

# Building Effective Relationships:

## Core Skills for Compassionate Caregivers



### POSITIVE SOCIAL INTERACTIONS

- Smile
- Make eye contact
- Make positive statements about child behavior
- Make positive comments about parent behavior
- Express appreciation for the parent
- Provide realistic, hopeful comments
- Demonstrate enthusiasm
- Ask parent how they are doing
- Use humor when appropriate



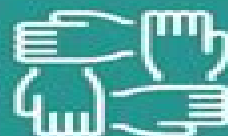
### EMPATHY

- Sit up, lean forward, and maintain a positive, neutral facial expression
- Use a reassuring tone of voice
- Nod head to indicate active listening
- Use vocalizations to show ongoing interest
- Ask open-ended questions
- Pause to allow the parent to answer
- Paraphrase back what the parent states
- Acknowledge and name the parent's feelings
- Verify the parent's emotional response as reasonable



### COMPASSION

- Confirm the parent's emotional response in a nonjudgmental way
- Provide acknowledgment and make supportive comments
- Discuss how as a team, they may address the parent's concerns
- Provide reassurance that things will get better
- Demonstrate an understanding of what it is like for the parent by offering supportive comments
- Offer actions you will take to alleviate the parent's distress



### COLLABORATION

- Seek parent's ideas when identifying goals and developing treatment
- Provide a rationale for treatment plan
- Inquire if the plan is acceptable to the parent
- Acknowledge the parent's concerns and paraphrase concerns
- Identify and adjust goals based on the family's culture, religion, or lifestyle
- Identify and adjust goals based on the family's culture, religion, or lifestyle
- Compromise with the parent when determining the treatment plan
- Model flexibility
- Inquire about parent satisfaction
- Acknowledge mistakes when appropriate
- Apologize when appropriate

# Effective Hospitalphysician Relationships

**Nancy Borkowski**



## **Effective Hospital-physician Relationships:**

*Effective Hospital-physician Relationships* Stephen Michael Shortell, 1991      Physicians and Management in Health Care Montague Brown, 1992 Critical to an organization's success is its relationships with physicians. This collection of articles presents a wide range of approaches to strengthening physician relationships. With information on performance, physician data, physician organizations, practice valuation, physicians as managers and entrepreneurs, and more, this volume explores the core issues of physicians working in with and for health care organizations.      The Role of Communication and Trust in Developing Effective Hospital-physician Relationships Stephen M. Shortell, 1990      **Building and Managing Effective Physician Organizations Under Capitation** Douglas E. Goldstein, 1996 This resource offers you a unique Building Block system, a proven effective tool used by organizations to survive and prosper in an era of different reimbursement schemes from discounted fee-for-service and primary care capitation to global capitation and percent of premium payment.

*Partners in Health* Kaiser Permanente Institute for Health Policy, 2010-04-06 Praise for *Partners in Health* The combination of visionary leadership, knowledge, and superb timing makes this book a winner. Health care is evolving toward collaboration and integration, and this book is essential reading for anyone wishing to change the relationships between hospitals and physicians. Donald W. Fisher, PhD, president and CEO, the American Medical Group Association. This book is a must-read for anyone committed to a high-performance health system. It spells out the practical steps that will move us toward an accessible, coordinated, patient-centered system of care. Its recommendations for payment and regulatory reform underscore the urgency of comprehensive health reform if the current misaligned incentives are to be changed to support those on the frontlines in providing the best care with prudent stewardship of resources. Karen Davis, PhD, president, The Commonwealth Fund. Closer physician-hospital integration would lead to higher quality care at lower cost. *Partners in Health* is a masterful guide to past integration efforts, current models of success, and thoughtful recommendations for future progress. Victor R. Fuchs, PhD, Henry J. Kaiser Jr. Professor Emeritus, Stanford University. The working relationship of hospitals and physicians must be restructured for the United States to achieve more efficient, accountable care. But addressing our urgent challenges can't wait for all hospitals and physicians to join highly structured systems. Thankfully, the authors offer steps that all the major stakeholders can take today to spur new models and start the flywheel of trust spinning at new speeds. Richard Umbdenstock, president and CEO of the American Hospital Association. Transitioning U.S. health care from fragmentation to integration in the context of a more rational payment system is sure to be a long and tortuous journey. *Partners in Health* is a kind of Fodor's Guide to the voyage. No one committed to health reform should travel without it. Susan Dentzer, editor in chief, Health Affairs.      *The Hospital Executive's Guide to Physician Staffing* Hugo J. Finarelli, Jr., 2009-03-30 The Hospital Executive's Guide to Physician Staffing Hugo J. Finarelli, Jr., PhD. How many physicians make a health system? The Hospital Executive's Guide to Physician Staffing helps hospital CEOs answer a question that healthcare

