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Review

MANAGEMENT OF HEALTHCARE WORKER'S COMMUNICATION ASPECTS PHYSIOTHERAPIST

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Abstract: The healthcare system, as part of the general social system, has developed and followed the general social and economic development, the development of thoughts, and new knowledge. Communication is seen as an inseparable factor of the whole socio-economic system. The health sector was unprepared for all the changes that were rapidly developing on a global level and in doing so, encountered the notions of sustainability and survival. The aim of this paper is based on the overview of the overall aspiration to understand the importance of communication of healthcare workers with a focus on managing the physiotherapist's communication in terms of communication during preparation for training as well as care of sports injuries. An important role is played by a multidisciplinary team, which usually consists of a club doctor, physiotherapist, and competitor. The main focus of the work is the role and importance of physiotherapists in supporting doctors as well as health improvement measures before, during, and after medical therapy. Therefore, in all three phases, communication is very important before, during, and after the completed treatment.

Keywords: health management, communication, physiotherapist

INTRODUCTION

Until a few years ago, management had a negative connotation, but today, according to the example of developed countries, this word is becoming more and more popular. Thanks to the development of company management, they have become more flexible and resistant to the negative effects of the economic environment. Health activity is by its nature very intensive, and therefore the costs of doing business within this activity have a progressive growth tendency. (Gereke, 1998)

New approaches and monitoring of modern business trends have become imperative due to the emergence of new circumstances on a global level (Corona virus pandemic, accelerated development of digital communications and media, the expansion of the cryptocurrency market, climate change, increasing tensions between the West and East in the political sense). There was a need for constant adjustment. One of the main problems of modern business is the adoption of a different business model, the focus of which is directed in the long term. The health sector represents the broadest concept that includes everything related to health, starting from education to agriculture and urban life. For example, the time in which all healthcare workers were guided by ethical principles and principles of humanity has long passed. Terms that healthcare has labeled as unethical and inhumane (market, management, marketing...) have come to the fore. That is why an analysis of the need to introduce modern management concepts such as the core competence concept, knowledge management, and the TQM concept was done, after which it was concluded that there is a great need for such an approach. (Ernjaković, 2022)

Follett defined management as an art, basing that determination mainly on the fact that management involves skills to some extent. Another author, Henry M. Boettinger, a management lecturer, also advocates the view that management is an art. (Bjegović, 2001)

The initiation and implementation of the Health for All strategy by the year 2000 through the healthcare system protection affect attempts to reform the health system based on that strategy, according to

which, the organization's objective is to attain highest level of health possible for all people. The declaration was signed by the representatives of 134 countries. It can be said that even up to a century ago, organized and developed healthcare systems in the modern sense almost didn't even exist. In the global health strategy for all until the year 2000, the following basic principles for the development of the health system were proposed:

- The health system should include the entire population on the basis of unity and reciprocity.
- It should include parts from the health sector, but also from other related sectors whose actions contribute to health.
- Primary health care should consist of at least the essential elements published in the Declaration from Alma-Ata.
- At intermediate levels, more complex and specialized problems should be solved in protection, as well as to implement logistical assistance. Staff educated and schooled at these levels should continuously train primary care staff as well as provide assistance and give recommendations to communities and health workers, in order to solve practical problems related to all aspects of primary health care. (Mićović, 2008)

Responsibility for the development of the health system and its functioning is becoming more important every day, with multiple topics discussed at all levels, from global to local. That responsibility was relatively small in the initial development of the system, but rapidly "grows" in developed systems, both because of its social and economic importance. All these enumerated determinations affect the organization, financing, management, and management of the health system.

