

# Index

Locators in bold refer to tables; those in italic to figures, and superscript numbers to endnotes

AACAP (American Academy of Child and adaptive teaching 829 Adolescent Psychiatrists) 427, 442 adaptive thresholds 735 ADHD (attention deficit hyperactivity ABA (applied behaviour analysis) 562 A, B, A; see N-of-1 trials disorder); see also atomoxetine; ABC charts (antecedents, behaviour, stimulants consequences) 159, 340, 340 academic efficiency 170 abduction (kidnap) 284, 289, 469 Aristotle 890 Band-Aids/temporary interventions 333 abduction (logic) 479 abnormality see normality and abnormality Bayesian diagnosis 166 abuse 469; see also safeguarding; sexual benefits of diagnosis 221 abuse; emotional abuse; substance clinics 636-637, 656, 847 comorbidity 140, 179, 183, 315, 528, 529, abuse altruistic punishment 888 768, 852-853 asking questions 471 contrary effect of methylphenidate 32 brief cruelty 113 diagnostic thresholds 734 child abuse 469 disadvantaged parents 112 complaints 687 economics 834 cruel 113, 261, 349, 469 ethics of medication 575-576 cultural 469 evolution 950 deduction, induction, and abduction 479 false positive/false negative diagnoses 95 genetics (risk alleles) 224 disagreements with parents 152 family therapy 358 hyperfocus 134 manipulative tactics 133 in parents 111, 112–113, 690 meaning-making 472 international reliability 5 inter-rater reliability 213, 295 physical examination 91 prevention 835 learning about children's experiences psychological sequelae 472 19-20 reasoning/avoiding leaping to lumping-splitting 184 conclusions 471 medication effectiveness 835 recognising/suspicion of 471 misconceptions 135 safeguarding thresholds 475 neurodevelopmental teams 656 talking to parents 473 non-core features 84-85, 194, 768 types 469-470 non-normalisation 419 academia see research observational skills 84-85 academic centres, assessment by 782 oversimplification 200, 538 acceptability parents with 111 of diagnoses 228 prevalence 734 of treatments 301, 359 preventive interventions 834 acceptance, Kübler-Ross stages of questionnaires 49, 51 bereavement 154 replacement diagnoses 215, 216 acting out 249-250 role of medication 376 action bias 302 systems of care, limitations 110-111 active listening see listening skills talking treatments vs medication 306 adaptability, clinician 504; see also coping threshold 734, 735, 740 strategies; flexibility treatment failures 324 adapting evidence to a child 28 treatments (overview) 95, 161, 200, 218, 306, 314, 315, 376, 418-419, 525, 529,continuum of styles 505 length/frequency of sessions 45, 506 530 shaping the job to strengths and undiagnosing 215 weaknesses 508 value of diagnosis 137 varying standards to suit the situation vignettes 11, 60, 110-111, 161, 175, 220, 505-506 264, 314, 315, 336, 356, 372 adaptive prescribing 398-399 websites 328

adherence 324; see non-adherence Adler, Alfred 5, 602280 admission to hospital see inpatient units adolescents see teenagers adopters, early 642, 815, 929 adoption; see also parents (substitute) breaking the news 14, 568 child-parent relationships 14 fraudulent 82 genograms 99 as natural experiment 13, 112, 138–139 overindulgence of adopted children 14 parents 108 policies 573–574, 612–613 significance of 42, 80, 99, 102 ADOS (Autism Diagnostic Observation Schedule) 50, 95, 442; see also autism adrenaline (epinephrine) 418, 419, 851 clonidine 391, 451, 509 propranolol 396, 811 adrenarche 188 Adult Attachment Interview 889 adult psychiatry 11, 205-206, 653, 891 ADHD 403, 419 Adult Attachment Interview 889 aggression 455 bipolar 379 comparison with CAP 82, 271, 285, 360, 455, 503, 653, 847, 860 consent 299-300 depression 309, 362, 660, 911 doses 378, 909 family history 100 Games People Play 122 history taking from 75, 77-78 hospital wards 225, 446-447 with ID 11, 455, 575 illiteracy 112 maturation of personality 22 money as motivator 345, 622-623 prolactin 908 psychosis risks 292 research extrapolations 33, 390, 418, 563, treatment effect sizes 296, 382 adults; see also parents bed-sharing 334 bullied 482 decisions to opt out 12, 133 disadvantaged 112–113 adversarial collaboration 708

3di see Developmental Diagnostic

Dimensional Interview



Index

adversarial systems 777	altruistic punishment 2154	indicating deeper problem 27, 470, 473,
collaboration 708	ambiverts 501	528, 529
slugs 931	America see United States	medications 32
adverse clinical events 281–282	amphetamines 135	medicine-based psychiatry 420
advocacy	analogy 182, 542; see also metaphor	neurodevelopmental teams 656-657
educational help 653	anchoring 538	not anxious enough 396, 420, 566
explanations 227	anchoring heuristic 37, 257, 538	paradoxical ways of reducing 559
inter-agency 303, 777	Andreasen, Nancy 172, 173	preventive interventions 835
particular cases 524	anger; see also rudeness; violence	role in mental illness 6
rationing 638, 928	controlling responses to 157	secondary effects 132-133, 153-154, 161,
aesthetics 68, 881; see also art	de-escalation 155–156	183, 459, 460–461, 478, 645
beauty 1, 10, 211, 243–246, 247, 254, 497,	ending the therapeutic relationship 159	side-effects of stimulant medication 413
510, 534, 536, 556, 687, 867, 869, 881,	parents 114, 115–116, 121, 155–157, 339	talking treatments vs medication 307, 308
893, 915	patients 245, 268, 482	treatments 128, 295, 296–297, 307, 356,
cognitive dissonance 254, 459, 534–535	professional responses to 158–159	360, 363, 367, 568–569
cognitive ease 534	towards colleagues 682, 776	use of words/appropriate vocabulary
unaesthetic 469 <sup>2002,2386,2397,2534,2665,2829,3338</sup>	towards parents 121–122	25, 253
ugly words 248–252	towards self 275	variant of normality 6, 253
Africa	towards superiors 682	Yerkes Dodson 623
art 18	understanding/comprehension of	anxiety, team
child psychiatry 847	reasons for 158	anxious system 654
colonial 514	warning signs 155	team anxiety 473, 604, 674–675
Adichie, Chimamanda 822 <sup>2217, 2755</sup>	wise use of 682	anxiolytics 32, 388, 389, 391, 409, 419–420,
early map 584 Mandela, Nelson 587 <sup>3218</sup>	your getting angry 121–122, 148, 682, 755	428; <i>see also</i> benzodiazepines propranolol 811
Roman Empire 3552	animal models 415, 851	
age factors; see also development,	anonymity see confidentiality anorexia see eating and feeding disorders	SSRIs, see antidepressants vignettes 32–33, 370, 389, 420
trajectories; teenagers, mental age	antacids, medication interactions with 396	apologies
autism spectrum disorders 136	antidepressants see fluoxetine; sertraline;	clinician 158, 279, 688
parental 298	SSRIs	aporia 146, 253, 356, 589, 824, 828
agendas for sessions 118–119, 509; see also	anxiety 32	learning after mistakes 260, 263, 275,
meetings	general usage 419–420	281, 533, 812, 864
aggression see anger; rudeness; violence	and suicide(ality) 296, 466, 466	appearance/dress
agitation 153, 154	timecourse of medication effects 409	clinician 40–41; see also professionalism
alcohol 431	antifragility 811-812	of patient 57
clinician use 272	antihistamines 333, 336, 392	<b>appointments</b> ; see also interviews; sessions
foetal alcohol syndrome 76, 170, 568	antipsychotics 420, 909; see also	systems thinking <b>628–629</b>
parental use 260, 324	aripiprazole; clozapine; olanzapine;	timing the next appointment 37, 257
teenagers use 26-27, 260	quetiapine; risperidone	appraisal
<b>aligning</b> 586, 665	Band-Aids/temporary interventions 333	360-degree 280–283
academic 487	choosing one 421	corporate 3087
altruistic 577	effect sizes in adults 382	approximations <b>165</b> , 202, 249–251
in conversation 265	medicine-based psychiatry 420-421	aripiprazole
customer 633	rare side-effects 412	co-prescribing 188, 389–390, 394
decision maker 646	risk vs benefits 282	figures 393, 394
employer 648	side-effects 415–416	high-dose prescribing 380, 393–394
failure to align 251, 694 <sup>3001</sup>	sleeping problems 335–336	partial agonist effects 380, 394
gerrymandering 664	timecourse 400–402, 401, 402	for prodromal symptoms 402, 903
goals 144, 620–621, 646	treatment of violence 455	receptor saturation 393
leadership 610	vignettes 380, 421	side-effects 416
local services 652	weight gain 416, 420 antisocial behaviour 15; <i>see also</i> conduct	vignettes 161, 380, 394–395, 816 Aristotle 682, 819, 890
managers 646, 648, 649 parents 147, 265	disorder; criminality	arithmetic, screening for educational
patients 147, 203 patients 26, 66, 368, 559, 561	ants <sup>2967</sup> , 3030, 3381, 3460, 3544	difficulties 762
power 319–320, 663–665	anxiety, clinician 244, 274, 829–830	arms race 692, 698, 707, 871
private practice 592	your anxiety 27, 77, 274, 284, 422, 500,	biological examples 692 <sup>3181, 3381</sup>
teams 597, 649	524, 526, 687	art; see also drawing, music, writing,
alliance, therapeutic 101; see also	anxiety, patient; see also obsessive	aesthetics; specific artists/writers by
relationships	compulsive disorder; post-traumatic	name
alternative therapies	stress disorder; school refusal;	art of mathematics 163
see complementary therapies	anxiolytics	bad practice <sup>2002</sup>
altruism 577	adjustment reactions 189	beauty 247, 534, 867 <sup>2002</sup>
evolution 870	anxious parents 109–111	classification 238
in professionalism 503, 950	Band-Aids/temporary interventions 333	genres which span the space of human
altruism, competitive 319-320	effects of relieving anxiety 189, 409, 428,	experience 17–18
altruistic cheating 559, 564; see also honesty	770	literary works 20–21



### Index

art (cont.)	length of sessions 427	medicalisation levels 502-503
musical expression 24	in literature 21	moral balancing 567
non-Western 17, 19	lumping-splitting 52, 177, 184-185, 806,	political 747
order of learning 764	807	prescribing 378–379
poetry of life 10	misconceptions 135	preventive interventions 832
provenance 919	misdiagnoses 6, 225, 275, 342, 479, 548	professionalism 503
sailing 1	parents with 111	quality of treatment 422, 436
teaching child 89–90, 94	physical characteristics 57	ratchets 720
art therapy 598	prevention of risk 289	in reading 803
Asch, Solomon 676	preventive interventions 835	reflective practice 500 ROC curve 285
ASD (autism spectrum disorders) see autism	questionnaires/assessment 50, 52	second opinions 782
Asimov, Isaac 63, 512	screening 878, <b>879</b> treatments 151–152, 311, 314–315,	short-term vs long-term effects 778
Asperger, Hans 5	333–334, 378–379, 389, 398, 401, 421,	treatment dynamics 320–321
<b>Asperger syndrome</b> 126, 140, 183, 184–	447, 455, 652, 677, 852–853	work-life balance 509, 753–754
185, 253, 547	underlying causes 189	balanced cheating 564, 567; see also honesty
in adults 115, 175, 375	autocratic leadership 614, 615	balanced discussions, relationship
démodé 184-185, 214, 735	automation 842; see also computer	management 357
diagnostic thresholds 735	diagnostic tools 204–205	balanced states, dynamics of treatments
disagreements with parents 150	getting in a rut 843	322
divorced/separated parents 115	routines/habits 842–843	Baldwin effect
Hans 5	Susskind and Susskind on 845	Band-Aids 332-333
rethinking diagnosis in view of DSM	autonomy	bandwagon effects, heuristics 533, 541
changes 214	ethics 570, 572	barnacles 3181,3552,3152
schools 108, 766-767, 768, 771	intrinsic reward systems 620	philosophical <sup>2769</sup>
screening 50, 885	paradoxical interventions 558	base rates 876, 877
as special gift 134	availability heuristic 20, 77, 267, 274,	baseline
vignettes 27, 68, 108, 175, 366, 373, 768	539–540	establishing an individual's baseline 252,
assertiveness, disagreements with parents	average person 13; see also normality and	342
144–145	abnormality	for a disorder 5
assessment; see checklists; diagnosis;	avoidance behaviour; see also	population 553–554, 637
interviewing; questionnaires; and	oppositionality; school refusal	vignettes 464
see contents for full breakdown of	acceptability of diagnosis 228	Basho, Matsuo 19
volume 1	intergenerational patterns 99 pathological-demand avoidance 113,	battleship game 81
<b>atomoxetine</b> 393, 403, <b>431</b> , <b>436</b> , <b>451</b> , <b>835</b> figures 403, 403, 410	140–141	Bauman, Zygmunt 635 Bayesian reasoning
high-dose 393	vignettes 12, 100, 110	alternative therapies 338
monitoring <b>431</b> , <b>436</b>	awareness-centred teaching styles, trainees	autism screening 878, <b>879</b>
timecourse of effects 403	818–819	Bayesian blood tests 209, 544
vignettes 389		Bayesian diagnosis of hyperactivity 166
attachment disorder 138-139, 594	baboons 924-925	Bayesian journal reading 805–806
debates 138	Bacon, Sir Francis 367, 780, 808, 886, 942	caeruloplasmin 209
holding therapy 338	backlogs	causality 165–166
phases in research 858	acute 755	core of psychiatry 893
vignettes 138–139	bootstrapping 754	formal methods 878-879
vs restraint 453	chronic 754–755	interpretation of test results 92
attention/attention-seeking 344, 352, 456,	dealing with 713; see also efficiency	of autism 878
<b>458</b> , 467–468, 823–824	emails 786	of false beliefs 913
attention deficit hyperactivity disorder see	balance 1-2; see also good enough child	of somatising 488–489
ADHD	psychiatry	predicting the future 39
audits 426, 836; see also clinical governance	ambiverts 501	psychogenic symptoms 488
vignettes 100, 836	cynicism levels 501–502	rare problems 208–209
Australian paediatric behaviour assessment	decision balance sheet 258–259 deep vs broad knowledge 549	two-way tables 878, 879 Bayes, Thomas 488
protocol 427 authorisation/asking permission 722	as element of mastery 552–553	beauty 247, 534, 867, 881
authoritarian parents 614	evidence-based practice 28, 29–30	bedrock facts 194, 584
authoritative parents 115, 614	figure 189, 2, 581	bees 871, 913
authority figures 114, 269	flexibility levels, clinician 504	behavioural interventions 339–340, 363;
autism; see also Asperger syndrome	in formulations 183, 782	see also role-modelling
changes with age 136	happiness/seriousness levels 500	ABC charts <b>340</b>
clinician mistakes in assessment 275	honesty and dishonesty 567	addressing specific challenges 351–352
cortisol 427	humanity/warmth 501	appropriate rewards and punishments
diagnostic decision-making 221	individual vs population 435	345–346, 350
false positive/false negative diagnoses	levels of care 496, 497–498	complex/difficult formulations 197
95,96	in management 277	computer time 344, 354
increasing prevalence 16, 883	measured vs unmeasured outcomes	core rules 339

694-701

1006

interpretation of test results 92

demonstrating 347-348



More Information

Index

family therapy 358	triggers 189, 398-399, 423	patients 57, 471
hypoglycaemia example 346-347	vignettes 7, 11, 98, 164, 166, 214, 380,	Bolam test 276, 443
increasing desirable behaviours 341	396, 399, 566, 718–719, 783–784	Bolitho criterion 276
making it easy to succeed 351	biting	boom crutches, complex/difficult
making targets achievable 350-351	glass 337	formulations 200
money 344, 345	other people 399, 575, 656	bootstrapping
offering tips unasked 351	self 61, 83-84, 167, 330, 337, 376	backlogs 754
paradoxical 558-560	black-and-white thinking 93, 238, 249-	interventions 332
parent training 230, 343, 344, 346	251, <b>319</b> , 357, 383, 677, 778, 828, 842	borderline intellectual functioning (BIF)
politeness money 353	alternatives 24, 130, 143-144, 250, 268,	7-8, 653, 733, 761; see also nonverbal
positive set against negative reinforcers	353, 360, 372–373, 486–487, 499, 503,	learning disability
346-347	721	boredom, as assessment technique 44, 45,
praise 348–349	blaming 684	73, 74, 88
progress charts 342	in education 761	bottleneck 523, 632, 817, 868, 8723460
punishments 349-350	in ethics 175, 564, 570-577, 583, 700-	boundaries
relapses 346	$701^{2955}$	authoritative parents 115
rewards 344	in judging trainees 828	clinical relationships 106–107
school sources of information 342	over-valued ideas 374	humanity/warmth 501
self-ratings 342	in prioritising 721	in patient-clinician relationship 106,
setting achievable targets 342-344	in psychogenic conditions 131, 488, 493	453, 501
sociability training 345	in self-harm 463–464	of disorders 16, 174, 553-554, 859
strategies 317-318	in sexuality 27	work-life balance 509
target-setting and baseline states 340-342	in taking medicines 264	bounded rationality, cognitive heuristics
teaching self-management techniques 354	talking treatments 360	534
teenagers 345, 346	teaching trainees 828	Bowlby, Donald 138
treatment failures 325	black humour 72	box-ticking 287, 627; see also checklists
troubleshooting 346, 351	black swans 290-291	Bradford Hill criteria, causation 168
unrealistic expectations 351	Blair, Tony 319, 358, 617 <sup>2582,2585,3118</sup>	brainstorming 368, 672, 674
violence 453	blame 683, 686; see also complaints;	branded medications 386
vs environmental interventions 346	criticism	breakdowns, parental 337, 447
pelief systems <i>see</i> ideas, fixed	blame-free culture 685-686	breakfast 31, 132, 197, 331, 356
peneficence, ethics 570, 572	blame of juniors 685, 690, 828	breaking bad news 120
penzodiazepines 32, 333, 416, 423	blaming the child 256	bribes, using 324; see also rewards
pereavement	clinicians' self-blame 35, 159, 206, 533,	Britain see National Health Service; United
parent's hopes for normal child 82, 149,	748, 749	Kingdom
154	managing blame 683	Browne, Thomas 134
stages (Kübler-Ross) 154	patients feeling blamed 230, 568	bubbles, economic 908
threshold 729	blame diffusion 684–685	bubbles, using in assessment 50
vignettes 82, 95, 154	changing ideas 369	budget cuts see cuts in funding
Berne, Eric 133	de-escalation of anger 156	Buffett, Warren 514, 932
Berwick, Don 788, 866	thinking strategies 370	building blocks of knowledge, order of
Besag, Frank 44, 160	timing the next appointment 37	learning 764
Beveridge, Allan 20	blindness, literary works 20	bullying 481–482
oias 533; see also heuristics	blindness	bystanders 483, 680, 683
cognitive ease 533-534	blinded trials 150, 384-385, 400,	by colleagues 550-551, 680, 704
coincidence-related 539	407-408	cyberbullying 482
commitment bias 535	evolved <sup>2914</sup>	educational interventions 766–767
confirmation bias 174, 203-204	Helen Keller 20	effects of scale 277, 578-580
self-serving bias 536–537	one eye 210	ethics 578, 583, 645
similarity bias 538	theory-induced 536, 540	interventions 483
BIF see borderline intellectual functioning	Blitzkrieg networking 760	of mother 220
Big Five personality constructs see	block contracts 284	talking to child 482
personality	blood pressure, physical examination 91	teachers as sources of information 483
oinaries; see also black-and-white thinking	blood sugar see hyperglycaemia;	types 482
in causation 895	hypoglycaemia	vicious cycle 872
gender 27	blood tests 93	bureaucracy 436, 635-636; see also
gray code 894	antipsychotics 29, 93, 262	management
piopsychosocial formulations 207	Bayesian reasoning 209	bureaucratic indulgency patterns 645
oipolar affective disorder 139–140	gaming example 698	Burningham, John 882
adaptive prescribing 398–399	normal ranges 93	burnout 623-624, 755-757
anti-manic agents 333, 376, 379, 420	opportunistic testing 93	business; see also funding; management
"epidemic" 16	organising 91, 627–628, 846	systems; organisational ethics
mood stabilisers <sup>1023</sup>	systems thinking 628	bureaucracy 635-636
psychosocial treatments 230, 314	boarding schools 771	competitive funding 634–635
role of medication 376	body language 147, 569	competitive working 633-634
sleep 314, 334	body odour	corporate culture 71, 649-650, 667, 709
treatment 313-314	colleagues 567, 827	791, 855, 859, 922, 923



#### Index

business (cont.)

