AUSTRALIAN COMMISSION ON SAFETY AND QUALITY IN HEALTH CARE



Fact sheet 1: Person-centred organisations

Achieving great person-centred care



A fact sheet for governing bodies and managers

This fact sheet provides information about the value of person-centred care, and the key attributes of healthcare organisations that deliver great person-centred care.

A review conducted by the Australian Commission on Safety and Quality in Health Care identified seven key attributes of high-performing person-centred healthcare organisations. The review involved an analysis of literature and site visits with eight Australian and international health services known for delivering great person-centred care.

This fact sheet describes the review findings, and is the first in a series of ten fact sheets on the attributes, and how they may be applied in practice to improve care.

What does great person-centred care look like?

Person-centred care is respectful of, and responsive to, the preferences, needs and values of patients and consumers.

Key dimensions include respect, emotional support, physical comfort, information and communication, continuity and transition, care coordination, access to care, and partnerships with patients, carers and family in the design and delivery of care.

The value of person-centred care

A person's care experience is influenced by the way they are treated as a person, and by the way they are treated for their condition. The ultimate goal of our health system is to deliver high-quality care that is safe, of value and to provide an ideal experience for patients, their carers and family.

Person-centred care is the foundation for achieving safe, high-quality care. Focusing on delivering person-centred care, and on doing it well, will enable healthcare organisations to be successful in achieving better outcomes for their patients; better experience for their patients and workforce; and better value care.



Figure 1 summaries the evidence on the value of person-centred care.

Figure 1: The value of person-centred care



✓ Improved patient satisfaction

experience

- ✓ Improved patient engagement
- ✓ Improved community perceptions of healthcare organisations



Better workforce experience and improved wellbeing

- ✓ Improved workforce satisfaction
- ✓ Improved workforce attitudes
- ✓ Less workforce turnover
- ✓ Reduced emotional stress for the healthcare workforce
- ✓ Improved workforce wellbeing



Better clinical outcomes, safety and quality

- ✓ Lower mortality
- ✓ Reduced readmissions
- Reduced length of stay
- ✓ Reduced healthcare acquired infections
- ✓ Improved treatment adherence



Better value care through lower costs of care

- ✓ Shorter length of stay
- ✓ Lower costs per case
- Better utilisation of low verses high cost workforce members
- ✓ Less workforce turnover

Supporting great care throughout the patient journey

Delivery of person-centred care is not just a one-off event, or the responsibility of one person. It is a whole of organisation approach, where everyone is working towards a shared goal of achieving high-quality care.

To be successful, a patient should experience great care at all stages of their healthcare journey. This involves considering the individual interactions between the workforce (clinical and non-clinical) and the patient, their carer and family; and the organisational systems and processes to support the workforce deliver person-centred care.

Consider what the ideal patient journey would look like in your organisation.

- Who are the people involved?
- What is their role, what are their responsibilities?
- How can the organisation support the workforce to pursue excellence in person-centred care, no matter where along the journey they may encounter the patient?

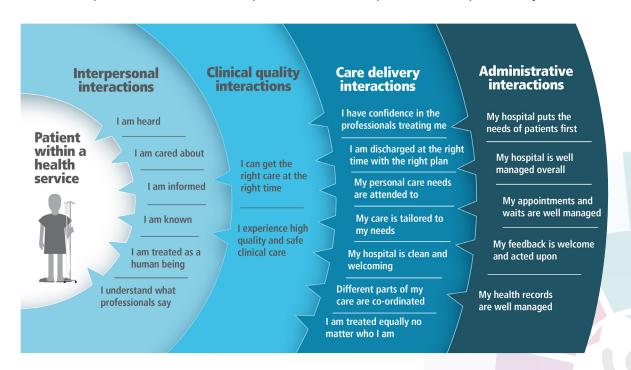
An example of a person-centred patient journey that considers the ideal patient experience is at **Figure 2**. An overview of the different interactions that can influence patient experience is at **Figure 3**.

Figure 2: Person-centred patient journey



Figure 3: Interactions that influence patient experience

These were derived from analysis of 16 focus group discussions with nearly 100 consumers all over Australia as part of the work to develop the Australian Hospital Patient Experience Question Set.



Key attributes supporting person-centred care

Seven key attributes common in high-performing person-centred healthcare organisations have been identified (see **Figure 4**). Collectively, the seven attributes provide an ideal organisational model for supporting consistent and excellent person-centred care.

Figure 4: Key attributes of high-performing person-centred healthcare organisations

Clear purpose, strategy and leadership

A commitment to exceptional personcentred care is clearly stated in the organisations purpose and strategy Great leadership drives exceptional person-centred care, with the support of champions across the organisation A person-centred strategy is articulated Comprehensive care delivery to the workforce and the community and • Patients are engaged as partners implemented across the organisation in their care • Goals of care guide clinical decisions and the patient journey • Diversity and equity are respected and supported Purpose, strategy & • Transparency is a core element leadership of safety and quality care People, Comprehensive capability & care delivery culture Measurement for improvement Measurement Governance • There is culture of learning and continuous improvement Measurement can be acted on to improve outcomes **Technology** and reflects what patients & the built **Partnerships** and communities value environment

People, capability and a personcentred culture

- An organisational culture for person-centred care is built and maintained through long-term systematic approach
- The capabilities of all members of the workforce are continually developed through formal and informal learning
- The organisation regularly monitors and is dedicated to support workforce satisfaction and wellbeing

Person-centred technology and built environment

- Person-centred design principles are applied to the built environment
- Healthcare organisations are pragmatic and innovative where resources are limited
- Technology must enhance patient experiences and outcomes, but also not be relied upon alone

Strong external partnerships

- Healthcare organisations have a comprehensive network of service partner and relationships
- There is a focus on seamless transitions and co ordination of care
- Healthcare organisations operate as leaders in the system improvement
- Community volunteers are recognised and supported as critical partners in enhancing the patient experience

Person-centred governance systems

- Consumers and the community are involved in governance at all levels
- Consumers are trained and supported to meaningfully contribute
- Organisational structures and models of care are designed around the person
- There are clear accountabilities at all levels – from the board to the clinician
- Financial, strategic and operational decisions and processes are person-centred

Fact sheets on each of the key attributes, the full report on the review and case studies are available at: www.safetyandquality.gov.au/our-work/patient-and-consumer-centred-care

