



Baylor Scott & White
MEDICAL CENTER
TEMPLE

Relationship-Centered Conflict

Stacy Cooper, DNP, RN, NEA-BC
Lisa Gingerich, MBA, CPXP



Introduction

Communication Barriers

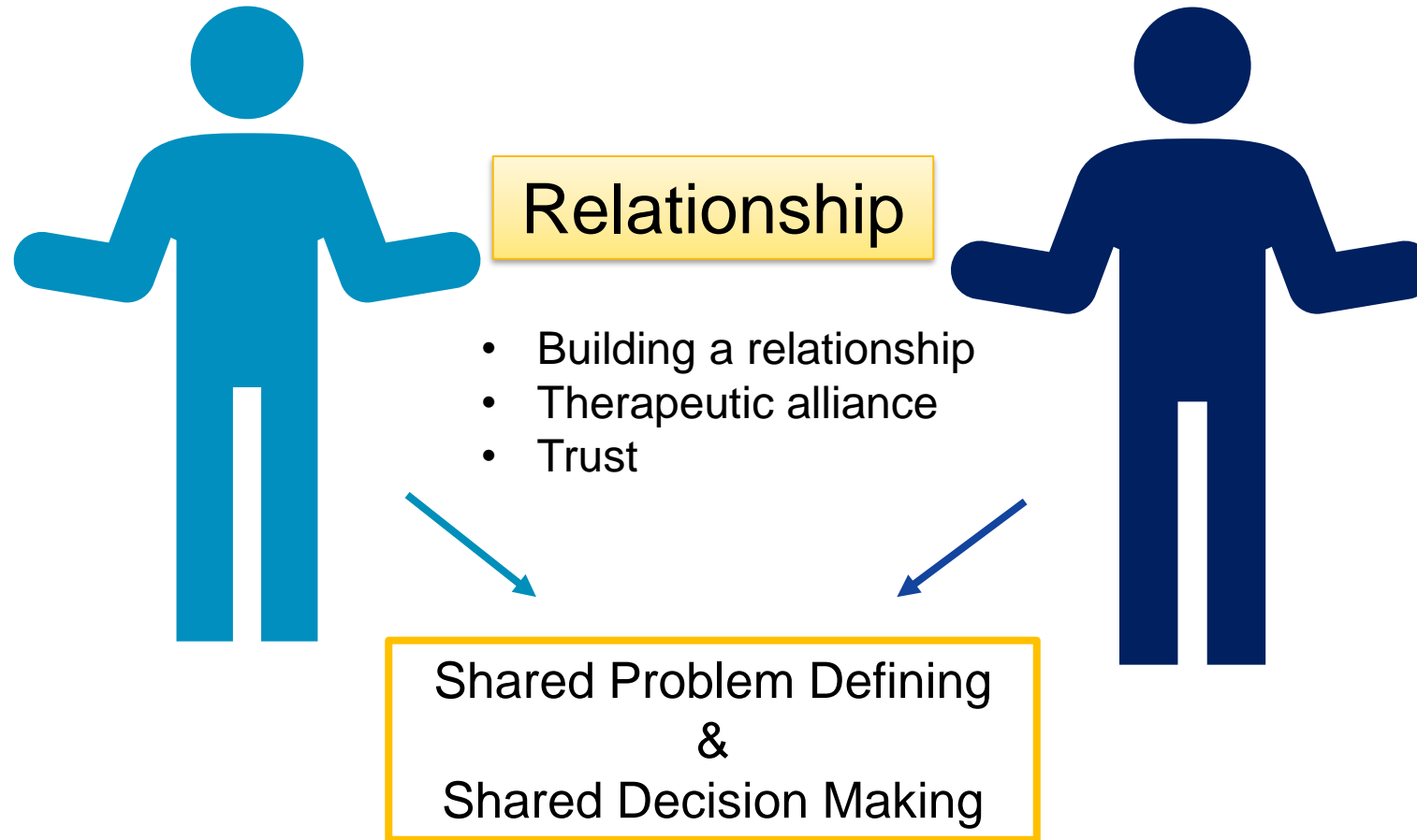
The single biggest problem in communication is the illusion that it has taken place.

George Bernard Shaw

Have you ever sent an emoji? How about Smiling face with happy eyes...



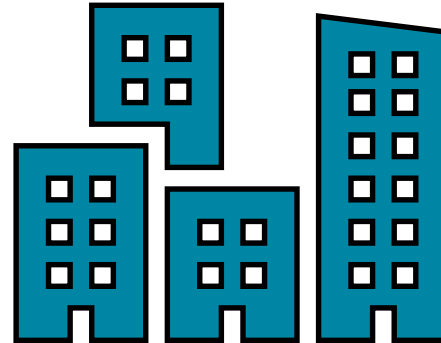
BSWH Communication Model



Benefits of Relationship-Centered Communication



Clinicians & Teams



Organizations



Patients

McClelland et al, Medical Care 2018; Luxford et al, Int J Qual Health Care 2015; Pollak et al, Pt Educ Couns 2016; Krasner et al, JAMA 2009

Chaitoff et al, Acad Med 2017; Boissy et al, JGIM 2016; Dwamena et al, Cochrane Database Syst Rev 2012; Haskard et al, Health Psychol 2008

Young et al, J Ambul Care Manage 2016; Nafradi et al, Chronic Illn 2017; Dwamena et al, Cochrane Database Syst Rev 2012; White et al, Patient Educ Couns 2015; Kennedy et al, Pat Experience J 2014