analysts and policymakers have debated for nearly 30 years How many physicians do you need The Hospital Executive's Guide to Physician Staffing challenges accepted beliefs and practices about the science of physician staffing Insightful and data rich this unique resource guides hospital executives in creating a staffing model for physician services by outlining proven strategies for determining community physician need and fulfilling those needs appropriately This timely and informative book presents practical approaches for engaging different types of physicians the hospital dependent hospital independent and full time office based in various markets including those facing a shortage and rural communities Complete with benchmarking tables and other resources The Hospital Executive's Guide to Physician Staffing includes sections on Physician supply and demand a macro view Assessing physician need Measuring physician contribution How many physicians make a health system Recruitment and retention strategies The executive's role in recruitment Planning for an uncertain future Build a quality organization and the doctors will come Central to the underlying philosophy of the book is the notion that hospitals must attract the best by being the best and includes strategies executives can use in achieving that goal Who will benefit from this book Hospital CEO President CFO COO Medical staff director Director of physician relations Praise for this book The Hospital Executive's Guide to Physician Staffing is a valuable resource for any hospital facing the difficult task of determining the right number and mix of physicians Jerry Senne President Holmes Regional Medical Center effective tool kit for any planning executive trying to meet their organization's goals or community's needs with successful physician strategies It is a must read for those interested in exceptional accuracy in their forecasting and those treading into physician supply and demand metrics where the ultimate recommendations will be a future P L you need to defend Elizabeth Jaekle Vice President Business Development Crozer Keystone Health System I recommend this book for all healthcare executives who are planning for the future Walter H Ettinger MD MBA President UMass Memorial Medical Center and Associate Vice Provost Clinical and Population Research University of Massachusetts Medical School

**Organizational Behavior in Health Care** Nancy Borkowski, 2011 Organizational Behavior in Health Care was written to assist those who are on the frontline of the industry everyday healthcare managers who must motivate and lead very diverse populations in a constantly changing environment Designed for graduate level study this book introduces the reader to the behavioral science literature relevant to the study of individual and group behavior specifically in healthcare organizational settings Using an applied focus it provides a clear and concise overview of the essential topics in organizational behavior from the healthcare manager's perspective Organizational Behavior in Health Care examines the many aspects of organizational behavior such as individuals perceptions and attitudes diversity communication motivation leadership power stress conflict management negotiation models group dynamics team building and managing organizational change Each chapter contains learning objectives summaries case studies or other types of activities such as self assessment exercises or evaluation

**Health Care Policy, Performance and Finance** Manouche Tavakoli, 2017-11-28 Policy performance and finance are the issues

currently headlining the healthcare agenda and are likely to remain so for the foreseeable future Drawing on experiences from around the world this essential collection examines the key strategic issues facing health services and analyzes the policy implications of leading new research The volume brings together 16 newly commissioned studies from leading experts in health studies in particular policy economics health care management and health services research International in perspective and scope it draws on empirical evidence from East and West Europe Canada New Zealand and the Middle East Themes covered include health policy and technology assessment policy and performance international policy innovation and organizational innovation This ground breaking collection will prove a valuable guide for policy makers managers practitioners researchers and students

*Improving Hospital-physician Relations Through Education* Robert R. Cadmus, Robert Lee Glass, 1964

*Healthcare Governance: A Guide for Effective Boards, Second Edition* Errol Biggs, 2011-10-01

Hospital and health system board members face increasing challenges with healthcare reform and other laws demanding improved accountability and efficiency This handbook reveals the secrets of effective board structure and function including responsibilities of board members term limits recruiting new members and working with the CEO Other aspects of a board's work including monitoring quality providing financial oversight and completing a self assessment process are also covered Sample forms and documents a glossary of common healthcare terms and a conflict of interest policy are included Board members regardless of their expertise will find this handbook easy to navigate

