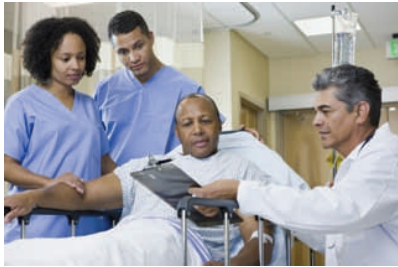




## Relationship Based Care Course Catalog



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## What is Relationship Based Care?

In June 2009 The Joint Commission proposed new requirements for advanced communication, cultural competence and patient centered care. In response to these proposed requirements PerforMax<sup>3</sup> is offering exclusive new e-learning courseware based on the Joint Commission Resources Publications *Healing Word: The Power of Apology in Medicine*, *In A Blink: Awareness, Assessment, and Adapting to Patient Communication Needs*, and *Cultural Sensitivity: A Pocket Guide for Health Care Professionals* by Dr. Michael Woods. Communication is one of the most important tools the healthcare provider has at their disposal. When providers are able to build a trusting relationship of mutual respect with their patients, the quality of care improves. This relationship can be especially important in the event of negative treatment outcomes. The keys to creating the kind of communication includes embracing civility, taking cultural considerations into account, being aware of communication barriers and how to overcome them and the importance of apology and disclosure.





**Dr. Michael Woods** is a leadership expert, surgeon, author of *In a Blink*, *Healing Words* and *The DEPO Principle*, *Leading through the Maelstrom: Civil Leadership and Innovation as Strategies to Survive and Thrive the Turbulence of Healthcare* and editor of *Cultural Sensitivity for Healthcare Providers* - is known for his work related to the power of apology and truth-telling in the aftermath of health care errors. Woods is a recognized authority and frequently invited speaker on provider-patient communication and relationships, patient satisfaction, and strategies to reduce medical malpractice.

Dr. Woods founded Civility Mutual® Educational Services, an organization dedicated to helping physicians and healthcare staff improve patient-provider communications, and thus raise the bar on health care quality, outcome, and patient safety. The business plan for Civility Mutual was runner-up at USC's Lloyd Greif Center for Entrepreneurial Studies, which was ranked number one in US Graduate Business Schools for Entrepreneurship by Entrepreneur Magazine in 2008.

Dr. Woods has an active speaking career; his clients include the Joint Commission, Department of Defense, U.S. Army Medical Command, American Society of Cataract and Refractive Surgery, and the New York Northern Metropolitan Hospital Association.

Dr. Woods is Chief Medical Officer and a practicing surgeon at Monadnock Community Hospital in Peterborough, NH. In previous work at CHRISTUS St. Vincent Medical Center in Santa Fe, NM, he designed and implemented an internet-based hand-off communication tool in accordance with The Joint Commission's 2007 National Patient Safety Goals, developed a comprehensive hospital-wide Leadership and Service Excellence educational and training program, and spearheaded the revision of the hospital's informed consent process.

Dr. Woods holds a Masters of Medical Management from the University of Southern California, is a Fellow of the American College of Surgeons, a Member of the American College of Physician Executives, and a member of the Communications Advisory Panel of the Joint Commission's International Patient Safety Center.

Dr. Woods is Board Certified by the American Board of Surgery, and is a Fellow of the American College of Surgeons and a Member of the American College of Physician Executives.



**Dr. Geri-Ann Galanti** is a leading expert in the field of cultural diversity, with over 25 years of experience lecturing to groups of nurses, doctors, and managers on issues of cultural diversity and competency. She received her doctorate in Anthropology from UCLA with an emphasis in medical anthropology and is on the faculty of the School of Nursing at Cal State University, Dominguez Hills, the Anthropology Department at CSU Los Angeles, and the Doctoring Program at the David Geffen School of Medicine at UCLA. She received an Outstanding Teacher Award for Clinical Faculty Teaching in the Department of Psychiatry and Biobehavioral Sciences at UCLA for her work in the Doctoring Program.

Dr. Galanti is the author of numerous articles, as well as the highly acclaimed book, *Caring for Patients from Different Cultures*, now in its 4th edition. She served for several years as Medicine and Culture section editor for WJM (Western Journal of Medicine). Dr. Galanti is a frequent speaker at hospitals and conferences. She was one of the major developers of the curriculum for the CSUDH's School of Nursing course on Human Diversity and has worked on a number of grant projects to train health care providers to provide more culturally competent care. The projects have been funded by the National Cancer Institute, the Association of American Medical Colleges, The California Endowment, and the National Human Genome Research Institute. View her website at [www.ggalanti.com](http://www.ggalanti.com).

