

**A Comparative Analysis of the
International Network of Health Promoting Hospitals
and Health Services (HPH)
and Planetree Inc.**

Québec 

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The masculine grammatical gender used in this document concern men and women.

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List of Abbreviations, Acronyms and Symbols

CMS: Centers for Medicare & Medicaid Services

HPH: International Network of Health Promoting Hospitals and Health Services

WHO: World Health Organization

HP: Health promotion

WHS: Workplace health and safety

Introduction

This document is a comparative analysis of the founding principles and strategies of two organizations: the International Network of Health Promoting Hospitals and Health Services (HPH) and Planetree Inc.

The International Network of Health Promoting Hospitals and Health Services is a World Health Organization (WHO) initiative that began in 1993, inspired by WHO documents and declarations. Headquartered in Denmark, HPH works with international organizations, states and corporate members to integrate health promotion/disease prevention, education and rehabilitation services into curative care. There more than 650 members hospitals and health services near 40 National/Regional Networks from over 30 countries, working to implement HPH standards worldwide.

Founded in 1978 by an ex-patient, Planetree Inc. is an internationally recognized US-based not-for-profit organization offering training, management consultancy and quality assessment services in a diversity of health care settings the in United States, Canada, and Europe. There more than 150 members in Planetree's network. The organization's model of holistic, humanizing and patient-centered care is designed to be both empowering and cost-effective. Planetree designation may be conferred to health organizations that meet its criteria.

Four WHO-HPH sources were used in our comparative analysis:

- *Implementing health promotion in hospitals: Manual and self-assessment forms*
- *The International HPH Network: Integrating health promotion into hospitals and health services* (brochure)
- *The Vienna Recommendations on Health Promoting Hospitals*
- The International HPH Network website

These sources were then compared to four sources from Planetree:

- *Patient-Centered Hospital Designation Self-Evaluation Questionnaire*
- "Le bien-être au travail, utopie du gros bon sens ?" an article in *Objectif Prévention*, by Marie-Claude Poulin, Communications Officer and Coordinator at the Planetree Centre de réadaptation Estrie
- The document *Réseau Planetree Québec¹ Un modèle de gestion centré sur la personne*
- Planetree's website

The purpose of this comparative analysis is to highlight the similar, complementary and different elements in the service offerings of these two organizations.

- *Similar elements:* Analogous or comparable elements in both organizations

¹ In the province of Québec, Canada, Planetree's activities are lead by the Centre de Réadaptation Estrie.

- *Complementary elements*: Elements present in either of the organizations concerning the same subject and that, once combined, allow us to see a spectrum of facets regarding one theme
- *Different elements*: Elements present in one organization and absent in the other

These elements are summarized in tables throughout the document.

The reader is encouraged to bear in mind that this comparative analysis was conducted based on a review of a limited number of documents. The authors wish to clearly acknowledge that a more exhaustive review of the literature could have yielded different results.

This document begins with a presentation of HPH and Planetree's goals and mission statements; their target publics and types of intervention; and examines their visions, trends and values. A comparative analysis of both organizations' quality assessment approaches follows and the five standards used by HPH in these approaches then structure the rest of the document. HPH and Planetree's management policies and infrastructure; healthy settings and patient care, healthy workplaces and staff wellness; and community connections are explored. The document concludes with our summary of comparative analyses and observations.

HPH and Planetree - Goals and Mission Statements

HPH

In the statement of purpose on its website, HPH lists its goals:

- To integrate health promotion into the culture of the hospitals.
- To broaden the focus of hospital management and structures to include health care, not just curative care.
- To develop documented and evaluated examples of good practice for the use of other institutions.
- To facilitate and encourage cooperation and the exchange of experience between the hospitals of a region or country, including the identification of areas of common interest, the sharing of resources and the development of common evaluation systems².

HPH offers a settings-oriented approach for health organizations

“ to improve the quality of health care, the relationship between the hospital and the community, and the conditions for and satisfaction of patients, staff and relatives.³ ”

Planetree

The mission statement on Planetree’s website reads as follows:

“ Planetree is a non-profit organization that provides education and information in a collaborative community of healthcare organizations, facilitating efforts to create patient-centered care in healing environments.⁴ “

To this end, Planetree promotes networking, provides training and facilitates the circulation of information between health organizations. It is devoted to creating welcoming, humanized environments of care and workplaces that nurture staff wellness.

² WHO Collaborating Centre for Health Promoting Hospitals and Health Services, "Purpose and goals of the HPH Network," (WHO CC, Copenhagen: 2008) <http://www.healthpromotinghospitals.org/goals-and-purpose-of-the-hph-network>.

³ Oliver Gröne, ed., *Implementing health promotion in hospitals: Manual and self-assessment forms* (WHO, Copenhagen: 2006), <http://www.who-cc.dk/library/Manual%20Standard%20Assessment.pdf>

⁴ Planetree Inc., "About Planetree, Planetree Vision, Mission and Beliefs Statements" <http://www.planetree.org/ABOUT/ABOUT.html>

Target Public and Types of Intervention

HPH: Health promotion and healthy settings approach

HPH's target public consists of :

- Any health organizations who are members or who want to become members of the International HPH Network. A variety of health organizations are members (size, mission, etc.).
- Any regulatory bodies interested in improving health promotion.

The documentation studied revealed that HPH's intervention services :

- Assess health promotion activities in health organizations
- Develop the capacity of health organizations to improve their health promotion activities
- Formulate recommendations to improve existing health promotion activities
- Involve all professionals and patients in improving the quality of care
- Improve care coordination with other care providers
- Improve the health and safety of staff and patients
- Assist with modernizing and changing healthcare practices and service delivery to make them more efficient and effective⁵.

Planetree: A person-centred universal model to humanize health care

Planetree's target public consists of:

- Any health organizations who are members or who want to start the process of earning Planetree designation.
- Any health organizations interested in familiarizing themselves with Planetree's patient-centred approach to care.

The documentation studied revealed that Planetree's interventions

“ provide a voluntary opportunity for hospitals to differentiate themselves through formal recognition of their patient-centered achievements. . . . [and]

provide a level of consistency in what it means to be a patient-centered hospital while still encouraging individuality and innovation among facilities.⁶ “

⁵ See Gröne 2006 and International HPH Network, *Integrating health promotion into hospitals and health services*. WHO, Copenhagen: 2007, [http://www.who-cc.dk/library/hph%20brochure\(print%20version\).pdf](http://www.who-cc.dk/library/hph%20brochure(print%20version).pdf).