*The Complete Guide to Physician Relationships* Kriss Barlow, 2011-06

The Complete Guide to Physician Relationships Kriss Barlow RN MBA

What Physicians Want Research based insights into the best physician communications strategies In the wake of healthcare reform and a growing emphasis on accountable care healthcare organizations are looking for ways to align more closely with physicians Given the highly competitive physician recruiting and referral market having an effective physician communication strategy has never been more vital Based on extensive research and an in depth survey of nearly 200 physicians The Complete Guide to Physician Relationships outlines exactly what information physicians want and how they want to receive it from healthcare leaders peers marketing executives and physician relations representatives Get the critical data that you need to succeed with your physician relations referral and communication efforts Get powerful researched strategies and insight to Communicate the information physicians want in the manner they want to receive it Engage physicians in quality and patient satisfaction improvement efforts Determine the most effective way to promote services Strengthen your relationship with specialists primary care doctors and new recruits Improve the effectiveness of physician sales Take a look at the table of contents

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**A Marketer's Guide to Physician Relations** Kriss Barlow, 2007 Position your physician sales program for maximum growth There s no question that physician referrals are mission critical to your hospital or health system s bottom line But increasing or maintaining referrals requires more than just an occasional visit to the practice A successful physician sales program must promote quality and solidify your hospital as the hospital of choice for their patients Kriss Barlow gives you the keys to successful physician sales Take your physician relations program to the next level with A Marketer s Guide to Physician Relations Best Practices for Successful Sales Programs HealthLeaders Media has teamed up with healthcare marketing superstar Kriss Barlow to bring you this new must read guide for developing positioning and enhancing your physician sales program Real world advice and examples from your peers Packed with real world examples and healthcare specific advice this comprehensive resource offers more than 250 pages of content that will help physician sales leaders Create and sustain focus and build on momentum Identify and hire the best salespeople Build internal support for the program Differentiate your organization from the competition Measure the ROI of your efforts Increase bottom line referral revenue Backed by years of in the field experience Barlow offers numerous tips and examples from your healthcare peers who have implemented successful physician sales programs and are reaping the rewards The eight best practices you need

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**Organizational Behavior, Theory, and Design in Health Care** Nancy Borkowski,Katherine A. Meese,2021-03-17 Organizational Behavior Theory and Design Third Edition was written to provide health services administration students managers and other professionals with an in depth analysis of the theories and concepts of organizational behavior and organization theory while embracing the uniqueness and complexity of the healthcare industry Using an applied focus this book provides a clear and concise overview of the essential topics in organizational behavior and organization theory from the healthcare manager s perspective The Third Edition offers New case studies throughout underscore key theories and concepts and illustrate practical application in the current health delivery environment In depth discussion of the industry s redesign of health services offers a major focus on patient safety and quality centeredness and consumerism Current examples reflect changes in the environment due to health reform initiatives And more

**Hearing on Gainsharing** United States. Congress. House. Committee on Ways and Means. Subcommittee on Health,2006 Medicare and the American Health Care System ,1995

The AUPHA Manual of Health Services Management Robert J. Taylor,Susan B. Taylor,1994 With contributions from more than 30 authorities in the field this reference covers topics varying from management techniques to strategic planning To ownership and governance To a department by department breakdown of health care facility support services *National Library of Medicine Current Catalog* National Library of Medicine (U.S.),1990

**Using a Positive Lens to Explore Social Change and Organizations** Karen Golden-Biddle,Jane E. Dutton,2012 First Published in 2012 Routledge is an imprint of Taylor Francis an informa company

**Managing Health Care Business Strategy** George B. Moseley III,2017-03-20 Managing Health Care Business Strategy is the definitive textbook on strategic planning and management for healthcare organizations It offers all the basic information on strategic planning and management within the unique context of organizations concerned with the delivery and financing of health care It does this by noting the singular strategic environment in health care explaining the special procedures and options available to health care organizations and

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**Selected Issues in Medicare Program Policy** United States. Congress. House. Committee on Ways and Means, 1975



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