## Cultural Competence in Healthcare Series

Culturally competent healthcare is based on good communication skills, and should be used with all patients, regardless of their ethnic background. It is especially important for healthcare providers to be able to provide culturally competent care, because all the advanced technology in the world means nothing if patients can't understand their treatment. This module of lessons is designed to help healthcare providers take cultural considerations into account to provide well rounded, sensitive care.

### Cultural Competency in Healthcare

This series of courses is appropriate for clinical and non-clinical staff and covers principles of culturally competent care for nine unique cultures: African American, Anglo American, Asian, East Indian, Hispanic, Middle Eastern, Native American, Russian, and Southeast Asian. Content is presented in a series of case studies, through which your staff will learn to interpret cultural patterns and perceptions of behaviors that can lead to misunderstanding in the health care environment. After completing this course the learner will be able to:

- Cite several questions to ask to elicit cultural information
- Explain strategies for providing culturally appropriate medical and nursing care
- Describe several tools for increasing patient trust and compliance
- Recognize the difference between a stereotype and a generalization and know how to apply generalizations without stereotyping
- Explain cultural variations in patient beliefs and practices
- Ask questions to elicit information about the patient's beliefs and practices
- Explain the impact of racism and prejudice on medical care and a patient's experience in medical contexts
- Explain the effects of cultural values and beliefs (world view) on behavior
- Recognize the difference between traditional treatments and abuse
- Explain strategies for dealing with difficult family members
- Recognize items of religious or spiritual significance and treat them with respect





### **Diversity and Cultural Competency I**

Our society is more diverse than ever. This diversity is reflected by the patients and staff in the healthcare industry. Healthcare workers must have knowledge about the beliefs and practices of different cultures so that they can better serve the healthcare needs of patients. Studies show staff providing culturally competent care can improve access to care and the quality of care received by patients. After completing this lesson the learner will be able to:

- Discuss key concepts and terms relating to diversity and cultural competency
- Appreciate and apply the business rationale for diversity and cultural competency in healthcare
- Recognize the aspects upon which people differ, and how similarities and differences can affect staff and patient interactions
- Identify ways to make interactions with all staff members and patients more effective



### **Diversity and Cultural Competency in Healthcare II**

The increased diversity in our society has raised the needs for interpreters to assist patients with Limited English Proficiency (LEP). Interpretive services are an important tool for healthcare providers to engage in effective patient-centered communication. This lesson will teach healthcare providers how to:

- Understand the requirement and resources for language assistance service to LEP patients
- Prepare patients for an encounter involving an interpreter.
- Effectively manage a patient encounter involving an interpreter
- Recognize the need to locate an interpreter and understand your organization's specific protocols and processes for language assistance and interpretive services.

## Healing Words

Effective communication is one of the most helpful tools providers have in their patient care arsenal. Strong communication creates and nurtures a strong provider-patient relationship that increases the quality of patient care. A strong patient-provider

**“80% of malpractice claims are attributed to failures in communication and/or lack of interpersonal skills, usually on the part of the physician.”**

relationship can also reduce the risk of malpractice claims when unexpected outcomes occur. This unit of lessons will impress upon the learner the important role of effective and transparent communication in the provider patient relationship. These lessons give providers the techniques and tools to build a trusting, empathetic relationship with their patient.

The numbers regarding malpractice and communication failures are staggering. There is near universal agreement among risk managers in the United States, Canada, The United Kingdom and Europe that up to 80% of malpractice claims are attributed to failures in communication and/or lack of interpersonal skills, usually on the part of the physician. In 2007 The Joint Commission documented that communication breakdowns were the root cause of more than 65% of medical errors. The Joint Commission also noted “Physicians are most often sued, not for bad care, but for inept communication (2005).” This lesson series gives health care providers a way to directly and immediately correct the problem, by focusing on relationships with patients, families, and coworkers and promoting effective, respectful and transparent communication.

