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Cleveland Clinic made effective communication a top strategic priority and how it successfully overcame obstacles to implementing it, including internal resistance from physicians, and adapted it for advanced care providers.

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and her team tell the story of how Cleveland Clinic created and applied the R.E.D.E. to Communicate: Foundations of Healthcare program, making the world-renowned hospital system a leader in relationship-centered care. They provide a step-by-step

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guide for healthcare leaders and decision-makers to design, develop, and implement communication skills training in their own institutions.

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emphasis on patient care and patient experience. A refreshingly positive and practical vision of healthcare, The Cleveland Clinic Way is essential reading for healthcare and business executives, medical professionals, industry analysts, and

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clinical and service excellence and  
the Patients First strategy, leaders  
at Cleveland Clinic have launched  
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physicians human-centered  
communication skills to nurture the  
ongoing development of  
empathetic and compassionate  
interactions with the patients in  
their care.

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forefront of care. Today,

physicians face a hypercompetitive marketplace in which they must meet unique and complex patient

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needs as efficiently as possible.  
But in a culture prioritizing clinical  
outcomes...

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communication at the forefront of  
care Today, physicians face a  
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which they must meet unique and complex patient needs as efficiently as possible. But in a culture prioritizing clinical outcomes above all, there can be a tendency to lose sight of one of the most critical aspects of providing effective care: the

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Communication skills that build and foster physician-patient relationships. Studies have shown that good communication between doctors and patients and among all caregivers who interface with patients directly results in better clinical outcomes, reduced costs,

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greater patient satisfaction, and lower rates of physician burnout. In Communication the Cleveland Clinic Way, Dr. Adrienne Boissy and her team tell the story of how Cleveland Clinic created and applied the R.E.D.E. to Communicate: Foundations of

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their own institutions. Learn how to:

- Craft an effective, colleague-supported communication skills program to include veteran physicians, residents, and medical students
- Leverage creative program design and data transparency to engage and

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facilitate staff physicians and  
advanced care providers •  
Identify common misperceptions  
and myths in healthcare  
communication and respond to  
them successfully • Cultivate a  
true sense of empathy—with  
patients and fellow caregivers

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alike—while maintaining professionalism In a field where difficult conversations and stressful relationships are commonplace, clinicians need a structured approach to enable them to deliver the best care possible. Communication the



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Cleveland Clinic Way is the blueprint for establishing a relationship-centered program that will improve patient experience, reinvigorate doctors' passion for their work, and elevate any organization.

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going on right now. On the  
frontiers of medicine, some  
doctors have developed an  
approach for treating people that is  
more effective, more humane, and  
more affordable. It's an approach  
to healthcare that has captured the  
attention of the media and

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business elite--and the President of the United States. It's all happening at Cleveland Clinic, one of the most innovative, forward-looking medical institutions in the nation. In this groundbreaking book, the man who leads this global organization, Toby

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practices provide not only How  
better--but cheaper--care Why  
collaborative medicine is more  
effective How big data can be  
harnessed to improve the quality  
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cooperative practices can be the  
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empathy is crucial to better patient outcomes Why wellness of both mind and body depends on healthcare, not sickcare How care is best provided in different settings for greater comfort and value How tailor-made care treats a person instead of a disease This

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enhanced eBook includes 8 videos that include interviews with the doctors and executives who helped shape the Cleveland Clinic's successful strategy. It also includes visuals of patients/doctor interactions and the hospital's facilities. At its core is Cleveland



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policymakers. It gives leaders lessons they can apply to their own organizations to achieve results and empowers average Americans to make more informed healthcare decisions. PRAISE FOR THE CLEVELAND CLINIC WAY  
"A brilliant doctor and leader lays

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out practical and thought-provoking prescriptions for America's healthcare future. A must-read." -- Jack Welch, former Chairman and CEO of General Electric Company "The Cleveland Clinic Way is what the healthcare system in this country needs:

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honesty about the challenges, optimism about our ability to address them, and a focus on solutions. A must-read for healthcare leaders, it's written in clear, inclusive language that makes it just as valuable for the rest of us." -- John Chambers,

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Chairman and CEO of Cisco "A  
pioneer in American healthcare,  
Toby Cosgrove shows just how  
the diligence and innovative  
thinking behind Cleveland Clinic  
has helped solve fundamental  
problems most other places barely  
touch. There are lessons here for

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everyone--patient, physician, and policymaker alike." -- Atul Gawande, MD, professor at Harvard Medical School and bestselling author of *The Checklist Manifesto* "Toby Cosgrove frames the eight important trends that will transform the U.S. healthcare

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system. The Cleveland Clinic Way How  
is a good road map for those who  
want to make the U.S. healthcare  
system better." -- Jeffrey Immelt,  
Chairman and CEO of General  
Electric Company

THE PROVEN MODEL FOR

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### DRIVING POSITIVE Way How

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Cleveland Clinic has long been recognized for driving some of the best clinical outcomes in the nation, but it was not always a leader in patient experience.

