**Collaborative Practice Model**

**Improving the delivery of bad news**

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The delivery of bad news can be challenging for any member of the healthcare team for many reasons, ranging from personal beliefs to feelings of inadequacy or blame (Bumb, Keefe, Miller, & Overcash, 2017). The term bad news conjures negative thoughts and feelings, and bad news is often distressing for oncology practitioners who deliver it every day.

Some research indicates that the delivery of bad news should be a collaborative process (Baile, Buckman, Schapira, & Parker, 2006; Bumb et al., 2017). However, confounding factors (e.g., perceptions of staff availability, role expectations, experience, training) may prevent team coordination. When bad news is delivered without provision of the key elements for support and advocacy, the results can be devastating to the patient and family, as well as to the healthcare team (Brown, Parker, Furber, & Thomas, 2011).

This article describes the development and implementation of a collaborative practice model (CPM) to promote the optimal delivery of bad news on an inpatient medical oncology unit. The authors address staff perceptions of daily practice prior to the CPM intervention, barriers identified in the delivery of bad news, and steps involved in the development and adoption of the CPM intervention.

**Literature Review**

Bad news may be defined as any information that negatively affects an individual’s perception or expectation for the future (Barclay, Blackhall, & Tulsly, 2007). The delivery of bad news has been discussed since Buckman (1984) coined the phrase breaking bad news. The original five-year literature search, from 2006-2010, of the MEDLINE®, CINAHL®, and PsycINFO® databases produced 358 articles from these terms: delivery, breaking, receiving, giving, or communicating bad news. Three themes were identified from the literature:

- **Patient and family perceptions of how bad news was presented and its impact on care decisions**
- **Roles of the healthcare team in the delivery of bad news and their perceptions of patient and family responses**
- **Healthcare training simulations for the delivery of bad news**

**Patient Preferences**

Patients and families want honest and direct communication when bad news is delivered; all options should be discussed, including no treatment (Dougherty, 2010). Families perceive that less suffering and pain and an overall better end-of-life experience occur when bad news communications are good (Bumb et al., 2017; Parker, Aaron, & Baile, 2009). When a mismatch exists between patient/family expectations and healthcare team communications, distrust and negative care outcomes are the result (Dougherty, 2010).

**Best Practices**

Training healthcare teams in the delivery of bad news varies greatly, depending...