### Healing Words I:

#### Building a culture of civility

The first step for health care providers can take towards creating strong patient-provider relationships is creating an atmosphere of civility. When a patient sees providers acting with civility towards one another, it establishes the credibility of both the organization and the providers. This can be especially important if a provider must apologize to the patient for an unexpected outcome. The apology will have credibility because the recipient has witnessed the entire organization acting with civility. Healthcare organizations that had implemented a culture of civility have netted them tangible results including financial benefits. After completing this lesson, the learner will be able to:

- Explain the relationship between civility and quality in patient care
- Describe the six principles of civility and how they relate to healthcare providers
- Cite three social and personal benefits of civility in the healthcare setting, and articulate a business rationale for each



## Healing Words II: Effective Apologizing and Truth-telling

There is an expected outcome for every medical intervention, but there is always the possibility for unexpected consequences in healthcare. When these complications occur, providers want to do the right thing and reach out and empathize with their patients, but fear of reprisals has stifled these urges.

A 2006 Patient Trust and Safety Survey by The American College of Physician Executives of more than 1,000 patients found that patients are nearly 60% less likely to sue a physician who apologizes after a medical error. Physicians must recognize the importance of authenticity, honesty, transparency, and effective communication to delivering care especially when unexpected things happen. This lesson will:

- Define the rationale for apology and disclosure as it relates to the provider-patient relationship
- Explain the motivations for apology related to instances of unexpected outcomes in medicine
- Recognize roadblocks to apology in the healthcare setting and offer mitigating strategies
- Describe several indicators that signal the need for an apology by a healthcare provider
- Describe the five R's of apology and how they each affect the provider-patient relationship

## Healing Words III: Fostering Authentic Relationships with Patients

An authentic patient provider relationship is essential to providing quality health care. Like in any relationship those critical first impressions are made very quickly using visual perceptions and cues to determine whether the provider seems authentic and respectful. Since the provider-patient relationship affects the quality of health care, and the initial interaction sets the tone for their relationship, these first impressions are very important.

- List several clues to a patient's health literacy level
- Identify verbal and non-verbal communication factors and how to use them effectively in building patient confidence
- Cite three clues that signal difficulty in a provider-patient relationship
- Explain the key components of authentic speaking as it relates to provider-patient interactions
- Explain the key components of authentic listening as it relates to the healthcare setting

**“Patients are nearly 60% less likely to sue a physician who apologizes after a medical error.”**



## In A Blink

Communication is one of the easiest to use and most effective tools the health care provider has at his/her disposal. An important facet of effective provider-patient communication is being aware of the differences between ourselves, our coworkers, and our patients. These differences can include variables like ethnicity, socioeconomics, literacy, gender, personality and time management. When we are aware of these differences it's easier to find the mutual common ground necessary for clear communication. Better communication results in safer healthcare, improved outcomes and a renewed focus on patient safety.

To provide a high level of relationship-centered care the provider must ensure that each unique customer understands what they need to understand. Therefore, the provider desperately needs effective communication skills and an understanding of the things that can reduce communication effectiveness and how to overcome these obstacles.

### **In A Blink I: Communicating Effectively in a Diverse Ethnicity**

In a healthcare setting providers must take cultural considerations into account. Not doing so can lead to treatment difficulties and negatively affect outcomes. If a patient perceives that providers are insensitive to their beliefs, the provider-patient relationship will suffer and treatment results could be less certain. Using the techniques taught in this lesson providers will be able to communicate effectively and with greater sensitivity to their patients. This open and respectful communication is necessary to build a strong and effective provider-patient relationship. At the end of this lesson, the learner will be able to:

- Describe the effect of ethnic diversity on provider-patient communication
- List four differences between "hot" climate and "cold" climate cultures
- Describe the impact of socioeconomic levels on patient communication
- List the three A's of effective patient-centered communication
- Define TREAT and defend its affect on the provider-patient relationship
- Define the four C's and their benefits in patient assessment
- Select the most effective reactions to ethnic diversity given several scenarios



### **In A Blink II: Communicating Effectively Across Gender Barriers**

The different communication styles of men and women can cause misunderstandings and confusion. This can be especially problematic in a healthcare setting. By understanding how genders communicate differently, healthcare providers can become better at understanding their patients, and how best to respond in any given situation. In this lesson healthcare providers will learn how to:

