

Contents

Focus on Recent History	23
Summary of the Evolution of the Professions	27
Summary	28
References	28

3 Establishing Our Competencies as Professionals: Education, Certification, and Licensure 33

Lissa Power-deFur

Introduction	33
How Do You Know You Are Competent?	34
Credentialing Programs	35
State Licensure	37
Professional Development and Certification Maintenance	38
Demonstrating Expertise in Particular Areas of Practice	39
Credentialing Graduate Programs	40
Next Steps: After Graduation	41
Summary	43
References	43

4 Professional Ethics, Accountability, and Liability 45

Jayne A. Handelsman

Introduction	45
Standards of Professional Conduct	45
Conflicts of Interest	45
Role of Professional Associations	47
Ethical Issues in Practice Management	49
Ethical Issues in Supervision	52
Ethical Issues in Academia	53
Ethical Dilemmas	53
Unethical Complaint Process	53
Recent Changes and Future Directions	56
Summary of Professional Ethics	57
Introduction to Professional Accountability	57
Accountable Care	57
Managing Risks and Risk Intelligence for Accountable Clinicians and Organizations	57
Current Critical Risks Facing Health Care	58
Concept of Risk Intelligence	58
Raising the Bar on Accountability—The Value Equation	58
Learning Health Systems—An Opportunity to Shape the Future of Accountability	58
Professional Accountability Requires Relentless Reimagining	59
Conclusion and Summary of Professional Accountability	59
Introduction to Professional Liability	59
Summary	59
References	59

5	International Alliances	63
	<i>Robert M. Augustine, Tina K. Veale, and Kelly M. Holland</i>	
	Introduction	63
	Definitions: Alliances, Partnerships, and Collaborations	64
	International Alliances, Partnerships, and Collaborations Promoting Cultural Responsiveness for a Global Workforce Grounded in Standards of Practice	67
	International Alliances and Access	69
	International Alliances Through the American Speech-Language-Hearing Association	70
	International Alliances Through Other Professional Organizations	71
	International Alliances and Attributes of High-Quality Programs Offered Through Colleges and Universities	72
	Alliances Promoting Macro International Experiences	81
	International Alliances Promoting Global Research for Scholars	82
	Summary	85
	References	86
	Appendix 5–A Definitions of Eight Transferrable Competencies Valued in the Workforce	91
	Appendix 5–B Global Learning Value Rubric Glossary	92
	Appendix 5–C Proposed Competencies for Global Engagement	96
	Appendix 5–D An MOU Checklist for International Collaborations	99
6	Applying Evidence to Clinical Practice	101
	<i>Lizbeth H. Finestack and Stacy K. Betz</i>	
	Introduction	101
	Evidence-Based Practice	102
	Evaluating Assessment Evidence	104
	Using Assessment Evidence	109
	Evaluating Intervention Evidence	111
	The Future of Evidence-Based Practice	117
	Summary	118
	References	118
Section II Employment Issues		
7	Workforce Issues and Finding Employment	123
	<i>Mark DeRuiter and Cathy DeRuiter</i>	
	Introduction	123
	The Current Workforce	123
	ASHA Membership and Affiliation Data	124
	Shortage of PhD Students and Faculty in CSD	126
	The Future: Factors Affecting Employment	127
	Job Search	127
	Resumé	128

Completing Your Application	130
Interviewing Success	131
The Anatomy of an Interview	133
“Forbidden” Interview Questions	137
Postinterview Follow-Up	138
Considering the Benefits That Might Be Available to You	138
Salary and Benefits	138
Retirement and Other Incentives	140
Receiving the Offer	141
Making the Decision	142
Is This Where I Want to Work?	143
Red Flags	143
Getting Started	143
Summary	144
References	144
Resources	145
Appendix 7–A Sample Resumé	147
 8 Building Your Career	 149
~~~~~	
<i>Shari Robertson and Marva Mount</i>	
Introduction	149
Getting Off to a Good Start	149
Professional Ethics	152
Creating a Career Path	152
Your First Mentor	153
Professional Skills That Foster Success	154
Impostor Syndrome	158
Professional Engagement and Responsibilities	160
Career Considerations	163
Summary	164
References	165
 <b>9 Assistants in Audiology and Speech-Language Pathology</b>	 <b>167</b>
~~~~~	
<i>Diane Paul, Tricia Ashby-Scabis, and Lemmietta G. McNeilly</i>	
Introduction	167
Rationale for Use of Assistants	168
Challenges of Using Assistants	170
Evolving Professional Policies and Practices	171
Chronology of Ethical and Professional Practice Policies Related to the Use of Assistants by Audiologists and Speech-Language Pathologists	173
Chronology of Professional Practice Policies	174
State Regulations	178
Supervisory Requirements	179