There was a time when this



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Cleveland organization ranked among the lowest in the country in this area. Within ten years, however, it had climbed to among the highest and has emerged as the thought leader in the space. How did Cleveland Clinic turn itself around so effectively and so quickly?

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that seamlessly translate to any business seeking to improve its customer experience. This strategic guide covers: How the Clinic's leaders redefined the concept of patient experience and developed a strategy to improve it  
Critical lessons learned regarding

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organization, recruitment, training, and measuring service excellence

Ways in which the Clinic aligned its entire workforce around its

Patients First strategy How

leaders improved the critical element of physician

communication Rather than view

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patients simply as sick people who need treatment, Cleveland Clinic sees them also as important stakeholders in the organization's success. Patients are customers--who desire, pay for, and deserve the best possible care and experience during what is

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often a challenging time in their lives. Featuring customer service case studies, as well as invaluable insight from C-level executives at top corporations in various industries, Service Fanatics provides actionable lessons for any manager and business leader

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beyond healthcare. Whether you run a healthcare institution, nonprofit, or for-profit business, Service Fanatics will help you create the kind of customer experience that promises to transform your organization into an industry powerhouse.

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this game-changing guide  
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work. It is a discipline that can be  
learned, practiced, and leveraged  
to propel meaningful



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transformation and sustainable success, and it is proving to be the margin of difference in the largest concentrated sector of our economy: healthcare. This is where the stakes may be highest because the transcendent ideas that come from the patient bedside

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or laboratory bench don't just  
translate to a bottom line, they  
improve and extend human life.  
Since its inception in 1921,  
Cleveland Clinic has been at the  
forefront of life-saving innovations  
in healthcare, pioneering a new  
model of care, advancing surgical

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techniques, and developing cutting-edge medical technologies. It has revolutionized the industry with a proven and tested working model for mission-driven, results-oriented success—one that is applicable to industries beyond healthcare. In Innovation the

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commandments of innovation and the six degrees of innovation. Packed with enterprising solutions and inspiring examples, this practical guide will equip any individual or institution seeking to affect purposeful transformation. Use these best practices to put

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ideas to work and turn yours into a high-innovation organization.

Thomas J. Graham, MD, is the Chief Innovation Officer of Cleveland Clinic and Vice Chairman of Orthopedic Surgery. A prolific inventor with nearly 50 worldwide patents and a serial entrepreneur,

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he is a renowned orthopaedic surgeon whose practice is the premier destination for the care of the professional athlete's hand and wrist. He is regularly recognized as one of "America's Best Doctors."



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Cleveland Clinic's esteemed CIO shows you how to design, implement, and maximize your organization's IT systems to deliver fully integrated, coordinated, high-quality care.

You'll learn how to:

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patients' progress and  
communicate with them any time,  
anywhere. • Coordinate multiple  
caregivers and care teams: Build a  
network of communication among  
healthcare professionals across  
disciplines in different locations  
who are working on a single

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patient case; and integrate various IT systems into a fully functioning network. • Optimize electronic medical records: Quickly pull up and share patient histories, test results, and other essential data to provide timely care; and expand real-time access to clinical data

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and research. • Use IT for competitive advantage: Enable live chats, virtual visits, and online second opinions; create a content-rich, user-friendly website; build a social media strategy that engages patients and caregivers alike.

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your phone, your tablet, your network, and the world wide web. It ' s the IT advantage that makes organizations like Cleveland Clinic so successful—and patients healthier and happier. It ' s about time. IT ' s About Patient Care.

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A proven prescription for effective communication that will empower health professionals to deliver the highest quality care from the Academy of Communication in Healthcare Research shows that nothing impacts patient experiences more than the quality

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of communication. While beneficial, the latest in cutting-edge technology and techniques aren't enough to ensure the best possible care for patients. The key to better healthcare outcomes is communication. Over the past four decades, the Academy of

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Communication in Healthcare has worked tirelessly with health systems, teaching communication skills that put

relationships—between patients and providers, as well as among providers—at the center of care.