LITERATURE REVIEW

If we look around, we can easily notice that the world would not function without communication. How could we express our thoughts and what we want unless we say it, show it, and touch it? Therefore, the business world could not function without interpersonal communication either, especially in health institutions. It is very important for every healthcare institution to invest enough funds in activities, such as health service promotion. Teamwork, health managers, and employees contributed to the development of the health institution. (Vrućan, 2022)

A healthcare worker is one who delivers care and services to the sick and ailing either directly as doctors and nurses or indirectly as aides, helpers, laboratory technicians, or even medical waste handlers. There are approximately 59 million healthcare workers worldwide. Recognizing the vital role played by health care workers as "the most valuable resource for health" the World Health Organization (WHO) had declared the years 2006 to 2015 as the "The decade of the human resources for health." (Joseph & Joseph, 2016)

A common occurrence in every health facility, regardless of region, was a high percentage of collaboration with colleagues, which required the use of medical and nursing documentation as a source of a large amount of useful information and striving to create comfortable working conditions without unnecessary stress. High pressure, little time, and a lot of work could influence healthcare workers to cut back communication with patients or colleagues. Empathy was also very important because the targeted population was very sensitive due to the specificity of the condition (illness, hospitalization, etc.) (Segic, 2011)

Therapeutic touch has played an important part in human civilization and continues to contribute to our social relations and individual identities. Therapeutic touch has been a vital component in the development and definition of physiotherapy practice and continues to be one of the profession's principal distinguishing competencies. (Nicholls & Holme, 2012)

In taking care of sports injuries, an important role is played by a multidisciplinary team, which usually consists of a club doctor and physiotherapist. In the care of athletes after injury with pharmacological therapy, physical therapy also plays a key role. The role of the physiotherapist is based on a thorough physiotherapy assessment of the patient and modeling and adaptation of the treatment to the patient. (Stojanović, 2023)

Physiotherapy aims to provide maximum movement as well as functional abilities of the human body through various methods of therapeutic procedures and training. Most football teams use some form of physiotherapy support in training or matches. A physiotherapist for football players, on the one hand, is responsible for the first medical aid for the entire team, and on the other hand, takes care of appropriate therapeutic measures in the regeneration and player injury phase. Physiotherapy does not replace the team doctor, but focuses primarily on physiotherapeutic treatments, which may precede medical measures. The main focus of the physiotherapist is to support the doctors with measures for health improvement before, during, or after medical therapy. A physiotherapist can use different treatment methods such as applications of fascia therapy, movement therapy - manual therapy or osteopathic procedures as well as various others for the purpose of health and recovery of football players. Because of heavy physical exertion, injuries to football players in training or during the match cannot be ruled out, there is a significant risk of injury to the entire musculoskeletal system. In case of disease symptoms or injury, especially of the muscular, ligamentous, and bony structures, a team doctor and physiotherapist are required. Both initiate medical first aid measures, with the physiotherapist taking into account the maintenance or restoration of the player's mobility. After an injury, the physiotherapist's job is to ensure that appropriate rehabilitation measures ensure that the player has as little pain as possible and recovers quickly to their old capacity. In the majority of cases, diagnostic examinations of football players are carried out immediately (MRI or Ultrasound diagnostic-musculoskeletal, if necessary, detailed tests with contrast means). (Stojanović, 2023)

In physical therapy, communication that actively involves the patient is considered the basis of patient-centered treatment. Communication research in physical therapy highlights how the patients' ability to actively participate is often limited by the therapist's focus on the biomedical facts and clinical tasks. (Ahlsen & Nilsen , 2022)

Lack of clarity regarding effective communication behavior in chronic pain management is an obstacle to the application of physical therapy approaches based on psychological information that relies on competent communication from physical therapist providers. (Chapman, Woo, & Mal, 2022)

In the world of medical professions, communication is key in the patient-provider relationship. In physical therapy, as well as all other medical professions, this fact is true. As a physical therapist, your job is to assess and treat any pain or mobility problems your patient has, and at the same time, you need the patient to trust you, to feel comfortable talking to you and to be in your immediate vicinity. While most communication is verbal, for example: "How does that feel?" or "My right knee hurts," that's not the only way communication takes place. I have found that non-verbal communication, such as reading body language, is also essential to the patient-therapist relationship and can be just as important as the verbal conversation between the two. (Belber, 2020)

