

# PATIENT COMMUNICATION GUIDE



# YOUR GUIDE TO BETTER PATIENT COMMUNICATION

This guide outlines some simple strategies and tips for improving communication with your patients.

Research indicates that ‘soft skills’ have a direct bearing on patient perceptions of the value of care provided, the degree of trust placed in the dentist and the success of treatment.

Although you may be familiar with some of the communication strategies included in this guide, reviewing them may strengthen communication with your patients and remind you to be as consistent as possible.

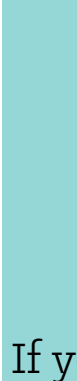
## The goal of effective communication is simple:

To empower your patients with the knowledge required to make an informed decision about their oral health. It is up to us to communicate our goals and expert opinions about our patient's oral health so that you and your patient can determine the best treatment option.



# WHY GOOD PATIENT COMMUNICATION IS IMPORTANT





If you include your patients as fully informed partners in their care, they'll return the gesture by being loyal and continuing care with you. As an added bonus, you'll discover more satisfaction in your work, renewed motivation and increased productivity.

Considering patients will judge you by the way you interact with them, it is vital that you understand your own communication style and adjust to meet the needs of various patients. When patients have a positive experience in your practice, not only will they be more inclined to accept recommended treatment and return for ongoing care, they will also refer friends and family. This will help build your reputation and practice as well as enhance the image of our profession overall.

- 1 Increased patient satisfaction**  
Medical evidence has demonstrated a positive association between a patient's satisfaction with the care they receive and their provider's ability and willingness to communicate and empathize with them.
- 2 Reduced complaints**  
Open dialogue with patients results in better patient retention and a reduction in complaints. It is estimated that 70% of the complaints received at the CDSA could have been resolved through better communication between dentist and patient and never evolved into written complaints.
- 3 Improved efficiency**  
Improved communication with your patients will make your practice more efficient. For example, giving patients time to express their concerns doesn't take any longer but can significantly reduce the likelihood of late-arising concerns or missed opportunities to gather important data.

# COMMUNICATING WITH CARE


## THE DENTIST-PATIENT RELATIONSHIP

The first law of patient care is:

**Patient Satisfaction = Perception – Expectations**

If your patient perceives care at a certain level but expected something more or different, then they will be dissatisfied. Both perception and expectation are states of mind and you need to consider these if you want to keep your patients happy.





In its most basic form, good patient care consists of listening to, understanding and responding to your patients' needs.

While your oral health knowledge and clinical skills may be exceptional, few of us are taught the 'soft skills' of patient communication.

**While there are a multitude of patient needs – six basic needs stand out:**

- 1 Friendliness**  
Basic courtesy and politeness; being warm and caring.
- 2 Empathy**  
The patient needs to know that the dentist appreciates their wants and circumstances and provides personal attention.
- 3 Efficiency and punctuality**  
The patient wants to feel they are respected.
- 4 Control**  
The patient wants to feel that they are an important part of their own treatment plan.
- 5 Options and alternatives**  
The patient wants to know what treatment options are available; explaining options thoroughly.
- 6 Information**  
The patient wants to know about fees and services but in a pertinent and time-sensitive manner.

# THE FUNDAMENTALS OF PATIENT RELATIONS





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Patients want to be treated as individuals. Here are a few rules of thumb for patient relations, which you and your staff should be mindful of:

- The patient is never an interruption to your work – the patient is your work. Everything else can wait.
- Even if you are delegating a task to a member of your staff, a casual “How are you feeling” gesture while your colleague does the work will comfort your patient.
- Never argue with a patient. Be a good listener, agree with your patient where you can, and do what you can to make them happy.
- Discuss money matters at the appropriate time – only after treatment options have been determined and fully explained to the patient.

## Portrait of the ‘ideal’ dentist from the patient’s perspective:

### CONFIDENT

The dentist’s confidence gives me confidence.

### EMPATHETIC

The dentist tries to understand what I am feeling and experiencing, and communicates that understanding to me.

### HUMANE

The dentist is caring, compassionate and kind.