- Describe the key differences in the way men and women communicate and their affects on provider-patient communication
- Provide examples of “metamessages” and resulting miscommunications
- Describe the impact of socioeconomic levels on provider communications
- List the three A’s of effective patient-centered communication
- Identify indicators of communication issues due to gender in several typical scenarios
- List several actions to increase effectiveness across gender barriers



### **In A Blink III: Communicating Effectively at all Levels of Literacy**

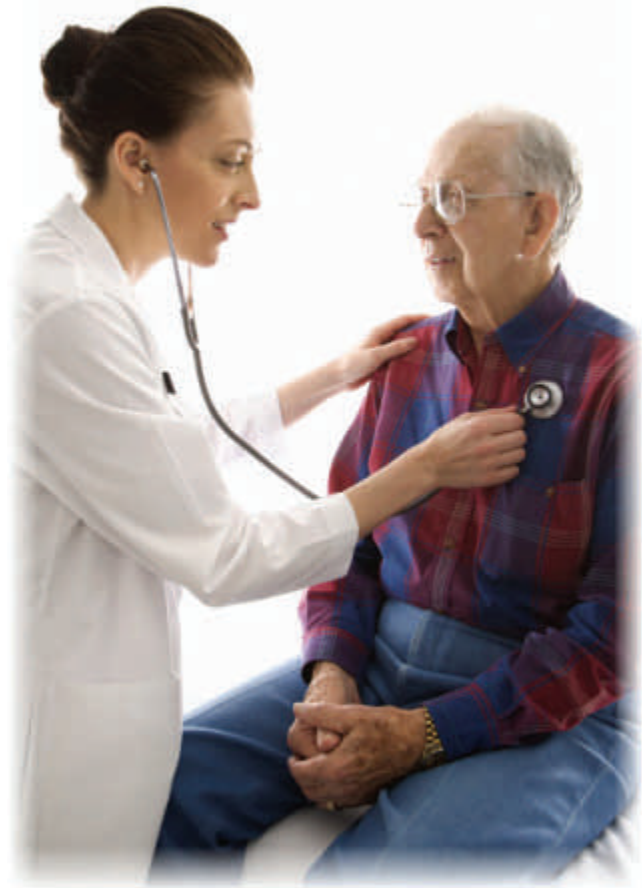
Understanding the health literacy of a patient is an important step in creating an effective provider-patient communication strategy. This is especially important when you consider the fact that one-third of the U.S. population is considered to have a low health literacy level. This lesson will give health care providers the tools and techniques they need to properly assess a patient’s health literacy and communicate appropriately with patients at all levels of health literacy. Upon completion of this lesson the learner will be able to:

- Describe the ways literacy impacts the provider-patient communication and patient outcomes
- Describe the affect of socioeconomic levels on patient literacy and outcomes
- List the three As of effective patient-centered communication
- Assess the level of patient literacy in several given scenario
- Select the appropriate actions to assure effective communication at several levels of literacy

### **In A Blink IV: Communicating Effectively through Time and Personality Conflicts**

Two variables that deeply impact the effectiveness of provider-patient communication are the conflict of time and treatment and the impact of individual personalities. These factors can stifle the patient centered communication that is so vital to high quality patient care. Upon completion of this lesson the learner will be able to:

- Define the conflict of time and treatment as it relates to the provider-patient relationship
- Describe the perception of time for both "hot" and "cold" climate cultures
- Identify indicators of conflict avoidance in given scenarios
- List the three A's of effective patient-centered communication
- List six Principles of Civility and their impact on personality conflicts



## Leading through the Maelstrom: Civil Leadership and Innovation as Strategies to Survive and Thrive the Turbulence of Healthcare

Today's healthcare industry faces a maelstrom of government regulations, customer demands and business challenges. Healthcare providers confront tremendous obstacles and complex issues daily, struggling to meet increasing demands with decreasing resources in often critical situations. Fortunately, every provider can increase cooperation, productivity and quality in these tumultuous times by embracing the principles of civility discussed in these courses. At the end of this series the learner will understand the strategies of effective civil leadership, and how to implement civility in different situations. These strategies, effective at all levels can assure providers more effective provider-provider relationships leading to high quality patient care.



