

Personhood and Human Flourishing



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Person-Centred Nursing

Theory and Practice

Brendan McCormack
& Tanya McCance

Practice Development in Nursing and Healthcare

SECOND EDITION

Edited by
Brendan McCormack | Kris Manley | Angie Titchen

Person-Centred Healthcare Research

Edited by
Brendan McCormack, Sandra van Osamen,
Hilte Eide, Kirsti Skovdahl and Tom Eide

WILEY Blackwell

SECOND EDITION

Person-Centred Practice in Nursing and Health Care

Theory and Practice

Edited by
Brendan McCormack
Tanya McCance

WILEY Blackwell

Practice Development Workbook

FOR NURSING, HEALTH AND SOCIAL CARE TEAMS

Jan Dewing | Brendan McCormack | Angie Titchen

WILEY Blackwell



I was working on the proof of one of my poems all the morning, and took out one comma. In the afternoon I put it back again. (Oscar Wilde)



TED^xUWS

x = independently organized TED event

[Brendan TEDx](#)

International Practice Development Journal

Online journal of FoNS in association with the IPDC (ISSN 2046-9292)



The Foundation of Nursing Studies, in conjunction with the International Community of Practice for Person-centredness, is delighted to publish this **special issue** of the International Practice Development Journal on **person-centredness**.

The papers in this timely issue explore a range of perspectives on person-centredness and represent an important contribution to the discussion from world renowned academics. Professor Gaby Jacobs of Fontys University of Applied Science, The Netherlands says *'each paper contributes a small piece to this puzzle of establishing and legitimising person-centred practice as an approach to creating high-quality and cost-effective care'*.

Editorial

The editorial is written by Jan Dewing, IPDJ Academic Editor

Guest Editorial

The currentness of person-centred practice

Gaby Jacobs, Professor and Head of Knowledge, School of People and Health Studies, Fontys University of Applied Science, Eindhoven, The Netherlands



HOME / BLOG / ABOUT

Home

Critical creativity is a paradigmatic synthesis in which the assumptions of critical social science are blended and balanced with, and attuned to, creative and ancient traditions and the natural world, for the purpose of human flourishing

(Titchen & McCormack, 2010)

SEARCH

RECENT POSTS

[A journey in paintings by Niamh Kinsella](#)

[Dancing with stones: Critical creativity as methodology for human flourishing](#)

[Dancing the mandala of mandalas: A group poem](#)

[Opening doors on creativity: Resources to awaken creative working by](#)

Follow ...

Editorial: Tell me, how do you define person-centredness?

The International Community of Practice for Person-centred Practice (PCP-ICoP) coordinated from Queen Margaret University, Edinburgh, recently wrote about the current state of person-centredness across several countries in the world (McCormack *et al.* 2015). In that publication, we highlighted a number of concerns, the existence of which are working against the advancement of person-centredness as a coherent theoretically informed and practice-embedded framework for nursing. We believe that a focus on

recurring in the literature are that person-centredness is working with what matters to the patient; it is about acknowledging the values, choices and preferences of patients, and it is about a certain type of nurse-patient relationship – always a compassionate one! Indeed, person-centredness does include all of these attributes; however, this is not the totality of person-centredness and, to advocate it, promotes an unhelpful simplification of the concept. There is a paradox here, as the oversimplification also misses the point that,

in how Karl Rogers is repeatedly proposed as the founder of person-centredness when the etymology of the concept predates Rogers, or Tom Kitwood's definition of personhood unquestioningly accepted as the underpinning framework in research and development work, without considering the implications of using that definition out of context. Sitting on the periphery, we can see a theoretical knot about concepts related to person-centredness and whether or not they fit under the umbrella of person-centred-

(Dewing & McCormack, 2017)

MRS. [unclear]

measure

EMPTY ??

NOT EVER AND NEED TO BE DETMD & CROSSED

PROTECT A DOOR MENTAL HEALTH

JUST WANTED TO BE LOVED

THE ARTISTRY & CREATIVITY OF KNOWLEDGE - THE RHYTHM, ~~MOVEMENT~~ & FLOW OF AUTHENTIC BEING.

HOW DO WE PUT EMPATHY IN?

WHAT WE DISCOVERED WAS THEY WANTED GENEROSITY.