⁶ Planetree and Picker Institute. *Patient-Centred Hospital Designation Self-Evaluation Questionnaire*, Planetree Inc. and Picker, Institute, Derby: 2007), 1.

The dimensions and missions of the Planetree's members are different. Planetree's model is adaptable to a variety of organizations (from around 25 beds to 2000 beds⁷) providing care from the first to the third line.

Planetree and HPH share the common objective of improving patient care. It is in their strategies that they differ. Planetree focuses on conditions that are conducive to healing, whereas HPH focuses on health promotion.

Health organization staff who are interested in assessing and improving their health promotion practices for patients and in their work setting will find HPH's approach useful.

Health organization staff concerned about how the environment of care and their own wellness impacts upon the wellbeing of patients will find Planetree's model useful.

More specifically, both HPH's *Manual of assessment* and Planetree's *Questionnaire* are complementary documents for health organizations that want to implement an integrated approach to workplace health and safety. They are also complementary documents for health organizations who consider that the empowerment of the patient is a priority.

⁷ Mentionned in *Réseau Planetree Québec. Un modèle de gestion centré sur la personne.*

Vision, Trends and Values

HPH: Promoting healthy clinical settings approach

For HPH, health promotion is an integral part of the care process and key to addressing clinical, educational, behavioural and organizational issues. Health promotion takes on the meaning attributed by the World Health Organization, namely:

“ the process of enabling individuals and communities to increase control over the determinants of health and thereby improve their health.⁸ ”

The Vienna Recommendations on Health Promoting Hospitals emphasized the holistic nature of health promotion, which HPH encourages in its *Manual of self-assessment*:

“ Health promotion consequently includes, but goes far beyond medical approaches directed at curing individuals . . . this manual only refers to health promotion activities, understood to cover both concrete actions such as assessing patients and providing specific information supporting the recognition of symptoms of disease as well as complex interventions such as supporting the patient to play an active role in the management of his/her condition⁹ . ”

HPH emphasizes the quality of medical care and defines it as

“ the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge¹⁰ . ”

HPH further divides quality of medical care into four different dimensions:

- Clinical care
- Patient-centeredness
- Staff-orientation
- Responsive governance or efficiency¹¹

⁸ WHO, *Ottawa Charter for Health Promotion* (World Health Organization: Geneva, 1986).

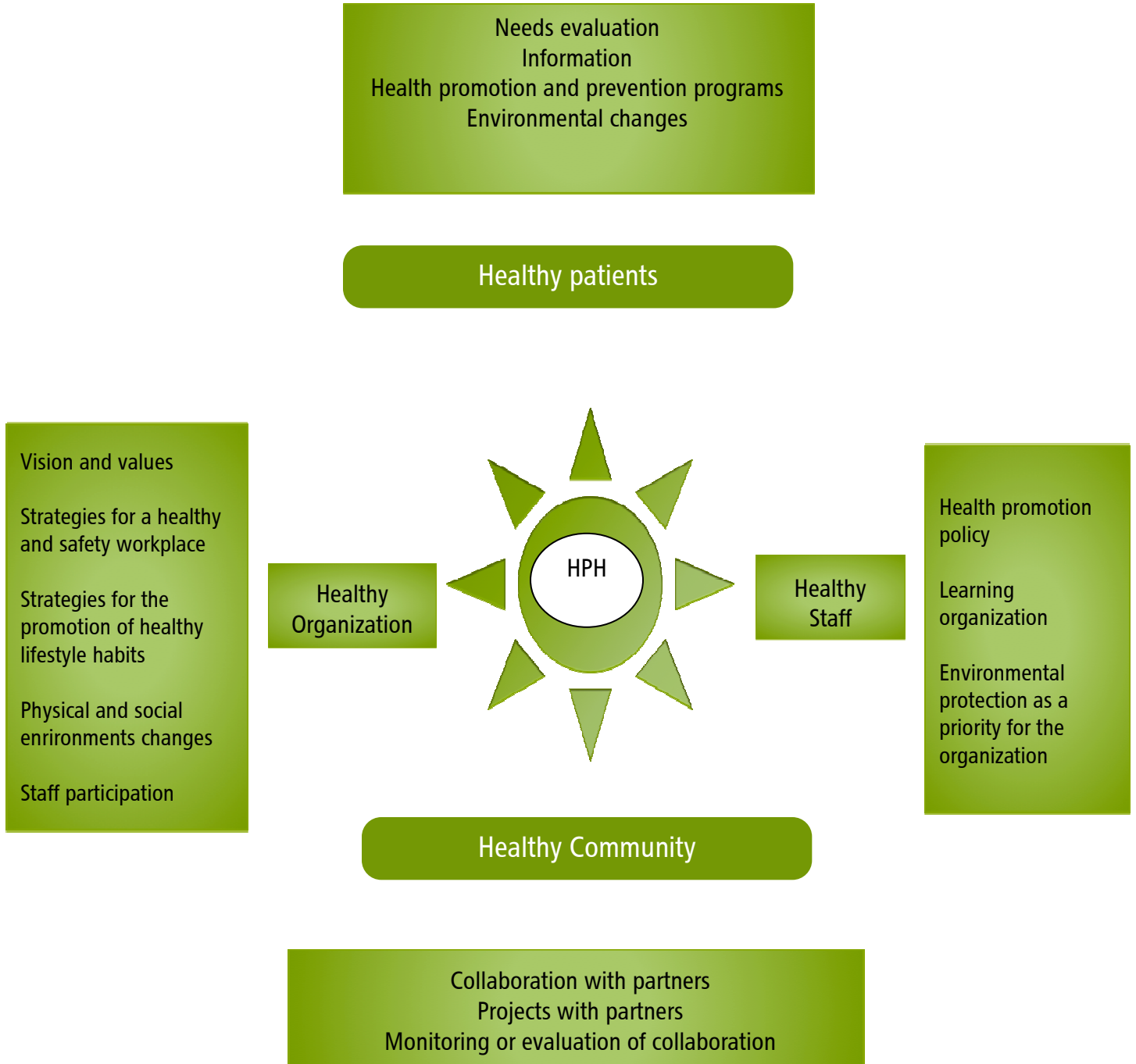
⁹ Gröne 2006, 13.