### PERSONAL

The dentist is interested in me, interacts with me, and remembers me as an individual.

### FRANK

The dentist tells me what I need to know in plain language and in a forthright manner.

### RESPECTFUL

The dentist takes my input seriously and works with me.

### THOROUGH

The dentist is conscientious and persistent.

# TOUCHPOINTS OF PATIENT COMMUNICATION



There are five key moments of interaction with your patients during their visit to your clinic. Each component can influence your patients' overall experience and their level of satisfaction.



## THE INITIAL CONTACT

**The initial clinical encounter sets the tone for all other interactions throughout the visit. It may also be your best opportunity to avoid future misunderstandings or mismatched expectations between you and your patient.**

Get the patient encounter off to a good start.

As we know, first impressions matter. Try to spend a few moments to slow down and focus your attention on meeting your patient's needs.

- Be sure to greet your patient with a friendly smile when you arrive in the operatory.
- Explain what will happen during their visit and introduce them to staff members who will be providing care, and any colleagues who may accompany you.
- Call patients by name.
- Sit at eye level.
- Listen attentively to their concerns.
- Don't use technical jargon or terms that convey value judgments.
- Ask permission to examine the patient.
- Take the leadership role and guide the patient through the appointment.

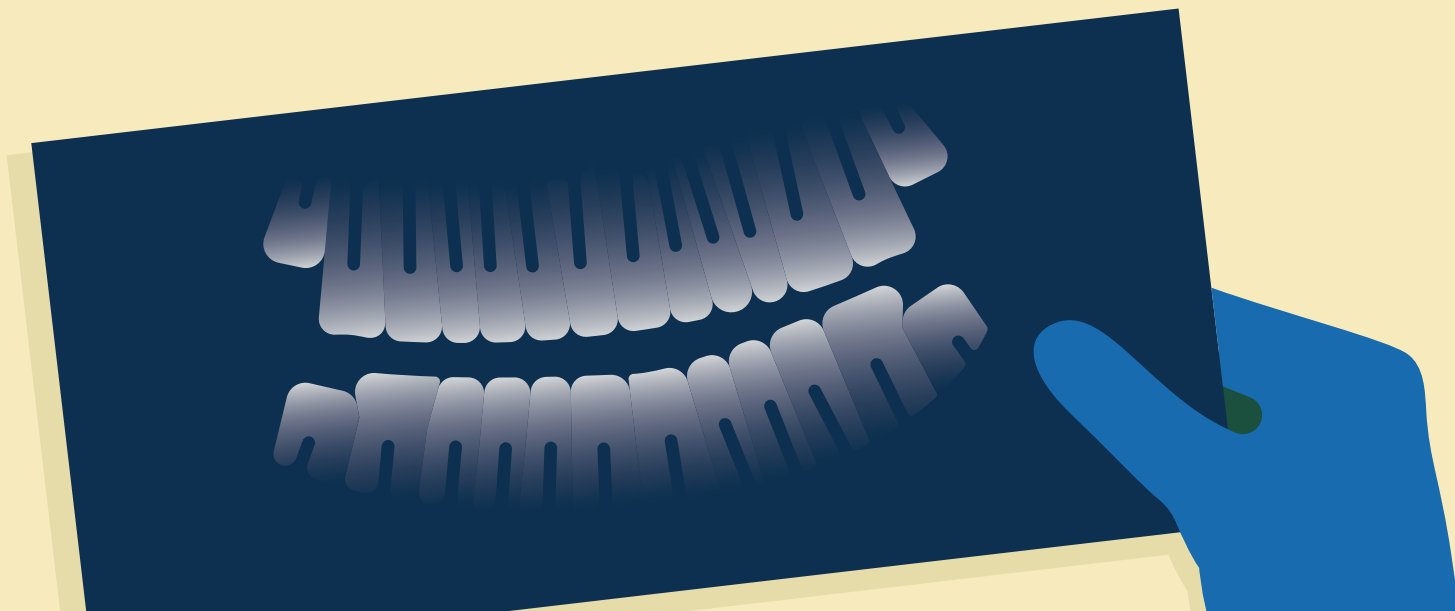


## THE DENTAL EXAMINATION

**The dental examination is one of the most important and perhaps under-appreciated components of the dental visit. For most of us, this is a routine procedure, but for many patients it is perhaps the highlight of their visit and the only point at which they will have to interact directly with you. It is an opportunity to educate your patients as to what is involved in the examination process.**

Most patients have no idea what the dentist does or what the dentist is looking for during the dental exam. An open discussion with your patient will help them better understand the value of what you do and enhance the relationship you have with them.