WHAT WE FOUND WAS THE ALONE & LONELY PEOPLE NEVER GET THE HELP THEY NEED.



GREAT NOT TO BE ON HOLIDAY...

WE DID HAVE THIS GREAT IDEA ABOUT GETTING RID OF OUR DISSERTATION ... BUT NO...

YOU COULD CALL ME A METHODOLOGY SLUT

-
-
-

IT'S HARD FOR HEALTHCARE TO ALLOW US TO THINK OUTSIDE



ESP. RESEARCH FUNDING BODIES. NOT INTO CREATIVE METHODOLOGIES

How do we help it fit?



HOW CAN WE GET OTHERS TO SEE THE ~~OUTCOME~~ RIGOR?



SO WE MADE A FILM AND USED THIS AS OUR DATA



DIAGNOLOGICNE DATA A PROCESS WHICH IS USED ALOT IN FINLAND.



WE'VE DONE A BIT OF PATIENT NARRATIVE & WE'VE CHANGED THE WORLD! IT'S NOT ENOUGH THOUGH

HOW DO WE FLURISH



- BUT -

HOW DO WE GET PEOPLE'S VOICES HEARD?

THE HEALTHCARE PARADIM

WE KICKED OFF WITH OUR SHOWING WITH A DANCE

WE MANAGED GET A POLICY CHANGE



MINUTES

... AND ... WE INTERVIEWS

When you are
flourishing, what does
it look like and feel
like?

The need to “...study human experience from the ground up, from the point of interacting individuals who, together and alone, make and live histories that have been handed down to them from the ghosts of the past”

(Lincoln & Denzin, 2000)

“... the more one sees, the better one knows where to look ... if research is to progress tomorrow, it will be largely by localising the central zones, the sensitive zones which are ‘alive’, whose conquest will afford us an easy mastery of all the rest.”

(Pierre Teilhard de Chardin, 2008 *The Phenomenon of Man*)

Human flourishing occurs when we bound and frame naturally co-existing energies, when we embrace the known and yet to be known, when we embody contrasts and when we achieve stillness and harmony. When we flourish we give and receive loving kindness.

(McCormack & Titchen, 2015)





Interaction Ritual Chains

nurses and care workers need to be 'emotionally touched' by their everyday care experiences and the systems in which we practice need to be structured and managed in such a way that they enable the quality of such encounters to be maximised

(McCormack & Skatvedt, 2016)



The Importance of Personhood

- Personhood as five modes of 'being':
 - Being in place,
 - Being in relationship,
 - Being with self,
 - Being in social context
 - Being in time

(McCormack 2003; Dewing 2006)

Person-centredness



“Person-centredness is a mode of being established through the **formation and fostering of healthful relationships between all persons in context.** It is underpinned by values of respect for personhood, individual right to self determination, mutual respect and understanding. It is manifested in cultures of empowerment that foster continuous approaches to reflexive improvement”.

(adapted from McCormack & McCance 2017)

Changing Culture

We should be aware that cultural change is a transformational process; behaviour must be unlearned first before new behaviour can be learned in its place

(Schein 2010)