¹⁰ Gröne 2006, citation of WHO, *Glossary, European Observatory on Health Systems and Policies*, <http://www.euro.who.int/observatory/Glossary/TopPage?phrase=Q>.

¹¹ Gröne 2006, 13.

This schema describes HPH model:

Schema 1: HPH model components



Adapté de Dedobbeleer et al. (2008)

Vision, Trends and Values (cont'd)

Planetree: A humanizing approach to patient care and work relations

On its website, Planetree states its core beliefs:

- That we are human beings, caring for other human beings
- That we are all caregivers
- That care giving is best achieved through kindness and compassion
- That safe, accessible, high quality care is fundamental to patient centered care
- That families, friends and loved ones are vital to the healing process
- That access to understandable health information can empower individuals to participate in their health
- That the opportunity for individuals to make personal choices related to their care is essential
- That physical environments can enhance healing, health and wellbeing
- That illness can be a transformational experience for patients, families and caregivers¹².

Planetree's guiding principles

Planetree's care and management practices are guided by the following patient-centered principles:



- Nurturing, listening and understanding
- Informing to help, prevent and empower
- Working closely with family, friends, social support networks and community
- Feeding body, soul and spirit
- Creating environments of care that are practical and conducive to wellness¹³

¹² See Planetree, "About Planetree " (Planetree Inc., Derby: 2008), <http://www.planetree.org/ABOUT/ABOUT.html>.

¹³ Poulin, 2007.

The Planetree model is described in these lists:

Table 2: Planetree model components

 <p>Planetree Acute-Care Components</p> <ol style="list-style-type: none">I. Human interactionII. Information and educationIII. Nutritional and nurturing aspects of foodIV. Architectural and interior designV. Arts and entertainmentVI. SpiritualityVII. Human touchVIII. Complementary therapiesIX. Healthy communities	 <p>Planetree Continuing-Care Components</p> <ol style="list-style-type: none">I. Recognizing the primary importance of human interactionsII. Enhancing each individual's life journeyIII. Supporting independence, dignity and choiceIV. Incorporating family, friends, and social support networks in the life of the communityV. Supporting spirituality as a source of inner strengthVI. Promoting paths to well-beingVII. Empowering individuals through information and educationVIII. Recognizing the nutritional and nurturing aspects of foodIX. Offering meaningful arts activities and entertainmentX. Providing an environment conducive to quality living
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Vision, Trends and Values (cont'd)

Planetree believes that if caregivers are at their best, they can provide the best possible care to patients. Marie-Claude Poulin, Communications Officer and Coordinator at the Planetree Centre de réadaptation Estrie, offers this opinion:

“ ... employees provide better quality services and are more concerned with looking out for their client’s wellbeing if they feel good in their work environment — because they are proud of what they are doing, appreciate the people they work with, like their workplace and trust both their boss and the organization¹⁴. ”

¹⁴ Our translation. Marie-Claude Poulin, “Le bien-être au travail, utopie ou gros bons sens?” *Objectif Prévention*. Vol. 30 (3), 2007: 26. Article in French-only at <http://www.asstsas.qc.ca/documentation/op/op30326.pdf> .

**Table 3 :Comparison between HPH and Planetree - Visions, trends and values
Similar, complementary and different elements Quality Assessment Approach**

Themes and conditions	HPH	Planetree
Trends <i>Complementary</i>	Health promotion Public health programs Preventive clinical practices Evidence-based approach, as scientific as possible	Focussed on healing Humanizing approach Approach considering the evidence-based data
Values <i>Similar</i>	Focussed on the quality of care	Focussed on the quality of care to patients Focussed on the quality of life at work and on the quality of interpersonal relations at work to staff
Care <i>Complementary</i>	Conventional Western medicine Holistic approach desired	More than conventional medicine, openness to alternative treatments and therapy Holistic approach desired Sharing, innovation and open-mindedness are main values

Improving the quality of patient care by fostering healthy environments of care and work settings in which patients, their families and staff can all thrive.

Planetree’s humanizing model emphasizes interpersonal relationships in a healthcare organization’s strategies. This element completes HPH’s health promotion strategies, which are primarily focussed on patients and family members, the needs of vulnerable groups, a health organization’s staff, the local community and the environment.

Both models are adaptable for organization of different sizes and different missions.

Planetree propose a variety of service and advice from the commitment phase to the continuing improvement phase. Both organizations are also concerned by continuing improvement.

Quality Assessment Approach

While the foundations of HPH and Planetree are different, their visions for health promotion and the guiding principles they set forth are complementary and oriented towards the same goal. The next pages are now dedicated to the comparison of HPH and Planetree quality assessment approach. The next lists and schema again represents complementarity between both organizations.

Table 4: Comparison HPH and Planetree – Quality Assessment Approach

HPH Five standards	Planetree Eleven Criteria
I. Management policy implemented as a part of the overall organization quality improvement system	I. Structures and functions necessary for implementation, development, and maintenance of patient-centered-concepts
II. Patient assessment in health promotion activities with staff	II. Human interactions
III. Information about health and health promotion interventions are established in all patient pathways	III. Patient education and access to information
IV. The management establishes conditions for the development of the hospital as a healthy workplace	IV. Family involvement
V. Collaboration with other health service providers and other institutions and sectors on an ongoing basis	V. Nutrition program
	VI. Healing environment: architecture and interior design
	VII. Arts program
	VIII. Spirituality and diversity
	IX. Integrative therapies
	X. Healthy communities
	XI. Measurement

HPH: Objectives, standards, substandards, measurements, indicators and research

HPH bases its approach on three main observations:

“ . . . quality improvement requires data on performance and a culture of improvement. . . And, without a culture of participation and support, even if data on the quality of care are available, quality improvement proposals cannot be implemented... The strategy of self-assessment is one of encouragement and education, assisting health care organizations as they develop their continuous quality improvement processes¹⁵.”

In short, HPH proposes a self-assessment approach based on two complementary approaches:

- Standards and Substandards — statements on health care structures or processes that professionals agree should be in place;
- Indicators — addressing health care processes and outcomes and providing a quantitative tool to assess variations in performance over time or between health organizations¹⁶.

