



# Building a culture where patient experience is everyone's responsibility

Jessie McPherson Private Hospital

CLIENT SUCCESS STORY • HEALTHCARE

# Overview

Delivering exceptional patient experiences doesn't happen by chance. It requires leaders who are willing to listen, teams that are empowered to improve, and a commitment to acting on patient feedback every day.

For more than two decades, Jessie McPherson Private Hospital (JMPH) has built a culture where patient experience is everyone's responsibility. Members of the Insync team have supported that journey since 2003, with Insync providing continuous real-time patient experience measurement, reporting and improvement since 2018, helping leaders turn patient feedback into practical action across the hospital.

Today, JMPH consistently delivers outstanding patient experience results while continually seeking new opportunities to improve.

This case study draws on group interviews conducted by Divya Martyn, Senior Manager at Insync, with senior leaders and Nurse Unit Managers (NUMs) at JMPH. What emerged was not a story about a single initiative or a spike in results, but rather about how years of committed leadership, continuous learning, and attention to patient feedback have shaped the way the hospital operates.

## The challenge

Collecting patient feedback is only valuable if organisations know how to act on what they learn.

Throughout the partnership, Insync has provided continuous real-time patient experience surveying, benchmarking and analytical insights that help leaders understand where improvement efforts will have the greatest impact. Rather than becoming another reporting exercise, patient feedback has become part of everyday decision-making across the organisation.

## The results

Years of committed leadership, continuous measurement and a culture of improvement have delivered sustained gains in patient experience. JMPH recorded statistically significant improvements in FY2024/25 and FY2025/26 while maintaining top-decile performance across multiple patient experience measures nationwide.

Overall quality of experience score



The trend reflects a long-term commitment to listening to patients, acting on feedback, and continually refining the care experience.

The numbers are reinforced by what matters most: the voices of patients themselves.

**"By far the best hospital I've ever been in."**

Patient, 51 South, Clayton

**"The world's greatest hidden gem."**

Patient, Victorian Heart Hospital

**"This has been by far my best hospital experience at any public or private hospital."**

Patient, 31 North, Clayton



## How JMPH built a culture of patient-centred care

Ask the senior leaders at JMPH what drives their results, and they rarely point to a single initiative. Instead, they describe a culture deliberately built over many years. One where patient feedback is trusted, openly discussed, and used to guide everyday decisions. That culture starts with leadership and extends through every level of the organisation.

Qualitative feedback collected through the Insync Inpatient Survey has provided actionable insights into what matters most to patients, from compassionate nursing care and clinical excellence through to communication, comfort and discharge planning. By tracking patient themes over time, the organisation has been able to identify emerging priorities, monitor progress and maintain a strong focus on person-centred care.

Patient comments from 2019-2022 highlighted recurring opportunities around:

- Room comfort and privacy
- Noise levels and sleep disruption
- Waiting times and discharge processes
- Communication consistency
- Food and dietary options
- Staffing pressures during peak periods

More recent feedback from 2023-2026 suggests these issues remain important, but they feature less prominently in patient comments. At the same time, there is increased positive recognition of clinical care, communication, safety, comfort and the overall patient experience.

While patient expectations around communication, comfort and coordination continue to evolve, one message has remained constant: patients consistently identify Jessie McPherson's staff as the defining feature of their experience. The opening of the Victorian Heart Hospital saw Jessie McPherson Private Hospital move into a new facility under the brand of Monash Heart Private. This saw an uplift in patient satisfaction from our cardiac population group.

No single initiative explains JMPH's success, and the interviews with staff revealed five practices that have become embedded in the organisation's culture.

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### Non-hierarchical leadership and a no-blame environment

One of JMPH's greatest strengths isn't simply that leaders review patient feedback; it's the way they engage with it. Senior leaders see themselves as part of the team, not above it, approaching patient feedback with curiosity rather than judgement. When scores dip, the focus isn't on assigning blame but on understanding what changed, what can be learned and how care can be improved. That mindset creates the psychological safety needed for honest conversations, giving ward staff the confidence to raise issues, try new ideas and continuously improve.