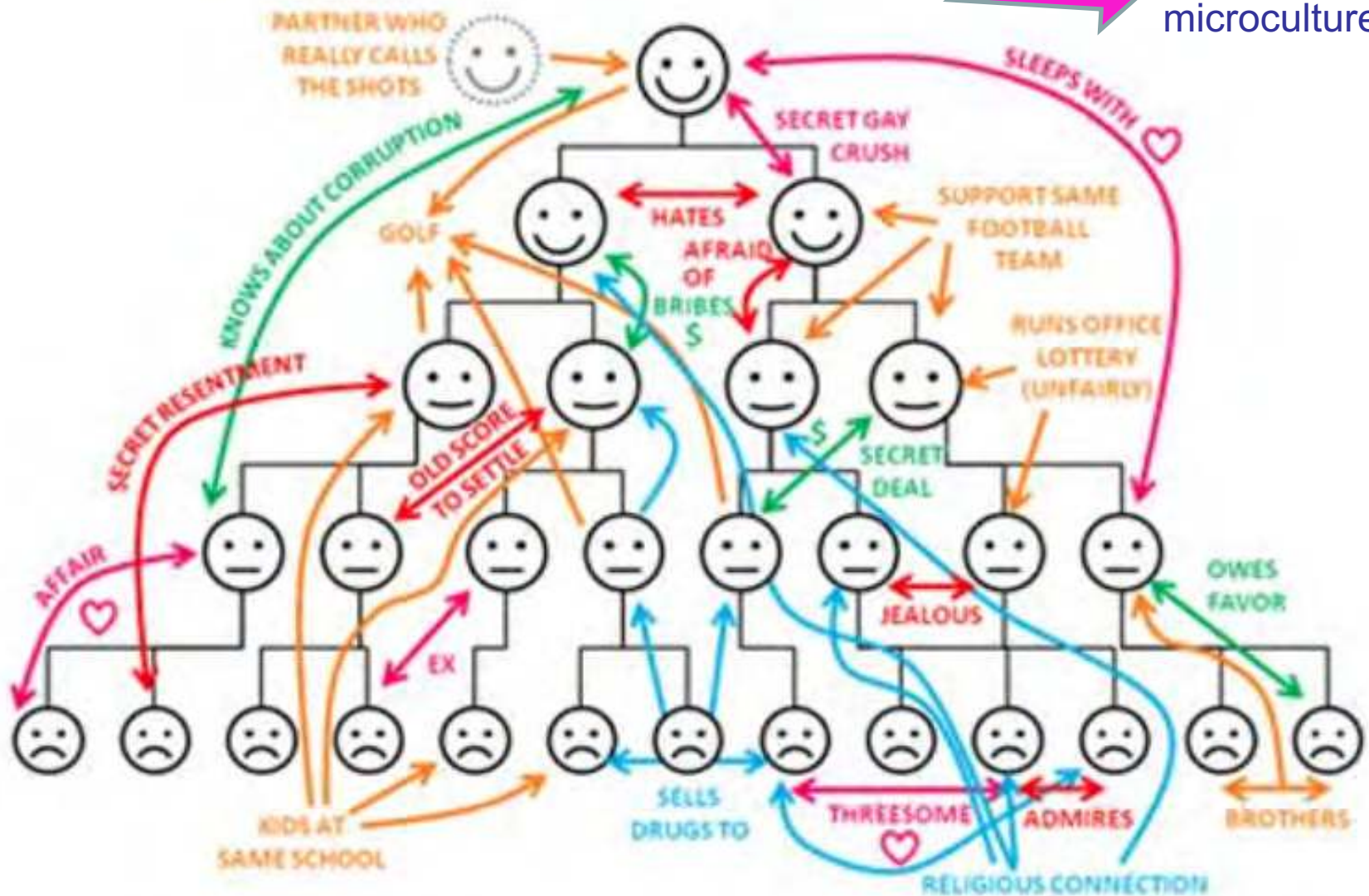


Organisational Considerations



REAL ORGANIZATION CHART

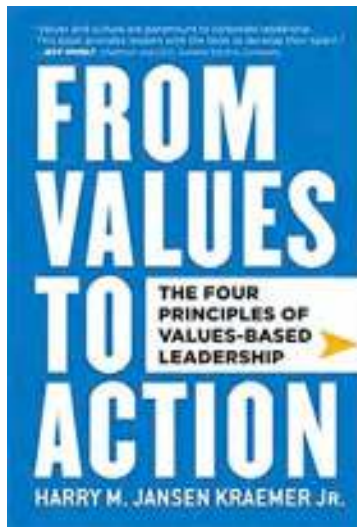
➔ The microculture



hello my name is...

Protected Mealtimes Review

Findings and Recommendations Report



the schwartz center
FOR COMPASSIONATE HEALTHCARE

Exploring patient, visitor and staff views on open visiting



Protected Mealtimes Review

Findings and Recommendations Report

- **Barriers to Implementation**
 - Ward rounds
 - Diagnostic tests
 - Visitors
 - Other healthcare professionals
 - Lack of “Board to Ward” level leadership
 - Lack of education and training of all staff groups

PSYCHOLOGICAL SAFETY



Insufficient support

Threat to working relationships
Lack of value
Lack of respect
Lack of support
Poor communication

Oppressive behaviours

Behaviours of staff in the unit
Multiple interruptions to nurses work
Vulnerability