Implementing health promotion in hospitals: Manual and self-assessment forms presents five standards and each section is divided as follows:

- Standard definition
- Objective
- Substandard definition
- Measurable element
- Demonstrable evidence
- Comments, problems, goals, responsibilities, details on evidence and follow-up¹⁷

There are five categories of HPH Standards in all and a total of 18 health promotion indicators:

Standard 1: Management Policy

- % of staff aware of health promotion policy
- % of patients (and relatives) aware of standards for health promotion
- % of budget dedicated to staff HP activities
- % of patients assessed for generic risk factors

Standard 2: Patient Assessment

¹⁵ Gröne 2006, 14-15.

¹⁶ Gröne 2006, 7.

¹⁷ Gröne 2006, 18.

- % of patients assessed for disease-specific risk factors, according to guidelines
- Score on survey of patients' satisfaction with assessment procedure
- % of patients educated about specific actions in self-management of their conditions

Standard 3: Patient Information and Intervention

- % of patients educated about specific actions in self-management of their condition
- % of patients educated about risk factor modification and disease treatment options in the management of their condition
- Score on survey of patients' experience with information and intervention procedures

Standard 4: Promoting a Healthy Workplace

- % of staff smoking
- Smoking cessation: % of staff members who were either current smokers or recent quitters and who received advice to quit smoking
- Score of survey regarding staff experience with working conditions
- % of short term absences
- % of work-related injuries
- Score on burnout scale

Standard 5: Continuity and Cooperation

- % of discharge summaries sent to GPs or referral clinics within two weeks or handed to patient on discharge
- Readmission rate for ambulatory care sensitive conditions within 5 days
- Score on patient discharge preparation survey

HPH assesses measurable elements based on three criteria: being fully, partially or not fulfilled. It also recommends that supplementary qualitative information and documentation be provided on occasion.

Responsibility for assessment

A person is appointed as project leader to coordinate the entire process. An action plan is then developed by a steering committee coordinated by the project leader. Other individuals could be given specific responsibilities (e.g., a person could be appointed by the steering committee to assess one standard in particular).

Research

HPH attaches particular importance to research. Projects and the dissemination of research findings are encouraged since the HPH approach is a new field of research in which Evidence-Based Practice for health promotion is defined as integration of individual clinical expertise, best/actual available evidence, and patient preferences.

Standards

For each one of the HPH Standards, HPH requests that health organizations provide a set of documentation to demonstrate that they have met the established standards.

Planetree: Objectives, criteria, questions and designation documents

Like HPH, Planetree has an evaluation approach based on two complementary approaches:

- Planetree designation criteria - health organizations must meet Planetree's requirements to receive designation
- Indicators - patient satisfaction: in-or-out patients satisfaction is the key indicator

Planetree also use the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAPS). This American evaluation system focussed on:

- Patients satisfaction
- Staff empathy and quality of environment
- Interactions and communication with staff
- Empowerment through information
- Etc.

In its *Patient-Centered Hospital Designation Self-Evaluation Questionnaire*, Planetree presents a set of criteria, objectives and questions to aid health organizations in evaluating the following elements:

- Human interactions (between management and staff, between colleagues, between the health organization and its partners)
- Organizational ethics
- Staff satisfaction with a view to facilitating employee recruitment and retention
- Measures taken and ways to create a work environment of wellness
- Development of knowledge and staff expertise
- Recognition of staff accomplishment and competency¹⁸

¹⁸ Poulin 2007, 26.

Planetree requires health organizations to provide supporting documentation for their designation application:

- Copy of the minutes of recent meetings
- Copy of the names and titles of task force/steering team members
- Coordinator job title
- The most recent dates for patient-centred focus groups, with patients, families and staff and a summary of discussions
- Staff activity, retreat/agenda curriculum
- Description of medical staff involvement in patient-centred initiatives, how staff members were/are oriented vis-à-vis the model of care and how they are encouraged to participate
- List of project/initiative teams, member names, their job titles and levels of involvement
- Description of a “Care for the Caregiver” type of plan
- Description of how staff is recognized and rewarded
- Summary results of the two most recent staff satisfaction surveys
- Copies of the medical records policy (e.g., confidentiality, patient care, medical results, visiting hours)
- Annualized summary results of the last two years of patient satisfaction data, with comparisons to vendor benchmarking database.
- A copy of the summary results of the most recent CMS Core Measures scores
- A copy of the results of the most recent patient safety culture survey

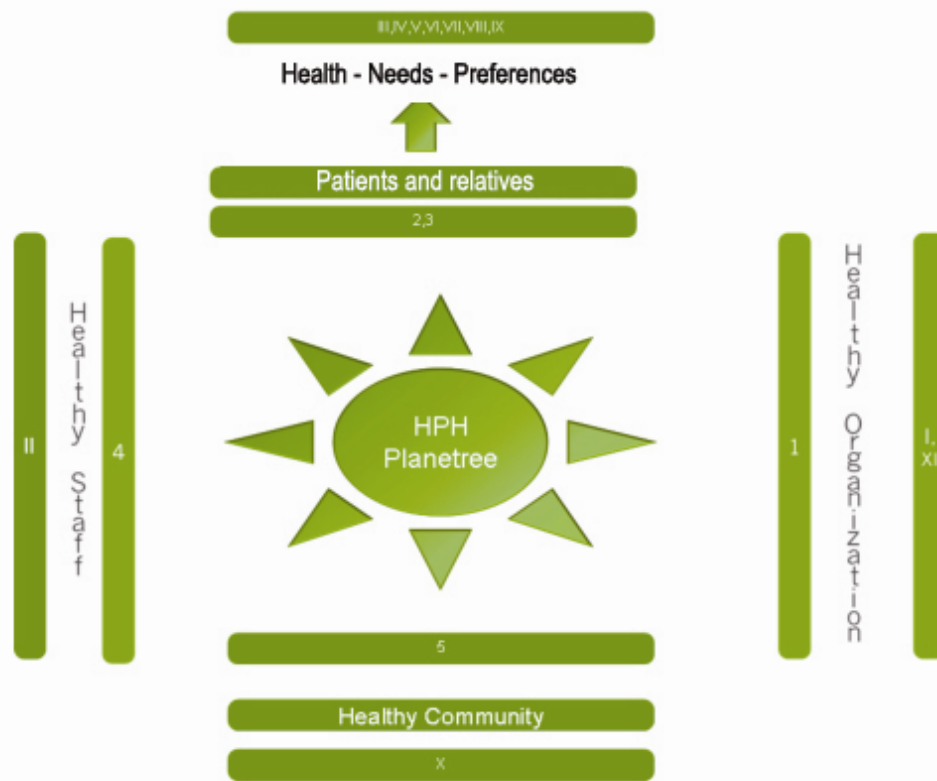
Table 5: Comparison between HPH and Planetree - Quality assessment approach 2