- Point out that you are checking things such as gum condition, overall health and function of the jaw, soft tissue condition, teeth spacing and bite, and so on.
- Explain what you are looking for as you proceed through the examination and provide the patient with a summary of your findings when you are finished.
- Encourage patients to ask questions so that they feel they are an active member of the oral health team.



## DISCUSSING TREATMENT OPTIONS

**In order for your patients to feel like true partners in their oral health care, they must be fully informed of the treatment options available to them. Be thorough in your explanation of treatment options so the patient understands the pros and cons of each. This is an opportunity to demonstrate your clinical expertise and to build trust in your abilities and motivations.**

Use plain language to describe the recommended courses of treatment; avoid using jargon as much as possible:

- Lay out the options in a logical manner. For example, from the least complex (and costly) procedure to the most complex. Explain the reasons that account for each option.
- When possible, provide simple printed materials for the patient to take home.
- Avoid being judgmental about the patient's choice of treatment.
- Ensure that all instructions for any treatment are as detailed and specific as possible.
- Check that you have been understood. Ask the patient if they have any questions and correct any misunderstandings as necessary.

### INFORMED CONSENT

In the context of a dental office, informed consent is "permission obtained as a result of the process of information sharing in ongoing dialogue between the dentist and patient". No treatment should be performed without the express or implied consent of the patient. The onus is on you, the health care provider, to ensure that whatever decision a patient makes, to accept or decline treatment, it must be informed. Consent must be obtained in advance of treatment – not in the middle and not after the fact. Remember to document consent decisions in the patient chart.



## DISCUSSING FEES AND INSURANCE

**The fee discussion is a golden opportunity to dispel the misconceptions about our profession in a way that builds trust and confidence in your relationship with your patient. Many patients are embarrassed to ask about fees, so it's important for us to take the lead. If we deal with the cost issue with honesty and openness, we can avoid misunderstandings and dissatisfaction after the fact.**

Dentists may use the recommended fees in the Alberta Dental Fee Guide to assist them in determining their own professional fees.

A suggested protocol to follow in order to eliminate the possibility of patient misunderstandings regarding the fees for dental treatment is:

- a. Perform a thorough oral examination for the patient.
- b. Explain carefully the particular problems encountered in this patient's mouth. Describe your treatment plan and prognosis, in a manner which the patient can fully understand. Assure yourself that the patient has understood the presentation.
- c. Present your fee for treatment before the commencement of treatment.
- d. Arrange financial commitments in such a manner that the patient understands their obligation.
- e. If there is any question as to why this fee must be charged ... explain at this time.
- f. Describe, explain and note any conditions which may require an additional fee.
- g. For the patient who requires a removable prosthetic service, two pertinent points must be emphasized:
  1. The length of time that adjustments will be provided at no additional fee; and
  2. Whether or not the initial fee includes the cost of necessary relines.
- h. In all areas of treatment, the fee you charge should be based on the skill, judgment and on the degree to which these are applied in the treatment of your patient.



## CONCLUDING THE VISIT

**The last few minutes of the patient consultation are just as important as the first.**

Ask your patient if they understand the treatment options discussed or have any questions.

- Look at your patient when speaking to them and avoid turning your back while anyone is speaking to you.
- Don't conclude your final conversation en route to the door or when walking away.
- Confirm your patient's treatment plan or follow-up.
- When appropriate, personally escort your patient to the reception area.
- At a minimum, use your patient's name at the beginning and at the end of the interaction.