customer-driven 633
economies of scale 595
local competition 634
buspirone, anxiety 32
butterflies 167-168, 187, 644, 810, 938
button-pushing, orchestrating treatment 296
buying in 514
bystander roles, bullying 483
caeruloplasmin 88-89, 93, 167, 209, <b>209</b>
Caesar, Julius 514
caffeine 233, 391, 419
California 273, 877, 940-941
calluses, as marker of autism 57
Cameron, David 768
Canada 272, 276, 392, 549
cancelling appointments 799
cannabis 93, 157, 239
blood test 93
controversy 239
depersonalisation 459
in mother 157
risk 110
self-medication 639
CAPA (Choice and Partnership Approach)
capacity; see also caseload; resilience; slack
capacity to be cruel 577
humans' limited capacity to be rational
or ethical 534
legal capacity 11 managers' or clinicians' ability to
understand complexity 522
your thinking capacity 80
car metaphors, presenting the formulation
233
Care & Treatment Reviews (CTRs) 862
care coordinators see keyworkers
care pathways 532, 637-638; see also desire
paths
cuckoo in the nest 640
four-tier CAMHS framework 638
individualised care paths 630-631
integrated care pathways 532
neurodevelopmental teams 655-658
New Zealand 617
pros and cons 637–638
systems thinking 625–626
and your development 637, 812
care standards <i>see</i> guidelines; standards of care
career 510–512; see also research; teaching
balance 509
being pushed 555, 747–748, 751, 918
early in career, where to start 511, 517,
519,671
effects of age 364, 515–518
failure to get job 122, 502
job interviews 534, 896
late in career, quality reducing 551–552
into management 498
portfolio career 509
post-retirement 588, 645, 760, 847, 862
retirement 273–274, 519–520, 645, 706,
719

```
slowing down 273-274, 588, 706, 719,
     774,869
  strategy in job choice 853
  transition to private 588, 590
career balance 509
career development 510-511; see also
     continuing professional development;
    job (starting new)
  benefits of change 814
  changes over time 515-518
  clinical practice 510
  coherence 510
  individuality of clinicians 510
  moving into managerial roles 498
  personal direction and goals 513-518
Carnegie, Dale
Carroll, Lewis 218
case discussions, efficient 671-673
  discussion of ideas 673
  ideas generation/brainstorming 672,
    673-674
  presenting the case 672
case reports, evidence-based practice 30
caseload see workload and overwork
catastrophe 277, 288-289, 356; see also
    suicide
catastrophising 130, 360, 499
catatonia 141, 396, 528
causes and causality 160 See also forced
    choice
  abuse 479
  addressing the cause of problems 162
  Bayesian thinking 165-166
  blame attributions 684, 685
  Bradford Hill criteria 168
  causal reasoning 167-168, 169-170
  cognitive heuristics 538-539
  combined nomothetic/idiographic
     162-163
  consilience 166-167
  cumulative nature 160
  diagrams 182, 190, 191, 192, 199, 279,
     357, 462, 534
  exception-oriented questions 162
  family history to aid diagnosis 167
  fishbone diagram 632
  multiple 161-162, 180
  psychogenic symptoms 485
  trauma 479
  underlying causes 189-190
CBT see cognitive behavioural therapy
CD see conduct disorder
cerebral palsy 19-20, 134
certainty and uncertainty
  appropriate uses of dishonesty 568
  diagnostic limitations 226
  embracing uncertainty 36
  future predictions 34, 35
  not knowing what to do 302-303
  presenting the formulation 231-232
  professionalism 503
  what children and parents want from
    healthcare 127
certainty effect 36-37
```

CGAS (Children's Global Assessment
Scale) 341
chairs 41, 118
change; see also ideas (changing)
and creativity 812
paradoxes of 556
resistance to 358
chaos, regulated 59
charity; see also altruism
personal 576, 588, 594, 636, 924-925
charities 221, 372, 467-468, 758, 795
chat/small talk 67, 74, 299, 602
cheating 564; see also gaming; workarounds
checklists 174
game theory 692
risk assessment systems 285–286
systems thinking 627, 632
unintended consequences/limitations
287
Chekhov, Anton 20
chess 320, 822, 846, 904
chicken game 778
child protection <i>see</i> abuse; safeguarding
children taken into care 774–775
competition with colleagues 705
ethics 573–574
China 849; see also Lao-Tzu; Sun Tzu
centralised 914
game of <i>wei qi</i> (Go) 320 Mao and the Cultural Revolution 3003,3336
military 304
numerology 269
poetry lover 210
in 1500 501
traditional medicine 332, 338
Zhao Ziyang 2782
Chinese traditional medicine 332
<b>choice</b> see also forced choice
choice overload 300
from experience vs description 209-210
omitting choices 722
in persuasion 265, 266-267
totalling 100% 164, 165, 200, 468, 547
in treatment choice 266-267, 300
use of words 251
Choice and Partnership Approach (CAPA)
Chomsky, Noam 923
chunks of CAMHS 861
chunks of text 240
Churchill, Winston 201, 754, 891, 898, 950
circular questioning, family therapy 359
citations, interdisciplinary 841
civil service, language of 644; see also
bureaucracy
Clare, Anthony 12, 227, 304–305, 360, 439,
914
Clausewitz, Colonel Carl von 318–319, 884,
891, 903
clinical ethics committees 587
clinical governance (CG) 284, 425
clinical relationships see relationships
(clinical)
clinics
medication review 59
organisation for efficient functioning 671

special-purpose 637

CFTMEA 892

CG (clinical governance) 284, 425



Index

Clinton, Bill 512, 760	tact with 214	business 633-634
clonidine 386, 387, 391, <b>451</b> , 477, 509,	troublesome colleagues 375, 705	development of CAP 874
<b>825–826</b> , 915	ways to delegate 675	funding 634–635
closed questions 23, 75-76, 104	collusion 248–249	local competition 634
closing a case 152, 723	colour-coding text 799	nature-CAMHS parallels 870-871, 874
clothes; see appearance/dress	comfort zones, extending 816; see also	preparation for 707
patient 154, 246, 458–459	innovation	Public Goods Game 708
yours 40, 104, 105–106, 843	commitment bias, cognitive heuristics 535	complaints 687; see also apologies
clozapine 93, 380, 387, 421, 446, 910	committing oneself 56, 66, 721	about another staff member 690
blood tests 93, 910	commoditisation of healthcare 555, 633,	complex situations 689–690
vignettes 380	644	dealing with 688–689 primary prevention 687
club privileges 514 cobalt poisoning case 211	communication methods 785, 787; see also emails; phone calls	secondary prevention 688
cocaine 259, 772	communication skills; see also listening	complementary therapies 337–338
Cochrane test, efficiency 710	skills; earshotting	anxiety 32
coevolution, nature-CAMHS parallels 871	chat/small talk 67	definitions 338
Coghill, David 59, 74, 427, 671, 946	communication of risk 69–70, 267	traditional Chinese medicine 332
cognitive behavioural therapy (CBT) 360,	communication of statistics 69-70	complex organisations, quality
363, 312	complaints 687	improvements 424
effect sizes 296	connecting with the family 66	complex-case assessment clinics 637
falsificationism 367	difficult/unpleasant parents 114	complexity/complex formulations 193,
negative aspects 363	ending the session 70	522; see also simplification
patient-centredness 363	eye contact 57	boom crutches 200
cognitive demonstrations, behaviour	humour and lightheartedness 71-72	clinical 522
management 348	interrupting 67	collecting further information 198
cognitive dissonance 367, 368, 370, 534–	with management 646–647	complaints 689–690
535, 535	metacommunication 67	emergent properties 523
vignettes 368, 370, 473	multidisciplinary teams 600	evolutionary increase 522, 817, 872 finding a way through 198–199
cognitive ease	nonverbal communication 62, 65–66 putting families at ease 74	future research directions 850
and honesty/dishonesty 567 and intuition 546	relational aspects of communication 68	heuristics 194
bias 533–534	subtle communication 65, 68	integrated care pathways 532
figure 534	talking to parents 117–118	levels of analysis 201
in persuasion 268	trying out ideas 66	neurodevelopmental teams 657
stories 372	undiagnosing (rethinking diagnosis)	organisational systems 522
cognitive heuristics see heuristics	215	overcomplication 200
cognitive remediation therapy 105	communication styles 117-118	oversimplification 199-200
coherence 510, 534, 546	comorbidities	parallels between nature and CAMHS
cohesion, multidisciplinary teams 596	ADHD with anxiety 96	868
cohort studies, evidence-based practice 30	ADHD with autism 315, 852–853	pre-/semi-/pseudo-diagnoses 199
coincidences 211, 539, 709, <b>811</b> , 904	broader view 222	prioritising/pruning data 194, <b>195</b>
vignettes 169–170	diagnostic decision-making 221	probability of accuracy/validity 202
colleagues	drawbacks of specialisation 550 effect on thresholds 733	professionalism 503
allocation of workload 703 anger with 682, 776	evidence-based practice 28	realistic approaches to 875 resolution 202
asking colleagues for advice 781–782	single-purpose clinics 637	simplification of 523–524
asking for opinions or favours 602	comparisons; see also contrast effects;	stories 372
body odour 567, 827	deep vs superficial approaches, forced	ways of dealing with 193, 198–199
clinical debates 673	choice	wicked problems 198, 524-525
cooperative 707–708	behavioural vs environmental	winnowing 200–201
eating with 673, 708, 760	interventions 346	compliance, definitions 324; see also
fundamental attribution error 547	cost-cutting vs quality 860	noncompliance
getting cross with colleagues 682	deep vs broad knowledge 549	comprehensive assessments 236
honesty and dishonesty 566-567	diagnostic categories vs continua	compromise 270, 739, 929
ineffectual colleagues 380, 706	171–172	computational models 852
judging and measuring the quality of	genetic vs environmental factors 13	<b>computer</b> ; see also automation; software
706–707	personalised medicine vs efficiency	bedtime 335
learning from 708, 815	859–860	as a bribe 344
methods of persuasion 265	talking treatments vs medication	computer addiction 354, 532, 807, 15
obtaining help from colleagues 244	308–309 compassion, ethics of 576–577; see also	computer violence 489
overenthusiatic 35, 137, 140, 183, 319, 396, 439, 498, 511, 517, 520, 553, 642,	kindness	computer violence 489 cyberbullying 482
676, 807	compensatory cheating 564, 567	development 844–845
problems with 704	competency <b>431–432</b> , 911	workarounds 630
problems with their advice 435	competition/competitive working 3-4,	computer time, behaviour management
special clinical relationships 107	633, 702, 707, 708, 860	interventions 344, 354



### Index

computerised printing, prescriptions 385	consent, informed 299-300, 417, 503,	collusion 173
concept-centred teaching styles, trainees	903	with employer 585, 700–701, 798
818-819	by young person 300	in evolution 871
concordance, definitions 324; see also	duty of continuity 40	game theory 692
shared decision-making	implied consent 256, 865	importance of relationships 924–925
concrete reasoning 113, <b>195</b> , 229–230, 250,	permission for data use 245, 940 to share information 245	inter-agency 43, 778 paradoxical interventions 558
890, 901 conduct disorder 137, <i>138</i> , 835–836; <i>see</i>	use of personally identifiable data 245	with parents 119, 129, 497
also antisocial behaviour; criminality	consilience 166–167, 867	smokescreen 699
conferences, networking 758–759	consistency 641–642; see also	uncooperative child 82, 345
confidence-levels 499; see also	inconsistency	withdrawal of cooperation 900
overconfidence	consistency effect 372, 535	coping skills, child
defensive medicine	constipation 199, 904	social services, working with 778
and intuition 547	consultancy services, managerial 650	and vicious cycles 191
confidentiality; see also informed consent	continuing professional development	coping strategies for overwork
email exchanges with patients/parents	511-512; see also career development;	bad/ineffective 752-753
785	learning in our career	long-term methods 754
letter/report-writing 235, 245	buying into the system 514	short-term methods 753
talking to parents 118	curiosity 512	copper deficiency, rare problems 209, <b>209</b>
teenagers 23	keeping up to date 804–805	coral 871, 875 <sup>2229</sup>
treating friends/colleagues/family	knowledge of the field 512	corporal punishment 350
members 107	learning from colleagues 708	cortisol levels, in response to length of
vignettes 898 confirmation bias 174, 203–204	multiple intelligences/five minds 516	sessions 427
conflict resolution 680, 684, 837	professionalism 503 providing quality treatment 426	co-sleeping 334; see also sleep cost-cutting see cuts in funding
conflicts; see also disagreements with	seven habits of highly effective people	cost-effectiveness
parents	516	preventive interventions 833–834
anger with colleagues 682	stages in skill development 518	quality-adjusted life years 640–641
between agencies 287, 475, 776	subspecialty/context-specific knowledge	quality of treatment 422–423
between authorities 439–444, 692	512-513	risk management 635
between CAP and employer 175, 584,	systems thinking 628-629	counter-transference, relating to parents
643, 648	use of words	108
between colleagues 375, 596, 679	ways of developing further 513	courtesy, working with secretarial staff
between equals, marital 114-115, 116	continuity of care, need for 11	606
between management levels 277, 582	building a long-term bond 102–103	covert administration of medicine 395
between parent and child 356, 357, 370	hospital admission 449	co-working
between team and child 522	teenagers 23	creativity 813
between team and employer 599,	what children and parents want from healthcare 127	efficient team functioning 674–675
636–637	contracts, block 284	future phases for the development of CAP 873–874
between team and family 530, 584 in CAP 496–499	contracts, psychological 645	trade-offs <b>674</b>
conflicts, team 679, 680	contradictions, discrepancies, and	COWS (clearly, only when, straightaway)
forces governing dishonesty 565	surprises 131, 144, 147–148, 215	acronym 348
internal conflicts, in teens 258–259, 370,	concerns over meta-analyses 30	CPD see continuing professional
473	listening skills and active listening	development
natural tensions 777	63-64	cranial nerves, neurological examination
professionalism 503	note-writing/history taking 74	91
risk events 276, 277	paradoxical 2, 556, 561-562	creativity 810; see also innovation;
what children and parents want from	research 63	metaphors
healthcare 127	role in diagnosis 210	antifragility 811–812
conformity culture; see also groupthink	wicked problems 524	brainstorming 674
health management systems 642	contrast effects 266, 537	co-working 813
interdisciplinarity 838	convergence	creativity pumps 218
confrontation 146–148	convergence in MDT 603, 672, 687, 838	facilitating 812–813
conjunction fallacy 184, 203	convergent evolution 869	and flexibility 811
Conners form 51, 112, 314 conscientiousness 22; <i>see also</i> obsessional	in discussion 299, 598 factors preventing 596	good mood fostering creativity 500 imposed innovation/changes 812
behaviour	in neurodevelopmental team 654–655,	incorporating new ideas 812
consciousness 360, 363, 495, 853 <sup>2769, 2771</sup>	657	inevitability/value of disorganisation
figure 53	conversion disorders 490; see also	810–811
of tics 342	psychogenic symptoms	and insight 811
psychogenic symptoms 485, 486, 487	cooperation	operant learning 812
raising awareness 819	adversarial collaboration 708	crescendos 57, 58, 84–85, 153, 310
stream-of-consciousness 67, 241	Anna Freud 882	Crick, Francis 875, 897, 914, 944
unconscious 77, 133, 484, 533, 544–545,	between services 652-654	criminality 8, 15, 228, 475, 775; see also
548, 586, 738	conditional cooperation 708	prison; antisocial behaviour
consequence sharing	with colleagues 435, 702, 708	court 472



More Information

Cambridge University Press & Assessment 978-1-108-72056-4 — The Art of Child and Adolescent Psychiatry Jonathan Williams , Peter Hill Index

Index

doctors 272
economic cost 834, 836
malingering 87
needy 584, 744
normal 8, 16
parental 450-451, 475, 775
crisis management plans 26, 263, 388–389,
909
critical mass 212, 588, 651, 653, 654–655, 661 criticism
critical parents 269–270
of juniors/trainees 827
of parents 120, 265
punishments 350
relationship management 355
crowdsourcing 846, 852
cruelty see abuse
CSA (child sexual abuse) see abuse
cuckoo in the nest initiatives 640 cultural
abuse 469
evidence-based practice 28
greeting new patients/families 43
sleeping habits 334
culture, organisational; see also
conformity culture
blame-free 685–686
multidisciplinary teams 595
vignettes 7, 372–373, 469, 772 curiosity 21, 82, 512
curse of expertise 553–555
curse of expertise for clinical work 553
curse of expertise for training 554
curse of expertise for ultra specialists
553
curse of the gifted 557
winners' curse 634
cuts in funding 747; see also rationing
avoiding 748 blame diffusion 685
boundary problems 836
coping with 749
cost-cutting vs quality 860
emotional impact 747–748
lowering standards 433-434
opportunities/positive aspects 750
preparation for 749
preventing service collapse 749
cutting 458–459 reasons for <b>458</b>
cynicism levels, clinician 501–502
cytochromes 401, 403
-,
damaged children 17, 79, 480, 574
DAMP 186
Darwin, Charles see evolution
country size <sup>2818</sup>
how to observe 82 <sup>3176</sup>
imperfection <sup>2836</sup> limits of Darwinism 857 <sup>3525,3599</sup>
luck 855 <sup>2925</sup>
the man 838, 855 <sup>2811,2925</sup>
persuasion by <sup>2364</sup>
the poor 578
pre-Darwin 849 <sup>3522</sup>
quiet 253
social Darwinism 162

```
species 868, 869<sup>2871,3596</sup>
  thinking path 3448
  universal Darwinism 867
  using waste data 856356
dashboard, patient 642, 800-801
data collection see information collection
database organisation 793-795
DAWBA (Development and Well-Being
     Assessment)
Dawkins, Richard 229, 843, 868,
     869–870 2001,2165,2397,2882,3102,3460,3596
Dead Man Rule 47
deafness 25, 83
death of patients in your care 468; see also
     bereavement; suicide
  actual risk 437, 466, 496, 684
  discussing sensitively 26, 67, 299
  effect on management 276
  goal of reducing 622
  life events 478
  other discussions 147-148, 268, 684
  patient dies 468
  SIDS 212
  suicidal ideas 823-824
  suicide prevention 461, 462, 622, 837
debriefing, negative effects 480
deception see honesty/dishonesty
decision balance sheets 259
decision fatigue 752
decision-making see also drug companies;
     exploring; heuristics; influencing;
     persuading; aligning; choice; ethics;
     evidence
  by yourself, preparing for decision-
     making 42, 80
  with colleagues 140, 277, 678-679
  decision aids 298, 944
  encouraging rational-thinking in parents
  narrow framing 639
  overload 752
  PowerPoint 174
  preferences, parents and children 126
  shared understanding 151
  shared with parents and patients
     297-298
  shared with patients 126, 297
  use of drawings 299
deduction, logical 479
deep knowledge 548; see also expertise
deep vs superficial approaches 526
  assessment 526
  examples 530-531
  looking for deep explanations 527
  treatments/interventions 529-530
defensive medicine 499, 221, 274, 282
delay, therapeutic 409; see also timelines
     (medication effects)
delegation 6163046; see also monitoring
delusions; see also psychosis
  causality 162
  Mental State Examination 58
  vignettes 528, 890
demanding parental types 113
democratic leadership 614, 615
demonstration, behaviour management
     348
```

```
denial of diagnosis 149, 154, 266; see also
     disagreements with parents
Dennett, Daniel 122, 200, 495, 525, 813
depersonalisation 127-128, 459, 768
  in burnout 755
  and self-harm 459
  and staff burnout 755
depression; see also antidepressants;
     bipolar; bereavement; suicide;
     depersonalisation; life events; scales;
     screening
  choice of words 249, 252
  contributory factors 479, 932
  depressed parents 111, 479
  diagnostic thresholds 735
  difficulties with diagnosis 12, 15, 50-51,
     95, 98, 133, 154, 164, 165, 464, 485, 528,
     532, 638, 718-719, 823-824, 936
  economics 834, 835
  French system 892
  genetics (risk alleles) 180, 224, 479
  inter-rater reliability 213
  long-term factors 823
  medicine-based psychiatry 419-420
  neurodevelopmental teams 656-657
  normative 6, 223
  in parents 109-111, 157, 479, 778,
     823-824, 836
  prevalence 16
  preventive interventions 835
  role in mental illness 6
  role of medication 376
  self-harm 292, 456, 458-459
  talking treatments vs medication
     308-309
  talking with teens 24-25
  thresholds 733
  toolbox for depression
  treatment selection 295-296
  treatments 267, 308, 360, 367, 370, 376,
  triggers 220, 472, 482, 683-690
  using appropriate vocabulary with teens
  vignettes 266
  your depression 502
depression, clinician 502
  See also burnout.
deprioritising 721, 754-755; see also
     prioritising
Derrida, Jacques 907
Descartes, Rene 243, 316, 894
descriptive psychopathology 17, 171-172
desire paths 630
desperation 154, 356, 811, 900-901
Developmental Diagnostic Dimensional
     Interview (3di) 52,861
development
  advanced countries 594, 927
  as a clinical goal 293, 320
  conduct disorder 835-836
  developing countries 17, 378, 469, 769,
     861,950
  developmental history 48-49, 77-78,
  developmental problems 183
  drawings 56-57
```