Themes and conditions	HPH	Planetree
<p>Certification/ Designation</p> <p><i>Different and complementary</i></p>	<p>Self-assessment and certification by HPH</p>	<p>Health organizations become members and must start the designation process (which is much more demanding than the HPH membership process) by fulfilling Planetree criteria.</p>
<p>Assessment of health promotion interventions - Patients & Patient's Care</p> <p><i>Complementary</i></p>	<p>Many indicators:</p> <ul style="list-style-type: none"> • Assesment • Satisfaction • Education <p>Mentionned in the HPH standards 2 & 3 (see precedent pages)</p>	<p>Health promotion not mentioned explicitly</p> <p>Indicator :</p> <ul style="list-style-type: none"> • Satisfaction regarding care received • Confidentiality • Access to health information
<p>Assessment of health interventions with staff and of staff health</p> <p><i>Complementary</i></p> <p>Work environement</p> <p><i>Similar</i></p>	<p>Many indicators:</p> <ul style="list-style-type: none"> • Assessment and needs • Smokers and recent quitters • Absences • Work-related injuries • Burnout <p>Mentionned in the HPH's standard 4 (see precedent pages)</p> <p>Many indicators mentioned in the health and safety policies of organizations</p> <p>Mentionned in the HPH's standard 4 (see precedent pages for information)</p>	<p>Assessment every two years at least</p> <p>Services for staff are formulated in relation to priorities set out by staff.</p> <p>Health organizations must provide data on leaves, vacations and departures of staff for the past years.</p> <p>Staff satisfaction assessment</p> <p>Protocol of noise control in place. Health and safety policies</p>

Table 6: Comparison between HPH and Planetree -Quality assessment approach (cont'd)

Themes and conditions	HPH	Planetree
<p>Assessment of health information availability</p> <p><i>Different</i></p>	<p>Availability of recommended information, but assessment of availability not required</p>	<p>Assessment of the availability of information for patients, their families and community</p>
<p>Assessment of health outcomes, impact on health (improvements in health of patients, staff and community) over time</p> <p><i>Complementary</i></p>	<p>Mentionned in the HPH standards (see precedent pages for information)</p>	<p>Not mentioned</p>
<p>Assessment of the performance and continuing professional development, including health promotion</p> <p><i>Complementary</i></p>	<p>The health organization ensures that all staff has access to the most recent information.</p>	<p>Health organizations must provide Planetree with a description of their training program (minimum 8 hours for staff).</p>
<p>Cultural needs of patients, families and staff</p> <p><i>Different</i></p>	<p>Not mentioned in the HPH standards but linked with the values of the Vienna Recommendations (WHO), 1997</p>	<p>Health organizations must describe how they have documented these needs.</p>
<p>Community needs</p> <p><i>Similar</i></p>	<p>Mentionned in the HPH standard 5 (see precedent pages)</p>	<p>Health organizations must describe how they documented these needs.</p>

Schema 2 :Quality Assessment Approach : Standards and criteria comparison



While HPH and Planetree both conduct a form of quality assessment based on two levels of criteria, for which supporting documentation must be provided, it remains that the purpose of these assessments, the number of elements to assess and the frequency and the methodology suggested differ. Therefore, a degree of complementarity is evident.

In the area of quality assessment, Planetree asks much more of its members than does HPH. Planetree also has more monitoring and perception assessment (particularly regarding patient and staff satisfaction) than the assessments supported by a scientific research approach, as encouraged by HPH.

The WHO-HPH certification process and Planetree's designation process differ on some points, but both set out a progressive approach to accreditation with a view to achieving continuous improvement.

The importance of staff training, information for patients and relatives and knowledge assessment is mentioned in both documents.

Management Policy and Infrastructure

HPH Standard 1: Have a written health promotion policy

HPH supports the drafting and adoption of a health promotion policy. Budget, staff management structures and building design should all enhance health promotion.¹⁹

HPH: Health promotion as team effort

HPH views health promotion as everyone's responsibility:

“ health promotion cannot be delegated to a specific role or function within the hospital, it is ‘everyone’s responsibility in a hospital’, and patients and each member of staff can contribute . . . all staff need to be committed to the success of the project²⁰.”

According to HPH, each HPH project/initiative requires a team with clearly defined roles and responsibilities. It is suggested that the following partners be part of this team:

- Top hospital management
- Project leader
- Lead person for health promotion domains
- Multidisciplinary steering group^{21,22}

Planetree: A community of care givers with the same goal

For Planetree, the commitment to individual wellness extends to all levels of an organization. The wellness of staff and patients go hand-in-hand and it is essential to consider these two perspectives. Hospital staff, medical staff and any volunteers must:

- Meet as a multidisciplinary task force/steering group at least once a month to evaluate, implement and maintain the organization's practices.
- Write up the minutes of each meeting.
- A project coordinator or point person is designated to champion activities scheduled to take place within the organization on an ongoing basis²³.

¹⁹ Gröne 2006, 33.

²⁰ Gröne 2006, 24.

²¹ International HPH Network 2007, 7.

²² In Gröne 2006, it is noted that according to the WHO, the following staff should be involved in the multidisciplinary task force/steering group: a senior nurse, who may also be responsible for quality /clinical audit; a senior and junior physician; a senior manager; a human resources/staff member; a member of staff from ancillary professions allied to medicine (e.g., physiotherapy, occupational therapy), general support medical services (e.g., radiology) and/or a member of staff from general non-clinical services.

²³ Planetree 2007, 2.

HPH and Planetree both demand the engagement of all staff, from the steering committee, organization of senior management to employees and volunteers.

Both networks also require an official commitment through their policies and procedures. HPH requires that an integrated health promotion policy be established, whereas Planetree has formulated no such requirement. However, Planetree proposes other policies that are complementary to those of HPH.

