

Table of Contents

Preface.....	xi
Acknowledgments.....	xiii
Chapter 1: Interprofessional Person-Centered Care	1
1.1 People and Their Care Providers.....	1
1.1.1 Communication: Our Core Clinical Skill	2
1.1.2 What Is Communication?.....	2
1.1.3 Communication Is Complicated	3
1.1.4 Rapport: The Foundation of Trust	3
1.1.5 From Trust Comes Empathy	4
1.1.6 Communication to Rapport to Trust to Empathy and, Eventually, Care	4
1.1.7 You Knew All of This Already Because You're a Person Too	5
1.2 Interprofessional Care	6
1.2.1 What Is Interprofessional Practice?	6
1.2.2 Who Are These Interprofessionals?	7
1.2.2.1 The Professionals on a Team.....	8
1.2.3 How Does Interprofessional Practice Work?.....	9
1.2.3.1 Scope of Practice.....	10
1.2.3.2 Scope of Practice and Delegation	10
1.2.4 Interprofessional Person-Centered Care	11
1.3 Summary.....	13
1.4 Mind Map Chapter 1.....	14
For Further Reading	16
Chapter 2: Personality Psychology: Learning About Ourselves	17
2.1 What Is Personality?	17
2.1.2 Personality Psychology 101	18
2.2 The Big Five	21
2.2.1 What Are the Big Five?	21
2.3 Emotional Intelligence	22
2.3.1 The Health Professionals' Inventory of Learning Styles.....	23
2.3.1.1 Learning Styles Theory.....	23
2.3.1.2 Using the H-PILS.....	24
2.3.1.3 The Four Emotional Intelligences and You.....	25

2.4 Summary.....	27
Supplemental Material: Health Professionals' Inventory of Learning Styles (H-PILS)	28
2.5 Mind Map 1 Chapter 2.....	30
2.6 Mind Map 2 Chapter 2.....	32
For Further Reading	34
Chapter 3: Team Psychology: Learning About Those with Whom We Work	35
3.1 What's a Team?.....	35
3.2 Team Models in Health Care	36
3.3 How Do Teams Make Decisions and Get Things Done?.....	38
3.4 Clinical Decision Making	41
3.4.1 Story-Oriented and Problem-Oriented Practitioners.....	41
3.4.2 Thinking About Clinical Problems	43
3.5 What Does This Mean for Health Care Team Functioning?.....	46
3.6 The Development of a Collaborative Health Care Team.....	49
3.7 Summary.....	51
3.8 Mind Map Chapter 3.....	52
For Further Reading	54
Chapter 4: Those We Serve: Patients, Clients, Customers, and Consumers.....	55
4.1 The Complexity of Human Beings.....	56
4.1.2 How We Interpret Our World.....	56
4.1.3 Our Emotional Selves	57
4.2 Applying The Psychology of Emotions to Your Professional Practice	60
4.2.1 The Truth About the Truth	60
4.3 Different People at Different Times Need Different Things From You.....	61
4.3.1 Implications for Practitioners	66
4.4 Summary.....	67
4.5 Mind Map Chapter 4.....	68
For Further Reading	70
Chapter 5: Introduction to Communication Theory (Part 1).....	71
5.1 A Basic Model for Interpersonal Communication	71
5.2 Verbal and Nonverbal Communication	73
5.2.1 Verbal Communication: The Words We Choose to Use.....	73
5.2.1.2 What's the Right Word?	74
5.2.1.3 Word Intensity.....	75
5.2.1.4 Direct and Indirect Verbal Communication.....	76
5.2.1.5 Open and Closed Statements	77
5.3 Nonverbal Communication	78
5.3.1 The Role of Telegraphing and Cues in Interpersonal Interactions	79
5.3.2 Deciphering Nonverbal Cues in Interpersonal Communication.....	80