#### Index

development (cont.)
history taking 77–78
metaphors 183, 234
milestones 16, 82
of CAMHS 842, 857
of systems 625
of ourselves 503, 510-512, 518, 519, 548
prevention economics 833-834
screening 762
therapies tied to life stages 312
trajectories 337, 351, 398
dexamfetamine (dexamphetamine) 24,
328, 388, 392, 405, 407, 763
diabetes, medication side-effects 282, 283,
379, <b>436</b> ; <i>see also</i> glucose <b>diagnosing</b> ; <i>see also</i> causes and causality;
differential diagnosis; DSM; drift;
forced choice; formulations; physical
examination; tests; undiagnosising,
comorbidity; specific disorders
academic centres 782
acceptability of diagnoses 228
alternatives to diagnosis 223
automatic diagnosis 204–205
benefits of 136, 213–214, 218–220, 221,
770
categories vs spectra 171-172
confused 137
consilience 166-167
cost & value of diagnoses 221
decision-making 221-222
denial of diagnosis 149
diagnosis from treatment (ex juvantibus)
202, 218, 226
diagnosis of exclusion 174, 184
disagreements with parents 148–150
discrepancies, surprises, and contradictions 210
errors/mistakes 7, 177, 459, 743
false positive/negatives 93–96
genetics 224
hierarchies of diagnoses 176–177
importance of diagnoses 218–220
initial appointment interviews <b>46</b>
limitations 220–221
lumping vs splitting 184
medicine-based psychiatry 417
misconceptions 134, 137
motivated reasoning 735
online voting 847
over-broad diagnoses 186
partial or atypical diagnoses 226
pathological demand avoidance 140–141
pharmacological dissection approach
418
pre-/semi-/pseudo-diagnoses 199
psychiatry without diagnoses 218,
222–223
psychiatry without formulations 225
psychogenic illness 491–494
reliability/validity 31
resistance to losing diagnosis 213-214
response as confirmation of diagnosis
218
scepticism 807

```
single-purpose clinics 636-637
  strategic 735
  superficial or deep 526
  thresholds 732-733, 735
  uncertainty 226
  undiagnosing 213
  unconventional 149
  use of words 252
  working / provisional / tentative 221
  zebras 896
diary-keeping 77, 800
dictation, letter/report-writing 241
differential diagnosis 2-3, 128, 178, 208,
     216, 502, 505-506, 548, 636-637,
    902, 911; see also depression;
     oppositionality; bipolar; fabricated or
     induced illness; somatising
  ADHD 11, 51, 52, 60, 94, 110-111, 161,
     166, 200, 220, 335, 356, 390, 400, 891
  attachment 138
  autism 50, 215, 221, 657
  burnout 938
  formulations 178, 179
  hallucination 165, 210, 294
  physical conditions and substance abuse
  school refusal 763
  sexual misbehaviour 538
  in your mind 57-58, 81
differential interviewing systems 80, 81
digit span testing 348, 762, 763
diminishing returns, Pareto principle
dinosaurs 41, 852, 869, 8753
diplomacy, exercising 228-229, 243-244
disadvantaged parental types 112-113
disagreements with parents 142-143,
    152
  appropriate uses of dishonesty 569
  assertiveness 144-145
  confrontation between ideas 146
  denial of diagnosis 149
  inflexible parents 150-151
  methods of persuasion 265
  parental wrong or different diagnoses
     148-150
  personal confrontation 146
  purposes of confrontation 146
  spectrum/degrees of confrontation
     146-148
  treatment refusal 301
  unrealistic expectations 150
  ways of dealing with 143-144
discharging patient 675
  admitting failure 330
  after nonattendance 584, 719, 741
  care pathways 637-638
  efficient team functioning 675, 676
  gaming 698, 748
  incentives 612
  inpatient 146-147, 453, 539-540, 561
  medicines 658-659, 717
  multidisciplinary team 675
  premature 74, 289, 342, 423, 735
  private 591
  risk 541
  suicidal patients 465
```

```
disclosure by clinicians, pros and cons 106
discrepancies see contradictions,
     discrepancies, and surprises
discrimination 439, 741
disengagement see engagement
     (maintaining)
dishonesty see honesty/dishonesty
disorganisation, inevitability/value of
     810-812
disrupt-then-reframe method 269
dissociation 16, 484, 485, 486, 490
  double dissociation
dissonance see cognitive dissonance
distortion/distorting forces; see also
     WYSIATI
distraction
  avoiding work distractions 712
distribution problem 660, 737, 860
distraction see also misdirection
  as treatment 225, 333, 450<sup>2934</sup>
  by diagnoses 220
  counterproductive by clinician 106, 157,
     248
  in testing 50, 54, 56
  of clinician 47, 201, 285, 545, 604, 629,
     727,805
  superstimuli 346, 529
  teenager 25
diversity
  between psychiatrists 29, 519, 735
  in evolution 8703338,281
  interdisciplinarity 838-841
  in team 596, 673, 812
  of medical specialties 651, 916
  within CAP 519
{\bf divorced/separated\ parents\ }46,115,250
  parental over-generosity 128
  parental types 114-115
  sequelae 114–115, 128, 130, 566
  vs discord 115, 480
DM+D (Dictionary of Medicines and
     Devices) 26
DMDD (disruptive mood dysregulation
     disorder) 140
DNA (did not attend, was not brought)
     584,741
do good-be good, self-image 372
Do not do 442
doctors; see also professionalism; trainees
  cuts in funding 747-748
  enthusiastic clinicians 626
  good-enough child psychiatry 496-497
  idiosyncrasies 567
  keeping up to date 803, 880
  lowering standards 435-436
  personal mentors 519-520
  phone calls 786
  private practice 590
  quality of treatment 423, 426
  role in multidisciplinary teams 603-604
  styles of working 505
dodo bird conjecture 201, 361
Dodo metaphor 920
dogmatism 268, 596, 858
doing less 556, 710, 721; see also efficiency;
```

prioritising



Index

dopamine transporter 393	conflict between duties 573	paradoxical interventions 559
dopaminergic medication 394	employers' duties to staff 645	priority treatment 725
dosage trials 407-408; see also N-of-1	explain clearly 227	restricted diet 352, 398, 420, 421, 677
trials	Good Medical Practice, 573	vignettes 164, 247
teacher-rated 408-409	keeping up to date 803	economics
dose, medication 391–392	listen 62–64	bubbles 908
dose adjustment 397–398	monitor colleagues 217	Cantillon effect 3224
dose reductions 188, 357, 386–387	prima facie duty 570	Coase Theorem 3595
high dose 124, 391–392	to the profession 503	competition 633
intentionally low dose limits 741	professional 159	cost of special schools 768
minimum effective dose 397	to the public 735, 833	creative destruction 750
parent-and patient-controlled dose	quality 422	cuts 749, 934
adjustment 398	shared decision-making 297	economic cycle 750
receptor saturation, aripiprazole 393	superordinate goals 912	Econs 851, 859
reduction plan 37, 188, 377, 389–390, 420, 741	to your employer 503, 572 work with colleagues 595	effect of doctors' pay on diagnoses 175 effect of doctors' pay on treatments 741
tiny dose 266, 421	work with coneagues 393 work within your limits 780	entrepreneurs 3120
titration 168, 394, 416, 420, <b>430</b> , 909, 910	Dworkin, Ronald 178	ethics of health economics 248, 578
dragon mums 128, 763	dynamical formulations 191–192; see also	frugal innovation 861
drama, genres of human experience 17–18	vicious cycles	game of numbers 694–701
draw-a-man test 89, 94, 151, 177, 528	dynamic prescribing 397–409	incentives 622–623, 640
drawing	dynamic regulation 192	Mifid2 895
relating to children 56–57	dynamic testing 93	prevention economics 833-834
Rey-Osterreith 90	dynamically stabilised systems 788	regressive policies 584
shared decision-making 299	dynamics	Ricardo's Law 616-617, 928
dreams, inspirational/motivational 600, 622	balanced states 322	risk-taking 35–36
drift	balancing of career 509	tragedy of the commons 693
from mainstream 282	bubble 908	ecosystems 631
personal standards 79, 335-336, 418,	disorganisation 810	biomantle 941
550–552, 735	entropy 720	genes in gene pool 950
teenagers 289	feedback loops 192	in healthcare organisations 869
towards retirement 719	general treatment dynamics 320–321	leaf litter 885
drug companies	juggling 713–714	of clinical services 735
broad influence on CAP 174, 218–220,	nudges 256	of social agencies 777
669	ratchets 720	pre-human 947
gifts/inducements 586, 587, 923	routines 322 snowball effect 317–318	variation between countries 847 education of CAPs <i>see</i> trainees
highly processed data 31	stable states 321	
influence on our thinking 520, 538, 554, 586, 735, 805	team dynamics 670–682	(teaching) <b>education</b> 317, 761–763; <i>see also</i> school
manipulation 586 <sup>2178</sup>	vicious cycles	refusal
marketing licences 395–396	virtuous cycles 191–192	benefits of diagnosis 219
medicine information services 586–587	dyslexia 99, 134, 189	bullying 482
representatives 586	dyslexithymia 51	changing schools 768
research bias potential 586	, ,	education words 251, 653
research funded by drug companies 31	early interventions see prevention and early	educational interventions 761
drug holidays 337; see also medicines	interventions	financial incentives 765
DSH (deliberate self-harm) see self-harm	earshotting 67-68, 269	fitting curriculum to the child's needs
DSM (Diagnostic and Statistical Manual	eating; see also glucose	763
of Mental Disorders) 174; see also	breakfast 31, 132, 197, 331, 356	home-school book 539, 765
diagnosis	fussy 352	home schooling 334, 338, 767
checklist-diagnosis system/memes 174	importance during overwork 752	home tuition 470, 767
comorbidities	side-effects of medication 412–413,	inclusion 768
critiques 172–174, 859	421	order of learning 764
deep vs superficial treatments 531	with colleagues 673, 708, 760, 925	other types of school 771
differences from ICD 173	eating and feeding disorders 16, 186,	over-education 763–764
DSM changes 214	735, 744; <i>see also</i> hypoglycaemia; methylphenidate	private education 589–590
genres of human experience 17 interpretation of test results 92–93	anorexia nervosa 9, 90–91, 105, 132–133,	pros and cons of mainstream schooling 769
interviewing systems 80	190, 358, 369, 559 <sup>2323</sup>	residential school / care 130, 132, 222,
misconceptions 135–136, 137	bulimia 180	251–252, 263, 333–334, 383, 386–387
role of experts in creating DSM 554	changing ideas 369	445-449, 660, 771, 776-777, 778,
subtleties of use 174–175	diagnostic lumping vs splitting 186	832–833
due process 493 <sup>2973</sup>	family therapy 358	school refusal 763
Dunbar number 716	inpatient units <b>446</b>	screening for difficulties 762
duty; see also professionalism, politeness	normality and abnormality 9	special education 91–92, 266, 314–315,
confidentiality 245	one problem leading to another 190	333–334, 657, 659, 768



Index

education (cont.)	violence 451, 453	ethics 570, 571; see also autonomy;
special schools 770–771	emergency cases, prioritising 509, 626–627,	distribution problem; honesty/
special units 770	725	dishonesty; hypocrisy; organisational
strategies 317	emergent properties 523	ethics; rescue; values/value systems
types of intervention 764–767	emotional abuse 358, 463, 469	and altruism 577
unwanted 12, 311, 532	emotions, role in mental illness 6	cognitive enhancement 693
vignettes 39, 83–84, 96, 130, 152, 154,	empathy 503, 510, 756	committees 587
575,770	ending the session 70	conflicts 571, 576, 579, 774
zone of proximal development 766	ending therapy see termination of therapy	ethical short-term / long-term trade-offs
educational misconceptions 135	endowment effect, cognitive heuristics 539	778
educational psychologists 762	engagement, maintaining	4Ps 570, 572
educational services, cooperation with	clinical advances and trends 863-864	and kindness 576–577
NDTs 653-654	relating to children 56	limits of ethical persuasion 269
educational words 251–252	talking to parents 119	nonmaleficence 500
effect sizes 296–297, 382	teenagers 26	in persuasion 269
effects of medication 411; see also	environmental interventions see also	prescribing 572–576
side-effects	treatment plans, sequenced	private practice 589–590
efficacy principle 580	educational 765	professionalism 503
efficiency 709–710; see also case discussions	for staff 424–425, 449, 577, 620, 645,	regulatory bodies 571–572
(efficient); team functioning	667–668, 684	of service provision 580
(efficient). Pareto principle	for yourself 623–624, 735, 752, 755–757;	treating friends/colleagues/family
administrative hygiene 712	see also computers	members 107
allocating appropriate time per task	influencing peers and subordinates	eureka 533; see also heuristics
714–715	667–668	evidence-based practice (EBP)
avoiding distractions 712	intuition 547	balanced approaches 28, 29–30
avoiding task-switching 713	kindness 577	definitions 28
being too busy 721	routines 322	guidelines 439
clinical advances and trends 861	social services, working with 778	hierarchy of evidence 30
Cochrane Test 710	what children and parents want from	meta-analyses 30
and creativity 810	healthcare 255–256	precedents 864
diminishing returns 330, 922	vs behaviour management interventions	pros and cons 28–29
doing less 556, 710, 721	346	protocol 33
facing unpopular tasks 714	envy 702, 704, 711	providing quality treatment 426
false efficiency measures 710	epidemics 174, 212	randomised controlled trials 30–32
juggling tasks 713–714	epilepsy 43, 58, 96, 221, 275, 468, 489, 657,	triage 730
measures 436–437	729, 771	evolution (natural selection) 867–875;
over-efficiency 710–711 performance improvements <i>709</i>	pseudoseizures 489 subclinical 96, 944	see also homology; Darwin; Lamarck; variation; ecosystems;
personalised medicine vs efficiency	vignettes 60, 96, 390	selectionism
859–860	EPSE (extra-pyramidal side effects) 390,	ad hoc 3102
savings see cuts in funding	394	Baldwin effect 3552
self-organisation 711–712	equity see also inequality,due process 94,	co-evolution 871
STAR*D 905, 911	127, 583–584, 928	convergent 869
effort, paradoxes 557	ethics 570, 572	group selection 869 <sup>3583</sup>
egalitarianism 601	Erickson Milton 162, 346, 561 <sup>3150</sup>	periodic crises 750
Einstein, Albert 500	errors/mistakes	reticulate 951
electrocution experiments, Milgram 269,	assessment 275, 279	sexual selection 871–872
571, 578, 643, 677	blame 686	evolutionary epistemology see evolution;
electronic devices, child's use of	clinician responses to 279–280	selectionism; philosophy
positive vs negative reinforcers 346, 347	diagnostic 7, 177, 459, 743	(evolutionary epistemology)
sleeping problems 335	paradoxes of 556	evolvability; see also adaptability;
elephant identification problem 214	parental 389, 391	innovation; modularity, bottleneck
Eliot, Charles W. 62	escalation of situations	co-working 873–874
Eliot, T. S. 506–507, 902	clinician mistakes in assessment 279	environmental change 750
emails 785–786	competition with colleagues 706	particulate inheritance 932
EMDR (Eye Movement Desensitisation and	de-escalation strategies 155–156	promoting 872
Reprocessing) 364, 477, 481	disagreements with parents 121	reducing 641
emergencies; see also prevention; triage;	with management 647	sex 870
red flags	prevention of violence 450	step change 873, 887, 950
on call 861	punishments 350	exaggerations 64, 77, 131–132
emergency admissions 582	rages and tantrums 352	examination, clinical
fitting them in 305, 509, 627	estimates; see also vagueness	mental state examination 57–58
individual plan 388–389	beginners 248	physical 90–91, 506
prioritising 724–725	cognitive bias 472	vs history taking 885
private practice 591–592	guestimates 165, 166, 454	exams

over-estimation of risk 274

1014

strategies 313, 329, 448

agitation 131-132, 153



More Information

Index

cash for exams 765	vs theory 849	feedback loops 192, 230, 359; see also
cynics 917, 938	vs writing 240	vicious cycles; virtuous cycles
school interventions 331	expressive writing trauma interventions	feeding see eating
sick role 485	481	feel the force 506–507
stimulants 377, 693	externalising behaviour 40, 49-50, 295,	female genital mutilation 469
vignettes 12, 95, 264, 368, 763, 772	653	Feynman, Richard 371, 542, 554, 570, 806,
writing therapy 481	extinction	$810^{2004}$
exception-oriented questions, causality	behavioural 273, 351, 556	fight-or-flight systems, and stimulant
162	extinction bursts 324	medication 419
exclusion effect, guidelines 441	of fear 190, 374, 854	FII see fabricated or induced illness
exercise 336, 494, 558, 696	extinction of species 869, 915, 920, 937	filters/gateways see thresholds
and professional resilience 756	extraverts, clinician 501	financial incentives
exhaustive interviewing systems 80, 81	extreme demand avoidance (EDA)	behaviour management interventions
<b>expectations</b> ; see also parental expectations	140–141	344, 345
behaviour management interventions	extrinsic reward systems 619-621, 926	drug company 586, 587
351	eye contact 43, 53, 63, 66, 156	educational interventions 765
changing ideas 368	Eye Movement Desensitisation and	long-term 498, 580, 634, 641, 778, 833–4,
educational 762	Reprocessing see EMDR	929
teaching trainees 828	Eysenck, Hans 30, 529	paying teens and parents 345
teenagers 25	C1	politeness money 353
working with secretarial staff 605	fabricated or induced illness (FII) 140, 190,	research findings 31
experience of being a child 19	375, 889	response cost 906
childlike curiosity, clinician 21	FAE (fundamental attribution error) 7, 536	staff motivation 622–623
learning about children's experiences	failure, management indicators 649–650;	finches; see Galapagos
19–20	see also errors/mistakes; treatment	first impressions, halo effects 537
literature about children's lives 20–21	failures	fishbone diagram, causes and causality 632
expertise 548	fairness see equity; inequality	5-HTTLPR gene, resilience to trauma 479
accessing global sources 847, 848	false; see also dishonesty; truth	5-minute work chore punishment 350
curse of 553–555 and experience levels 550–552	false epidemics 16 <sup>2017</sup> false negatives 94, 96, 108	five why's approach 632
future role of 875	false positives 93, 209, 518, 554, 772,	fixed ideas <i>see</i> ideas (fixed) fixed mind-set, intelligence as 348
growth of 538, 549	861–862	flexibility, clinician 504; see also
and intuition 545	false balance, in persuasion 269	adaptability
multidisciplinary teams 597	falsificationism, changing ideas 367	and creativity 811
prescribing 383	families	length of sessions 45
problems with 553–555	initial appointment interviews 40	parallels between nature and CAMHS
role of experts in creating DSM 554	neurodevelopmental teams 657–658	869, 872
specialisation/specialist services	nonadherence to treatment regimes 327	teaching trainees 829
549–550, 553–554	putting at ease 74, 75	flow states 506–507
stages in skill development 518	research limitations 455	flowcharts, seven basic tools of quality 632
teaching 554–555	self-harm 463	flower diagrams 839, 850 see also Feynman,
types of mastery 552	violence 453, 454	Frost, orchids
value to employer 555	family dynamics 17-18, 355, 479, 526; see	fluoridation of water 583
explanation; see also presenting the	also family therapy	fluoxetine
formulation; stories	figures 182, 191, 321, 357	boosting effects on other drugs 409, 410
in persuasion 269	turbulence in the room 60-61	and suicide 419, 466, 466
side-effects of medication 411-412	vignettes 467-468, 532	Flynn effect 938
vs behaviour management techniques	family history 97; see also history taking	flywheel effect (accumulating momentum)
339, 340	intergenerational patterns 99	523 <sup>2844</sup>
exploring	family therapy 355–359, 360, 783–784;	focussing illusion, see illusions
in Africa 543	see also externalising; talking	foetal alcohol syndrome 76, 170, 568
battleship 81	therapies	follow-up sessions/appointments
before battle 585	child not wanting to attend 560	Choice and Partnership Approach
blinkered 20, 25, 59, 549, 704, 911, 951	contraindications 359	systems thinking 628
by a child 84–85, 259	models on table 24	food see eating
by ants 871	naming feelings 122	foot
by slime mould 924	second opinions 783–784	drawing 57
exploration-exploitation 596, 710,	side-effects 364	fetish 194
853–854, 867	family trees see genograms	football 26, 54, 67, 80, 232–233
interviewing a child 54, 457	fathers; see also parents	itchy 548
in music 951	beliefs 115, 350	odour 57
vs anxiety 420 vs core research 852–853	poverty and disability 112–113	shoes 351, 353, 917
vs core research 852–855 vs morality 239	society's attitudes <sup>2312</sup> fatigue, decision 752; <i>see also</i> burnout;	forced choice 164 death of patient 468
vs not exploring 381, 428, 551	workload and overwork	hearing voices 165
vs risk 816	feedback, adaptive 426, 790–791	limitations 164, 200, 468
. 5 110K 010	100 ab action 120, 170 -171	



### Index

£1		4: 1 Il: 220
formulary BNF (British National Formulary) 377,	competitive funding 634–635 educational interventions 767	tiddlywinks 320 violent games 332, 450, 451, 479
378, 442, 795 <sup>2639, 2689</sup>	funding game 618, 693	gaming 691–692, 697
learning 379, 618	and quality of treatment 423–424	avoiding cuts in funding 748
local 33	furniture/placement 41, 118	different responses to targets 699
personal 382	futile cycles, clinical 668	honest triers 700–701
<b>formulations</b> 178–179; see also complexity/	future of CAP 845–846, 857, 873	knaves 699
complex the formulations; dynamical	Berwick on 866	management responses to 701
formulations; PPPP; presenting the	competitive working 874	saints 699
formulation; toolboxes	cost-cutting vs quality 860	Gandhi, Mahatma 910
cognitive heuristics 540	co-working 873–874	gardening leave 585
conflicting/imbalance 183	crowdsourcing 846	Gardner, Howard 516
genetics 180	de skilling of staff 860-861	gateways see thresholds
graphical 182	dogmatism of the past 858	Gawande, Atul 35, 926
hardware-software metaphor 183	DSM limitations 859	gender identity 16, 126, 739; see also
interacting processes 180–181	education of CAPs 862	sexuality
keeping simple 179	efficiency 861	gender dysphoria 27
lumping-splitting debate 184	engagement, maintaining 863–864	transgender 669
models aiding 181	expertise 875	General Medical Council 262, 435, 439,
role of metaphor 182–183	growth of the discipline 857	504, 572, 576, 692, 706, 922
two-stage 189	information utilisation improvements	general practice (GP) 40, 148, 223, 593,
umbrella diagnoses 184	873	638, 780
Foucault, Michel 907, 922	innovatory waves 857–858	Berwick 866
framing effects	international spread of ideas 847, 848	broad thinking 782
to alter the apparent size of items 267	legal parallels 864–865	confidentiality 245
avoiding narrow framing 204, 547; see	multidisciplinary teams 860	gradually accumulating knowledge 79,
<i>also</i> care pathways cultural 66	NHS 859	799
	on-call systems 861–862	prevention 831
to encourage moral considerations 577, 903	personalised medicine vs efficiency 859–860	referrals from 727, 739, 781
to guide choices 266, 267, 467–468	precedents 864	relationship with patients 106, 107 shared care 237, 314, 383–384, 398,
in management 277, 645	realistic approaches to complexity 875	<b>431–432</b> , 442, 489, 594, 713
framing, broad 277, 299, 487, 499	revolutions 857	techniques useful in CAMHS 84–85,
disrupt-then-reframe 269	simulations 862–863	211, 351, 504, 862
encouraging broad frame 481, 913		generalists 515, 782; see also specialism
euphemism 228	galactorrhea 390	generic vs branded medications 386
formulation 178–179, 680	Galapagos Islands 2799, 3258, 3338, 3596	genetics
less black-and-white diagnosis 213, 214	finches <sup>2799, 3596, 3533</sup>	animal models 851
in negotiation 270	giant tortoise 591	biopsychosocial 207, 678, 894
role in team 603	game theory 691-692; see also numbers	cumulative risk alleles 224, 850
seeing multiple points of view 129, 734	game	cytochromes 401, 403
seeing others' points of view 122	checklists 692	gene pool 870, 874 <sup>2583, 3601</sup>
seeing the reverse 204	Funding Game 693	genetic clinics 636-637, 660, 795
framing, narrow 514, 535, 541	Inspection Game 693	genetic counselling 219
framing in conversation; see also below	interagency chicken 778	genetic testing 129, 742, 861 <sup>2252</sup>
France 89–90, 144; see also Derrida;	Prisoner's Dilemma 692, 778	genetic version of genogram 99
Lamarck; Lavoisier; Montaigne,	public goods 708	geneticists 43, 169
Napoleon; Voltaire	rational herding 541	heritability 180
Frances, Allen 160, 174, 849 <sup>3312</sup>	Ritalin Game 693	level of disability 657
epidemics 16, 174	Teach Your Garden to Weed Itself 693	levels of description 201, 852
Franklin, Benjamin 144	Tragedy of the Commons 693	microarray 128–129, 892
free rider problem 693	games; see also chess; numbers game	perception of risk 38, 660
free will 162, 269, 340, 486–487, 919, 921;	battleship game 81	rare problems 208–212
see also autonomy	checkers 885	serotonin 224, 479
figure 487	dungeons and dragons 691	size of genetic influence 13, 97–100, 180
free/unpaid work 594	game of chicken 778 game of numbers 694	social Darwinism 162
Freud, Anna 882	8	genograms 14, 97–100
Freud, Sigmund 62, 202, 360, 495, 806, 838, 855 2144, 2261, 2600, 2819	games of strategy 320	geography; 7, 482 see Africa; America
Frost, Robert 516	Games People Play 101 Go ( <i>wei qi</i> ) 320	(and California, New York, Oregon), Australia, Britain, Canada,
Fry, Stephen 22	other electronic games 133, 267–268,	China, France, Galapagos, Germany,
fun interactions 347, 349; see also humour	335, 354, 485, 532	Greece, India, Italy, Japan, New
fundamental attribution error (FAE) 7,	parent-child game 356	Guinea, New Zealand, Norway,
536	Public Goods Game 708	Pakistan, Russia, Singapore, networks,
<b>funding</b> ; see also cost-effectiveness; cuts in	roulette 34	landscapes, immigrants, islands,
0'		

strategic 320

1016

funding

exploring, development (of countries)



