



# Person-Centred Nursing Theory and Practice

**Brendan McCormack**

Professor of Nursing Research  
Institute of Nursing Research/School of Nursing  
University of Ulster  
Northern Ireland

**Tanya McCance**

Mona Grey Professor for Nursing R&D  
Institute of Nursing Research/School of Nursing  
University of Ulster & Co-Director – Nursing R&D  
Belfast Health & Social Care Trust  
Northern Ireland

 **WILEY-BLACKWELL**

A John Wiley & Sons, Ltd., Publication

*This page intentionally left blank*

# Person-Centred Nursing

*This page intentionally left blank*

# Person-Centred Nursing Theory and Practice

**Brendan McCormack**

Professor of Nursing Research

Institute of Nursing Research/School of Nursing

University of Ulster

Northern Ireland

**Tanya McCance**

Mona Grey Professor for Nursing R&D

Institute of Nursing Research/School of Nursing

University of Ulster & Co-Director – Nursing R&D

Belfast Health & Social Care Trust

Northern Ireland

 **WILEY-BLACKWELL**

A John Wiley & Sons, Ltd., Publication

This edition first published 2010  
© Brendan McCormack and Tanya McCance

Blackwell Publishing was acquired by John Wiley & Sons in February 2007. Blackwell's publishing programme has been merged with Wiley's global Scientific, Technical, and Medical business to form Wiley-Blackwell.

*Registered office*

John Wiley & Sons Ltd, The Atrium, Southern Gate, Chichester, West Sussex, PO19 8SQ, United Kingdom

*Editorial office*

9600 Garsington Road, Oxford, OX4 2DQ, United Kingdom  
2121 State Avenue, Ames, Iowa 50014-8300, USA

For details of our global editorial offices, for customer services and for information about how to apply for permission to reuse the copyright material in this book please see our website at [www.wiley.com/wiley-blackwell](http://www.wiley.com/wiley-blackwell).

The right of the author to be identified as the author of this work has been asserted in accordance with the Copyright, Designs and Patents Act 1988.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, except as permitted by the UK Copyright, Designs and Patents Act 1988, without the prior permission of the publisher.

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books.

Designations used by companies to distinguish their products are often claimed as trademarks. All brand names and product names used in this book are trade names, service marks, trademarks or registered trademarks of their respective owners. The publisher is not associated with any product or vendor mentioned in this book. This publication is designed to provide accurate and authoritative information in regard to the subject matter covered. It is sold on the understanding that the publisher is not engaged in rendering professional services. If professional advice or other expert assistance is required, the services of a competent professional should be sought.

**Library of Congress Cataloging-in-Publication Data**

McCormack, Brendan.

Person-centred nursing : theory and practice/Brendan McCormack, Tanya McCance.

p.; cm.

Includes bibliographical references and index.

ISBN 978-1-4051-7113-7 (pbk.: alk. paper)

1. Nurse and patient. 2. Nursing—Psychological aspects. I. McCance, Tanya. II. Title.

[DNLM: 1. Holistic Nursing—methods. 2. Nurse-Patient Relations. 3. Outcome Assessment (Health Care) 4. Patient Participation. 5. Patient Satisfaction. WY 86.5 M4778p 2010]

RT86.3.M43 2010

610.7306'99—dc22

2010007730

A catalogue record for this book is available from the British Library.

Set in 9.5/11.5pt Sabon by MPS Limited, A Macmillan Company, Chennai, India  
Printed and bound in Malaysia

# Contents

<i>Author Biographies</i>	ix
<i>Acknowledgements</i>	xi
<b>Chapter 1 Introduction</b>	<b>1</b>
The Person-Centred Nursing Framework	3
Structure of the Book	4
<b>Chapter 2 Personhood and Person-Centredness</b>	<b>5</b>
Introduction	5
The Concept of ‘Person’	5
A Hierarchy of Attributes	6
The Reflective Person	7
The Intrinsic Moral Good of Persons	9
The Embodied Person and Personhood	11
Connecting Concepts of Persons through Authenticity	14
The ‘Life Plan’ as a representation of the Authentic Self	17
Summary of Key Points	19
<b>Chapter 3 A Theoretical Framework for Person-Centred Nursing</b>	<b>21</b>
Introduction	21
Caring and Person-Centredness	21
The Concept of Caring	22
The Concept of Person-Centredness	26
Person-Centred Nursing	31
The Person-Centred Nursing Framework	32
Summary of Key Points	38

<b>Chapter 4</b>	<b>Pre-requisites: Attributes of the Nurse</b>	<b>41</b>
	Introduction	41
	Professionally Competent	41
	Developed Interpersonal Skills	47
	Being Committed to the Job	50
	Clarity of Beliefs and Values	54
	Knowing Self	56
	Summary of Key Points	60
<b>Chapter 5</b>	<b>The Care Environment</b>	<b>61</b>
	Introduction	61
	Workplace Culture	62
	Skill Mix	66
	Shared Decision-Making Systems	71
	Power Sharing and Effective Staff Relationships	73
	Potential for Innovation and Risk-Taking	78
	The Physical Environment	84
	Summary of Key Points	87
<b>Chapter 6</b>	<b>Person-Centred Processes</b>	<b>89</b>
	Introduction	89
	Working with Patients' Beliefs and Values	89
	Shared Decision-Making	93
	Engagement	97
	Having Sympathetic Presence	100
	Providing Holistic Care	104
	Summary of Key Points	108
<b>Chapter 7</b>	<b>Person-Centred Nursing Outcomes and their Evaluation</b>	<b>111</b>
	Introduction	111
	Outcome Evaluation in Nursing	111
	Outcome Evaluation in Person-Centred Nursing	114
	A Framework for Outcome Evaluation	117
	Summary of Key Points	134
<b>Chapter 8</b>	<b>Using a Practice Development Framework to Develop Person-Centred Cultures</b>	<b>137</b>
	Introduction	137
	Why a Practice Development Approach?	138
	What is Practice Development?	140



How can Practice Development Methodology be made real in Practice?	144
<b>Case Studies of PCN Developments using Emancipatory and Transformational Approaches</b>	<b>146</b>
A Collaborative Practice Development Programme for Clinical Nurse Leaders: ‘Creating the Conditions for Growth’	146
An Experience of Using a Framework for the Development of Person-Centred Practice	150
Journeying from ‘I have a Dream’ towards ‘Yes, we can’: A Dialogue about leading the Development of Person-Centred Nursing	152
The Belfast Health and Social Care Trust Person-Centred Care Programme	158
Person-Centred Practice at Uniting Care Ageing, New South Wales, Australia	163
Summary of Key Points	168
<i>References</i>	171
<i>Index</i>	191

*This page intentionally left blank*