Weak leadership

Power imbalance
Lack of autonomy
Leadership ability
Time constraints
Poor communication

Systems elements: structures, processes, patterns

(after McCormack, Manley & Walsh 2008)

Service Improvement		(Micro) Culture Development
Structures	Processes	Patterns (after Plsek, 2001)
<ul style="list-style-type: none"> • Organisation boundaries • Layout of equipment, facilities, departments • Roles, responsibilities • Teams, committees and working groups • Targets, goals 	<ul style="list-style-type: none"> • Patient journeys, care pathways • Supporting processes such as requesting, ordering, delivering, dispensing • Funding flows, recruitment of staff, procurement of equipment 	<ul style="list-style-type: none"> • Decision-making: from hierarchical & position-bound to rapid by experts. • Relationships: from draining of energy to generating energy for new ideas. • Conflict: from negative & destructive feedback to opportunities to embrace ideas. • Power use: from power over to power to enable. • Learning: from learning that is threatening and risky to the status quo to learning that is developmental in intent.
<div style="border: 1px solid black; padding: 10px; text-align: center;"> <p>Magnet Hospitals</p> <p>Patient Safety Programmes</p> <p>Service Redesign</p> <p>Quality Improvement Programmes</p> <p>Systems Change</p> </div>		

Reinventing Organizations (Laloux 2014)

Deep inside, we long for soulful workplaces, for authenticity, community, passion, and purpose