Index

cities 128, 238, 857, 861-862, 936	standards 428, 433-434	in children 15, 83-84, 257, 366, 421
cold 3181, 3338	Good Medical Practice 573	in clinicians 174, 199-200, 388, 436, 813,
dissemination of ideas 3110	Goodhart's law 694, 697	842-843, 943
DSM 140	Goodwin, Guy 306, 445, 586	in employees 923
East Asia 482	heartland of psychiatry 904	in family 560
emotional 610–615	mood stabilisers, 807	medicines 398
geographic spread 3102	gossip 521, 602, 821; see also chat smalltalk	military drill 945
glomming 766	Gould, Stephen Jay 595 <sup>2020, 2665, 3528, 3552</sup>	in organisations 945
Lewin's free movement 615 migration of doctors 238, 580 <sup>3313</sup>	governance, clinical (CG) 284, 425 government 436, 685, 902, 914	in parents 416 RDoC 854
Norway 7 <sup>2871</sup>	agenda 562, 664, 767, 831–837	in students 551
rural 738, 743–746, 847, 861 <sup>2462</sup>	changing over time 514, 594, 693, 743,	habituation, behavioural 190, <b>486</b>
variation 135, 208–212, 734	925, 927	Haldane, JBS 495, 761, 913
villages 334, 746, 869 <sup>2882</sup>	health 424, 589, 736, 738	hallucination 162, 205-206, 527; see also
your patch 284, 513, 626, 661	lobbyists 669	psychosis
Germany 15, 17, 211, 928, 945; See also	regulation 693, 694	asking about 58
Nazism; Schiller	relationship to competition 633	forced choice 165
du Bois-Reymond 2770	GPs see general practice	two-way table 16
gerrymandering 664	graphical formulations 182	vignettes 6, 98, 394–395, 561, 772
getting things done 627–628, 665–666	Greece; see also Socrates; Aristotle;	halo effects 537
Getting Things Done 711	Plato; logic; aporia; eureka;	Hamming, Richard 708, 721, 813
gifts, disorders as 134	Procrustes cosmology <sup>2883</sup>	handovers, efficient team functioning 671
gifts, drug company 586, 587 gifts, from parents 107	Dioscorides 3388	handshakes 43, 70, 103
Gillick competence 116	etymologies 254	happiness levels 500
Giuliani, Rudy 291, 612–613, 634, 666	eudaimonia <sup>2807</sup>	hard work, paradoxes of 711; see also
global expertise, accessing 847, 848	Herodotus 3195	efficiency
glucose 61, 752, 938	kairos 253	hardware-software metaphors 183, 842
gluten 150	Oedipus 568	harm 115, 140, 468, 469–476, 889; see also
GMC see General Medical Council	perfection 2006	self-harm; violence; punishments;
Go game of strategy 320	Sisyphus 623–624	abuse
goals	Sparta 3049	from trauma 478–480
children and parents 126	Xenophon 602	iatrogenic <b>294</b> , 338, 459, 491, 500, 564,
needs/wants 128	green light (traffic light system) 252	719, 920
conflicting goals 129	greeting new patients/families 43, 53–54	NNH (number needed to harm) 944
ecological interventions 255–256	grey swans 290, 291, 707 groups see team functioning	in resource allocation 562, 578 Hart, H.L.A. 554
goals, establishing 126–127 kindness 255	groupthink 676–677	Hawthorne effect 560–561 <sup>2647</sup>
parental inputs to therapy 128	avoiding 678–679	Hawthorne studies 702–703, 932
priority listing 127	giving equal weight to all opinions 678	headbanging 273, 330, 376, 656
target-setting 127–128	interdisciplinarity 838	Health Pathways system, New Zealand
unreasonable requests and expectations	growth charts 6, 41, 91, 416	617
128–129, 130	growth mind-set, intelligence 348	hearing voices, forced choice 165
goals, clinician	guestimates 165, 166, 454	heart 84, <b>284</b> , 299, 943
continuing professional development	guidelines, clinical 439; see also NICE	vignettes 414
513-518	guidelines	heartrate 13, 86, 197, 390, 393, <b>432</b>
future research directions 855	assessment of 440	height, physical examination 91
staff motivation 622	conflicting 439, 443	Hepworth, Barbara 358
gold "gold dust" in each assessment 243	conventionality/political correctness 443	heritability <i>see</i> genetics hesitations, listening skills 64
"gold dust" intermodality comparisons	creative use of 444	heuristics 3–4, 533–541; see also WYSIATI;
306, 308	definitions 439	framing; regression to the mean;
gold-standard CAMHS 738	departing from/when to follow 440	possibility effect; certainty effect;
gold-standard diagnoses 216, 221	evidence-based practice	confirmation bias; conjunction fallacy;
gold stars 344	local 442	optimism; vivid; sunk cost fallacy;
golden rule 231	most useful 442	representativeness; Kahneman;
Golden Rules of CAMHS admissions	problems with 440-441	illusions
448-449	protocols 443–444	ADHD 96
gold-standard reports 243	status 440	affect 919
secretaries 605–609	uses and misuses 442–443	anchoring 538
unexpected results 813	guilt, clinician 158	availability 20, 77, 267, 274, 539–540
Goldacre, Ben 35, 212, 822	guilt, patient 79, 538	and bias 533
<b>good enough</b> ; <i>See also</i> satisficing child psychiatrist 437, 496	habits; see also behavioural	bounded rationality 534 causal illusion 538–539
diagnostic methods 896	Ben Franklin 144	cognitive dissonance 534–535
parents 496	buying in 514	cognitive case 533–534
	, 0	<u>u</u>



#### Index

**More Information** 

, .
heuristics (cont.)
coincidence-related 539
commitment bias/consistency effect 535
complex/difficult formulations 194
contrast effects 537
efficient team functioning 670
endowment effect 267, 539, 906
in evolution 533, 539
fundamental attribution error 536
future predictions 34-35
halo 537
keeping up to date 806
loss aversion/endowment effect 539
motivated reasoning/self-serving bias
536-537
no-contrast effects 537-538
prescribing 377
prevention of risk 283
priming 538
question substitution 537
representativeness/similarity bias 538
single-cause fallacy 539
social heuristics 541
question substitution 537
talking therapies 360
unexplained unavailability 267
heuristics, professional
ADHD 96
assessments 194
avoiding mistakes 283
bandwagon 541
general 294
intervening 294
managing resources 670
medicines 377
minimally processed data 31
ordering treatments 312
perpetuating 180, 331
predicting 34–35
wicked problems 524–525
hierarchy
definition of bureaucracy 636
delegating 616–617
middle of hierarchy 643
of acceptability of diagnoses 228
of confrontation 146–148
of diagnosis 176–177
of economic benefits 634
of educational placements 768
of evidence 30; see also evidence-based
practice
of management 585-586, 634
of medication, in polypharmacy 391
of service provision 580
of staff and clinics 668, 685, 780
of treatments 391, 668
of values 571
partially organised 629
risks held in hierarchy 276
top-down controls 872
varying decisions 582
vs networks 636, 760
Hindley, Peter 25
hindsight bias 499
histograms, seven basic tools of quality 63:
<b>history</b> ; see also religion; poetry; military

```
prehistory 364, 623, 840; see also evolution
   Ancient; see Greece; Italy; China
   16 c; see Montaigne; Shakespeare;
     Machiavelli
   17 c, Harvey 19; see also Basho;
     Descartes; Newton; Bacon
   18 c; see Franklin; Schiller; Bayes;
   19 c, Colonial Africa 514; see also
     Darwin; Lincoln; Marx; Mendel
  20 c, World War I 548 3578; see also
     Nazism; Gandhi; Haldane; Freud
   20 c, World War II 201, 17, 318
  great listeners of history 62
  historical reasoning 891
  historicism vs science 162-163, 891
  maps 543
  of a local service 658-659, 796
  of CAMHS 597, 664
  of psychiatry 612, 796, 858<sup>3546,3552</sup>
   of science 892, 947-948
history, in clinical work
   family history 97
  history of personal friends 107
   history of presenting problem 187-188
  order of questions 77
  predictable over- and under-estimates 77
  presenting a history 671-672
   taking a history 73-81
  ways to force comprehensiveness 540
holding technique, violence 453
holidays
  drug holidays 109, 264, 337
  staff vacations 398, 713, 753, 786
  summer learning loss 765, 939
  vignettes 39, 109, 264, 484, 575
holistic approaches, need for 490
Holmes, Oliver Wendell 527
Holmes, Sherlock 79, 167, 200-201, 428,
    780,805
home schooling by parents 767
home tuition by teachers 767
home visits 86, 428
homeopathy 338
homology, definitions 182
honest triers 699, 700-701; see also
    gaming
honesty/dishonesty 564-566
  appropriate uses of dishonesty 568-569
   changes over time 567-568
   children 566
  colleagues 566-567
  ethical conflicts
  forces governing dishonesty 565
  parents 566
  personal levels of 567
  psychogenic symptoms 492
HONOSCA (Health of the Nation
     Outcome Studies for Children and
     Adolescents) 341
hope
   communication of risk 69
   future predictions 34-35
  presenting the formulation 231
  unreasonable parental requests and
     expectations 129
```

what shildren and parents went from
what children and parents want from healthcare 127
hospital admissions see inpatient units/
admissions
hubris see overconfidence
humanity, clinician 501, 503 humility 499; <i>see also</i> confidence-levels
humour
children's 71
communication in sessions 64, 71-72
de-escalation of anger 156
nano-punishments 349
relationship management 355 thinking strategies 370
hurdles
for referrals 727, 732, 741, 745
for diagnosis 732
for inpatient care 465, 445
Huxley family (Thomas Henry and Julian)
99, 229, 892, 910 <b>hybrids</b> 840
brainstorming 674
Checkpoint Charlie 840
distance 932
on-call 862
switching medicines 313 hydroxyzine, anxiety 32
hygiene, administrative 712; see also
efficiency
hygiene factors vs motivators 619; see also
extrinsic reward systems; intrinsic
reward systems
hyperactivity; see also ADHD
Bayesian thinking 166 deep vs superficial treatments 530
hyperglycaemia 94, 415
hypermobile joints 57
hyperthymia 252, 396, 566
hypocrisy 3118
hypoglycaemia 321, 346–347, 529, 673, 725, 752; <i>see also</i> breakfast; glucose
hysteria 487, 492, 494; see also psychogenic
symptoms
7 1
iatrogenic harm see debriefing, negative
effects
ICD (International Classification of
Disease), differences from DSM 173; see also DSM
ICE (ideas, concerns and expectations); see
also expectations; ideas
ID see intellectual disability
ideas, changing 365, 372; see also influence;
persuasion; stories adding ideas/assimilating new ideas 365
cognitive dissonance theory 367, 368, 370
disproving entrenched ideas/
falsificationism 367
examples 369–370
ideas in good currency 664
influencing patients and parents 257 nonadherence to treatment regimes 327
organisational influence 664, 665–666
paradoxical uses of contradiction 562
paradoxical ways of reducing bad
behaviours 559



**More Information** 

Index

prescribing 384 presenting the formulation/explanations reinforcement of ideas 371 removing ideas 367-368 stereotype threat 367-368 use of words 248-249 ideas, fixed see also buying in addressing 374; see also above over-valued ideas 374 resistance to change 358 ideas generation 672, 673-674 ideas in good currency, organisational influence 664 identifiable victim effect 580 idiographic approaches 162-163 idiosyncrasies, clinicians 567 ignorance, rational 7042002, 3527 ignorance, Socrates on 819 illiteracy, disadvantaged parents 112-113 illness behaviour see sick roles illusions; See also heuristics causal illusion 538-539 focussing illusion 205 illusory confirmation 547 of continuity 102, 786-787 of control 901 of correlation 878 of discontinuity 418 of effectiveness 397-398 of knowledge or skill 206, 542, 551, 934 of quantity 77 of rigour 885 of understanding 94 imaginary friends 43, 96, 184, 210, 275, 557, 569 immigrants See also geography (migration) 11, 114, 653. 658, 772 impairment effect on prevalence 876 impaired but undiagnosed 96, 148, 160, 176, 302, 732-733 influenced by society 733 undefined 173 impressions, halo effects 537 improvisation 813 inclusive education 769; see also mainstream schooling inconsistencies, detection of dishonesty 569; see also contradictions India 945; see also Gandhi indirect interventions, paradoxes as 558 individual-think 681 individual variation see personalised medicine; variation induction, logic 479 inductive intuition 542 inequality See also distribution problem; equity proportional to need 570 regressive systems 584 tiers of care 638 wartime triage 728-729 inertia, systemic 832, 842; see also rigidity inflexibility see flexibility influence, organisational; see also power

ideas in good currency 664 influence, with patients and parents 255; see also ideas (changing); persuasion; stories: words decision balance sheets 259 default choices 256-257 drug using example 259, 260 ecological interventions 255-256 facilitating change 257 kindness 255, 577 motivational enhancement therapy 258-259 motivational interviewing 257, 258 nudges 256, 257 story editing 256 influence, with peers and subordinates ecological supports 667-668 methods of persuasion 667 minority groups 669 information collection, from multiple sources complex/difficult formulations 198 drivers of quality 427 learning throughout career 792-793 levels of care 428 providing quality treatment 426 school sources 342, 428 suicidal ideation 456-457 treatment failures 324 information glomming 766 information overload, complex formulations 198 information provision, for parents and children in persuasion 263 keeping up to date 807-808 nonadherence to treatment regimes prescribing 386 information sources, keeping up to date information utilisation, future CAP development 873 informed consent 299-300, 417, 503, 903 infrequent presentations see rare problems innovation cross-regulation 812 exercising caution 815 extending comfort zone 816 externally imposed changes 812 learning from colleagues 815 limits to innovative changes 817 maximising safety 814 parallels between nature and CAMHS stifled by conformity culture 642 inoculation, teasing at school 483 inpatient units/admissions 445 avoiding 448–449 deliberate overdoses 464, 465 disadvantages of 446-447 discharge from hospital of suicidal patients 465

goal of reducing 622

aligning with power 663-665

bringing about change 665-666

medical insurance company case report reasons for admission 445, 446 role of outpatient staff 449 sectioning under Mental Health Act 449 what children and parents want from healthcare 127 insects 871, 892, 950; see also ants, bees, butterflies Insel, Thomas 172, 831, 849-850, **854** insight 121, 182, 193, 542, 627, 811; see also creativity; intuition Inspection Game 693 institutional (organisational) abuse 470 institutionalisation 446 integrated care pathways 532 intellectual disability (ID); see also dyslexia; education; IQ; nonverbal learning disability draw-a-man test adults with ID 11, 455, 575 benefits of inpatient 836 clinician mistakes in assessment 275 cost of formal diagnoses 221 genetics 13, 180, 657, 660 isolated strengths 89-90, 132-133, 225 isolated weaknesses 189, 470 neurodevelopmental service 651-662 population screening 50, 151-152, 836 intelligence quotient see IQ intentionality 3692110,2609 inter-agency chicken game 778 interdisciplinarity 838 clinical 838-839 clinical flower diagram 839 individualism and training 838, 839 network of published citations 841 research 840-841 intergenerational patterns 99 international expertise, accessing 847, 848 internet buying of medicines 396 cooperative clinical problem-solving 846 cooperative research 934 cyberbullying 482 misleading checklists 148 protection software 805 interpreter 40-41, 45, 48, 118, 432, 607, interpreters, providing 584 interruptions communication skills 67 good relationships/being nice 602 interventions see treatment interventions interviewing; see also history (clinical), talking to children, talking to parents adult interviews 75 children's interviews 75-76 first session 40-42 frequency of sessions 506 interpreting answers to questions 76-77 intuition 507 letter/report-writing proformas 240 questions, history taking 75-76 seeing child without the parents 12, 23, 26-27 session length 427, 506



Index

interviewing (cont.)	latin 254	clinical relationships 104
structured and semi-structured	Pollio 881	ecological support for kindness 577
interviews 81	ITP (interpersonal therapy) 363	ethics of 576–577
systems 80, 81	I	examples in CAMHS
typing during 41, 105	James, Henry 21, 62	influencing patients and parents 255, 577 kind interventions to beware of 336
interviews, initial appearance/dress 40–41	James, William 913–914	letter/report-writing 237, 243, 244
background information collection 40,	<b>Japan</b> 135, 510, 913, 915; <i>See also</i> Go; Basho bullying 482	weighing kindness against autonomy
family preparation for the session 40	CAMHS 847	255
fetching patients from waiting room an		Kipling, Rudyard 644, 920
greeting 42–44	ikigai 915	Klein, Donald F. 418
furniture provision/placement 41	MMR 135, 847	Klein, Gary 30, 193, 533, 709, 811, 881, 946
length of sessions 44–45	Mount Fuji 904	knaves 699; see also gaming
mental preparation, therapist 42, 80	Pearl Harbour 201	knight's move treatments 297
photos to aid recognition 43	jargon, avoiding 229, 236, 237, 240; see also	KPIs see key performance indicators
pre-assessment questionnaires 48-49	words	Kübler-Ross stages of bereavement 154
purpose/goals of the session 46	Jaspers, Karl 501, 522, 533, 891	Kuhn, Thomas <sup>2253, 3534</sup>
red flags 86	jobs, starting new 217, 745, <b>792</b> ; see also	
session length 44–45	career development	labels, diagnostic 171
time allocation 46	intentional moves 814	effect on thinking 248
toy provision 41	learning from predecessor 381	family therapy 359
typing in the session/computer use 41	shaping the job to strengths and	personality disorders 175
intrinsic reward systems clinicians 644	weaknesses 508	post-traumatic stress disorder 477
	taking over someone else's case 508–509 trainees 824	that evoke sympathy 317
influencing peers and subordinates 668 staff motivation 619–621	jokes see humour	LAC (looked-after child) <i>see</i> parents (substitute)
introverts, clinician 501	jootsing (jumping out of the system) 853–854	Lamarck, Jean-Baptiste 947
intuition 506–507, 542–544	journal scanning, keeping up to date 808	landscapes and maps; see also exploring
building/improving 546	judgment, professional 503	academic disciplines 841
complex/difficult formulations 198	juggling tasks 713–714	badlands 316, 317 <sup>2525</sup>
ecological supports for 547	just-in-time planning 312, 931	battleship game 81
experts vs novices 545, 549	justice see equity	boundaries 859
history taking 79	, .	conceptual 181-182 <sup>2271</sup>
prescribing 379	Kafka, Franz 254, 747	expertise 549
secure and insecure reasoning 544	Kahneman, Daniel 163, 170, 205, 544-545,	mountains 859
and simplification 524	546, 547, 880	stable states 321
System 1/System 2 thinking 544–545	mood 500, 752	unknown regions 543, 816
taming/using wisely 547	on science 850 <sup>3516</sup>	wrongly centred 898
treatments/interventions 507	Systems 1 & 2 255, 544	language; see body language; words
when to trust 136, 200	types of error 30–31, 279–280, 441, 514,	body 62, 65–66, 146–148, 569
intuition pumps 218, 525	538, 540, 546 <sup>2503</sup>	development 16, 83, 882, 886
inverse care law 584	unpredictable situations 206, 546	economic 248, 538, 577
investigations 88–96; see also tests	Kandel, Eric 364 Kanner, Leo 162, 371 <sup>2227,3532,3543</sup>	foreign 238, 252, 658, 762
automated interpretation 846 chasing the results 91	keeping up to date 802, 803	global spread 929 management 251
cost 221	Bayesian journal reading 805–806	moral talk 583
normal range 93	heuristics 806	of disciplines 238, 364, 406
Ioannidis, John 31, 883	information for parents and children	remediation 333–334, 372, 770
IQ (intelligent quotient)/IQ tests	807-808	Sapir-Whorf 2383
771–772	information sources 806	severity 185
borderline intellectual functioning 7-8		slang 23
characteristics of specific IQ ranges 9	806–807	Spanish 772
drawbacks of praising 348, 349	journal scanning 808	styles 63, 117-118, 144, 227, 238
interpretation of results 92	levels of 803-804	Lao-Tzu 34
misconceptions 135	maintaining standards 804	Lavoisier, Antoine 2303
irrationality, predictable 704; see also	organising what you learn 808, 809	law/legal; see also Goodhart's law
heuristics	related subjects 804–805	advice to schools 263, 653
Islands see Galapagos	sceptical/opposing viewpoints 803, 807	Bolitho 276
cultural <sup>3024</sup>	selectivity/what to avoid 805	capacity 11
diversity <sup>2818</sup>	Kendler, Kenneth 193, 890, 894	DSM used as 440–441
gigantism <sup>3007</sup> innovation 872 <sup>3533, 3596</sup>	Kennedy, Robert 611	enforcing school attendance 767
of knowledge 706 <sup>3371</sup>	key performance indicators (KPIs) 424,	inverse care law 562 Italian laws 817
loss of skills <sup>2914</sup> , 2917	612, 634 keyworkers 531	lawsuits 273
Italy 7, 175, 749, 817; see also Caesar;	Killeen, Peter 890	legal thinking 864
Venice	<b>kindness</b> 576; <i>See also</i> values; charity;	misguided clients 126
VCIIICC	Killulicoo 570, oce also values, charity;	moguiaca chemo 120