'Communication' may act as a catalyst in operationalising the therapeutic relationship in a physiotherapy context. Continued efforts are needed in physiotherapy education and training in both enhancing theoretical awareness of the role of the therapeutic relationship within physiotherapy practice, as well as guidance on its implementation in clinical practice. (Søndena , Dalusio-King, & Hebron , 2020)

A clear explanation and expression of support from the physiotherapist can lead to greater trust in patients and understanding of treatment options. This in return can make it easier for the patient to adhere

to recommended therapy, which in turn improves a particular health outcome. Talk about your previous experiences with therapy and what you are currently looking for. Share what is useful, and what is not. Ask questions that will help you feel comfortable working with some new ones. Communicate your needs and wishes during treatment.

METHODOLOGY RESEARCH AND DISCUSSION

During the analysis for the purposes of this work, the description method was used, primary data sources, which are reflected in the author's notes made during the time spent working with interviewed respondents as well as secondary sources. The aim of this paper is based on the overview of the overall aspiration to understand the importance of communication of healthcare workers with a focus on managing the physiotherapist's communication in terms of communication during preparation for training as well as care of sports injuries.

Analysis of the role and importance of physiotherapist's, whose results were presented in this paper, is based on data from the survey. The results presented in this paper are based on the data obtained based on the analysis of the author's research in this area, apropos a review of the situation from 2018-2023. The analysis was used in the research itself to study communication between physiotherapists and Formula 1 drivers as well as communication between physiotherapists and the football team. We included subjects football team players aged 17 to 33 years in the study and Formula Porsche team driver 35-year-old. (Stefan Stojanović, Phys²io, Vienna, Austria)

It is evident that people/spectators do not see many people, doctors, physiotherapists, and others on TV during a Formula 1 or Porsche Cup 911 race working behind the scenes to maintain the physical and mental health of the driver.

The task of the MS Racing physiotherapist-Porsche Team during the race weekends is to have an insight into the condition and form of the drivers. It is necessary to see whether he is sufficiently prepared and focused on training, his diet is taken care of, and that the athlete strictly adheres to the prescribed plan.

The physiotherapist, together with the driver, does the main task of exercises before the qualification itself. The goal of the physiotherapist is that the driver only thinks about driving when he gets in the car and prepares for the day of qualifications. It is necessary to create such a communication atmosphere between them that they perfectly understand each other.

Drivers used to prepare intensively for races, but today it is not possible because otherwise, they would be overloaded. Preparation must therefore take place in advance and on the track, the pilot/driver only needs to go through training to activate the muscles. Sometimes the driver can play a sport, but he has to be very careful to reduce the risk of injury. For example, table tennis is good for improving coordination and reaction speed, as well as neurocognitive training in various forms.

Two days before the race when the driver is in the vehicle for the first time, it is necessary to warm up. After completed driving, he must also take care of rest, followed by fascial therapy, stretching exercises, and reaction training. Fascial therapies are carried out at a low intensity because we do not want to cause pain. Mostly, the affected regions are the neck, shoulders, and sometimes the lumbar spine. Muscles in this area must be flexible because the high G forces stress them and there is a risk of injury. If the driver gets into the car without a warm-up routine, injury could occur, so it must always be ensured that the muscles are always in good condition, warmed up, and flexible.

The driver has very little free time on the route. Because of his duties, the driver must be careful about what and when he eats because he has to have time to digest things. It usually takes 2 to 3 hours. That's why it's being calculated that he has enough time before the session to digest what he has eaten. This

is not always the case, because drivers are under stress due to the schedule and therefore meals that are easily digestible are offered. For the concentration of the driver, it is very important to always follow the same plan. (Stefan Stojanović, Phys²io, Vienna, Austria)

The main task of the physiotherapist is to guide the driver in the right direction. Make sure he adheres to all points of the plan, to receive therapy, to warm up, to drink enough water, and to prepare well as well as to concentrate only on the race.