# MEASURING PATIENT SATISFACTION



Satisfied patients become loyal patients and are more likely to refer friends and family. Patient satisfaction surveys are an easy tool you can use to answer this question and they can help you identify ways of improving your practice – which translates into better care, happy patients and happier staff.

It's important to move beyond 'gut feel' and systematically measure and monitor how your patients feel about their experiences so that you and your team receive honest feedback. This information can help boost morale, as well as engage the team on areas for continuous improvement. Monitoring patient satisfaction over time will enable your practice to celebrate improvements and nip unwanted trends in the bud.

It's easy to carry out patient satisfaction surveys – it can be as simple as asking your patients to fill out a form. Most patients are happy to provide feedback – after all, their input allows you to improve the service you offer them.

**Survey tools:** You don't need to go to an outside consultant to create and conduct a survey in your office. You can conduct an informal verbal survey by asking each patient about their experience at the conclusion of their visit – take a second to ask and take a minute to listen. Keep track of the issues and encourage your staff to do the same.

Another technique involves the use of a simple form. Carefully craft five or six multiple choice questions, provide a consistent 1 to 5 rating scale (from poor to excellent) pre-printed on a single piece of paper. Include at least one open-ended question with space for written comments. Patients can complete the form at the conclusion of their visit. You can also consider using an online survey tool.

**Keeping score:** With the paper survey, the online survey, and even the informal verbal survey, tabulate the quantifiable scores and review what you find with your staff at least monthly. Take pride in areas of strength and work on raising the score over the following month. The measures of your efforts will include increased patient satisfaction, stronger patient retention and more patient referrals.



# MAKING TIME TO LISTEN

**Y**ou are the expert on clinical dentistry, but your patients are the experts on their own decisions and how they impact them. We are expected to express expert opinions based on clinical findings and their implications.

While you will always know more than your patients about dental diseases and problems, you place yourself on precarious ground when you imply that you know better than your patients about how dental care should fit into their lives. When you do so, you cross a boundary; your clinical opinion will have less impact than it might have otherwise.

The road to understanding begins with genuine interest. Curiosity is one of the communication skills you must master if you want to create functional relationships with your patients.

## Listening and learning come before telling and educating

Become interested and curious. Ask. Listen. Ask some more. Listen some more. Understand. Respect. Then, tell. This process puts significant emphasis on understanding our patients before the examination begins.

Counselling techniques are invaluable in gaining an understanding of your patient and helping them adopt

new behaviours that are important to promoting good oral health. By first trying to understand your patient's perspective you encourage the development of a sense of competence and autonomy. Rather than telling patients what to do or what is right for them, you can help them find their own way to make needed changes or adopt new behaviours.

## Listen effectively

What many of us don't realize is that the most critical and powerful aspect of communication is not speaking, but listening. Listening shapes speaking. Once we start listening effectively and really understand the thoughts and concerns of our patients, we generate a powerful relationship with them – a relationship that makes a mutual future possible.

## Practice listening skills

If your patient feels that you have been an attentive listener they will be comforted, reassured, and more likely to leave with a positive impression.

# COMMUNICATION SKILLS CHECKLIST

Today's patients want to play an active role in their oral health care treatment. How can you help encourage their participation and improve your patient relations? The answer is simple: Learn to communicate effectively with your patients. Even if you are busy, it's possible to be an effective communicator – you simply need to communicate 'smarter' by making better use of the time you have.

Communication with your patient is an art. The best communicators have an open mind, a receptive ear and an empathetic heart. Their skills are perfected through practice, experience and feedback from patients, staff and colleagues.

**You can work on improving your interpersonal skills by following these tips:**



**Listen:** The first and foremost component of providing excellent patient care is to listen – whether it takes 10 seconds or ten minutes. Let patients talk so you can adequately take in and understand what they are saying. While your tendency may be to ask your patients a lot of questions upfront, you'll get more information and save time in the long run by actively listening to your patient without interrupting.



**Ask only relevant questions:** Get to the under-lying issue so you can quickly get to a resolution, or at a minimum a plan of action to get to a resolution.