politeness

1020

Cicero 571

obligation to profession 572, 860



**More Information** 

Index

parental arguments 116	goals of 237	demonstrating via inconsistencies
parental arguments 116 Power Law 288–289	interview proformas and report	demonstrating via inconsistencies encouraging logic 300
precedents 864–865	templates 240	errors of logic 360, <b>544</b>
rescue principle 580	kindness 237, 243, 244	kindness vs logic 577, 685
risk events 276, 279	length 240	logic in an MDT 675
trauma <sup>2755</sup>	letters of apology 689	logic in persuasion 371
unreasonable parental requests and	long reports 242–243	mood vs logic 35, 39, 205, 500, 547
expectations 129	multiple contributors 243	normative illogic 211
LD (learning disability) see intellectual	multiple versions for differing recipients	paradoxes 556
disability	237–238	post hoc ergo propter hoc 684
leadership 610; see also delegation;	private practice sample cover letter 590	practicality vs logic 783
Guiliani monitoring; motivation;	pros and cons of letters 235 redaction 243–246	syllogism 684
power advisory/supportive roles 611	_	System 1 vs System 2 544 logjams/stuck states 321
roles in CAMHS 612	second opinions 781, 782–784 stages of process 241–242	logrolling 523
tasks of a leader 610–611	systems thinking 625, <b>628</b>	long-conserved functions 419, 529, 918, 946
teams 614	typing skills 240	long-term goals, professional 513–515
leaflets, information see information	levels of care see standards of care	looked-after children see parents
provision	LGBT (lesbian, gay, bisexual, transgender)	(substitute)
leakage, nonverbal 66	27	loss aversion 539
lean methodology 632	Lieberman, Jeffrey 858, 947	loss, parental feelings of 82, 149, 154, 219
learned helplessness 623, 642	life events 170, 478, 485, 876	love
learning; See also aporia; habits;	psychogenic symptoms 485	cake mix 811
habituation; extinction; zone of	in timeline 168, 182	children need 255–256
proximal development; reinforcement;	and trauma 478	cognitive dissonance 534
education; trainees; keeping up to	life management, clinician 318	self-harm 457 sick role 485
date; reading behavioural 339–354	lightheartedness 71–72, 155; see also humour	unconditional love 501
from others' mistakes 272	likelihood, communication of statistics	lumping-splitting 184, 185–186, 526
from our mistakes 260, 288–289, 382, 828	liking, role in persuasion 265	ADHD 184
generalising 163, 360, 391–392, 537,	Lincoln, Abraham 319, 334, 803, 820, 881,	autism spectrum disorders 184–185
764,911	908, 929, 935	umbrella diagnoses 185
glomming 766	lipid profiles 933311	C
learning systems 3-4, 788-796	listening skills; see also communication	Machiavelli 319, 519, 663, 703
multi-loop learning 789	skills	Magee, Bryan 890, 894, 942, 945
order of learning 764, 822	discrepancies, surprises, and	magical thinking 16, 542
problem-based learning 551	contradictions 63–64	mainstream schooling 768, 769
learning disability see intellectual disability	eliciting further information 63	'major tranquillisers', calming effects 420;
learning in children; see also learning behavioural 339	history taking 73 initial appointment interviews 44	see also antipsychotics maladaptive behaviours, sick roles 15
glomming 766	involving children in treatment planning	malingering; see also fabricated or induced
90% rule <sup>1024</sup>	64	illness
learning in our career 788–789, <b>792</b> ;	listening to parents 62–63	false positive 772
see also continuing professional	methods of persuasion 265	manipulative tactics 131
development; reading; order of	nonverbal communication 62	red flags 87
learning	observational skills 83	testing for 885
data collection 792-793	seven habits of highly effective people	vignettes 133, 763, 772
database organisation 793–795	516	malpractice claims 271, 550–551
feedback 790–791	what children and parents want from	managerial clinicians 733
learning from colleagues 708, 815	healthcare 127	managers/management 643; see also
ways of getting better at the job 789–790	lists 797	power
working with multidisciplinary teams	data needed for common tasks <b>802</b> diary 800	aligning with 646, <i>64</i> 8, 649 bureaucracy
795	patient dashboard 800–801	bureaucratic indulgency patterns 645
learning, organisational 630, 658–659,	patient listing tables 799–800	career moves 498
795–796	to-do lists 798	China 914
lecturing, benefits for teacher 821	literature	clinician-relations 646
Lee Kuan Yew 319–320, 571, 663, 880	genres of human experience 17-18	communication with 646-647
legal see law	learning about children's experiences	cuts in funding 747
letter/report-writing 235	20–21	distinction from leadership 610
artwork styles 238	lithium 297, 313, 98, 451, 379	doctors as managers 498
brief messages 236–237	local guidelines 442	emotions/feelings of 643
communication methods 787	logic; see also binaries; conjunction fallacy;	failure of management indicators
comprehensive letters 236	exceptions; validity	649–650
confidentiality 235, 245 dictation 241	ad hominem 148 deduction, induction, and abduction	good management indicators 649 good-enough child psychiatry 498
diplomacy 243–244	479, <b>544</b>	management-speak 644
	-/ -/	



#### Index

managers/management (cont.)	medical model 140, 172, 761 medical students 830 <i>see also</i> trainees
management words 251, 583 managerialism 254, 527, 642, 904, 917	medicalisation; see also medicine-based
needs for numbers 694	• .
negotiating with 646–647	psychiatry
	appropriate levels 502–503 of common misbehaviour 137, 140
organisational ethics 578 power 644–645	psychogenic illness 491–494
*	
psychological contract 645	medicines 376; see also dose; dosage trials; noncompliance; polypharmacy;
responses to gaming 701 restructuring 645, 664, 667	prescribing; side-effects; timelines;
risk events 276–278	treatment plans, sequenced
in strong bureaucracies 613–614	ADHD 835
UK 498	altering effect of other treatments 308,
working with 645–646	394, 409
workload negotiations 646, 647	ambivalence to, teenagers 23
management systems; see also business;	Band-Aids/temporary interventions 333
care pathways	death of patients in your care 468
anti-innovation 641	effect sizes 297
conformity culture 642	ethics 572–576
cost-effectiveness 640–641	generic vs branded 386
'cuckoo in the nest' initiatives 636–637	history 323, 385, 391, <b>792</b> , 800–801
push for consistency 641-642	liquid 327, 377-378, 383, 395, 396
single-purpose clinics 636–637	misconceptions 134, 135
top-down control 641–642	missed doses 76, 811–812
mandatory training, definitions 439	names 248
Mandela, Nelson 933	nonpsychiatric medicines 396, 909
mania see bipolar affective disorder	overmedicating populations 135
maniacs, rational 699	parents adjusting 398
manipulative tactics 131	persuading child to take 377-378
exaggerations 131–132	rationing of care 741
and hospital admission 446	sleeping problems 335–336
malingering 131	stopping 289, 401, 466
opportunism 132	strategy 317
parental strategies 133	swallowing 377–378
in persuasion 266	switching medications 313
self-harm 456	to confirm diagnosis 218
ways of dealing with 133	use of words 248
well-practised patients 132–133	using money to encourage compliance
maps, see landscapes	345
market, healthcare 633; see also	violence 451
commoditisation	weaning off 387
Marx, Karl 847	medicine information services 586–587
Maslow, Abraham 687, 926	medicine-based psychiatry 417
mastery, intrinsic reward systems 620	antidepressants and anxyolitics 419–420
mastery, types 552	antipsychotic medication 420–421
maturation	diagnostic clarification 417
of a clinician 515–518, 552, 921	keeping an open mind on use of
of CAMHS / CAP 88, 276, 441–442, 817,	medication 418
838, 857–866, 870, 942, 950	pharmacological dissection approach
of child 22, 136, 141, 338, 464	418
of psychiatry 858	stimulant medication 419
of a service 658 MCOs (Managed Care Organizations)	Meehl, Paul 202, 205, 849, 907
592	meetings academic conferences 759
MDD (major depressive disorder) see	agendas 118–119, 509
depression	care coordination 312, 449
MDTs see multidisciplinary teams	chairing 118–119, 598, 671–673, 677,
Meadow, Roy 167–168, 212	759, 862, 925
meaningful behaviours, observation 84–85,	child protection 677–678, 775
86	efficient team functioning 671
meaningfulness, and staff motivation	external 931
620–621, 622	leaving early 504
Medawar, Peter 182–183, 673, 763–764,	mortality and morbidity 920
872 <sup>3499, 3525</sup>	team 289, 437, 540, 671–673, 675
Medawar zone 851	melatonin, for sleeping problems <b>294</b> , 326,
medical insurance company case report,	334, 335–336
suicide 464	memes 174, 874

```
memory 788–796; see also learning systems
  checklists 627
  coping with poor memory 42, 45, 382,
    783, 855, 865, 917
  how much should we know 512
  how up to date should we be 803-804
  multi-loop learning 789
  oracle 512
  organisational 796, 873
  organising yourself 711–712
  remembering the patient 43, 102
Mendel, Gregor 5683546
menstrual cycle
  adrenarche 188
  bipolar 313
  catamenial 32
  menarche 188
  pre-menstrual tension 767
mental age 89, 176, 194, 296, 771
Mental State Examination 57–58
mentors 519-521
  anti-mentors 520, 611
menu of treatments 300
meta-analyses, evidence-based practice 30
metabolism
  absorption 393
  CYP2D6 401, 403
  cytochromes 384-385
  metabolic crisis 528
metacommunication 67
metaphors, use of 182-183, 233-234; see
    also car, hardware-software
  gun 133, 205, 305, 332, 380
  vignettes 121, 156, 183
methylphenidate 32, 189, 301, 337,
     378-379, 383, 398-399, 404, 431-432,
    822, 910, 911
  co-prescribing 305, 315, 389-525
  effect on maths results 404
  effect on musical expression 24
  explaining 233, 269
  high dose 109, 147-148, 391, 393, 509
  preparations 404
  published trials 306
  rare side-effects 412
  relationship to diagnosis 170, 218
  reliability 323, 835
  side-effects 199, 282, 384-385, 412
  timecourse of medication effects 404, 406
  titration 315, 402
  vignettes 109, 147-148, 325, 336, 390,
     413, 529, 743, 768, 772
  vs caffeine 419
  vs dexamfetamine 388, 407
microcharacteristics 2232252
Milgram, Stanley
  conflict between authorities 692
  electrocution experiments 269, 571, 578,
     643,677
  Obedience to Authority 880
military; see also arms race; strategy;
    Clausewitz; Sun Tzu; Nazism;
    Churchill; trauma; World Trade
     Center; games; triage; bureaucracy;
    obedience; metaphors (gun)
  army historians 796
  avoiding battle 325, 666
```



**More Information** 

Cambridge University Press & Assessment 978-1-108-72056-4 — The Art of Child and Adolescent Psychiatry Jonathan Williams , Peter Hill Index

Index

battle fatigue 755	moral balancing 564, 567	Mahler 310
battleship game 81	moral balancing 564, 567	methylphenidate 24, 50-51, 412-414
care of combatants 136, 325, 755, 836	moral language in organisations 583	Mozart 892, 908, 915, 917
cavalry 842	morals 570; see also ethics; honesty/	multiple intelligences 516
counterinsurgency 892	dishonesty	orchestra 599
drill 945	flexibility levels, clinician 504	orchestrating 310-315, 785
eclecticism 304	and simplification 524	singing 11
fallibility 949–950	what is normal 9	teens 23
gun risk 457, <b>461</b> , <b>544</b>	mothers; see parents	transitions 310–315
hierarchy and obedience 444, 819, 820, 923	beliefs about pregnancy 38	tricks 892, 908, 921
history with science 891	BIF 7, 112–113	visualising 117–118
known unknowns 94	dragon mother 128, 469, 763	Myers-Briggs Type Indicator (MBTI) 882
need for thought 174, 842	knowledge level 115	N. l l VI. di i - 107 254 010 067 020
Pearl Harbour 201	other preventive interventions 835	Nabokov, Vladimir 187, 254, 810, 867, 938 nano-punishments 349
propaganda 248, 251, 669 reconnaisance 795	story editing 256	*
recruitment 175	motivated reasoning/thinking 135 cognitive heuristics 536–537	Napoleon Bonaparte 847 narrative; see stories
strengthening effect 916	motivation; see also staff motivation	National Health Service of UK (NHS) 278,
submarines 924, 949–950	motivation, see also stan motivation motivating yourself 508, 644	287, 498, 589–590, 594, 634, 640,
trench foot 548	of psychogenic symptoms 487	642, 697, 738 <sup>3110, 3569</sup> ; see also NICE;
zeal 619–624	motivational enhancement therapy (MET)	politicians
mini-lists 802	258–259	future trends 859
minimum acceptable standards 435,	motivational interviewing (MI) 257	positive 859 <sup>3004, 3099</sup>
437–438; see also standards of care	motorway effect 550, 658	National Institute for Health
minimum effective dose (MED) 397	muddling through 739, 810, 861	and Care Excellence see NICE
minocycline 412	multidisciplinary teams (MDTs) 595; see	natural experiments; see also overdoses
minority groups 669; see also cultural	also team functioning	antidepressants 466
perspectives	avoidance of interruptions 602	autism and MMR 135
mirroring, talking to parents 118	being a good team member 601-602	cutting corners 436
misattributions, and trauma 479	celebration of successes 600, 602	demonstrating causation 168, 856
misconceptions 134	clinical advances and trends 860	inter-psychiatrist variation 815
misdirection technique 50 <sup>2066</sup>	diversity 596–597	for learning 810
mistakes see errors/mistakes	efficient team functioning 670	maladministration 406
miswanting 127	egalitarianism 601	twins reared apart 13, 112
MMR vaccine, misconceptions 135	good relationships 602	natural selection see selectionism; evolution
MMORPG (massively multiplayer online	organisational influence 665	Nazism 162, 248
role-playing game) 354	overlapping expertise 597	NDTs see neurodevelopmental teams
mobile phones see phone(s)	as a phase 860	negative expressed emotion (NEE), family
addiction 354, 558	problems in team function 670–682, 803	therapy 358
vignettes 48, 83–84, 356 yours 65, 797, 898	pros and cons <b>596</b>	negative reinforcement see punishment negotiating
models; see animal models; computational	psychiatrist's role 603–604 representative disciplines 597, <b>598</b>	with government 358, 647
models; role-modelling; medical model	secretarial staff 605–609	with managers 646
data flow model 181; see also	senior members 602	with patients 270
psychotherapy	setting up/maintaining learning systems	Neighbour, Roger 818–819
misdirection: 885 <sup>2066</sup>	795	networking 758
modularity	task allocation 820	Blitzkrieg networking 760
biological segments 948	team roles 598-599	conferences 758–759
of brain 134, 918	team structure 597	Farley files 102
of data and theories 849-850	multi-loop learning, throughout career 789	inter-organisational/external 760
of specialist services 940	multiple medications see polypharmacy	intra-organisational/internal 760
silos 580, 636, 658, 842	multitasking 73	long-term 760
money see financial incentives	Munchausen syndrome by proxy 133, 140;	managing big networks 759
monitoring, staff 617	see also fabricated or induced illness	patient support networks 759
amount 617–618	(FII)	skills 647
problems with 617	Munger, Charlie 702, 803, 804–805	neurodevelopmental teams (NDTs)
statistics 621	music	care pathways 655–658
SURF+C acronym 617	Charlie 'Bird' Parker 506	cooperation between services 652–654
Yerkes-Dodson curve 623	conductor 312	direction of effort 660
monoamines 417, 904; see also dopamine;	complexity 951	as formal speciality 651
serotonin	evolution 869	location/where to place 661–662
Montaigne, Michel de 5, 533, 585	feelings 881	maturational stages of team 658–659
Mood and Feelings Questionnaire (MFQ) 49	Glenn Gould 920	scope 651, 656, 659–661
mood assessment 49, 58; see also bipolar	importance over-valued 20–21	staffing 654–655
affective disorder; depression;	importance undervalued 642 intuition 506	target populations 659
hyperthymia mood stabilisers 379, 399, 313, 297, 807	learning to play 511, 515–516, 553	team skills needed 659, 660 UK provision 651



Index

**More Information** 

neurological examination 71, 91 New Guinea 924–925	developmental changes 464 developmental milestones 16	off-label/off-licence prescribing 392, 395–396
New York 17, 175, 473, 612, 634, 645, 823–824; <i>see also</i> World Trade Center	false positive/false negative diagnoses 94	<b>olanzapine</b> 6, 93, 313–314, 380, 387, 402, 415, 421; <i>see also</i> antipsychotics
New Zealand 617, 739	genetic influences 13–14	side-effects 415–416
Newton, Isaac 849, 895, 946	hallucinations 16	OMIM (Online Mendelian Inheritance in
NHS see National Health Service of UK	history taking 79	Man) database 796, 846, 851
NICE (National Institute for Health and	injunctive normal 17	on-call systems 861
Care Excellence) 30, 427, 435, 440,	normal variation 8-9, 12, 27, 334	online voting 846, 847
641, 739, 806, 807; see also EMDR	normal/norms/normative definitions 5	open door, keeping 26
challenging behaviour 455	sleeping problems 334	open label trials 30
depression 441 Do not do 286, 442	statistical analysis 16–17	open-mindedness, keeping up to date 803
myopia 441–442	teenagers 27 normative 5, 211	open questions 23–24, 54, 75 operant learning, creativity 812
risk checklists 442, 692	not doing things <i>see</i> deprioritising; doing	operant training, effect sizes <b>296</b>
wellbeing in the workplace 679	less	opportunistic; see also shih
niche	note-taking 41, 73	blood tests 93
in autism 231	novices see trainee clinicians	child's rewards 344
in CAMHS 550, 588, 597, 603 <sup>3016</sup>	nudges 321	self-development 551, 800, <b>804</b>
finches 3528	influencing patients and parents 256,	training 521, 554–555, 822–823, 827
local services 652	257	watchful waiting 291, 301–302
marsupials 869	politeness money 353	opportunity cost
in your career 510 <sup>3074</sup> night terrors 16	relationship management 355 Numb (film) 459	in job content 498 in organisational ethics 580
NIMH (National Institute of Mental	numbers game 694; see also quantitative	in organising yourself 20, 422, 512, 725,
Health), Research Domain Criteria	data; targets	803–804, 805, 884
(RDoC) <b>854</b>	needs of managers for numbers 694	in team function 898, 924
90% rule 369, 470, 528, 763, 766; see also	subjective measures 695	of other clinical choices 177, 299, 641
Pareto principle	what to measure/outcome criteria 695	of prescribing 135, 376, 903
Nixon, Richard 664, 895	nurses 11, 156, 532, 546, 634, 721, 747	oppositional defiant disorder (ODD) 140,
NLD see nonverbal learning disability	disagreements 423, 448, 449	213
NNT (number needed to treat) 834, 944	ethical style 578	oppositionality 149, 183, 189, 343, 350,
N-of-1 trials 384–385, 408 nomothetic approaches 162–163	nurse prescribing 671, 718, 861 school nurse 342, 383, 423, 833	766 optimism <i>see</i> hope
Non-adherence with treatment 326–327	Nutt, David 377, 388, 806	optimistic bias 35–36
addressing obstacles 327	NVLD see nonverbal learning disability	orchids 871, 875 <sup>2222, 2243, 3152</sup>
definitions 324	,	ordeal therapy 350
helping patients understand 327	Obama, Barack 843, 926	order effect
information for young people 328	obedience 261, 344–345, 350, 353, 515–	of medicines 336, 389
information leaflets for parents 328	518 <sup>2991</sup>	of persuasion 269
orchestrating treatment 301	obesity see weight	of questions 77
treatment failures 323	observational skills 82	order of learning educational interventions 764
ways of dealing with 327 nonmaleficence 570, 572	history taking 79 learning about children's experiences 19	trainee clinicians 822–823
nontechnology 302–303	listening skills and active listening 83	Oregon prioritisation system 739
nonverbal communication 62, 65–66; see	meaningful behaviours 84-85, 86	organisational abuse 470
also body language	parental behaviour 83	organisational ethics 578, 587; see also
nonverbal learning disability (NLD/	obsessionality	drug companies; whistleblowing
NVLD) 71, 86, 139, 470	disadvantages of obsessionality 682, 755	definitions 578
humour 71	encouraging it 793, 808, 843	ethical conflicts 579
vignettes 138–139, 470 normalisation	fighting it 79, 240, 243, 433–434, 436, 646, 714	ethics of treatments/interventions 580
in conversation with children 55	paradox 711	ethics of treatments/interventions 580, 581
living with problems (rather than	in parent 42, 148	health inequality 583–584
treating) 302	in yourself 79, 210, 518	inverse care law 584
thinking strategies 370	obsessive compulsive disorder 15, 25, 219,	moral language 583
normality and abnormality 5-6, 13-14	473, 530-531, 538; see also worry	rules 579
average person, no such thing as 13	baselining 39	scale of operations 578-580
base rates of health conditions 876	deep vs superficial treatments 530–531	organisational see systems thinking
misbehaviour is normal 351	guilt 538	complexity 522
bell-shaped curves/normal distributions 8	treatment 388, 420	curse of expertise 555 innovation 817
o borderline intellectual functioning 7–8	vignettes 25, 232–233, 302, 325, 337, 368, 370, 396, 478, 559, 639, 743, 768	lowering standards 435–436
categories of normality 14–16	Occam's broom 917	paradoxes 557
characteristics of specific IQ ranges 9	Occam's razor 179	prevention of risk 283–284
common errors in diagnosis 7	occupational therapy (OT) 214, 261, 530	quality of treatment 423–424

occupational therapy (OT) 214, 261, 530

ODD see oppositional defiant disorder

1024

defining/recognising abnormality 14-16

quality of treatment 423-424

resource allocation paradoxes 562



**More Information** 

Cambridge University Press & Assessment 978-1-108-72056-4 — The Art of Child and Adolescent Psychiatry Jonathan Williams , Peter Hill Index

