

Fact sheet 10: Person-centred organisations

Supporting person-centred attributes in your healthcare organisation



A fact sheet for governing bodies

This fact sheet provides information about how you may support and foster person-centred care attributes in the context of your organisation.

To achieve great person-centred care, commitment across all areas of the organisation is needed – from the board, executive, senior managers, clinicians, volunteers and non-clinical workforce. Everyone has a role and responsibility to ensure care delivery is responsive, integrated, coordinated, safe and effective.

As a member of the governing body you have a key strategic role in leading, monitoring and ensuring organisational accountability for the delivery of person-centred care. Through your leadership, it is important to build a shared understanding with your workforce of the value in engaging and pursuing excellence in person-centred care, and to lead by example.

As part of the Australian Commission on Safety and Quality in Health Care’s work to support person-centred care delivery in Australia, a review was undertaken to identify the common key attributes shared by high-performing person-centred healthcare organisations.

Seven attributes were identified and collectively they provide an ideal organisational model for supporting consistent and excellent person-centred care (see **Figure 1**).

“Ultimately, it must be the Board and the leaders of provider organisations that take final and definitive responsibility for improvements, successful delivery, and equally failures in the quality of care”

Machell, Gough, Nayler et al. Putting Quality First in the Boardroom. The King’s Fund. 2010

Figure 1: Key attributes of high-performing person-centred healthcare organisations



These attributes are interrelated and mutually reinforcing. There is no definitive hierarchy and these attributes will manifest differently in every organisation.

Person-centred care is achieved through incremental change and requires long-term commitment across all the attributes and at all levels of the organisation.



How to support the key attributes in your organisation

As a member of the governing body, consider how you can work with your executive team, patients, community, clinicians and workforce to achieve excellence against the key attributes.

In considering the attributes, and how you can support and promote them in your organisation, consider your role and responsibilities in relation to the following:

- **Creating a shared vision**

There is a shared vision across the organisation of what great person-centred care means for your organisation. It is important to engage your patients, carers, families and your workforce in this process to ensure your vision is meaningful and valued.

What does our organisation want to achieve for, and with, every consumer, every time?

- **Translating the vision and showing commitment**

Everyone in the organisation knows the organisation's vision for person-centred care, the strategy describing how the organisation will deliver person-centred care, and their role and responsibilities for achieving the vision.

You and the board have an important role to play in clearly communicating this vision to all levels of the organisation, and showing your commitment to person-centred care. This can be achieved by dedicating time to patient stories at board meetings; prioritising person-centred care strategies; communicating outcomes of delivering person-centred care to the workforce; and talking to patients and the workforce about delivering person-centred care in the organisation.

How does the board show their commitment to person-centred care and engage with the executive, managers and workforce to implement person-centred care strategies?

Are there other ways in which person-centred care principles could be integrated into the everyday business of the organisation?

- **Ensuring accountability**

Everyone in the organisation, from the board through to the clinical and non-clinical workforce, is clear about expectations and their accountability for delivering person-centred care. For the board, this includes ensuring that the executive is accountable for pursuing consistent safe and high-quality care across the organisation.

How does the board satisfy itself that the organisation has a system that is working towards delivery of (or enabling delivery of) person-centred care?



- **Ensuring transparency**

Transparency includes being transparent about the organisation's performance through reporting impacts and outcomes; transparent about care by ensuring there are systems to support shared decision making and effective communication; and transparency when things go wrong by having an open disclosure framework and supporting patients, families and healthcare providers in these situations. Transparency across these areas is critical to ensure safety, quality and person-centredness.

How does the board assure itself that there are systems and processes in place to ensure there is transparency about the organisation's performance, care delivery, and acknowledgment and resolution of mistakes?

- **Continuously learning and improving**

There is a learning culture where information is shared and the workforce feels safe to raise concerns, empowered to identify solutions, open to learning, and effectively works together to continuously improve patient care, experience and outcomes. Everyone at all levels of the organisation identify trust, learning and accountability as part of the organisation's culture.

Does the board receive reliable and meaningful data and information on patient experience (positive and negative) and patient reported outcomes?

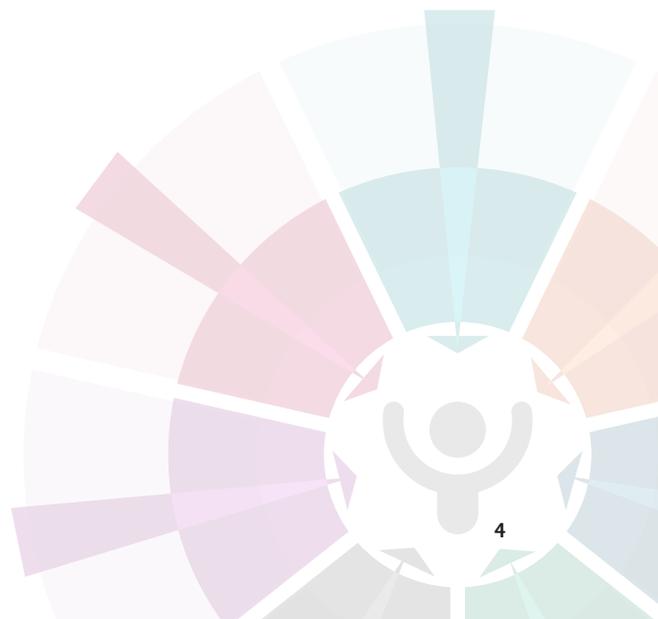
How does the board use this information to identify emerging issues, opportunities for improvement and to inform decision-making?

- **Providing a supportive and positive work environment**

The organisation has an environment that fosters workforce satisfaction and wellbeing. This includes creating opportunities to build workforce capabilities in person-centred care delivery; training for senior executives and managers to provide leadership on, and be champions of, person-centred care; and regularly monitoring and improving the organisation's culture.¹⁻⁵

How does the board actively monitor organisational culture?

How does the board identify improvement opportunities and ensure that they are acted on?



Helpful resources

Fact sheets on each of the key attributes of high-performing person-centred care organisations and case studies: www.safetyandquality.gov.au/our-work/patient-and-consumer-centred-care

Resources to support the NSQHS Standards (in particular the Partnering with Consumers Standard www.safetyandquality.gov.au/our-work/assessment-to-the-nsqhs-standards/nsqhs-standards-second-edition)

National Model Clinical Governance Framework and fact sheets
www.safetyandquality.gov.au/wp-content/uploads/2017/12/National-Model-Clinical-Governance-Framework.pdf

www.safetyandquality.gov.au/publications/national-model-clinical-governance-framework-fact-sheets

Guide for governing bodies – using data and information to support safety and quality This is a companion guide for governing bodies implementing the National Safety and Quality Health Service Standards www.safetyandquality.gov.au

Open Disclosure resources including the Australian Open Disclosure Framework and resources for consumers, healthcare providers and health service managers
www.safetyandquality.gov.au/our-work/open-disclosure/the-open-disclosure-framework

Patient and Family Engaged Care – A Guiding Framework (US): A resource from the National Academy of Medicine
<https://nam.edu/harnessing-evidence-and-experience-to-change-culture-a-guiding-framework-for-patient-and-family-engaged-care>

References

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3. Balding C. Create a great quality system in six months. Melbourne: Qualityworks PL; 2013.
4. Leggat SG and Balding C. Bridging existing governance gaps: five evidence-based actions that boards can take to pursue high quality care. Australian Health Review; 2017. <https://doi.org/10.1071/AH17042>
5. Luxford K, Newell S. New South Wales mounts “patient based care” challenge. BMJ. 2015