Assistant Employment Trends	179
Training for Assistants	180
Credentialing Assistants	183
Supervision of Assistants	183
Supervision of Assistants in Speech-Language Pathology	184
Job Responsibilities of Audiology Assistants	185
Job Responsibilities of Assistants in Speech-Language Pathology	185
Payment of Services Provided by Assistants	185
Research Related to Assistants	186
Future Research Issues	190
Summary	191
References	191
Appendix 9–A Assistants in Audiology and Speech-Language Pathology: Key Word Definitions	200

Section III Setting-Specific Issues

10 Health Care Legislation, Regulation, and Financing 203

<i>Jeffrey P. Regan</i>	
Introduction	203
Medicare	203
Medicaid	205
Private Health Insurance	205
Coding Systems	205
Key Health Care Legislative and Regulatory Issues	206
Summary	210
References and Resources	210

11 Service Delivery in Health Care Settings 213

<i>Jeffrey P. Johnson, Christine T. Matthews, and Alex F. Johnson</i>	
Scope of Chapter	213
Health Care Settings and Key Responsibilities	213
Routine Considerations for Speech-Language Pathologists and Audiologists in Health Care	219
Dynamic Considerations for Speech-Language Pathologists and Audiologists in Health Care	228
Summary	231
References	232

12 Knowledge and Skills for Providing Evidence-Based Services in School-Based Settings 237

<i>Sandra Laing Gillam</i>	
Introduction	237
Population in U.S. Schools	238

Federal Legislation, Landmark Court Cases, and the Provision of Special Education Services in Schools	239
Due Process	242
Identification, Assessment, and Intervention in Schools	242
Service Delivery Options	247
Scheduling in the Schools	248
Working With Support Personnel	248
Professional Practice in the Schools	248
Outreach	249
Supervision	250
Research	250
Administration and Leadership	250
Summary	250
References	251

13

Service Delivery in Early Intervention

255

<i>Corey Herd Cassidy</i>	
Introduction	255
What Is Early Intervention?	256
Roles and Responsibilities of Speech-Language Pathologists and Audiologists in Early Intervention	257
Guiding Principles of Early Intervention	258
Comprehensive, Coordinated, and Team-Based Services	266
Services Based on the Highest Quality of Evidence	274
Other Considerations for Early Intervention Services in Natural Environments	275
Challenges and Evidence-Based Practices for Remote Service Delivery	277
Summary	278
References	279

14

Service Delivery Issues in Private Practice

285

<i>Robin L Edge</i>	
Introduction	285
Advantages and Disadvantages of a Private Practice	286
Private Practice Options	286
Business Plan	289
Marketing Strategy	291
Location of Private Practice	291
Private Practice Credentials and Qualifications	292
Ethics	292
Cultural Competence	293
Resources Needed for Private Practice	293
Payment for Services	294
Rates for Services	296
Billing	297
Outcomes Data for Private Practices	297

Networking	298
Summary	298
References	299
Resources	302

Section IV Working Productively

15 Strategically Promoting Access to Speech-Language Pathology and Audiology Services 307

Brooke Hallowell

Introduction	307
Identifying Barriers to Access	307
Ensuring Others Understand the Need for Our Services	309
Optimizing Reimbursement for Clinical Services	310
Advancing Legislation to Improve Access	313
Advocating for Our Professions	313
Actions for Advocacy and Professional Assertiveness	314
Care Extenders	317
Expanding Access Through Technology	318
Educating the Public	319
Adjusting Service-Providing Environments	319
Summary	320
References	320

16 Documentation 323

Nicole E. Corbin and Erin E. G. Lundblom

Introduction	323
Purposes of Clinical Documentation for Consumers	323
General Principles of Clinical Documentation for Practitioners	324
Types of Clinical Documentation	326
Influences on Clinical Documentation	330
Summary	340
References	340

17 Developing Leadership Skills 343

Gail J. Richard

Introduction	343
Roles of a Leader	343
Effective Leadership Skills	345
Fiduciary Responsibilities	348
Strategies for Conflict in Leadership	349
Pathways to Leadership	351
Summary	354
References	355