Index

setting up/maintaining learning systems	systems of healthcare 557	vignettes of substitute parenting 82,
795–796	tiers/tiered-systems 638	95, 112, 132, 447, 573–574, 582, 775,
Osler, William 709, 818, 864	treatments/interventions 557, 558	779
OT (Occupational Therapy); see	paranoid	what they want from healthcare 128
occupational therapy	alternative explanations 157, 225, 527,	parents, types of 108
outcome criteria, numbers game 695	$770-771,772^{2222}$	anxious parents 109–111
outcome measures, numbers game; see also	assessing 58	demanding parents 113
questionnaires	in the family 103, 235–236	depressed parents 111
overconfidence 35–36, 547, 551, 690, 902;	in management 922	difficult/unpleasant parents 114
see also confidence-levels	street definition 25	disadvantaged parents 112-113
overdoses 460	treatment 395	divorced/separated parents 114-115
clinicians learning from 389, 392, 393,	parasites <sup>3199, 3381, 3552</sup>	over-ambitious 763
457, 557, 618	parasuicides 296, 419, 466; see also suicide	over- optimistic parents 149, 150, 154,
parental mistakes 389, 391	parent-child game 356	231, 348
as self-harm 69, 273–274, 296, 466, 480,	parental expectations	over-thoughtful 228
685	private practice 590	super-parents 108
over-education 763–764, 860–861	rudeness and aggression/anger 158	undemanding/passive parents 114
over-efficiency 710–711	talking to parents 119–120	Pareto principle 434, 632
overmedicalisation, psychogenic illness	unrealistic expectations 150	part-time work
491–494	unreasonable requests and expectations	creating opportunities for change 291
overmedication 135, 414	128–129, 130	portfolio careers 509
oversimplification, diagnostic 171–172, 199–200	parenting programmes 831, 834	reducing hours 753
over-valued ideas 374; see also fixed ideas	parents; see also disagreements with	10,000 hours 789
overwork see workload and overwork	parents; adoption; safeguarding	partially organised work systems
	alternatives to disagreeing 143–144 arguments 115	partially organised work systems 628–629
oxygen 891	boarding schools 771	
paediatrics; see also physical problems;	breakdowns 337, 447	partnerships 101, 104; see also relationships (clinical)
Meadow	complacency 147–148	passive parents 114
differences from CAP 128, 237, 271,	cruel 113, 261, 349, 469	pathognomonic signs 167, 189, 491, 890
653,727	demanding parents 592	pathological demand avoidance (PDA) 113,
in NDT 662	demanding the wrong thing 128–129	140–141
painful topics see sensitive topics	effect on mood and IQ 275	pathologisation 16–17
Pakistan 550	ethics 447, 455, 573–574, 575, 725	patience, treatment failures
panics 470	extra tests 37, 149	patient dashboard 642, 800-801
parent catastrophising 110, 447	honesty and dishonesty 566	patient listing tables 799–800
stereotype threat 367–368	hospitalisation <b>446</b> , 447, 582, 657	patient perspectives
treatment 308	illiteracy 112–113	cuts in funding 748, 749
paper 797	impact of cuts in funding 748	view of service quality 127, 423
paradoxes 556, 557	influencing 255; see also ideas (changing)	what teenagers want 23
appropriate uses of dishonesty 568	intellectual disability 657	Pauling, Linus 813, 920
assessment 50	interruptions from 56	PDA (pathological demand avoidance) 113,
clinical examples 557–561	mental illness in 19-20	140-141
contradictions 561-562	observation of parental behaviour 83	PDT see psychodynamic therapy
effort 557	1:1 parenting 355, 467	Pearl, Judea 168, 192
email backlogs 786	over dosing mistakes 389, 391	perceptual distortions, Mental
negotiations with parents 562	parent-child game 356	State Examination 58; see also
of change 556	parent training 343	hallucinations; voices
of knowledge 556	parental alienation 115	perfectionism 112, 422, 433–434, 646; see
of life 556	parental arguments 115–116	also good-enough child psychiatry
of power 556	parental goals 435	periodic priority lists 509
of seniority 517	positive opposites 349	permission from management 722; see also
organisational systems 557	positive parenting 7, 339, 342, 356	consent
over-efficiency 711	private patients 592	permissive parents 614
paradoxical reactions to medication 336	punishment vs rewards 113	perpetuating factors 180, 210, 293–294,
paradoxical ways of increasing good	reasoning about risk 70	312, 494, 522
behaviour 559–560	relating to 108	personal learning see learning in our
paradoxical ways of reducing bad	relationships with children 14	career
behaviour 558–559	role in educational interventions	personal respect <i>see</i> respect for patients
preference paradox 249	764–765	personal touch 65, 68
pseudo-blunders 560–561 psychotic event 561	role in treatment failures 324	personalised medicine clinical advances and trends 859–860
± ,	seeing child in a positive light 95, 112, 132, 765	
relational aspects 557 resource allocation 562	shared understanding 151	cost-cutting vs quality 860 ethical conflicts 859–861
Rose's paradox 737	substitute 575, 771; see also adoption	guidelines 442
scientific 563	substitute 373, 771; see also adoption substitute parenting, fostering 367	individualised care paths 513
Simpson's paradox 563	training <b>296</b> , 343, 344, 346	multidisciplinary teams 860



### Index

personality	tree of knowledge 381, 951	politicians; see also Blair; Caesar; Cameron;
Big Five 17, 253	value of knowledge 36, 803-804	Churchill; Clinton; Franklin; Gandhi;
bureaucratic 636	hermeneutics (interpretation of	Giuliani; Kennedy; Lee; Lincoln;
clash 120, 159, 679	authoritive texts) 249, 439, 501, 627,	Marx; Nixon; Obama; Thatcher;
effect of clinician's age 515–518	735, 864, 916	Trump; Zhao
effect of environment 13	ontology (existence, what is) 140-141,	blame diffusion 685
effect of medicine 14, 134, 412, 442	162, 184–185, 186, 596, 810, 904	commoditised care 503
exploitable 643, 755	metaphysics (reality)	cuts 685, 736, 747
of clinician 37, 158, 553, 643, 829	grand consilience 867–875, 891, 892; see	Farley files 102
personality disorder 15, 171–177, 250,	also consciousness; free will; causes;	gaming 685
287, 442, 739	statistics; aesthetics	language 248, 251, 443, 664, 665, 736,
persuasion 262–263; see also influence;	reification 219, 248, 254	934
stories	teleology (final purpose) 369, 495, 613,	maturation 916–917
appropriate situations for persuasion 264	620–621, 694, 881, 890, 915, 916, 949;	networks 760
appropriate uses of dishonesty 568	see also ethics; religion	optimism 255
authority figures 269	phone calls 786; see also electronic devices	trust 104
being directive 263	clinician preferences 786	politics; see also politicians; government;
choice, offering 265, 266–267	giving advice by phone 787	voting; aligning;
compromise 270	preferred communication methods 785	cynicism 501–502
contrast effects 266 denial of diagnosis 266	private practice 591	defence of politics 777
don'ts/tactics to avoid 268–269	responding to 786–787	gerrymandering 664 political processes 101, 358, 647, 685,
ethics 269	working with secretarial staff 608  photos	777, 810 <sup>3413</sup>
explanation 269	camera choice 844	relationship to professional life 838
false balance 269	cognitive benefits 508	relationship to processional inc 656
information provision 263	eliciting sympathy 577	setting of priorities 664, 747, 937
leadership 613	of handwritten notes	tail wagging the dog 580, 669
methods of persuasion 264–266, <b>667</b>	of paperwork 844	willingness to pay 635, 836
motivational interviewing 266, 269	of patients 42	polypharmacy 389–390
nagging/criticising parents 269–270	permission for photographs 43, 940	avoiding parental mistakes 391
negotiation 270	software to handle 844	dose reduction 509
quantitative data 267–269	to aid recognition, initial interviews 43	finding alternatives to if possible 390
representativeness 538	used by schools 276	fluoxetine boosting effects 410
shared decision-making with families	physical examination 90-91, 506; see also	helpful tips 391
297–298	tests	individualised hierarchy 391
pervasive demand avoidance 113, 140-141	interpretation of results 91-93, 92	interactions with non-psychiatric
pervasive developmental disorder – not	obtaining results 91	medicines 396
otherwise specified (PDD-NOS) 139	vs history taking 885	order effects 336, 389
perverse effects 254, 287, 652	physical illnesses, not discounting 528	problems of separating out the effects
perverse incentives 278, 612, 694, 727	Picasso, Pablo 721	391
Peter Principle 517	pictures see drawings; photos	simultaneous treatments 305
pharmaceuticals see drug companies;	pilot schemes, systems thinking 630	pop psychology 17
medicines; prescribing	placebo effect	Popper, Karl 203, 174, 253 <sup>2311, 2397, 3536</sup>
<pre>pharmacy; see also polypharmacy; formulary</pre>	EMDR 481	portfolio careers 509
DM+D 909	honesty and dishonesty 569	positive mental health promotion 837
risk 281	paradoxes 561	small/surface interventions 331
phenomenology 171, 951; see also	prescribing 395	positive regard 65, 68, 148
experience of being a child	unconventional therapies 337-338	positive reinforcement see praise; rewards
philosophy	vignette 569	possibility effect 209, 274, 547
evolutionary epistemology 633, 811,	planning fallacy 35–36, 509	postcode lotteries, preventive interventions
867	Plato 498, 513	836
philosophers; see Aristotle; Dennett;	poetry 10, 20–21, 881, 898; see also Basho;	post-traumatic stress disorder (PTSD)
Derrida; Descartes; Foucault; Kuhn;	Carroll; Eliot; Frost; Kipling; Lao-Tzu;	180, 184, 186, 477–483, 807; see also
Lao-Tzu; Magee; Occam; Pearl;	Schiller; Shakespeare; Wilde	trauma; EMDR
Popper; Schön; Socrates; Taleb;	English 595, 797	mechanism 190, 854, 908
Voltaire; Whitehead; Wittgenstein	Philip Larkin 914	poverty 112–113, 223, 324, 353, 939
philosophy of science 31, 203, 849, 858,	shy poetry lover 210 software 843	<b>power</b> 613; <i>see also</i> influence; leadership;
872, 883, 892, 946		management dynamic flow 615
tree of knowledge 381, 951	poker, games of strategy 320	
value of knowledge 36, 803–804 words 247–254	politeness 143–144; see also kindness;	hard/soft 613
	hypocrisy autistic 111	managers 644–645
epistemology (knowledge, meanings) 167, 202, 222, 533–541, 895; see also	as duty 573	paradoxes of 556 in strong bureaucracies 613–614
explaining, analogy, models; logic;	empty statement 144–145, 649	teams 614
taxonomy	impediment to MDT 675, 679	Power Law 288–289
evolutionary epistemology 633, 811,	politeness money 345, 353	power-sharing, with difficult/unpleasant
, , , , , , , , , , , , , , , , , , ,	1	i

political correctness 443, 603

1026

867

parents 114



**More Information** 

Cambridge University Press & Assessment 978-1-108-72056-4 — The Art of Child and Adolescent Psychiatry Jonathan Williams , Peter Hill Index

Index

PPPP (predisposing, precipitating,	private practice vs state sector 594	dealing with low-priority tasks 726
perpetuating, and protective); see	prophylactic medication 388–389	emergency cases 626–627
also perpetuating factors; protective	record-keeping 385	high-priority referrals 725, 744, <b>745</b>
factors; triggers	role in child psychiatry 376	procrastination 726
ethics 570, 572	sleep medicines 336	seven habits of highly effective people
formulations 180	starting a new medication 383–384	516
prevention 831	swallowing 377–378	systems thinking 626
tools for formulation 207	unusual prescriptions 388	timing the next appointment 37
pragmatic clinicians 733	value of personal formulary 382	workload reductions 721, 754
praise;	presenting the formulation 227	prison; see also criminal
see also criticism	acceptability of diagnosis to parents 228	alternatives 446–447
children who can't take praise 68	addressing parental beliefs 229	family story of 388
for children 348-349	checking the message has got through	parole board 752
in the MDT 577, 678-679	233	prison exposure as intervention 905
in undiagnosing 214	clarity 229–230	release of dad 292
of colleagues 577, 602, 706, 754	core message 230	Stanford Prison Experiment 677
of parents 120, 265, 577	fostering realistic levels of hope 231	victim guilt 370
of trainees 690, 827	gene-environment interactions 230	Prisoner's Dilemma 692, 778
precedents 864–865	helping parents remember 230–231	private practice 588
predictable irrationality 704; see also	metaphors, use of 233-234	billing/payment for services 591-592
heuristics	patient-centredness 228	caseload 719
predictions 34	persuasiveness 227	categories/types of practitioner <b>592</b>
benefits of diagnosis 219	presenting certainty/uncertainty	clinicians' values 590
certainty effect 36–37	231–232	combined with private/state-sector
effect of beliefs 37, 38	tact with parents 228–229	working 593
heuristics 34–35	understandability 229	diagnostic thresholds 735
and intuition 547	Preskorn, Sheldon 218, 382	entering/starting as a private practitioner
optimistic bias 35–36	prevalence of disorders	592–593
paradoxes of 556	of DSM diagnoses 877	ethics of 589–590
regression to the mean 36	prevention and early interventions 831;	excluding/rejecting patients 591
reliability 34	see also Rose's paradox	free/unpaid work 594
risky 167 suicide 460–461	addressing age-specific risks 834	prescribing 594
timing the next appointment 37	ADHD-related problems 834, <b>835</b> anxiety 835	problems with 590–591 requirements for 588–589
using prediction as an intervention 69	ASD-related problems 835	sample cover letter 590
violence 450–451	balance of effort 832	vs state sector treatment 594
preference paradox 249	clinical interventions for referred	probability, communication of 69–70; see
preferences, patients and families 312	children 832	also statistics
pregabalin 32	depression 835	process measures 696
prescribing 376; see also dose; dosage	economics of 833–834	procrastination 726
trials; medication; polypharmacy;	future research directions 852	Procrustes 201, 884
timecourse of medication, see	of abuse 835	prodromes, schizophrenia 34
also aripiprazole; atomoxetine;	of admissions 448-449	professional language see words
methylphenidate; risperidone, DM+D	of complaints 687	professional training see trainee clinicians
909	of conduct disorder 835-836	(teaching)
acquiring knowledge 379, 381	of educational failure 189, 766, 834	professionalism
adaptive prescribing 398-399	of risk 283-284	appearance/dress 40-41
antipsychotic drugs effect sizes 382	of suicide 461	balance 503
avoidance of 377	of violence 450	clinical relationships 104
balance 378–379	parenting programmes 831, 834	epitaph of the profession 866
covert administration of medicine 395	postcode lotteries/need for integrated	letter/report-writing 239
dynamic prescribing 397	funding 836	proformas; see also templates
ethics 572–576, <i>575</i>	primary, secondary, tertiary 450, 832	for experts 81
expertise 383	promotion of positive mental health/	for interviews 241
factors in choice of medication	resilience 837	semi-structured interviews 81
generic vs branded 386	psychosis 836	prolactin 380, 416, <b>432</b> , 703 <sup>2628</sup>
heuristics 377	targeting high-risk groups 832–833	prophylactic medication, prescribing
high doses 391	universal interventions 833	388–389
interactions with other medicines 396, 400	priming	propranolol; see adrenaline
leaflets for parents 386	cognitive heuristics 538	protective factors 160, 180, 293–294, 332,
learning about and updating knowledge	history taking 77, 538	451; see also PPPP
379–383	honesty and dishonesty 567	protocols 443–444; see also guidelines
off-label (or off-licence) prescribing	influencing patients and parents 577	proving oneself wrong 203
395–396	printing of prescriptions 385	pruning data 194, <b>195</b> ; see also
placebo effect 395 practical details 378	<b>prioritising</b> 724–725; <i>see also</i> rationing based on severity, treatability, or	winnowing pseudo-blunders, paradoxes 560–561
printing prescriptions 385	accessibility 744–746	pseudodiagnosticity 204
DITHUTE DICACTIDUOTIA JOJ	accessionity / TT=/ TU	DECUUDUIGENOSHCIU 404



#### Index

pseudo-experts 546, 548
pseudo-rules 439
<b>psychiatry</b> ; see doctors; future of CAP;
Andreasen, Asperger, Besag, Clare,
Coghill, Erickson, Frances, Goldacre,
Goodwin, Jaspers, Kandel, Kanner,
Kendler, Lieberman, Nutt, Preskorn,
Rutter, Steinberg, Szasz, Taylor,
Timimi, Turk, Wessely
heart of psychiatry 227, 376, 603 <sup>2271, 2520,</sup>
multidisciplinary teams 598
learning systems 788
without diagnoses 218
without formulations 225
without medicines 410-411
psychodynamic therapy (PDT) 346,
363–364; see also talking therapies;
psychotherapists
genres of human experience 17
heuristics 360
indications for psychodynamic therapy
363–364
Meehl 202 <sup>2596</sup>
metaphors 182–183
negative aspects 364
probability 202
as software 183
symbolism 678
therapist disclosure 106
psychoeducation, living with problems 302
psychogenic symptoms 484
appropriate medicalisation/testing
491–494
appropriate uses of dishonesty 568, 569
Bayesian reasoning 488
being honest with patients 492
causes and causality 485
checklists 485–486
definitions 485
diagnostic reliability and certainty
492–493
interventions 494
liaison with fellow professionals 489
need for holistic approaches 490
physical vs psychological explanations
488–489
processes operating 486, 487
use of words 486–487, 491
psychological contract 645
psychologists; see Asch; Berne; Galinsky;
James; Kahneman; Killeen; Klein;
Meehl; Maslow; Milgram; Rapport;
Thaler; Vygotsky
educational psychologists 64, 240, 528,
658, 732, 761–763, 767
psychology; see learning; attention; IQ tests;
ABC charts; psychologists; therapies;
consciousness; illusions
psychosis 58, 150, 205–206, 374, 876; see
also antipsychotics; schizophrenia;
delusion; hallucination
caseness 162
diagnosing <b>165</b> , 676–677
diagnostic hierarchy 176–177
early intervention 836
earry litter verition 830

```
episodic 398-399
  false positive diagnoses 94
  family history 388, 459, 527, 656-657
  in ID 861-862, 887
  inpatient 446
  misdiagnosis 459
  paradoxes 561
  prevention 836
  risks 291, 292
  role of medication 376
  scales 382
  service design 744, 745
  sleep 398-399
  stimulants 390, 772
  treatment 312, 360, 376, 382, 388,
    398-399
  vignettes 11, 96, 98, 225, 528, 772
psychotherapists (psychodynamic); see
     also Bowlby; Adler; Freud (Anna and
     Sigmund); Winnicott; Yalom
  Baker, Steve 23
  Jung, Carl 533
psychotherapy 360; see also
     psychodynamic therapy, cognitive
     behavioural therapy; talking
     therapies
  continuum of styles 505
  intuition of psychotherapists 546
  risks of psychotherapies 364
  role in multidisciplinary teams 598
PTSD see post-traumatic stress disorder
puberty 16, 57, 207, 337, 472
  vignettes 188, 396, 409, 473, 770
Public Goods Game 708
punishment 339-354
  alternatives 256, 289, 451, 560, 764
  altruistic punishment 888
  appropriate 345-346, 350
  behaviour management interventions
  consequence sharing (punishing two
    children) 352
  corporal 256, 350
  cruelty 113
  effect on relationship 350
  eliciting information 54-56
  illusion of effectiveness 397-398
  parental attitude 324, 350
  punishing the employer 617, 623
  punishment not working 324, 350
  relationship management 355
  robotic 324, 344-345
  self-punishment 333, 456-468
  tit for tat 933
pushing colleagues 268
QALYs see quality-adjusted life years
QNCC (Quality Network for Community
     CAMHS) 435, 632, 662, 742
qualitative statistics 166
quality, staff 599
quality-adjusted life years (QALYs)
  ADHD-related problems 834
  cost-effectiveness 640-641
quality vs quantity, treatment 422-423, 497;
     see also standards of care
```

```
quantitative data; see also numbers game;
     statistics, forced choice
  Bayesian thinking 165-166
  communication of statistics 69-70
  in persuasion 267-269
  target-setting 127-128
quasi-organisation, systems thinking
    628-629
question substitution heuristic 537
questionnaires 205-206; see also
    toolboxes/tools
  ADHD 51
  autism 52
  efficient team functioning 671
  examples and limitations of use 48,
    50-51
  Mental State Examination 57-58
  pre-assessment questionnaires 48-49
  teenagers 24
  uses/applications 47
questions 74-76; see also history in clinical
    work; interviewing
  closed 23, 75-76, 104
  future research directions 852
  interpreting answers to 76-77
  open 23-24, 54, 75
  order of 77
  pitfalls 76
  teaching trainees 819
quetiapine 93, 214, 313-314, 387; see also
    antipsychotics
quick screening interviewing systems
    80,81
race to the bottom 435, 436, 634-635, 701,
    703, 860 21
  protective factors 497
  research methods 2042
rages, behaviour management
    interventions 352
  vignettes 83-84, 356, 473
random events, causality 169-170; see also
    coincidences
randomised controlled trials (RCTs)
    30-32
  data processing implications 31
  limitations 30-31
  reasons for scepticism 31-32
rape 212, 233, 333, 366, 370
Rapport, Mark 47 337
rare problems 208
  Bayesian reasoning 208-209
  choice from experience vs description
     209 - 210
  combinations of events 211
  normative processes/non-normative
    conditions 211
  repeated rare events 211-212
  seeking super-specialist opinion 212
rare side-effects of medication 412
ratchet-systems, caseloads 720
rating scales see questionnaires
rational herding 541, 692, 908
rational irrationality 704
rationing 438, 736–737; see also
    prioritising; standards of care
```



