

Kingston General Hospital

Patient Centred Leadership & Principle based decision making



Patient Centred Leadership and Principle Based Decision Making

The KGH Strategy is clear about the principles that are to be reflected in our behaviours and actions every single day. They keep us centred on what’s important and guide us as we work together. These principles are – **Respect, Engagement, Accountability, Transparency and Value for Money.**

Accountability for Reasonableness tool (A4R) is a framework that supports fair priority setting and principle based decision making. It outlines five principles that create an open and transparent priority setting process that is flexible enough to incorporate a range of factors, facilitate constructive stakeholder engagement and support decision makers accountability for managing limited resources.

A4R ensures consideration of the following:

1. Relevance

Decisions should be based on reasons (i.e. evidence, principles, values) that fair-minded people can agree are relevant under the circumstances.

2. Publicity

Decisions and their rationales should be publically accessible

3. Revision

There should be opportunities to revisit and revise decisions and a mechanism to resolve disputes

4. Empowerment

Effort should be made to minimize power differences and to ensure effective stakeholder participation

5. Enforcement

There should be voluntary or public regulation to ensure the other four conditions are met

The KGH principles guide behaviours and actions that are complimentary to those in the A4R framework to support priority setting and decision making, and can be used to guide discussions, planning, and decision making.

In support of principle based decision making at KGH, the following can be used to guide deliberations at any time by, any person, within the organization as they contribute to principle based decision making.

Use this chart to help you organize your thoughts and use principal based decision making processes. Each section of this chart is explained below.

Factors for Consideration	Strategy & KGH Principles	A4R
Describe the Issue	KGH Strategy Respect Value for Monday	Relevance
Describe the Process	Respect Engagement Accountability	Empowerment Revision
Describe the Change Management Plan	Respect Engagement	Empowerment
Describe the Communication Plan	Transparency Accountability	Publicity
Describe the Evaluation	Accountability Value for Money	Enforcement Revision

- Describe the issue and/or goal to make sure it is relevant. This includes:
 - Is the issue aligned to the KGH strategy?
 - Does it impact or transform the patient experience?
 - Collect the data/information that is related to the issue and the decision-making criteria. Has it been put into the context of patients? (where possible and appropriate);
 - Have you, or how will you engage a broad range of stakeholders including patients/advisors?
- Describe the decision making process and accountability:
 - what the decision-making process is or is not about;
 - how decisions will be made;
 - what will inform the decision(s);
 - who will make the decision(s);
 - what criteria will be used to make the decision(s);
 - how stakeholders can participate;
 - what stakeholders can expect once the decision(s) is(are) made;
 - how and when the decision(s) and rationale will be communicated; and
- Describe the change management plan including training and support for those who will deliver on the plan or decision(s).
- Describe the communication plan detailing process, decision, rationale for each decision, accountabilities and route of appeal. Communication should be targeted to all audiences and timed to meet information need.
- Describe how the decision(s) will be evaluated including the commitment to improve the decision and the decision making process as needed.