Now, for the first time, ACH ' s

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proven and effective methodology is detailed in this invaluable step-by-step guide. You ' ll learn communication skills that will enable you to:

- \* Provide more accurate diagnoses and effective treatments—and improve patient outcomes
- \* Boost patient

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adherence and lower hospital readmission rates \* Make fewer errors and reduce malpractice risks \* Increase patient satisfaction and build teamwork among providers \* Further develop your communication skill set—and help others do the same In this

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practical—and potentially life-saving—volume, you'll discover special sections on teamwork, coaching, shared decision-making, feedback, conflict engagement, diversity, and communicating through hierarchy. The book also provides institutional initiatives to

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help you implement change in your organization and outlines a field-tested blueprint for healthier communication across the entire industry. To create effective communication and meaningful connections in healthcare, trust ACH. Communication is literally its



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middle name. Clinic Way How  
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number of people: eight out of 10  
people aged 65 will need some  
care and support in their later  
years; some people have  
impairments from birth or develop

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them during their working life; some 5 million people care for a friend or relative, some for more than 50 hours a week. The current system does not offer enough support until a crisis point is reached, the quality of care is variable and inconsistent, and the

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growing and ageing population is only going to increase the pressure. Consequently, two core principles lie at the heart of this White Paper. The first is that individuals, communities and Government should do everything possible to prevent, postpone and

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minimise people's need for formal care and support. The system should be built around the promotion of people's independence and well-being. The second principle is that people should be in control of their own care and support, with personal

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budgets and direct payments, backed by clear, comparable information and advice that will allow individuals and their carers to make the choices that are right for them. This paper sets out the principles and approach, with sections covering: strengthening

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support within communities; How  
housing; better information and  
advice; assessment, eligibility and  
portability for people who use care  
services; carers' support; defining  
high-quality care; improving  
quality; keeping people safe; a  
better local care market;

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workforce; personalised care and support; integration and joined-up care.

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and recertification exams in How  
cardiology. It is written by  
distinguished clinicians from the  
Cleveland Clinic Foundation's  
Department of Cardiovascular  
Medicine and based on the  
Cleveland Clinic Foundation's  
popular annual Intensive Review of



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illustrations and numerous tables facilitate quick review. Board-format questions with answers and explanations appear at the end of each chapter. Plus, with this edition you have access to an online companion website with fully searchable text and a

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content anytime, anywhere.

A New York Times Notable Book  
of the Year: “Unforgettable . . .  
Few have told such a compelling  
life-story as skillfully ” (San  
Francisco Chronicle). In the

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summer of 1992, on the eve of an American tour, singer/songwriter Ben Watt, one half of the Billboard-topping pop duo Everything But The Girl, was taken to a London hospital complaining of chest pain. As his condition worsened, doctors were baffled. He was eventually he

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was diagnosed with a rare life-threatening autoimmune disease called Churg-Strauss Syndrome.

“ To paraphrase Joseph Heller, ” Ben says, “ you know it ’ s something serious when they name it after two guys. ” By the time he came home, two-and-half-months

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later, his ravaged body was forty-six pounds lighter, and he was missing most of his small intestine.

“Unfold[ing] like a page-turning mystery” (The Los Angeles Times), and “told with great wit and without self-pity, Patient is a sobering look at how life can

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suddenly be transformed into a humbling vaudeville of tests, IV ' s, catheters, and bedpans ” (The New York Times Book Review).

Injecting a frankness and natural humility into his “ funny, frightening, and piercingly vulnerable ” (Interview) chronicle

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of a medical nightmare, Ben writes about his childhood, reflects on family, and his shared life with band member and partner, Tracey Thorn. The result is “a vivid, finely wrought look at having one ’ s future yanked away, and surviving physically and



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emotionally” (Dallas Morning Star-  
Telegram). A Sunday Times Book  
of the Year A Village Voice  
Favorite Book of the Year An  
Esquire (UK) Best Non-Fiction  
Award Finalist

What accounts for the remarkable

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ability to get inside another person's head—to know what they're thinking and feeling? "Mind reading" is the very heart of what it means to be human, creating a bridge between self and others that is fundamental to the development of culture and

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society. But until recently, scientists didn't understand what in the brain makes it possible. This has all changed in the last decade.

Marco Iacoboni, a leading neuroscientist whose work has been covered in The New York Times, the Los Angeles Times,

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and The Wall Street Journal, How

explains the groundbreaking research into mirror neurons, the "smart cells" in our brain that allow us to understand others. From imitation to morality, from learning to addiction, from political affiliations to consumer choices,

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mirror neurons seem to have properties that are relevant to all these aspects of social cognition.

As The New York Times reports:

"The discovery is shaking up numerous scientific disciplines, shifting the understanding of culture, empathy, philosophy,

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language, imitation, autism and  
psychotherapy." Mirroring People  
is the first book for the general  
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science.

Experience

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2a13061910eb9b8bfd Way How  
To Drive A Relationship  
Centered Strategy For  
Exceptional Patient  
Experience