Index

	S 15 500 504 600	letter the second
cuts in funding 749	referral forms 533–534, 693 referral sources 23, 51, 654, 727, 744	multidisciplinary teams 602 staff motivation 621
external, explicit rationing by funders 738–740	stopping 935	religion; see also selection; evolution;
general mechanisms 740–741	thresholds 659, 732	Gandhi; immigrants; sexuality; charity
high-priority referrals 744, <b>745</b>	timing 36, 684	anti-religion 348
internal, implicit rationing by clinicians	triage 728-729	buying in 374, 514, 858
740–741	triple hurdle 732, 878	confession 10
internal vs external 737	reflective practice 500, 503	commandments 702
limits to 742	regress; see also school refusal	dissonance 370
New Zealand approach 739	behavioural regression 141, 882	exorcism 149, 218, 338, 469
Oregon, USA approach 739 and overwork 751	cognitive regression (loss of skills that the child wants to perform) 135, 660	the force 506–507 Freud 893
principles 738, 740	multiple regression <sup>2320</sup>	Greek 890
QNCC measures of performance 742	in nature 3381,3352	greetings 43
Rose's paradox 737	of CAMHS and other complex	guilt 27
specific methods 741	systems 3552	Jesus 585, 780
tiers/tiered-systems 638	of expert 554	Judaism 43, 248
UK approach 739	regression in fantasy 338	moral compass 523–524
RCTs see randomised controlled trials	regression to the mean 36, 99, 169, 231,	morals 570
RDoC (Research Domain Criteria) 846, 853 reading, professional 803, 880	320, 397–398, 455 <sup>2563</sup> regressive systems 584	nirvana 181 over-valued ideas 374
Bayesian reading 805–806	regulated chaos 59	religiosity 13
before the appointment 42, 783	regulation	religious schools 771
keeping up to date 803–808	affective tone of interviews 60–61	scrupulosity 374
mega-readers 803	being wide-ranging and open-minded	suicidality 331
paired reading 764	59, 60	thought distortion 248, 536
reading by children 68, 189, 252, 344,	self-regulation, therapist 61	utopians and prophets 585–586
346, 457, 765, 771, 772	reinforcement, negative see punishment	Zen 532
remembering what you read <b>792</b> , 793, 808	reinforcement, positive <i>see</i> praise; rewards	rent-seeking 908–909
re-reading 237, 244	relationships, child-parent 14, 97, 108, 123, 355	report templates 240; see also letter/report- writing
sceptical reading 806	relationships, clinical 101	representativeness heuristic 538
secondary sources 942	benefits of good 103	rescue; see also advocacy
specific reading recommendations	building a long-term bond 102–103	buying in 514
806-807	caring about the child 105	rescue-lists 802
what not to read 805, 855	caring about the parents 105	rescue principle 330, 580
what to read in general 813, 840–841	clinician-parent relationships 108	research; see also; randomised controlled
reassurance	communication skills 68	trials
of normality 15 when you don't know what to do	cutting 458 different kinds of relationship 101	addressing multifactorality 850 animal models 851
302–303	drawings 56–57	asking the right questions 852
vignettes 15, 79, 115, 548, 823–824	friendly rapport 104	bias, pharmaceutical companies 586
receptor saturation 393, 397	genograms 53	big and small science 855
reciprocation effect, in persuasion 269	history taking 79	computational models 852
recognition, intrinsic reward systems 621	illusion of continuity 102	genetics 851
reconfiguration see cuts in funding	kindness 104	interdisciplinarity 840–841
reconsolidation 369, 908	limits/boundaries 106–107	job structures which enable clinical trials
record-keeping, prescribing 385	maintaining engagement 56 methods of persuasion 265	853
red flags 86 backlogs 754–755	nonadherence to treatment regimes 327	jumping out of the system (jootsing) 853–854
initial appointment interviews, 86	paradoxes 557	long-term 855–856
prevention of risk 281–282, 437	parental interruptions 56	Medawar zone/levels of difficulty 851
risk events 289	pathological stabilisation 357	need for theoretical frameworks
redaction 245-246	patients/consumers/customers 101	849-850
referrals	personal interest and knowledge of the	network of published citations 841
abolishing 860–861	family 105	personal direction and goals 855
gaming 698	professionalism 104	relevant to CAP 840
handling them 281, 625–626, 671, 743 high priority 725	self-disclosure 105–106 sensitive topics 54–56	Research Domain Criteria (RDoC) 17, 854
limiting 717, 727–728	talking therapies 361	resigning; see also part-time work
low priority 729, 798	things to avoid 103	alternatives 753–754, 756
overweighting 205–206, 538, 549, 659	touch 105	other management red flags 276–278,
private 593, 719	treating friends/colleagues/family	281
re-referrals 44, 74, 170, 289, 505–506,	members 107	effect on cuts 748
612, 658–659, 675, 698	trust 103-104	resigner as a resource 381, 524, 796
read the letter 42, 128, 235	relationships, professional 355, 521	threat of 647



#### Index

resilience
professional 756
promotion of 837
to trauma 479
resistance to change 358; see also ideas
(fixed)
resource allocation 736; see also rationing
paradoxes 562
systems thinking 626
respect for patients 65, 68
teenagers 23
restraint
by parents 453
inpatient 450
vignettes 324
reverse digit span test, cognitive
demonstrations 348
rewards; see also financial incentives;
praise
appropriate 345–346, 350
behaviour management interventions
344, 349
preferring punishment 113
relationship management 355
setting positive against negative
reinforcers 346–347
for teams 668
Rey-Osterrieth figures, drawing tests 90 rigidity, systemic 365, 371, 496, <b>628–629</b> ,
872; see also adaptability; flexibility
Ringelmann Effect 675
risk alleles 224
risk events 271–272; see also black swans;
suicide; defensive medicine
assessment 285-286, 287, 450-451, 457
and caseload 717–718
clinician anxiety 274
clinician mistakes 275, 279-280
conflicts of interest 276, 277
cumulative risks 291
diffusion/sharing risks 284
financial risks 278
headbanging 273
inpatient risk 272
investigating serious incidents 279–280
legal 276, 279
malpractice claims, USA 271
management views 276–278
media attention 277
moral hazard 273–274
over-estimation of risk 274
Power Law 288–289
psychosis 291, 292
red flags 281-282, 289
short-term vs long-term risks 282
societal policies 284
Swiss cheese model of safety checks 281
types of risk events 272, 273
violence 450–451
windows of risk 292
risk factors; see also psychosis (risk
factors)
for delinquency 905
for depression 224
for diabetes 278
for PTSD 831 <sup>2618</sup>

```
for suicide 461
  for violence 289, 450
risk management; see also predictions;
    psychosis (risk factors)
  adaptive risk thresholds 659
  asking permission 722
  being creative 810-817
  briefer history 428
  communicating risk 69, 94
  communication of risk 69-70, 267
  cost-effectiveness 635
  creating opportunities 291
  developing our attitude to risk 275, 518
  formal risk assessments 285
  game theory 692
  groups managing risks 284, 596
  heuristics for prevention 283
  implementing regular checks 282
  innovation 814
  intelligent redundancy 280
  mild confrontations 323
  organisational structures to reduce risks
     283-284
  positive effects of worrying about 274
  positive risk-taking 100, 291
  prevention 280–283, 284, 832, 833, 834
  providing quality treatment 426
  risk aversion influencing decision-
     making 229, 316, 502, 634
  risk in predicting the outcome of projects
     35
  risk registers 277
  risk vs uncertainty 290
  risks of psychotherapy 364
  safety netting 280
  senior management approach to risk 277
  spotting patterns 282
  risks vs benefits of interventions 303
risky predictions 167, 203, 467-468, 814,
    912
risperidone 262; see also antipsychotics;
    prolactin
  adaptive prescribing 398-399
  broad use 822
  combining with stimulant 315, 389, 394,
     402
  covert 395
  discussing with parents 367, 369
  dose titration 315, 416
  and eating 352, 421
  effect size 382, 402
  emergency plans 388-389
  failure of 394, 412
  generic prescribing 386
  high-dose 389
  long-term effects 282, 283, 398
  metabolism 401
  reduction 188, 289, 314-315, 340, 389-
     390, 398, 401
  reliability 83, 394, 451, 455
  side effects 415-416, 908
  and sleep 336
  timecourse 376, 400-402
  views on blood tests 29, 93, 262, 698
  vignettes 83-84, 132, 188, 314-315, 389,
     399, 566, 575
```

with aripiprazole 393–394, <i>402</i>
with behavioural programme 421
with fluoxetine 409
vs mood stabilisers 379
vs other antipsychotics 421
Ritalin Game, game theory 693 river of life diagram, 870
Robbins, Trevor 415, 418
Robot Game, relating to children 54
role-modelling 349, 350
behaviour management interventions
346, 349
by same-sex parent 346
effect sizes 296
leadership 611 teaching trainees 819
Rose; see also flower
Feynman's rose 881
Rose's paradox 450, 737, 833–834, 930
Steven 203, 293, 890, 897, 945–946
round and round discussions 299
routines
automatic 842–843
ecological interventions 322 when to ignore 59; <i>see also</i> regulated
chaos
rudeness; see also anger
clinician 122
controlling responses to 157
ending the therapeutic relationship
159
professional responses to 158–159
understanding/understanding reasons for reasons for 158
warning signs 155
rule-following parental types 109
rules
breaking rules 444, 629, 738, 910, 943
enforcement 579, 817
guidelines 439–444
impossible rules 440–441 non-enforcement 643, 645, 817
rules of doctoring 569
rules of thumb 533; see also heuristics
social rules 121-122, 189
too many rules 911
unwritten rules / pig factor 817
working around rules 175, 645
ruts, getting in 843
Russia See also Tolstoy, Chekhov, Nabokov, Vygotsky 497, 641 <sup>2722,3063,3095,3549</sup>
Rutter, Michael 63, 331, 795, 806, 846, 858,
880, 885, 892–893, 946
,,
SAD: seasonal affective disorder 309, 266
separation anxiety disorder 877, 767
sadness, using appropriate vocabulary with
teens 25
safeguarding / child protection 469-476; see also abuse; sexual

abuse; emotional abuse; parents

(substitute)

abusive treatments 338

complaints 157, 687

confidentiality 245 cultural 469



**More Information** 

Index

difficult judgments 475, 677, 767	educational interventions 763	dealing with emergency cases 626
escalating 474, 939	normality and abnormality 12	letter-writing 625
finger tripod 167	suicidal patients 465	role in multidisciplinary teams 605–609
groupthink 677–678	school reports 110, 161, 187, 194, 383, 390,	setting up/maintaining learning systems
interviewing 55, 471	428, <b>432</b> ; <i>see also</i> teachers	795
nexus test <sup>3378</sup>	schizophrenia 890, 904, 905–906, 918; see	sectioning under Mental Health Act 449
quantitative thinking 441, 834, 835, 878	also psychosis	selection
relationship with parents 101, 474 removing children 774–775	diagnosing 16, <b>165</b> , 205–206, 418 early onset 657	case selection 685, 696 groups 870 <sup>3583</sup>
school nonattendance 767	problems of diagnosing 96, 98, 171, 186,	job selection 502, 596
Social Services 775, 776	220–221, 222, 228 <sup>3306</sup>	multilevel 869 3583
thresholds, abuse 475	prodrome 291, 302, 388, 831	of medical students 821, 923
training 251	treatment 345, 358, 367, 380, 382, 395,	selecting a treatment 295–296, 310–315,
vignettes 132, 157, 474, 677–678, 705,	653	333–334
774,775,779	vignette 772	selection of ideas 30, 31, 164, 674 <sup>2042</sup>
safety nets, prevention of risk 280,724	science; see also genetics; economics;	selective hearing 203, 233, 553
saints 699; see also gaming	evolution; sociology; computers;	selective schools 161, 763
salami slicing 749; see also cuts in funding	diagnoses; dynamics; game theory;	selectionism 867–868; see also
Sandberg, Sheryl 521	psychologists; research; statistics;	convergence, evolution; philosophy
satisficing 437–438	Crick; Darwin; Feynman; Haldane;	(evolutionary epistemology)
scaffolding, educational interventions 765	Hamming; Killeen; Lamarck;	competition 870–871
scales, general	Medawar; Pauling; Rose; Watson	complexity 872
dead man rule 47	future research directions 855	cooperation 871
limitations 48	gold-dust studies 306–309	evolving our job content 509
malingering 763, 772	interdisciplinarity 838–841	evolving the way we work 843
risk assessment 442, 463	paradoxes in science 563, 883	flexibility levels 869, 872
treatment goals 127–128	parallels between nature and CAMHS	innovation 872
visual analogue (Likert) 24, 56, 137, 187,	872	learning from nature 872–873
scales, specific 13, 47; see questionnaires	processes of science 31, 203, 849–856, 883, 892	nature-CAMHS parallels 868 piecewise evolution of a service 640, 847
ADHD-RS (ADHD Rating Scale) 51,	relationship to clinical work 28–33, 850,	river of life diagram 870
343, 383, 734	858, 866	selfish genes 869–870
attachment 138	using evidence 28	spandrels 869
cognitive ability 836	Scott Fitzgerald, F. 370	spatial scales 869
Conners 47	screening 49, 833; see also questionnaires,	timescales 869
depression 15, 638, 885	mental age	selective mutism 132-133, 183, 428
impulsiveness 8	ADHD 47, 95	selective serotonin reuptake inhibitors see
IQ tests 771–772	autism 50, 833, <b>878</b>	SSRIs
Paddington Complexity 389-525, 703	depression 833	self-actualisation, career development 511
psychosis 382	for main diagnostic groups, see SDQ	self-biting 61, 83-84, 167, 330, 337, 376
Savry 450	for main sections of history 81, 428	self-disclosure, pros and cons 106
self-esteem 460–461	metabolic screen 401	self-entertainment 96, 161, 225, 367
social 8, 141	screening questionnaires 49, 133 <sup>2069</sup>	self-esteem of patients, ways of increasing
more scales <sup>2069</sup>	screening questions 430	560–561
scapegoating, family therapy 359	smokescreen 698–699	self-fulfilling prophecies, educational 762
scatter diagrams, seven basic tools of	sculpting in the session 24	self-harm 456; see also overdoses; suicide
quality 632	SDQ see Strengths and Difficulties	agitation 153
scattergun investigations 305, 332	Questionnaire	black-and-white thinking 463–464
scepticism, need for	seasons 631, 937, 941 autumn 516	clinical responses to address 463 cutting 458–459
keeping up to date 803, 807 RCT results 31–32		depersonalisation 459
Schiller, Friedrich 15	ice ages 937 spring 314	epidemiology and risk assessment 457
schizophrenia; see also psychosis	summer 264, 765	future predictions 34
diagnostic thresholds 735	winter 309, 674–675	history taking 456–457
naming symptoms/putting things into	second opinions 780, 784	pharmacological dissection approach
words 219	appropriate situations for 781	418
negative expressed emotion 358	deciding who to refer to 782	preventive interventions 833
stigma 220-221	giving/providing tactfully 782-783	reasons for 458
schlimmbesserung 254	informal 781–782	short-term vs long-term management of
Schön, Donald 208, 553, 625, 838, 880,	letter-writing strategies 781, 782-784	risks 463
893,949	practical vs fastidious approaches 783	selfish genes 869-870
school refusal; see also educational	private practitioner/state sector 593	self-management techniques 354
interventions	receiving a contradictory opinion 784	self-organisation 711–712
bullying 482	referral types 780–781	self-ratings, behaviour management 342
child protection 767	secretarial staff	self-referral, teenagers 23
complex/difficult formulations 196	cuts 646, 649	self-regulation, therapist 61



### Index

self-serving bias, cognitive heuristics	"should" 340, 439, 440, 819	smells see body odour
536–537	definitions 439	smiles
semantic fluency, screening for 762	vs behaviour management techniques	in mistakes 275
semi-structured interviewing systems 81	340	in persuasion 257
senior clinicians/seniority	shouting 349; see also punishment	on the phone 786
paradoxes of 517	SIB (self-injurious behaviour) see	rebounds 191–192, 513, 535
role in multidisciplinary teams 602	self-harm	smileys in motivation 270, 617, 621, 668
sensitive topics 4, 54–56	siblings	subtle 346 too much 25
See also genograms interpreting answers to questions 76–77	behaviour management interventions for 352	smileys 617
multidisciplinary teams 600	rivalry 120	Smith, Adam 633–634, 747, 842
teenagers 26–27	sick roles	smooth talking, disagreements with parents
treating friends/colleagues/family	as adaptive/maladaptive behaviours 15	143–144
members 107	benefits of sick role 219	sociability training 345
sensory processing disorder, value of	psychogenic symptoms 485, 494	social class 596, 835–836
diagnosis 139	side-effects of medication 411	social environments, influencing colleagues
separated parents see divorced/separated	antipsychotic medication 415-416	668
parents	benzodiazepines 416	social heuristics 541
serious incidents (SIs) 277, 279–280, 453,	communication of risk 70	social interventions 317, 467–468
629, 685, 796	explaining to parents 411–412	social loafing, efficient team functioning 675
Goodhart's law 697	future predictions 34	social services, interventions/
Power Law 288–289	learning and updating knowledge 379	involvement 773
prevention 281–282, 796, 862	misconceptions 134	abuse 474, 475
serotonin 407, 409, 418; see also SSRIs	polypharmacy 390	cooperation with NDTs 653
sertraline, and suicide 419, 466	questionnaires 49 rare side-effects 412	ethical conflicts 774
service provision; see also standards of care	risks vs benefits 303	inter-agency working 773–774 multidisciplinary teams <b>598</b>
levels 743–744	stimulant medication 412–414, 415	natural tensions 777
organisational ethics of 580	side-effects of talking therapies 364, 411	professional responsibility 779
strategy 318	silly habits, normality and abnormality 15	taking children into care 774–775
sessions see interviewing; meetings	Silver, Nate 880 <sup>2046,2732</sup>	societal risk prevention policies 284
seven habits of highly effective people 516	similarity bias, cognitive heuristics 538	socioeconomic background 596, 835-836
severity of illness, talking treatments vs	simile, definition 182	sociology; see also altruism; autonomy;
medication 306	Simon, Paul 556	colleagues; competition; conflict;
sexual abuse 164, 370, 467-468, 472; see	simplification 523-524	co-working; criminality; culture;
abuse	appropriate uses of dishonesty 568	divorce; duty; groups; hierarchy;
culture-specific abuse 469	pros and cons 527	inequality; influence; kindness;
subsequent effects 472, 485	single-cause fallacy 539	manipulation; Milgram; networks;
sexual reproduction 472, 485, 674, 870, 872,	Simpson's paradox 563	obedience; organisational; parents;
874 <sup>3181</sup>	simulations, clinical advances 862–863	partnership; politics; prison; rational
sexual selection, nature-CAMHS parallels	simultaneous treatments, orchestrating	herding; regulation; rent-seeking;
871–872  sexuality; see also gender identity;	304–305; <i>see also</i> comorbidities; polypharmacy	relationships; rules; stigma; theory of mind; trust
menstrual cycle; puberty	Singapore see Lee Kuan Yew	bubbles 908
confidentiality 245	single-cause fallacy 539	conformity 676–677
Freud's view 360	single-issue minorities 669	Dunbar number 716–717
funders' / voters' views 739, 744	single-purpose clinics 636–637	evolution 869–870, 871
illusory <sup>2072</sup>	skill development, stages of 518; see also	gaming 697
LGBT 27	continuing professional development	gridlock of complexity 911
of clinicians 272	slack in the system, 627, 734, 749, 751	groupthink 676
parents' views 374	sleeper effects	incumbents 875, 883
and religion 27	accepting gifts from drug companies	leadership 610
suicide attempts 460–461	dose adjustment topics 398	rigidity 872
talking about 25, 27 <sup>2004</sup>	sleep 112, 331, 333, 334–336	sclerosis <sup>2694</sup>
touch 105	bedtime advice 335	single-issue minorities 669
vignettes 27, 232–233, 370, 473	medications 335–336	social loafing 675
Shakespeare, William 175, 367, 556 <sup>2147,2782,3180</sup>	medicine-based psychiatry 421	systems thinking 625
	normal variation 334	Socrates 253, 803 Socratic questioning 359, 819
shared decision-making see decision-	relationship management 356	software 843–844
making shared understanding, clinical relationships	temporary interventions 333 vignettes 421, 778	implementing 844–845
105	sleepwalking, normality and abnormality	picture handling 844
Shaw, George Bernard 508	16	soiling, management 343
shepherding techniques 257	small man syndrome 704	sorry 59, 122, 124, 143–144, 157, 279, 688
shih 318–319, 904; see also opportunistic	small talk/chat 67, 74, 299, 602	space of free movement 615
vignette 705	SMART (specific, measurable, achievable,	spandrels, nature-CAMHS parallels 869
Shipman, Harold <sup>2979,3463</sup>	realistic, with a timeframe) goals 622	spatial scales, nature-CAMHS parallels 869



Index

special educational needs see educational	Yerkes-Dodson curve/stress levels 623	stealing 15, 366, 370; see also honesty/
interventions	standards of care 422, 427, 433; see also	dishonesty
special interests, children and teenagers	guidelines; rationing	vignettes 366, 566
19, 26	adjusting to fit resources 427	Steinberg, Derek 231, 235, 517, 880, 897
special schools 770–771	broad standards set by QNCC 742	Steinberg, Saul <sup>2158,2193</sup> ; style: 117, 142, 171
terminology/use of language 770	and caseload 717–718	stereotype threat 367–368
specialism/specialists 210, 549–550; see also paediatrics; super-	clinical practice 428 clinician views 423, 426	Stickler syndrome 211 stigma 23, 91–92, 126, 134, 140, 149, 188,
specialist; sexuality; epilepsy;	cost-cutting vs quality 860	220–221, 228, <b>446</b> , 554, 583, 634–635
neurodevelopmental team	costs/downsides of quality care 422–423,	762, 767
catchment 211	433–434	associative 220–221
curse of expertise 553-555	deploying limited resources 433	conduct disorder 137
downside 586, 637, 770, 782, 810	detailed table 428	hospital admission 446
drug abuse 260	diverse views 435-436	teenagers 23, 24
eating disorders	general discussion of standard-setting	what children want from healthcare 126
forensic 284	437–438	stimulants 377, 418–419; see also
hierarchy 214, 216, 228	good-enough care 433–434	methylphenidate; dexamfetamine;
hurdles to referral 739, 743	information collection 427, 428	caffeine; adrenaline; ADHD
ID 701	institutional 735	for aggression 451
ID inpatient 380 information spread 938	keeping up to date 804 length of sessions <i>427</i>	in autism 852–853 cognitive effects 92, 404, 419, 771
learning from 721	lowering your standards 433–438	ethics 575–576, 583–584, 693
over-specialist 110–111	luxury items 436–437	high dose 124
pros and cons 549–550	measures 424	limitations 768
second opinions 780–784	minimum acceptable standards 435	long-term 337
single issue minority 669, 741, 840-841	need for hospital admission 445	paradox 394, 557
upside 212, 588, 662, 781, 866	organisations' views 423-424	in rats 415
vision 743	quality vs quantity 422-423, 497	relationship to ADHD diagnosis 200,
your team 601, 621	reasons for lowering standards 433–434	218
spectrum 250	risk events 275	side-effects 135, 264, 282, 412–414, 468,
speech and language therapy (SLT) 186,	satisficing 437–438	772
214, 372, 654–655, 920	in specific situations 434	titration 408–409 two forms simultaneously 305, 389, 391
speech, in Mental State Examination 57–58	standards slipping 551 standards too high	with anti-epileptics 390
sphygmomanometers 41, 91	varying standards to suit the situation	with anti-phophics 394
splitting; see also divorce	505–506	stories 370–371
dissociation 490	ways to improve 424-426	alternatives to whistleblowing 585
of a diagnostic concept 184, 529-530	Stanford Prison Experiment 677	dodo bird conjecture 361
of a group 133, 465, 561-562, 680, 759,	Star Trek 813, 914, 938	editing 256
775, 795, 898	starvation 6; see also eating and feeding	reinforcement of ideas 371
of heart sounds 887	disorders	trauma interventions 480
parental alienation 115	states, changing	strategic diagnoses, strategic diagnoses
psychic 898–899	defining/recognising abnormality 6, 7	735
splitting the difference 270	and traits 323	strategy and tactics 316–322, 613; see also
spreadsheets 893 Squiggle Game 54, 105	statistics; see also quantitative data; Bayes; NNT (number needed to treat), forced	Clausewitz; coping strategies; game theory; career; goals
SSRIs; see also antidepressants; fluoxetine;	choice, qualitative	balancing short-term & long-term effec
sertraline	autism screening 878	778
for anxiety 32	available statistics 703	military model of team 820
and suicide 466	base rates 876	politics and war 318-319
timecourse of medication effects 409	causality 163, 165-166	risk-management strategies 279–286
stable states 321 <sup>2871</sup>	communication to patients/parents 69-70	solving wicked problems 524-525
staff/staffing	copper 209	strategic diagnoses 735
neurodevelopmental teams 654–655,	depression 49	strategic second opinions 781
659, 660	discussing probabilities 69	strategies with difficult patients 158
protection from upsetting situations	hallucination 16	strategy in family therapy 359
quality of 599	misleading graphs 404, 455	teaching strategies to patients 463 team self-protection strategies 682
and treatment quality 426 staff motivation 619	normality and abnormality 16–17 percentages 23–24, 267–269, 423	Strengths and Difficulties Questionnaire
clinician self-motivation 508, 644	Power Law 288–289	(SDQ) 49, 50 <sup>2067,2069</sup>
demotivators 623–624	self-harm risk-assessment 457	stress; see also burnout
extrinsic/intrinsic reward systems	staff monitoring 621	length of sessions 427
619–621	suicide attempts 460–461	and overwork 751
financial incentives 622-623	thinking statistically 160	self-monitoring 753-754
meaningfulness of goals 620-621, 622	two-way tables 878	using appropriate vocabulary with teens
relationship building 621	unpopularity with patients/parents 127	25
statistics 621	violence 454	Yerkes-Dodson curve 623