BSWH Communication Journey

 **4**
Education



3
The Team



2
Partnership



1
Recognizing the Need



Relationship-Centered Communication Framework

Skill Set 1: Beginning the Meeting

- Create rapport quickly
- Elicit the list of ALL concerns
- Negotiate the agenda

Skill Set 2: Relationship-Centered Getting Other's Perspective

- Open the conversation
- Explore perspective and name emotions
- Respond with empathy

Skill Set 3: Ending the Meeting

- Share the information with ART loops
- Assess understanding with Teach-back
- Close the visit



SKILL SET 1

Begin the Meeting

- Create rapport quickly
Small talk before the Big Talk
- Elicit list of concerns
- Add your concerns
Always get theirs first
- Negotiate the Agenda



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SKILL SET 2

Relationship-Centered – Getting Other’s Perspectives

- Open the Conversation
Using What, How, or Tell me about...
- Explore Perspectives
ICE (Ideas/Impact Concerns Expectations)
- Name Emotions
- Respond with Empathy
Use PEARLS



Empathy: Responding with PEARLS

Partnership:

“Let’s work on this together.”

Emotion:

“You say you’re frustrated.”

Apology or Acknowledgement:

“I’m sorry to hear how hard this has been.”

“I give you a lot of credit for getting through this as you have.”

Respect:

“I appreciate the effort you have made”

Legitimization:

“Most people in your position would feel this same way.”

Support:

“I’m going to stick with you through this.”



SKILL SET 3

Ending the Meeting

- Share information
 - Orient to the end of conversation*
 - Incorporate others perspective*
 - Use Plain Language*
 - ART Loops: Ask, Respond Tell*
- Assess Understanding
 - Using Teach Back*
 - ART Loops*
- Close the Visit



What makes communication challenging?

Emotions

- In self and others

Expectations

- Expressed & undiscovered

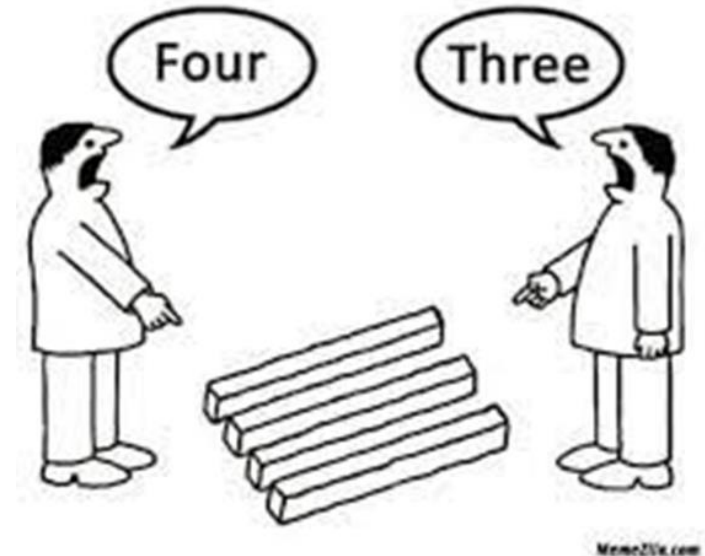
Prior experiences

- Bias or perceived bias

Assumptions



which is correct ?



Listening Exercise



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Answer Key

1. ? A man appeared after the owner had turned off his store lights.
2. ? The robber was a man.
3. F The man who appeared did not demand money.
4. ? The man who opened the cash register was the owner.
5. ? The store owner scooped up the contents of the cash register and ran away.
6. T Someone opened a cash register.
7. ? After the man, who demanded the money, scooped up the contents of the cash register, he ran away.
8. ? While the cash register contained money, the story does not state how much.
9. ? The robber demanded money of the owner.
10. ? The robber opened the cash register.
11. T After the store lights were turned off a man appeared.
12. ? The robber did not take the money with him.
13. ? The robber did not demand money of the owner.
14. T The owner opened the cash register.
15. ? The story concerns a series of events in which only three persons are referred to: the owner of the store, a man who demanded money and a member of the police force.



Challenging Communication

Pause: Notice your own reaction

Ask with ICE

- Understand the others' perspective
- Avoid assumptions about motives

Respond with PEARLS

- Show empathy even if you do not agree

Tell/Teach

- Your positive intent
- A common goal if one is available
- Be honest and direct in service of the relationship

“People fail to get along because they fear each other; they fear each other because they don't know each other; they don't know each other because they have not communicated with each other.”

Martin Luther King Jr.



Importance of Positive Intent

Verbalize positive intent

- Why do you think it is important to verbalize positive intent?
- For the person involved in the conversation
Or for another if the person involved is acting as a surrogate or proxy (ex. family member)

Helps establish rapport and also creates a safe scaffold for the rest of the conversation



Get Curious with ICE and ART Loops

ICE

Impact - Ideas

- “How has this affected your day-to-day life?”
- “People often have ideas of what might be causing issues or problems. What do you think might be causing this situation?”

Concerns

- “What worries you about ____?”

Expectations

- “What are you hoping to get out of today’s meeting?”



Turns monologue into a dialogue

Can be used to elicit:

- Ideas
- Goals
- Concerns

Ensures clarity and maximizes adherence



Respond with PEARLS

Partnership:

“Let’s work on this together.”

Emotion:

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Respect:

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Activity





BEST PRACTICES