18	Safety in the Workplace	357
	~~~~~	
	<i>Cynthia McCormick Richburg and Donna Fisher Smiley</i>	
	Introduction	357
	Regulatory Agencies	358
	Accrediting Agencies	359
	Policies, Procedures, and Trainings	360
	Personal and Environmental Hazards	362
	Infection Control in Clinical and Educational Settings	364
	Confidentiality of Client and Research Participant Information	366
	Summary	369
	References	370
	<b>Appendix 18–A Acronyms</b>	<b>372</b>
<b>19</b>	<b>Overview of Interprofessional Practice and Interprofessional Education</b>	<b>373</b>
	~~~~~	
	<i>Alex F. Johnson</i>	
	Introduction	373
	Interprofessional Practice	374
	Interprofessional Education	379
	National and International Organizations and Resources for IPE and IPCP	381
	Summary	381
	References	382
20	Child Abuse and Elder Mistreatment/Abuse	385
	~~~~~	
	<i>Carolyn Wiles Higdon</i>	
	Introduction	385
	Child Abuse and Neglect: How to Identify	386
	Elder Mistreatment and Neglect	396
	Palliative Care and Hospice	407
	Summary	409
	References	410
	Resources	413
	Other Websites	414
	Videos Related to Palliative Care and Hospice	415
	<b>Appendix 20–A Case 1: Joshua</b>	<b>416</b>
	<b>Appendix 20–B Case 2: Sam</b>	<b>417</b>
	<b>Appendix 20–C Case 3: Miriam</b>	<b>418</b>
	<b>Appendix 20–D Common Reactions in the Grief Process</b>	<b>419</b>
<b>21</b>	<b>Working With Culturally and Linguistically Diverse Populations</b>	<b>421</b>
	~~~~~	
	<i>Shirley Huang and Pui Fong Kan</i>	
	Introduction	421

Demographic Landscape in the United States	422
Speech, Language, and Hearing Clinicians and Scientists: Demographic Profiles	424
Defining Cultural and Linguistic Diversity	426
“An Inconvenient Truth”	429
Cultural Competence, Responsiveness, and Humility	429
Service Delivery for Children and Adults	430
Systems-Level Inequities	432
Action Is Long Overdue: Moving the Field Forward	434
Summary	436
References	436

22 Supervision and Mentoring 445

Melanie W. Hudson and Mary Sue Fino-Szumski

Introduction	445
A Brief History of Supervision and Mentoring	445
The Supervisory Process	447
Key Elements of the Supervisory Process	449
CORE Model of Supervision and Mentoring	451
Supervisory Style and Communication Skills	451
Transition: Supervisor to Mentor/Preceptor	453
Regulations, Standards, and Guidelines	454
Clinical Fellowship Experience and Audiology Externship	454
Speech-Language Pathology Clinical Fellowship (SLPCF)	454
Supervision Postcertification	456
Supervision of Students and Support Personnel	456
Ethical Issues	457
Cultural, Linguistic, and Generational Issues	458
Supervision of Challenging Supervisees	459
Technology and Supervision	459
Training in Supervision	460
Supervisor Accountability	461
Future Needs in Supervision and Mentoring	462
Summary	462
References	462
Resources	466

23 Technology for Service Delivery, Professional Practice, and Student Training 469

Carol C. Dudding and Rachel A. Ritter

Scope of Chapter	469
The Digital Revolution	469
Technology for Service Delivery	470
Professional Practice Settings	480

Education and Training	482
Ethical Considerations	485
Summary	486
References	486
24 Managing Stress and Conflict in the Workplace	491
~~~~~	
<i>Mark DeRuiter and Jennifer P. Taylor</i>	
Introduction	491
What Is Stress?	491
Burnout and Compassion Fatigue	493
What Are the Risks for Experiencing Burnout?	494
Workplace Conflict	496
Workplace Violence	499
Coping With Stress: The Importance of Self-Care	500
Talking With Others	502
Employee Assistance Programs	503
Mindfulness Practices for Stress Reduction	503
Summary	504
References	504
Resources	507
<b>25 Advocacy</b>	<b>509</b>
~~~~~	
<i>Tommie L. Robinson, Jr.</i>	
Introduction	509
Definitions	510
Recognizing the Benefits of Being an Advocate	510
Advocacy Case Examples	511
Developing a Game Plan for Advocacy	512
Legislative Advocacy	513
Resources	514
Summary	514
References	514
<i>Index</i>	<i>517</i>