Healthy Settings and Patient Care

HPH Standards 2 and 3: Convalescence can foster empowerment for health

Since the demonstrable evidence indicates that patients are more receptive to advice and counselling in situations of ill-health, HPH views their hospital or health service stays as “an opportunity to make patients understand the need for behavioural change.”²⁴

HPH Standards 2 and 3 focus on patient assessment, information and interventions. A health organization implementing HP will ensure that health professionals, in partnership with patients, systematically assess needs for health promotion activities. It also provides patients with information on significant factors concerning their disease or health condition. Health promotion interventions are established in all patient pathways.²⁵

Planetree: Convalescence means healing mind, body and spirit

Planetree recognizes that the following factors help the healing process and is committed to do everything in its power to make time in hospital as conducive as possible to healing:

- Recognizing the primary importance of respectful, healing human interaction
- Supporting independence, dignity and choice in health care
- Incorporating family, friends and social support networks
- Supporting spirituality as a source of inner strength
- Encouraging exercise, fitness and healthy lifestyle habits
- Empowering individuals through information and education on personal health
- Utilizing the nutritional and nurturing aspects of food
- Providing meaningful arts and entertainment activities
- Designing a welcoming living environment with access to natural light and nature²⁶

²⁴ International HPH Network 2007, 10.

²⁵ Gröne 2006, 38-46.

²⁶ Planetree Inc., "Planetree Acute-Care Components", <http://www.planetree.org/ABOUT/continuingcare.html> and <http://www.planetree.org/ABOUT/acutecare.html>.

Table 7: A comparison between HPH and Planetree - Healthy settings and patient care
Similar, complementary and different elements

Themes and conditions	HPH	Planetree
<p>Health promotion</p> <p><i>Different</i></p>	<p>Integrated into directives or into the clinical patient pathways available in the services</p>	<p>Does not explicitly mention questions regarding health promotion</p>
<p>Dissemination of information on health and patient education with a view to empowerment</p> <p><i>Similar</i></p>	<p>The organization ensures that all patients, staff and visitors have access to general information on factors affecting patient health (e.g., general information, detailed information on high-risk illnesses, patient groups).</p> <p>Procedure concerning the exchange of information on the patient</p> <p>Patient health promotion needs assessment conducted upon contact with the health organization.</p> <p>This assessment is revised according to changes in the user's clinical condition, or upon request.</p>	<p>Information policy designed to inform patients and relatives about the state of their health.</p> <p>There is often a library, information and educational material on health available to patients, their family and visitors.</p> <p>Information about patient-centred care initiatives underway or being about to be implemented are shared on a regular basis with the board of directors in order to facilitate communication within the health organization</p>
<p>Integrating social support network into the care process</p> <p><i>Similar</i></p>	<p>Patients are the primary targets, but the family is also considered</p> <p>Those close to the patient are also mentioned as people who should benefit from an assessment of the patient's needs and of information on health promotion</p>	<p>The social support network (family the patient's entourage) is part of the solution and a key factor in healing</p>
<p>Cultural and spiritual diversity</p> <p><i>Complementary</i></p>	<p>Not mentioned in the HPH standards but linked to the fundamental principles of the Vienna Declaration. (Services are often provided by organizations themselves.)</p>	<p>Respect for cultural and spiritual diversity is integrated into the organization's priorities</p>

Table 8: A comparison between HPH and Planetree - Healthy settings patient care (cont'd)

Similar, complementary and different elements

Themes and conditions	HPH	Planetree
<p>Exercise, training and healthy life habits programs</p> <p><i>Complementary</i></p>	<p>Not mentioned in the HPH standards but linked to the fundamental principles of the Vienna Declaration. (These kinds of services are often provided by organizations themselves linked with a dissemination of information.)</p>	<p>Building design and infrastructures in place</p>
<p>Accessibility of healthy food</p> <p><i>Complementary</i></p>	<p>Not mentioned in the HPH standards but linked to the fundamental principles of the Vienna Declaration. (These kinds of services are often provided by organizations themselves linked with a dissemination of information.)</p>	<p>Increasing the accessibility of healthy foods</p> <p>Food and beverages accessible 24 hours a day</p> <p>Rooms equipped with fridge and kitchen station</p> <p>Fresh food in vending machines (e.g., satisfactory temperature, variety of food)</p>
<p>Workplace design, aesthetics of setting, and other factors.</p> <p><i>Different</i></p>	<p>Not mentioned</p>	<p>Access to natural light and to nature</p> <p>Interior design</p> <p>Reduction of noise</p>
<p>Parking</p> <p><i>Different</i></p>	<p>Not mentioned</p> <p>(These kinds of services and active transportation initiatives are often introduced by health organizations themselves. Parking spaces are available in most of the health organizations)</p>	<p>Parking spaces available</p> <p>Active modes of transportation not mentioned</p>
<p>Activity programming</p> <p>Creation, entertainment</p> <p><i>Different</i></p>	<p>Not mentioned</p> <p>(These kinds of services are often provided by health organizations.)</p>	<p>Activities program includes music, visual arts, pet therapy and reading</p>

Planetree attaches particular importance to health organizations as “home-like” settings in its concept of a healing environment of care. Going to a convalescent facility is a significant life event and patients must be made as comfortable as possible.

Planetree’s documentation was the more explicit on this point than is HPH. Planetree strives to humanize health care facility design through aesthetics, ergonomics and by providing access to nature during the healing process.

HPH empowers patients so that they have the best possible information at their disposal upon discharge and so that going home is easier.

Although not explicitly referred to in HPH’s documentation, many of Planetree’s criteria (such as healthy food or active transportation) are being implemented in International HPH Network organizations. However, HPH does not make these practices mandatory for its members.

Even though some themes and conditions aren’t mentioned in the HPH standards, they are linked to the fundamental principles of the Vienna Declaration and compatible with Planetree’s model.

Healthy Workplaces and Staff Wellness

HPH Standard 4: Promoting a healthy workplace

Investing in staff health promotion may help recruit better employees, provide better care and improve work habits. Workplace HP effectively helps reduce absenteeism.²⁷

Having a workplace health and safety policy in place as well as health services for staff is also part of the HPH Substandards that must be met by health organizations.

Planetree: Healthy work environments meets quality care

By recommending that measures that health organizations adopt have an impact on lifestyle, health, work safety and organizational behaviour, Planetree positions itself somewhat as a healthy workplace promoter. Indeed, says the organization: “A Planetree continuing care community supports personal growth, self-expression, and the fulfilment of individual dreams²⁸ .”