In the analysis of communication between the physiotherapist and the football team, the physiotherapist for football players, on the one hand, is responsible for the first medical aid for the entire team, and on the other hand, takes care of appropriate therapeutic measures in the regeneration and player injury phase. Physiotherapy does not replace the team doctor, but focuses primarily on physiotherapeutic treatments, which may precede medical measures. (Stefan Stojanović, Phys²io, Vienna, Austria)

In the diagnosis of sports injuries, the physiotherapist is in principle the most important and decisive factor because he is at the scene of the injury. He is mostly present every day in training and in every competition, and he must know how to make valid decisions. Therefore, good communication between the physiotherapist and the injured athlete is of great importance.

The main task of a physiotherapist is to support doctors with health promotion measures before, during, or after medical therapy. A physiotherapist can use different treatment methods such as applications of fascia therapy, movement therapy - manual therapy, or osteopathic procedures as well as various others for the purpose of health and recovery of football players.

Due to the heavy physical effort, injuries to football players during training or during the match cannot be ruled out. There is a significant risk of injury to the entire musculoskeletal system. In the case of symptoms of disease or injury, especially of the muscular, ligamentous, and bony structures, a team doctor and physiotherapist are required. Both initiate medical first aid measures, while the physiotherapist takes care of maintaining or restoring the player's mobility. After the injury, it is the physiotherapist's responsibility to ensure that the player has as little pain as possible through rehabilitation measures to quickly regain the old capacity.

One of the authors Stojanovic S., personally works as a physiotherapist in the Football Club "Team Wiener Linien". "Elektra" together with its team (doctor, athletic trainer, masseur) offers a wide range of treatments that are specially adapted to the needs of football and ensure optimal care, regeneration, and rehabilitation for sports injuries. It should be noted that the physiotherapist in football can rely on a wide range of treatments. With well-grounded knowledge, physiotherapists have various tools available that ensure a quick and individual healing process. A clinical thermometer, a rescue blanket, and a resuscitation bag are part of the basic inventory. Medicines that are on the doping list or require a prescription are not included. Basic medical training guarantees an individual approach to the treatment of an injured athlete. As in individual sports as well as in team sports, the physiotherapist's tasks are to cause as little pain as possible and to quickly return to fitness.

CONCLUSION

It can be concluded that successful management communication in physiotherapy depends primarily on good teamwork, i.e., cooperation between the physiotherapist, the club doctor, and finally the athletes themselves in the specific research of a football player, i.e., formula driver, which is the key to achieving sporting success. Communications style patient-centred the provision of emotional support and allowing patient involvement in the consultation process enhance the therapeutic alliance. The modern way of sports training has reached such a level that the athlete or the driver himself is asked for maximum effort, self-

denial, good mental and health condition. Caring for an injured athlete after the injury will largely depend on the method of treatment, and that's when the club doctor comes to the fore. The physiotherapist is the one who first receives information from the athlete and can convey it to the club doctor, as well as the team coach. That work is so intertwined that you don't need to ask for more importance in the actions of any team member, and only good and joint cooperation can give good results. The results of the interviews showed that good communication between the physiotherapist and the athlete leads to the desired results, otherwise the result will be absent. The conducted research is accompanied by certain limitations arising from the size and structure of the sample. Namely, the research covered only one football team of 11 players (aged 17 to 33 years) and one driver (35-year-old), in the period from 2018 to 2023, which is why the obtained results cannot be generalized. The interview was conducted on a small sample and should be repeated with a new generation of athletes in the next 4 to 5 years.

It is desirable to supplement the data collection techniques with a questionnaire that can be expanded with additional closed and open questions through which more precise and complete information on the quality of communication between the physiotherapist and the athlete would be obtained.

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