### **Civil Leadership in Healthcare: The Business Environment**

The importance of civility in leadership cannot be underestimated. Civil leadership is especially important in the healthcare industry today. This lesson will teach the learner how to:

- List the main issues facing healthcare today
- Identify the three key business benefits of acting with civility
- Specify the five business values of Civil Leadership
- Label the aspects of Maister's causal analysis diagram for profits
- Explain the four principles of the new business model as apply to the healthcare industry and practitioners
- Given a healthcare scenario, identify the civility issues impacting business success
- Given a case study, prescribe the preferred course of action to increase civility



### **Civil Leadership in Healthcare: The Working Environment**

To maintain a positive working environment civility between co-workers, and customers is a must. This is especially true in the fast-paced healthcare industry. This course will allow the learner to:

- Identify the components of Relationship-Based Medicine
- Compare intrinsic and extrinsic motivation
- List the Six Competencies defined by ACGME and Joint Commission and the ACPE
- Give examples of workplace incivility; describe their impact on patient outcomes
- Explain the six Principles of Civility
- Define PPO and its relationship to healthcare
- Describe Quinn's Sequence of Resistance and that effect on implementing civility programs
- Given several scenarios, identify the incidents of incivility and prescribe reparative actions
- Given a case study, identify the actions of civility and their outcomes



### **Civil Leadership in Healthcare: The On-the-Ground Provider/Leader**

One of the most basic steps in providing strong provider leadership is maintaining civility. This lesson will help the learner be a more effective provider/leader by introducing them to leadership tools and strategies. Upon completion of this training the learner will be able to:

- Identify the characteristics of a successful 4-D provider/leader
- List the four Key Competencies for a leader as described by Drucker
- Give examples of the five business values of Civil Leadership
- Describe the Four Pillars of Professionalism as they apply to healthcare providers
- List the Seven Common Leadership Missteps
- Give examples of the Ten Deadly Flaws of physician managers
- Given several scenarios, identify key leadership missteps and possible reparations
- Given a case study, prescribe the best course of action to demonstrate civil leadership
- Describe the issues and options for leaders to evaluate their performance



## In Development: Relationship-Based E-Learning Courseware

### **Running an Effective Meeting**

- Cite the importance for having an agenda for meetings
- Describe why it is important to assign accountability for action items including due dates
- Explain the purpose and importance of setting ground rules

### **Creating Win-Win Agreements**

- Cite the importance of achieving a win-win solution
- Describe the potential outcomes of any interaction of negotiation
- Explain how you can foster and direct win-win solutions
- Define the Dr. Grac method of achieving a win-win performance agreement

### **Team Building Without Time Wasting**

- Describe the mini-survey process and why it is important
- Explain why building accountability and follow-up in the team building process is important
- Describe why this process works

### **Process Mapping**

- Cite the purpose of process mapping
- Describe the seven steps in process mapping
- Explain the three levels of a process map
- Explain four missteps to avoid in process mapping

### **“Sticky” Issues**

- Cite the goal of the “Sticky” Issues process and the desired result
- Describe the issue identification process
- Define a driver in the issue identification process
- Explain the importance of dedicating time and attention to this process

### **Financial Stewardship**

- Cite the three most important measures of financial health in a healthcare organization
- Describe the day to day role the physician leader and nursing manager can play in helping the healthcare organization achieve financial success
- Explain the flow of value emanating from an individual physician
- Define the three most important components of financial stewardship in healthcare organizations

### **Personalized Leadership Coaching**

- Cite the reason personal leadership coaching is needed
- Describe how individuals often overestimate their ability to communicate effectively
- Explain the personal coaching process
- Explain the possible ROI from the coaching process

### **The First Team Meeting**

- Describe how you envision moving forward as a team
- Explain the tools your team has at their disposal
- Describe three potential issues your team should consider putting into the Sustained Dynamic Excellence process

### **The DUN Factor**

- Cite a single major causal in patient safety violations and medical malpractice claims
- Describe why the number of “players” is so important in the healthcare environment
- Explain the DUN Factor
- Cite the six communication factors
- Cite the six communication factors and give an example of each factor

### **Collaborative Rounding**

- Cite the importance of teamwork in a healthcare setting
- Describe the five key elements of good teamwork
- Explain how a current healthcare organization benefited from utilizing team building methodology
- Define areas where collaborative rounding can be implemented

### **The Eight Dimensions of Quality Care**

- Cite the Mission of the Picker Institute
- Describe the research that enabled the identification of areas of care most important to patients
- Explain how the UCT can implement these dimensions
- Define the eight dimensions patients care most about