**Know your voice tone:** The words you say are important, but just as important is the tone of your voice while you're saying them. Is your voice tone sincere and polite or rude and angry? Voice tone and inflection send messages to the listener. Although you may genuinely be sincere, your tone could reflect anger, rudeness or even disrespect. Always be mindful of your tone.





**Don't let your bad day reflect on your patients (and vice versa):** You can't control the actions or attitudes of others, but you can control how you react and respond. Redirect your thought pattern to gratitude, setting your mind on a path of positivity.



**Be polite:** Kindness and politeness are like sugar, sweetening even the worst situations. When a patient is anxious, angry or concerned they are looking to you to help them. Responding negatively, harshly or without concern will only worsen the situation and very likely cost you a patient.



**Remember your manners:** Patients are more likely to follow your advice if they have a good relationship with you. How you conduct yourself is very important. Walk in with a smile and call the patient by name and sit down. You can also help to put your patient at ease by starting off with a simple "How may I help you?"



**Don't appear rushed, even if you are:**

Make each patient feel that they are the sole focus of your attention. Sitting down and talking is far more effective than talking while standing up.



## THE POWER OF APOLOGY

If you have erred, say so. Mistakes happen to all of us. Thoughtless comments can be harmful, but taking responsibility can go a long way to regain lost ground.

Defensiveness only escalates situations and makes resolution difficult. Once blame enters the picture, emotions intensify and issues become distorted, making it almost impossible to work through even simple issues.

The implementation of apology legislation in Alberta may make professionals feel more comfortable about providing apologies in order to help resolve disputes. Section 26.1 of the Alberta Evidence Act outlines the effect of apologies on a person's liability. Pursuant to this section, in a civil context, an apology:

- Does not express or imply admission of fault or liability;
- Does not start the time limit for commencing an action under the Limitations Act;
- Does not void, impair or effect insurance coverage that is available; and
- Cannot be taken into account in determining fault or liability

# ADOPTING A TEAM APPROACH



It's not enough to improve your own communication skills – you must engage your staff as well. Remember that your team members are representatives of your practice – they are the ones your patients turn to for information regarding appointments, referrals, billing and lab tests.

Great teams are created. A true team works well together and does not come apart at the seams when the workday becomes challenging. You should look at your staff and evaluate each individual's commitment to effective communication with patients and other members of the team.

**Hold effective staff meetings:** Every practice needs to create opportunities for team members to work together and exchange ideas. To successfully determine where your team stands, schedule a meeting where staff can respond thoughtfully to a number of questions. The answers will be the first step toward collaboration and improved communication within the office and with patients:

- Do you think the team communicates clearly? Consistently? Often enough?
- In what areas can the team improve communication?
- Are there practice/patient communication processes that could be improved?
- What would be the single most important step we as a team could take to improve communication with patients?

These questions should be openly discussed as a team. If any questions elicit uncomfortable silences, then set aside time to meet with staff members individually. Most importantly, this exercise should be open and candid. After this meeting, let team members know how their responses will be used to benefit everyone in the practice.

How your team reacts to these queries will give you a feel for the practice's challenges and strengths. The team's answers will provide insight about what

is working in your practice and what is not. In areas where there are clearly deficiencies, team education will be required.

**Set goals:** Use the information you gathered to set goals for improvement. Share these goals with the team. They will appreciate that you listened to their feedback and, as a result, will be more accepting of the positive changes you wish to make.

**Implement systems:** Goals without a plan to accomplish them are just ideas. It's time to take the goals that have been set and create effective ways to accomplish them. With step-by-step systems in place, including ones for patient communication, your practice will easily build a strong team. From scheduling to tray setup, it is important for the team to know exactly what to do, what to say and how to say it.

**Train the team:** Training and cross-training are important ingredients for ensuring all members of your team are communicating effectively. Training also establishes a level of accountability for communication when combined with job descriptions for each team position. The instruction of team members is not something that can be effectively accomplished in the time we may have between patient appointments. To ensure that your team members fully understand their roles, time must be set aside away from patients, and maybe even outside the office, so that the proper focus can be achieved. Monthly meetings are also an opportunity for hands-on training, when your staff can work with scripts and role-playing to help reinforce consistent communications approaches.



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