- Trust
- Autonomy
- Soulful Practices



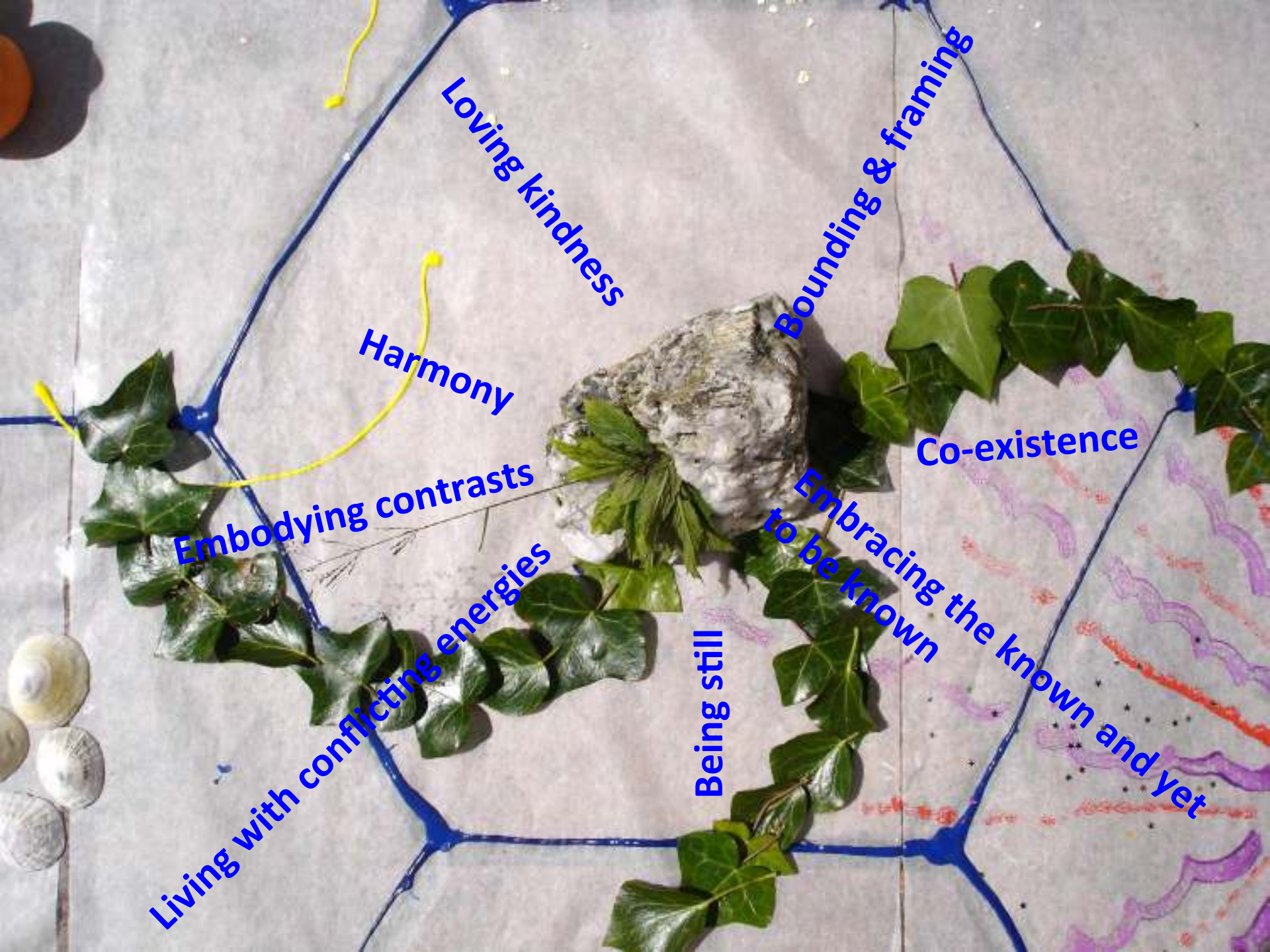
Person-centred Practice Framework



- Globally adopted
- Translated into 5 languages
- Underpinning strategy and policy frameworks
- Curriculum framework
- Theoretical framework in research
- Instrument development
 - PCPI-S
 - PCPI-SU
 - PCPI-ST
 - WCCAT
- Model development & testing

(McCormack & McCance 2017)





Loving kindness

Bounding & framing

Harmony

Co-existence

Embodying contrasts

Embracing the known and yet to be known

Living with conflicting energies

Being still

Embracing the known and yet

1. Bounding and framing

Rock, tall harsh and strong,
Bounding framing tunnelling focus,
Gentle new growth,
Delicate existence in the rocky landscape
Respecting the vastness of the total ecology,
Flooding with joy - suffusing every cell in my body,
Honeycombed cells connecting permeable membranes,
Inner world echoes outer.

Strength &
Gentleness

Being Strong
Background
&
Foreground



Energies

2. Co-existence

Tangled roots of life and love bursting energy
fragrance

Lily pond holding energies

Coexistence of beauty strength life and living

Clarity wind speaking
loving kindness

Wind music grasses
fuscias dancing

Ferns bright green holding
sun energy



CONNECTIVITY

3. Embracing the known and yet to be known

Sacred earth rooted
Hidden gems around each corner
Beauty unfolding with each new
step

*Connected
Relationships*

Engagement
*Living each
Moment*



Candles burning in protected space
Welcoming strangers into the known
Scented white smoke of beauty loving kindness
Growing into light reaching full potential

4. Living with conflicting energies

Moments of Crisis

Challenge as a Mental Jolt

The unexpected request from afar

Responding generously, appreciating its meaning

Re-entering the space, connecting and reconnecting

Managing feelings of being overwhelmed

Staying focused on the particular, the present, the here, the now

Re-entering the calm place for reconnecting

Holding strong, seeing meaning



5. Being still

Complementary
Spaces

Creating
Stillness



Respecting stillness, the quiet, the peace
The beauty of nature and what it creates
Spiralling vortex of shell sculpture
Imbuing meaning of the sacred, its connections with earth
Human flourishing bringing new meaning

*Clutter &
Busyness*

6. Embodying contrasts

White daisies dancing against blue sky.

Daisy faces uplifted towards the sun

Purity

Whiteness

Temple for honouring the space within

For giving, receiving, thanking and respecting

Flowers adorning

Acknowledging the beauty of place

Connections from afar

The Seemingly
Insignificant

**Appreciating
Contrasts**

Juxtapositions



7. Harmony

The spirits that hold us, the place that is
No beginning no end
Movement and stillness
In harmony, grace and flourishing

No beginning, no end

Capacity to be
Human



8. Loving Kindness

"By our very attitude to another we help to shape that person's world. By our attitude to the other person we help to determine the scope and hue of his or her world; we make it large or small, bright or drab, rich or dull, threatening or secure." (Knud Ejler Løgstrup)

What processes do you have in place to help you deal with this responsibility?





*To be truly happy
in this world is a
revolutionary act
because true
happiness
depends on a
revolution in
ourselves*

(Salzberg 2002)