The Planetree model includes many little extras that help humanize workplaces and make them healthier.

²⁷ Charles Sounan and Serge Gagnon 2005, in International HPH Network 2007.

²⁸ Planetree, “Planetree Continuing-Care Components” (Planetree, Derby: 2008)
<http://www.planetree.org/ABOUT/continuingcare.html>.

Table 8: A comparison between HPH and Planetree - Healthy workplaces and staff wellness
Similar, complementary and different elements

Themes and conditions	HPH	Planetree
<p>Workplace health and safety policy</p> <p><i>Similar</i></p>	<p>Health organizations must draft and apply a workplace health and safety policy (in compliance with local, provincial, national and international workplace health and safety legislation as mentioned).</p>	<ul style="list-style-type: none"> • Interior design and lighting • Noise control • Odour control • Ergonomics of workstations and remodelling • Design of spaces to foster confidentiality <p>Little explicit mention of issues related to the work health and safety.</p>
<p>Work environment</p> <p><i>Different</i></p>	<p>Not mentioned, apart from aspects concerning the standards relating to the applicable workplace health and safety legislation</p>	<p>Planetree recognizes the influence of the work environment on health and wellbeing. Welcoming design, natural light and access to nature are encouraged</p>
<p>Recognition and reward policy</p> <p><i>Different</i></p>	<p>Not mentioned in the HPH standards but linked to the fundamental principles of the Vienna Declaration</p>	<p>Opportunities are planned</p>
<p>Definition of tasks</p> <p><i>Different</i></p>	<p>Not mentioned in the HPH standards but linked to the fundamental principles of the Vienna Declaration</p>	<p>Human resource management and job attitude and task design reflect the health organization's humanizing approach</p>
<p>Staff health services</p> <p><i>Similar</i></p>	<p>E.g., Establishing a smoking cessation program</p> <p>A staff needs assessment is recommended</p>	<p>Services are provided according to staff needs evaluation of outcomes</p>

Table 9: A comparison between HPH and Planetree - Healthy workplaces and staff wellness (cont'd)
Similar, complementary and different elements

Themes and conditions	HPH	Planetree
<p>Training and updating of staff knowledge base</p> <p><i>Similar</i></p>	<p>Training is a strategy that is often used by HPH.</p> <p>Development and implementation of a complete human resources strategy (current staff receive training and development of health promotion skills; new staff receive training sessions; multidisciplinary teams formulate work methods, staff participate in drafting, verifying and revising policies). Inform and encourage the participation of clinicians and staff in communications regarding health promotion (e.g., health circles, newsletters, annual presentations, web forums)</p>	<p>Training is a knowledge- enhancing strategy that Planetree uses a great deal.</p> <p>Data on patient interventions is gathered and accessible to staff for assessment.</p> <p>New staff receives training on Planetree model (concepts and other factors) upon arrival and on an ongoing basis.</p> <p>Staff is provided the possibility of participating in a minimum of eight (8) hours of training (e.g., retreats, team building).</p> <p>Planetree training sessions often have an experiential component.</p>
<p>Personal development for staff</p> <p><i>Different</i></p>	<p>Not mentioned, apart from training aspects</p>	<p>Planetree encourages individual development, personal expression and reaching goals and individual dreams.</p>

Together, HPH and Planetree's documentation dovetail into a winning formula for creating healthy work settings by bringing together workplace health and safety, changes in individual behaviour modification (healthy lifestyle habits) and the improvement of organizational practices (e.g., management, work organization).

Training staff is a strategy that both organizations promote. However, the content of training and the learning approaches seem to differ.

The importance of creating and maintaining a healthy workplace is found in both Planetree's and HPH's documentation and their approaches to achieving this goal are complementary.

Community Connections

HPH Standard 5: Ensuring HPH continuity and cooperation

Health Promoting organizations adopt a planned approach and continue to work with other health service providers, other organizations and concerned sectors on an ongoing basis.

To ensure collaboration with relevant providers and to initiate partnerships that will optimize the integration of health promotion activities in patient pathways, HPH sets forth two Substandards for its members:

- The health organization ensures that health promotion services are consistent with current health care plans.
- The health organization ensures the availability and implementation of health promotion activities and procedures during out-patient visits and after patients are discharged.

Planetree: Informed healing and living in a community of care

Planetree has multiple approaches to disseminating health information to patients, their family, friends, and social support networks and works to forge links with the larger local care community.

Table 9: A comparison between HPH and Planetree - Community connections

Similar, complementary and different elements

Themes and conditions	HPH	Planetree
<p>Communication with community organizations based on each patient's needs</p> <p><i>Similar</i></p>	<p>When patients are discharged or during orientations for transfers to another department.</p> <p>Training of community clinicians</p> <p>Communications with health organizations that receive patients</p> <p>Rehabilitation plan in patient file and specification of roles of partner organizations</p> <p>Circulation of information in the International HPH network at all levels (local, regional, national and international)</p> <p>Montreal Health education centres (CES) are good examples</p>	<p>System established so that patients can read the policy pertaining to them so that they know their rights and options, and so that they know they can get involved in their own healing process</p> <p>Health information library open to entire community (e.g., educational material, books)</p> <p>Concern with conveying information before, during and after patients are discharged</p> <p>Circulation of information in the network at all levels (local, regional, national and international)</p>

Table 10: A comparison between HPH and Planetree - Community connections (cont'd)

Similar, complementary and different elements

Themes and conditions	HPH	Planetree
<p>Communication with patients and their families</p> <p><i>Complementary</i></p>	<p>Information to patients and families before, during and after patients are discharged or during orientations for transfers to another department</p>	<p>Visiting schedule spread over 24 hours</p> <p><i>Care Partner Program</i> for persons designated by patients from their social support networks.</p>
<p>Listening to the needs of the community and of patients</p> <p><i>Similar</i></p>	<p>Presence of the assembly and of the committee, board or meetings that the community is invited to attend</p>	<p>A forum for discussion is established between patients, the community and the health organization to share information.</p>
<p>Connections with health organizations</p> <p><i>Similar</i></p>	<p>Health organizations must take the planning of regional policies into account and work together to improve the continuity of care.</p>	<p>All related information for the community is conveyed in collaboration with local partners and regional agencies.</p>
<p>Health organization's connections within the community</p> <p><i>Different</i></p>	<p>Mentioned in HPH standards but the initiatives taken are at the discretion of health organizations (e.g., Public Prevention Days)</p>	<p>Direct services, information and health education activities are offered to the community</p>

Conclusion

The reader is encouraged to bear in mind that this comparative analysis was conducted based on a review of a limited number of documents. The authors wish to clearly acknowledge that a more exhaustive review of the literature could have yielded different results.