5.4 Summary.....	87
5.5 Mind Map Chapter 5.....	88
For Further Reading	90
Chapter 6: Introduction to Communication Theory (Part 2).....	91
6.1 The Johari Window.....	91
6.1.2 How Can Understanding the Johari Window Support Better Communication with Patients?	96
6.2 The Transtheoretical Model for Change	98
6.3 Communication in Social Media: More of the Same or Fundamentally Different?.....	103
6.4 Summary.....	107
6.5 Mind Map Chapter 6.....	108
For Further Reading	110
Chapter 7: Communication Skills.....	111
7.1 Effective Listening: The Cornerstone of Communication.....	111
7.2 This Just Doesn't Come Naturally to Me	120
7.3 If You Can't Be Empathetic, at Least Avoid Being This!.....	121
7.4 There Is No One-Size-Fits-All Communication Strategy	124
7.5 Every Conversation Is a Series of Choices.....	124
7.6 Mind Map Chapter 7.....	126
For Further Reading	128
Chapter 8: Diversity in Interprofessional Collaborative Person-Centered Care	129
8.1 What Is Diversity?	129
8.1.1 Why Is "Difference" Even a Problem?.....	130
8.2 What Can Break the Vicious Cycle of Stereotype and Prejudice?.....	133
8.3 Civil Discourse	137
8.3.1 Find Common Ground	137
8.3.2 Avoid Us-Versus-Them Language.....	138
8.3.3 Discuss Ideas, Not People.....	138
8.3.4 Listen Before You Speak.....	139
8.3.5 Acknowledge Your Own Stereotypes and Biases	140
8.3.6 Nonverbal Cues and Messaging.....	140
8.3.7 Know When to Walk Away.....	141
8.4 Cultural Diversity and Difference	141
8.4.1 Ethnicity and Race Are Not Culture	142
8.4.2 Culture and Diversity	142
8.5 Summary	145
8.6 Mind Map Chapter 8.....	146
For Further Reading	148
Chapter 9: Applying Communication Theory: Feedback.....	149
9.1 Feedback Versus Evaluation.....	150
9.2 Why Is Feedback Important?	151
9.3 Pendleton's Rules for Feedback.....	151

9.4	What If My Feedback Isn't Getting Through?	155
9.5	General Principles for Making Feedback More Effective.....	157
9.6	Conscious and Unconscious Competence and Incompetence.....	158
9.7	Summary	160
9.8	Mind Map Chapter 9	162
	For Further Reading.....	164
Chapter 10:	Resilience and Preventing Burnout: How to Communicate	
	When You Need Help	165
10.1	The Health Care Workforce.....	166
10.2	Occupational Stress.....	167
	10.2.2 Communicating Your Needs in Times of	
	Occupational Stress.....	169
10.3	Burnout	171
10.4	Resilience, Grit, and Perseverance.....	172
	10.4.1 Perseverance	172
	10.4.2 Grit.....	173
	10.4.3 Resilience	173
	10.4.4 Learning Perseverance, Grit, and Resilience.....	174
10.5	Connecting to Others	176
10.6	Summary	177
	For Further Reading.....	178
Chapter 11:	Communication in Leadership, Management, and Administration	179
11.1	"Who's in Charge?" and "It's Not My Job!".....	180
11.2	Roles, Responsibilities, and Sometimes Confusion Too	182
11.3	Your Role as a Leader.....	183
	11.3.1 What Does It Take to Lead?.....	183
	11.3.1.1 Understanding What You Think and	
	Feel When You Are a Leader.....	184
11.4	Your Emotional Intelligence and Your Leadership	185
11.5	Communicating as a Manager Versus	
	Communicating as a Leader.....	190
11.6	Summary	191
11.7	Mind Map Chapter 11	192
	For Further Reading.....	193
Chapter 12:	Conflict Management, Resolution, and De-escalation	195
12.1	What Is a Conflict?.....	195
	12.1.2 What Are the Root Causes of Conflict?.....	196
	12.1.3 From Analysis to Action: Techniques for	
	Conflict Resolution	199
12.2	The Role of Emotional Intelligence in Conflict Management	202
	12.2.1 A Model for Understanding How Emotional	
	Intelligence and Conflict Are Connected	202
12.3	Intergenerational Conflict.....	205

12.4 Putting It Together	206
12.5 Summary	209
12.6 Mind Map Chapter 12	210
The Conflict Management Scale (CMS)	212
For Further Reading.....	214

Case Study Section

Case 1: Breaking Bad News to Patients	217
Case 2: Communicating for Patient Safety	225
Case 3: Communicating When Language May Be a Barrier	233
Case 4: Communication and Cognitive Bias	241
Case 5: Communication in Virtual Team Settings	249
Case 6: Dealing with Grief: What to Say When You Don't Know What to Say	259
Mind Map for Case 6	264
Case 7: Dementia: Communication with Patients and Their Caregivers.....	267
Case 8: Disagreement Without Being Disagreeable: When Team Members Differ	273
Case 9: Disclosing Errors: Communicating and Being Open with Patients and Families	281
Case 10: "But He Doesn't Want to Share His Marbles!": Challenges When Professionals Simply Don't Want to Collaborate	291
Case 11: Providing Person-Centered Care When You Don't Agree with a Person's Choices	299
Case 12: Receiving Mixed Messages: Communicating Across Barriers.....	307
Case 13: Saying "No" in Person-Centered Care	315
Case 14: When Pronouns Trigger Conflict	325