



## Abstract

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<b>Title: The Cost and Impact of Patient-Centered Care</b>  A Comparison of Hospital Managers' Perceptions towards Patient-Centered Care under the Evaluation of Financial and Performance Pressures	
<p><b>Research Question:</b> The aim of this study was to identify whether patient-centered care (PCC) as a core value of healthcare delivery is able to align the needs of health care professionals and patients in a partnership that is designed to improve quality and outcome of patients. Models, enablers and areas of improvement for the successful realization of PCC in the context of financial and operational targets within health care organizations across Europe were examined. A major focus was placed on the relationship between top-down directed management strategies and local autonomy. Important elements in this regard are organizational culture, values and responsible autonomy.</p> <p><b>Methodology:</b> An explanatory sequential design was chosen for the primary research study based on a comprehensive literature review. This involved a semi-structured interview (n=9) including a short-questionnaire that was conducted with healthcare professionals, predominantly in leading positions, between April and June 2018. A total of four healthcare organizations across Europe were included in this study, respectively in Austria, England, Finland and the Netherlands.</p> <p><b>Results:</b> Major differences exist within the evaluated organizations, particularly in terms of care models and organizational strategies. Facilitators of PCC were identified and include (a) a strong leadership that commits to an agenda of patient-centered values, (b) the engagement of patients, staff and the public in the design of processes, (c) an open and improvement-focused communication, (d) the intrapersonal skills education of leaders, managers and health care professionals and (e) a robust measurement framework to differentiate between effective and ineffective PCC strategies.</p> <p><b>Conclusion:</b> Patient-focused aims and objectives have been proven achievable and maintainable under the increasingly tightened fiscal and operational performance targets. PCC has been identified to be a driving force to adapt to the constantly changing financial and operational environments by implementing local and responsible autonomy as well as to move towards a patient-responsive organization with strong values at its core. Nevertheless, challenges and barriers remain in the current economic climate.</p>	
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