Possible complementarity between both organizations

Several connections may be drawn between HPH and Planetree:

- HPH and Planetree both have the objective of improving care to patients. It is the strategies they use that differ. They can complement each other:
 - Planetree is focussed on conditions that nurture healing
 - HPH focuses on health promotion
 - Although their foundations differ, the visions of health promotion and the guiding principles set forth by HPH and Planetree are complementary and oriented towards the same goal: improving the quality of patient care by promoting care and work environments in which patients, their family and even staff can thrive. More over, HPH and Planetree both take a healthy settings approach regarding health organizations, workplaces and communities
 - Planetree's humanizing approach orients its strategies, emphasizing the importance of interpersonal relationships. This ideology completes the HPH's health promotion strategies, which target patients, members of their families, vulnerable groups, health organization staff, the community and the environment
- HPH promotes the use of preventive clinical practices and Planetree embraces healing environments of care:
 - Both offer information and believe in educating patients, friends and family to empower them
 - More over, Planetree views the engagement of family and friends as a vital part of the healing process
- HPH and Planetree both propose a participatory approach and a healthy workplace:
 - HPH and Planetree both want total engagement on all levels from health organization health staff (from senior/top management to medical professionals and volunteers)
 - HPH and Planetree both require that this engagement be formalized through policies and procedures. HPH requires an integrated health promotion policy, whereas Planetree does have this criterion. However, Planetree proposes other policies that are complementary to those of HPH
- HPH and Planetree both view staff training and assessment of staff knowledge as important elements in their documentation but the learning methods appear to differ

- HPH and Planetree both act to improve work environments:
 - HPH asks explicit questions about workplace health and safety, whereas Planetree makes little mention of workplace health and safety, but promotes the development of welcoming, home-like workplaces and interpersonal relations
 - Together, HPH and Planetree's resources could be a winning formula for creating healthy work environments, combining workplace health and safety, individual behaviour modification (healthy lifestyles) and the improvement of organizational practices (e.g. management, work organization)
- HPH and Planetree both encourage networking and knowledge sharing between health organizations. The International HPH Network and Planetree promote exchanges of information and networking between the health organizations that use their services. They both win to expand their network and knowledge base
- HPH and Planetree provide evaluation/assessment tools or focus on specific areas for monitoring. HPH and Planetree want to evaluate/assess or monitor the implementation of their standards:
 - HPH and Planetree offers self-assessment and a certification process and they are adaptable for organizations of different sizes and different missions
 - Although HPH and Planetree both carry out forms of quality assessment based on two levels of standards/criteria for which a series of documents must be provided, it remains that the subject of assessments, the number of objectives to be assessed, the frequency and methodology suggested differ, which makes their approaches complementary
 - In terms of evaluation, Planetree demands much more of its members than does HPH. However, Planetree places more emphasis monitoring and evaluation of perceptions (particularly regarding the satisfaction of patients and staff) than on evaluations based on a scientific approach, as such than that encouraged by HPH, which makes their approaches complementary again
 - Planetree propose a variety of service and advice to the members from the commitment phase to the continuing improvement phase and is complementary to HPH in this respect
 - HPH emphasizes the importance of using and producing evidence-based practices that improve wellness and is complementary to Planetree in this respect
 - The WHO-HPH certification process and the Planetree designation process differ on some points, but both offer candidates a progressive certification process with a view to ensuring ongoing improvement
 - Both organizations are concerned by the continuing improvement
- HPH and Planetree both promote connections with community

In conclusion, HPH and Planetree assessment/evaluation documents are complementary for health organizations that want to take an integrated approach to healthy workplaces. Staff members of health organization who want to evaluate and improve their patient-centred and workplace health promotion practices will find the HPH's *Implementing health promotion in hospitals: Manual and self-assessment forms* useful. Similarly, health organization staff concerned about the impact of staff wellness and the environment of care on patient wellbeing will find Planetree's *Patient-Centred Hospital Designation Self-Evaluation Questionnaire* useful. A double certification is a way to increase credibility of the health organisations.

Annexe A

HPH and Planetree Inc. Similar, complementary and different elements			
Themes and conditions	Similar	Complementary	Different
Accessibility to healthy food		X	
Activity programming Creation, entertainment			X
Adaptability to organizations of different sizes and missions	X		
Assessment of health interventions - Patients		X	
Assessment of health interventions with staff and of staff health		X	
Assessment of availability of health information			X
Assessment of performance and ongoing professional development, including health promotion		X	
Assessment of health outcomes, impacts (patient, staff and community health improvements) over time		X	
Care		X	
Certification		X	X
Communication Exchange of information Networking	X		
Communication with community organizers according to the needs of each patient	X		
Connections with health organizations	X		
Communications with the patient and his/her family		X	
Connections with organizations from the community			X
Cultural needs of patients, families and staff and diversity		X	
Definition of task			X

Annexe A (cont'd)

HPH and Planetree Inc. Similar, complementary and different elements			
Themes and conditions	Similar	Complementary	Different
Dissemination of health information and education with a view to empowerment	X		
Evaluation/assessment goals			X
Exercise, fitness and healthy lifestyle habits programs		X	
Frequency of assessments			X
Integration of social support network into care process	X		
Healing environment			X
Health promotion			X
Importance of the continuing improvement phase	X		
Job attitude and task design			X
Methodology			X
Needs of the community	X		
Number of subjects to evaluate			X
Organization's policies and programs		X	
Organizational structures	X		
Orientation		X	
Parking			X
Personal development for staff			X
Policies and programs		X	
Recognition/reward policy			X
Staff health services	X		
Staff training and knowledge upgrading	X		
Service and advice during the implementation phase			X
Target public	X		
Trends		X	
Values	X		
Work environment design to improve aesthetics			X
Workplace health and safety policy	X		
Work environment			X

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