#### Index

stroppy, as good word to use 253
Structured Assessment for Violence Risk in
Youth (SAVRY) 450-451
structured interviews 81
stuck states 321; see also dynamics of
treatments
students see trainee clinicians
Sturgeon's Law 805
subjective measures, numbers game 695
subjectivity in diagnosis 220; see also
intuition
subservience, disagreements with parents
150
subsidiarity 616
substance abuse 104, 135, 259, 260, 272,
345, 363, 431, <b>446</b> , 461, 552, 833,
847, 891; see also alcohol; cannabis;
cocaine
motivational interviewing 257
substitution heuristic 537
sudden infant death syndrome (SIDS) 212
sugar see diabetes; glucose
suicide 273, 456–468
black-and-white thinking 463–464
discharge from hospital 465 history taking 456–457
medical insurance company case report
464
multiple 212, 276
prediction 460–461
preventive interventions 463–464, 833
risk by age and sex 272
risk reduction/prevention 461–463,
462
ROC diagram 285
side-effects of SSRIs 296, 419, 466
when patients die 468
SUIs (serious untoward incidents) see
serious incidents
sunk cost fallacy 535
in long projects 884
in therapies 330, 541, 668, 675
Sun Tzu 318–319, 666, 668, 680, 705
paraphrased 268
superficial approaches see deep vs
superficial approaches
SURF+C acronym, staff monitoring 617
surprises see contradictions, discrepancies,
and surprises swallowing, medications 377–378
Swiss cheese model of safety checks 281
symbiosis 595, 716, 939
symbolism, in psychogenic symptoms 485;
see also metaphors
symptom substitution 530
syndrome; see also Tourette
chromosome inversion 467-468
Down 134, 253
Lesch-Nyhan 211, 218
Prader-Willi 32, 167, 211, 398-399, 544,
657
rare syndromes 208, 211, 212, 657
Stevens-Johnson 390
Stickler 211
synergistic effects of medication 394
synergistic effects of teamwork 516

```
systematic desensitisation, effect sizes 296
systematic reviews 30
systems thinking 625
  checklists 627
  ecosystems 631
  emergency cases 626-627
  ensuring things get done 627-628
  individualised care paths 630-631
  letter-writing 625
  pilot schemes 630
  prioritising 626
  quasi-organisation 628-629
  resource allocation 626
  seven basic tools of quality 632
  teaching trainees 626
  workarounds 629
Szasz, Thomas 586, 807 2722
tact see diplomacy
tactics 316; see also strategy
Taleb, Nassim 290
talking therapies 360; see also cognitive
     behavioural therapy; psychodynamic
     therapy
  combination therapies 306
  dodo bird conjecture 361
  heuristics 360
  introducing therapies 360-361
  long-term/persistent benefits 362
  side-effects 364
  vs medication 305, 306-309, 308
talking with children 19, 20-21, 53
  children who won't interact 60
  drawings 56-57
  engagement, maintaining 56
  getting children to talk 53-56
  parental interruptions 56
  sensitive topics 54–56
  small children 53
  topics to cover 55
talking with parents 117
  abuse 473
  angry condemnation of the child 121
  answering questions for the child 120
  being cross with clients 121-122
  being rude to clients 122
  breaking bad news 120
  communication styles 117-118
  criticising parents 120
  engagement, maintaining 119
  expectations and concerns 119-120
  furniture provision/placement 118
  starting the conversation 118-119
  tearfulness 119
talking with teenagers 23-26
tantrums, interventions 352
targets 694-695; see also Goodhart's law
  behaviour management interventions
     340-344
  leadership 612
  making targets achievable 342-344,
     350-351
  negative/secondary effects 696
```

responses to 699; see also gaming

efficiency 713

task-switching, avoiding in name of

```
taxonomy 17, 182-183, 798, 868-869, 889,
Taylor, Eric 561, 587, 759, 806 2043,2753
Teach Your Garden to Weed Itself, game
     theory 693
teacher-rated dosage trials 408-409
teachers, as sources of information 342,
teaching; see also trainee; 90% rule;
     education; tutors; learning
  confidentiality 237-238
  headteachers 612
  schoolteachers 40, 51, 110, 184-185,
     296, 314, 342, 383, 390, 393, 408-409,
     428, 761
  teachers as sources of information 194
  teaching medical students see trainees,
     medical students
team functioning, efficient 670
  case discussions 671-673
  co-working 674-675
  discharge of patients 675, 676
  handovers 671
  heuristics 670
  leadership 614
  meetings 671
  multidisciplinary teams 670
  social loafing 675
tearfulness, parents 119
teasing at school 469, 482, 483; see also
    bullying
teenagers 22
  behaviour management interventions
     345, 346
  confidentiality 245
  conscientiousness 22
  difficult topics 26-27
  engagement, maintaining 26
  initial interviews 40, 41, 44, 46
  meeting expectations of therapist 25
  Mental State Examination 57-58
  naming feelings/putting things into
     words 24
  normal variation 27
  sexuality and gender identity 26, 27
  showing respect for 23
  talking with 23-26
  using appropriate vocabulary 24-25
  what they want from CAMHS 23
telephones see phone calls
templates, letter/report-writing 240
tension: see also stress
  between ways of thinking 761
  natural tension between services 777
termination of therapy
  disagreements with parents 152
  rudeness and aggression/anger 159
terrorism 261, 288-289, 374, 504, 669
tests 88; see also ADOS; blood tests; digit
     span; drawings, exams; IQ; scales;
     screening; SDQ
  arranging tests 88
  blood tests 93
  disguised tests 88
  dynamic testing 93
```



More Information

Index

false positives/false negatives 93-96 general vs specific tests 88-89 interpretation of results 91-93, 92 and intuition 544 obtaining results 91 textbooks, recommended 880 thalassaemia, learning about children's experiences 19-20 Thaler, Richard 277 Thatcher, Margaret 334, 440, 732 theory of mind 20, 97-99, 175 theatre, genres of human experience therapeutic relationship see relationships (clinical) therapies see treatments and see specific therapies by name thinking methods; see also black-andwhite thinking; cognitive-behavioural therapy; heuristics; ideas; systems thinking; statistics changing ideas 370 complex/difficult formulations 198 contorted thinking 134, 150, 213, 249-250 238 end of big theories 858 ethical thinking 570 patient-centred thinking 228 preparation for thinking 80 presenting the formulation 229-230 sloppy thinking 171, 294, 535, 735 ways of thinking 516 Thoreau, Henry David 2001,3544 threats 349; see also punishment influencing patients and parents 261 violence 451 thresholds 732 for accepting referrals 732 ADHD 734 adjustments to criteria 734-736

diagnostic 732-733 effect of motivations 735 effect on research 850 subthreshold conditions 733 threshold effect 7, 31, 693, 733 treatments/interventions 733-734 thyroid 111, 400, 457 tics, see also Tourette assessment 337 books and websites 807-808 causes 378-379, 412, 566 comorbidity 389-390 medicalisation 230, 502 thresholds 716, 729 treatment 333, 342, 397, 420-421, 558, 566, 657, 765 tiers/tiered-systems

boundaries of service 745

four-tier CAMHS framework 638 neurodevelopmental teams 657 time-out punishments 349, 350 timecharts, seven basic tools of quality 632 timecourse of illness 187-188, 189-190 long-term and short-term effects 190 one problem leading to another 189-190

therapies tied to life stages 312 two-stage formulations 189 watchful waiting 302

timelines, of medication effects 400 antipsychotics 400-402, 401 anxiolytics 409 atomoxetine 403, 403 dose reduction 386 methylphenidate 404, 406 slow-release stimulants 404-406

timescales/timing of interventions developmental trajectories 337 duration between sessions 506 frequency of sessions 506 nature-CAMHS parallels 869 session length 427, 506 within-session 506 Timimi, Sami 103, 586 titration, dosage 168, 394, 416, 420,

43026 Tocqueville, Alexis de 594 to-do lists 798

Tolstoy, Leo 10, 229, 8103342,3364 Anna Karenina 641, 893, 895<sup>2294</sup> tomboys 16; see also gender identity toolboxes

behaviour management 339-354

for depression 295 for persuading 262 interventions in a causal network 192 parents' 228-229 PPPP interventions 180 relationship management 355-359 tools for influencing 255

## tools for thought

creativity pumps 218 heuristics 918 intuition pumps 525 quiver 892-893 Swiss Army knife 822

### top-down control aligning with power 664

touch, in clinical relationships 43, 105, 356, 743; see also handshakes Tourette syndrome 14, 376 2622; see also tics toy provision 41 TRAAY (Treatment Recommendations for the use of Antipsychotics for Aggressive Youth) 452 trade-offs see balance traditional medicine 332; see also complementary therapies traffic light system 252, 653, 748, 836 tragedy of the commons 675, 693 trainees 818

health management systems 641-642

benefits for teacher 821 curse of expertise 554-555 flexibility of approach 829 goals achieved 826-827 individual differences in trainees 820-821 intuition 545 order of learning 822-823 providing feedback 827-828 sample syllabus 825-826

stages in skill development 518 supervision 821-822 systems thinking 626 task allocation 820 teaching styles 818-819 trainee workloads 820 trainees in difficulty 828-829 transitions between juniors 824 use of words 251 vignettes 151-152, 244, 448, 471, 618, 704, 823–824

traits; see also personality and states 323 use of word 250 transformational leadership 610 transparency, multidisciplinary team members 600

trauma 477; see also abuse; post-traumatic stress disorder Complex / Type II 480 interventions 480-481

psychological sequelae 478-480 treatment failures; see also noncompliance

with medication behavioural programmes 326 causes of inadequate responses to treatments 325 confusing behaviours 330 definitions 324

detecting/recognising 323 escalating the assessment 330 history taking 324 information collection, from multiple sources 324

logjams 329 parental roles in 324 partial failures 324-325 repeated failures 328-329 trying new approaches 325 unhelpable problems 330

#### treatment, general information; see contents for full breakdown of volume 2

Band-Aids/temporary interventions 332-333 basic/easy treatments 331 bootstrapping 332 broad approaches 293-294

button-pushing 296 cumulative interventions 332 effect sizes 296-297

informed consent 299-300

encouraging rational-thinking in parents 299 ineffective interventions 336

menu of options 300-301 involving children/parents 64, 65, 297-298 knight's move treatments 297 long-term treatments 337 orchestrating 293, 294, 300-301 packages of treatment 333-334 priority listing 296

providing quality 426 refusal 301; see also noncompliance with medication



### Index

treatment, general information (cont.)	twin studies	diagnostic 31, 172
scattergun interventions 332	different reactions of siblings to	ecological validity 344
simultaneous treatments 304–305	parenting 112	face validity 333, 373, 514, 744, 896
six basic interventions 331	normality and abnormality 13–14	illusion of validity 514, 546, 553–554
small/surface interventions 331–332	two-stage formulations 189	illusions of 546
stimulant medication 337	typing in the session 41, 105	of clinical judgment 205, 678
treating friends/colleagues/family	typing skills, letter-writing 240	of DSM 137, 172, 223, 852
members 107	typing skins, ictici-writing 240	of meta-analyses 30
treatment selection 295–296	umbrella diagnoses 184: see also lumping	
	umbrella diagnoses 184; see also lumping-	of opposed views 678, 858
unconventional therapies 337–338	splitting	of peer feedback 699
use of drawings 299	uncertainty see certainty and uncertainty	of questionnaires 49–50, 141, 772 of RCTs 31
watchful waiting 301–302	unconscious mind see consciousness	
treatment plans	undiagnosing (removing diagnosis)	validation by treatment 384–385,
bipolar affective disorder 313–314	213	418 <sup>2318</sup>
emotional cases 312	by predecessors in the job 217	values/value systems 570–571; see also
multi-stage planning 313	communication skills 215	ethics
order of interventions 312	correcting one's own diagnoses 217	conflicting 571
predictions of responsiveness 34	correcting other people's diagnoses 217	hierarchy 571, 581, 582
response as confirmation of diagnosis 218	overturning multi-clinician assessments	influencing other's values 577
sequenced 310-311, 312	216	mentors 520
switching medications 313	replacement diagnoses 215	normality and abnormality 9
therapies tied to life stages 312	resistance to losing diagnosis 213-214	randomised controlled trials 32
trees	tact with colleagues, parents, and	VEER acronym (validate, educate,
competing for light 871	patients 214	empathise, and rehabilitate),
probability trees 454	taking a humble stance 213	psychogenic symptoms 494
supporting others 519	unexplained unavailability heuristic 699	Venice 175, 749, 914
taproot 839, 944	unintended consequences, treatments 29	venlafaxine 32
taxonomic problem 869	United Kingdom; see also General Medical	vested interests see also self-serving bias;
and their parasites 939	Council; NICE; QNCC; National	cognitive heuristics
woods 108, 428	Health Service	mentors 520
triage 263		pharmaceutical companies 586
	English idiosyncrasies 214, 760, 797, 810 <sup>3382,3546</sup>	
problems with 730		vicious cycles
as quick check/brief first contact 729	English language 595, 772, 939	clinical futile cycles 668
targeting helpability <b>729</b>	neurodevelopmental teams 651	dynamical formulations 191
targeting severity 728–729	rationing of care 739	escalation of anger 121
triangular questions 54, 55	United Nations declarations, ethics	pathological stabilisation 357
triangulation see also earshotting	571–572	self-defeating beliefs 369
exaggerations, parental 77	United States; see also New York; World	standards of care in inpatient units 449
for information reliability 428	Trade Center	violence 450; see also abuse
in persuasion 266	accents 57–58	avoiding medication 455
triggers	ADHD 5–6, 734	biting 399, 575, 656
ABC 340	army 174, 796	domestic 358, 470
anxiety 470	CAP provision 738	levels of prevention 450
bipolar affective disorder 314	diagnostic differences 140, 173, 220-221	management in clinic 453
social services 775	financial incentives 734, 741, 860	medication role 376, 451
violence 770, 453	internal variations 734, 738	medicine-based psychiatry 421
troubleshooting	law 300, 860 <sup>2694</sup>	neurodevelopmental teams 656
behaviour management interventions	leadership 611, 612	non-medical treatments 451
346	medication use 336	predictions 450-451
shaping 351	parenting 348	research limitations 455
TrueCrypt encryption program 843	rationing of care 739, 741	risk assessment 450–451
Trump, Donald 269, 457	vs rest of world 17, 173, 840	side-effects of medication 412
trust 564; see also honesty/dishonesty	space shuttle 289, 497 <sup>2129</sup>	threats 451
building in treatment plans 312	TANF program 921	timecourse of medication effects 401
clinical relationships 103–104	vs UK 5, 15, 734	TRAAY protocol 451, 452
methods of persuasion 264	unpaid work 594	vignette 141
truth see honesty/dishonesty; values/value	unreality feelings, using appropriate	virtual patients, simulations 863
systems	vocabulary 25	virtuous cycles 191–192
turbulence, regulating affective tone of		vivid ideas, cognitive heuristics 127, 286
interviews 60–61	vagueness	voices, hearing 6, 16, 58, 87, 165, 169,
Turk, Jeremy 219	listening skills 62, 63	772 2769
tutors 219, 321, 333, 765	redaction 245-246	voluntary work 594
ethics 589-590, 693, 938	use of words 250	Voltaire, 584 <sup>3384</sup>
90% rule 766	validation of feelings 156, 494	voting
psychomotricienne 89-90	validity	child protection vignettes 677-678, 705,
vignette 108, 161, 470	complex formulations 202	775



funders' /voters' views 739, 744

Cambridge University Press & Assessment 978-1-108-72056-4 — The Art of Child and Adolescent Psychiatry Jonathan Williams , Peter Hill Index More Information

Index

futuristic 846, 847 large reports 216, 243 single issue minorities 669 team discussions 672 Vygotsky, Lev see zone of proximal development waiting lists 727 Choice and Partnership Approach 731 limiting referrals 727-728 rationing of care 740-741 reducing waiting times 728 walking conversations, with teenagers 24 wastefulness indicators 74 See also Pareto principle watchful waiting 301–302 Watson, James 708<sup>2777,3471</sup> websites, internet buying of medicines weeds 234, 750, 924; see also cannabis garden weeding itself 693 Larry 884 weight 6, 13, 41, 76, 189, 233, 257, 331, 431-432, 436, 677, 902, 911 high (obesity) 94, 150, 282, 345, 377, 389–390, 396, 416, 561, 831–837 low 109, 164, 199, 247, 337, 367, 369, 403, 413, 414, 762 normality and abnormality 6 physical examination 91 rapid loss 6 recent gain 457 side-effects of medication 416, 420 Weiss, Gaby 1 Wessely, Simon 14, 477, 923, 942 whales 351, 874 "what the hell" effect 435, 568, 887, 901, 921; see also race to the bottom whistleblowing 584-586 white lies 568-569; see also honesty/ dishonesty Whitehead, Alfred North 193, 8422002,2006,355 "why" questions 632 about past events 75 to children 56 repeated 129 sounding confrontational 76 in the team 673 to trainees 819 vs "how" 932-933 wicked problems 198 complexity 524-525

multidisciplinary teams 597

Wilde, Oscar 2332,292

Wilson, E.O. 496, 789-790, 850, 852, 871, 880, 883, 897 Wilson, Jacqueline 21 win-win thinking 516 windows of risk 292 Winnicott, Donald 57; see also Squiggle game winnowing complex/difficult formulations 200-201 data 194, 195 wisdom, developing 101, 129, 178, 512; see also expertise wisdom of the crowd 541 withdrawal of medication 221 Wittgenstein, Ludwig 5,248 Woolf, Virginia 10, 534<sup>2587,2893</sup> word fluency test 762 words 4, 247 avoiding jargon 229, 236, 237, 240 changing ideas 248-249 communication of statistics 69-70 educational words 251-252 effect on thinking 248-249 fun words 253-254 grading/intensity 249, 252 inexactitude 249-251 letter/report-writing 236-237 management-speak 644, 251 manipulative tactics 131 misunderstood by child 247, 366, 478 moral language 583 patients/consumers/customers 101 personal usage 185-186 presenting the formulation 229 psychogenic symptoms 486-487, 491 simple or fancy 51 special schools 770 talking to parents 117-118 teen words 24-25 unreasonable parental requests 129 vagueness, role of 250 words for prediction 69 words to avoid 220-221, 249 work-life balance 509 work-to-rule 645, 649 vignette 649 workarounds 629, 630 working diagnosis 221 working practices, solo 682 workarounds 629-630; see also gaming, cheating, coping strategies bureaucratic 722, 645 DSM 175, 735, 739 exam rules 95, 7633363 guidelines 444 legal3567 not using 860

solitary work 682 workload and overwork 646, 647, 716, 721, 751; see also burnout; coping methods; prioritising allocation of workload 703 building up a caseload 719 decision overload 752 deprioritising/dropping tasks establishing limits 716–718, 754 feeling pressurised into difficult decisions 774 information provision to patients 722-723 limiting referrals 727-728 not asking permission 722 private practice 719 and quality of treatment 717–718 ratchet systems 720 refusing in a pleasant manner 721-722 restricting what is on offer 722 self-monitoring 753-754 service-wide 728 stress overload 751 trainees 820 World Trade Center terrorist attacks 211-212, 291 destruction 612 preparedness 291 reasoning 211-212 worldwide expertise, accessing 847, 848 worms can of 703, 773 historical reasoning 891 hookworm 331 Stonehenge soil 3102,3423 worry 25, 253, 623; see also anxiety, OCD writing in the session, clinician 41, 105 writing style 238; see also letter/reportwriting writing therapy 481 WYSIATI (What You See Is All There Is)80, 164, 540 and intuition 547 presenting the case 672 simplification 524 Yalom, Irvin 515, 920 yellow flags 87 Yerkes-Dodson curve 623 Zhao, Ziyang 914 zombie effect 134, 369, 406 zombie run 611 zone of parental control 3962739 zone of proximal development 470, 766

zugzwang 254