health service organizations, concerns scientifically documented proposals, such as regular meetings, professional respect, maintaining excellent cooperation of health professionals and the continuous improvement of workers at the hospital. Also, the direct recruitment of medical and nursing staff, monitoring postgraduate training in communication, the wording clear communication, the systematic assessment of burnout and to ensure effective communication between health professionals and patients should be present guidelines for the operation of modern units/health organizations, the implementation of which is estimated to contribute effectively to address communication difficulties.

Conducting regularly scheduled meetings with each of the directors of nursing units and curators doctors, and between the medical and nursing staff under the guidance of director the department / clinic is expected to cultivate a positive climate of trust and mutual respect between physicians and nurses. The Director must respect and treats the different scientific view of his colleagues and in any case should not have been unaware arrogant. Thus, professional respect and excellent interprofessional relationships estimates that can lead to harmonious cooperation of medical and nursing staff which is necessary to enhance the interconnection of health professionals and improving communication workers in the unit/ health agency space (Arford, 2005).

Also, the continuous improvement of existing staff at scientific and administrative level by conducting periodic information scientific events and postgraduate ekpaidefsisstin monitoring the agencies' communication, respectively, and the direct recruitment of medical and nursing staff is estimated to be a great need for the proper functioning of modern hospitals. Training, retraining and harmonious cooperation of workers in the hospital is expected to lead to avoid as much as possible of medical errors, to ensure maximum patient safety and minimize the waste of resources, resulting in improved communication within the organization (Levinson et al, 2002; Krammer et al, 2004; Weiner and Cole, 2004).

Finally, systematic evaluation of burnout syndrome for the prevention of occupational stress of workers in the health sector and ensuring effective communication between health professionals and patients contribute decisively to overcome the difficulties communication taking place today in modern hospitals. Health professionals ensuring trust and good cooperation of patients are able to perform more accurately their clinical work and to provide high quality health services

(Koutelekos and Polykandriotis, 2007; Polikandrioti and Ntokou, 2011).

## CONCLUSIONS

In modern psychosocial theory has dominated the view today that communication in organizations/health facilities, as complex organizations facing uncertainty and have high technology, it is important and necessary. The proper functioning of modern units / health service organizations requires effective communication of health professionals both in their interprofessional collaboration, and to ensure delivery of high quality care and appropriate therapy of patients (Van den Brink – Muinen, 2002; Puntillo and Mc Adam, 2006). Inefficient communication in units/health organizations and the subsequent conflicts and confrontations that result usually leads to aggressive behavior of workers and the dysfunction of the body. However, in individual cases, where depending on the capabilities of health professionals and the application of appropriate administrative organizational maneuver ineffective Communication is likely to lead interprofessional cooperation and lead to the development and prosperity of units / health service organizations (Bitsori, 2013).

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