

# Care Manager Communication

Physician Development, Support, and Wellness



Physician  
Development, Support, and Wellness  
Orange County

A large orange speech bubble graphic with a white outline, pointing downwards. The word "Welcome" is written in white text inside the bubble.

# Welcome

- Your Facilitators
- Introductions
  - Name
  - Years with Kaiser Permanente
  - Favorite Experience Since the Start of the Year
- Purpose of these workshops

# Working Relationships

- What is working well? And how does it look?
- What is not working well? And how does it look?
- What challenges do you see involved in the cases?
  - Structural Barriers
  - Differences in Communication
  - Consistency in Documentation
  - Culture Barriers

# Communication

## CULTURE

- How culture affects communications
- Understanding different cultures, languages, and customs

## EMPATHIC

- Understanding the importance of empathy in building trust
- Understanding biases and how it improves empathy

# Empathy

To be able to see the world as others see it

- Perspective Taking (seeing it not from your own view but the other's)
- Requires putting aside our own stuff and perspective and see it from the other person
  - Think about your own unconscious biases
  - Realize that your values are different from other's values

# Verbal Empathy Statements

- It must be difficult starting as a new associate physician and having a lot of uncontrolled diabetics on your panel
- I can't imagine how hard it is trying to stay up with all the new guidelines
- Its understandable why you feel frustrated when the patient's don't follow the recommended diet.
- I could see why you feel...

# Curiosity

## An act of vulnerability and courage

- Uncomfortable since involves uncertainty and vulnerability
- Allows one to stay out of judgement and better assess the situation along with the people involved.
- Differs from older style of leadership which emphasizes control and fixing since curiosity focuses on the problem before considering a solution.

## Curiosity/ Rumble Starters

- I'm curious about...
- Tell me more...
- Help me understand...
- Walk me through...
- What problem are we trying to solve... Help me to see it from your point of view.



# Empathy vs. Sympathy



# Definitions of Bias

**Bias** is a prejudice in favor of or against a person, group, or thing and can have negative or positive consequences.

There are two primary types of biases

- **Conscious bias** (also know as **explicit** bias)
- **Unconscious bias** (also know as **implicit** bias)

Everyone holds unconscious beliefs about various social and identity groups, and stem from how we organize social worlds by categorizing.

Unconscious bias is far more prevalent and often incompatible with one's conscious values.

# Implicit / Unconscious Bias

Most biases operate unconsciously so we may not be aware of their presence or impact

These biases come from socialization and biological necessities

- Implicit social cognition - thoughts and feelings outside of conscious awareness and control

Implicit bias can significantly influence our behaviors and lead to unintended consequences

Implicit Bias Tests at Project Implicit

<https://implicit.harvard.edu/implicit/takeatest.html>

# Expressions of Bias



## Microaggressions

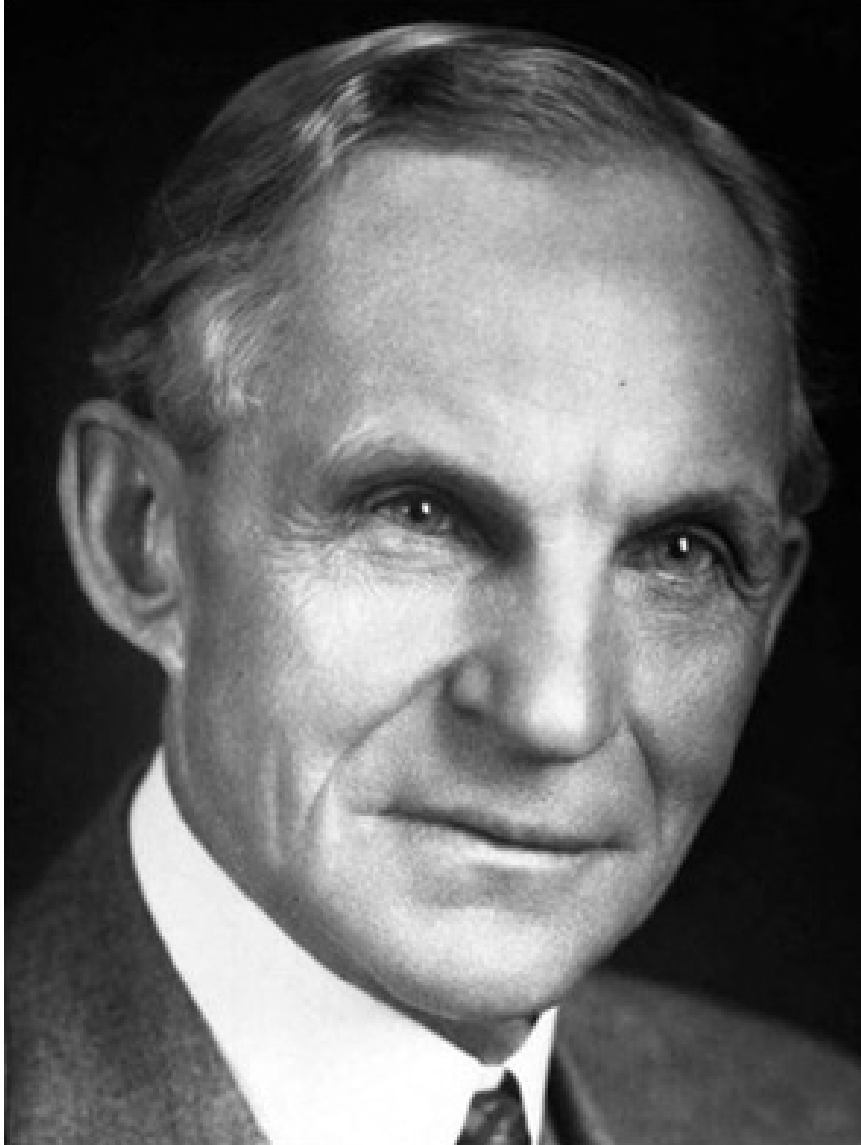
Indirect, subtle, or  
unintentional  
discrimination

## Incivility

Biased, rude, or  
unsociable behavior  
with ambiguous  
intent

## Threats

Action intended to  
inflict pain, injury, or  
damage to someone



Coming together is a beginning;  
keeping together is progress;  
working together is success.

— Henry Ford —

AZ QUOTES

# Case #1

A case manager is meeting with an associate physician, Dr. Jane Doe, for the first time. She mentions they are ranked number 9 out of 10 on the uncontrolled DM list and they need to get their patients A1C down. Dr. Doe became visibly worried and starting asking a lot of questions about what the case manager has been doing to work on supporting the patients.

Let's get curious:

How might the case manager be feeling after this interaction?

Why might the physician have had such a strong reaction?

Are there other communication tools or for a more effective interaction?

## Case #2

A case manager is meeting with her physician partner, Dr. John Doe. She had previously recommended this physician prescribe a glucometer for one of the patients on the list and this was not done. She decided to bring in the formal recommendations regarding checking the blood sugar. The physician became upset when she started explaining the updated recommendations.

Let's get curious:

How might the case manager be feeling after this interaction?

Why might the physician have had such a strong reaction?

Are there other communication tools for a more effective interaction?