**"I lead from within the team rather than above it. My position comes with different responsibilities, but we're all working together to achieve the same outcomes."**

*Jennine Harbrow, Director of Clinical Services*

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### Data that is visible, discussed, and acted on in real time

Continuous patient feedback only creates value when people use it. At JMPH, patient experience data is visible throughout the organisation and discussed as part of everyday operations rather than periodic reporting. Supported by Insync's real-time reporting platform, patient experience results are discussed in weekly staff huddles across the hospital. When a patient indicates they would not recommend JMPH, a notification is triggered and someone follows up that day to understand the root cause. At the Victorian Heart Hospital (VHH), patient feedback and thank-you cards are displayed on the walls for staff and patients alike to see. Insync's correlation analysis, which identifies the factors of highest relative importance to overall patient experience, regularly features in quality meetings and clinical discussions with doctors. The data functions as a working tool, not a reporting exercise.

Acting on feedback quickly has also reduced complaints and strengthened engagement across teams.

**"Being proactive in implementing these measures not only improves efficiency and saves time, but also engages staff in the process, fostering alignment and a shared commitment to achieving our objectives".**

*Vicki Green, Clinical Operations Manager*

### 3 A culture of experimentation and learning from within

JMPH has built a culture where staff feel safe testing new ideas and sharing what they learn. One example is the Hush Project, developed in response to patient feedback to reduce unnecessary noise and create a quieter environment. It was piloted on the gastroenterology ward before being rolled out across the organisation. Cross-ward upskilling, where nursing staff rotate through higher-acuity wards to build their skills, is another example. Both initiatives originated with frontline teams and were supported by leaders willing to invest in ideas that improved patient care. Rather than expecting every initiative to succeed immediately, leaders encourage teams to experiment, learn and continuously improve. Complaints are viewed not as criticism, but as opportunities to learn.

**"Complaints are a valuable source of improvement when we approach them with an open mind rather than becoming defensive."**

*Davinia Lewis, Quality and Consumer Liaison*

### 4 The right people, retained and developed

The Clayton campus has 195 staff with an average length of service of 8.8 years. Some ward teams have members who have worked together for more than two decades. When building the team at VHH, clinical experience was a threshold requirement, not the deciding factor. Candidates who ticked every clinical box but lacked the customer service orientation that private healthcare demands did not progress. Getting the right people in the door, developing them, and keeping them is one of the foundations on which everything else is built. The interviews consistently pointed to long tenure as a strength. Not because people stay for comfort, but because experienced teams can mentor others, model high standards, and reinforce the culture every day.

As NUM Cathie Beamish observed, a strong culture tends to reinforce itself.

**"You start with the good things, and it pulls in other people who are positive. It's like a positive catch-22."**

*Cathie Beamish, Nurse Unit Manager*

### 5 Recognition that reinforces the right behaviours

Staff Star Awards, nominated by peers under the iCare values framework and affirmed by the chief executive, are presented at quarterly staff forums. Each award is accompanied by a framed acknowledgement and a public explanation of why the person won. At the ward level, practices like the staff recognition jar provide teams with an informal, regular way to acknowledge one another. Rather than being reserved for exceptional moments, recognition is woven into the organisation's day-to-day operations.

## What other health organisations can take from this

JMPH's experience shows that sustained improvement is less about launching more initiatives and more about creating the conditions for patient feedback to influence everyday behaviour.

#### Make feedback easy to act on



Measurement creates value when the distance between feedback and action is short. At JMPH, results are visible, discussed regularly and used to guide practical decisions at the ward and leadership levels.

#### Create safety around improvement



Teams are more likely to engage honestly with patient feedback when disappointing results are treated as information rather than failure. Curiosity and a no-blame mindset make it easier for people to raise concerns, test ideas and learn.

#### Reinforce the culture through everyday behaviour



Culture is sustained through repeated actions: leaders modelling expectations, teams recognising one another, staff following up on concerns and experienced people mentoring others. These habits matter more than any single improvement program.

## A partnership that supports continuous improvement

Members of the Insync team have worked with JMPH since 2003, and Insync has provided continuous inpatient experience surveying since 2018. Over time, the relationship has developed beyond measurement alone.

Through real-time reporting, national benchmarking, correlation analysis and structured leadership debriefs, Insync helps JMPH interpret emerging trends, identify the factors most closely linked to patient experience and focus improvement efforts where they are likely to matter most.

Combined with JMPH's commitment to listening and acting, this has created an approach to improvement that continues to evolve rather than stand still.

## Ready to build a patient experience driven culture?

Exceptional patient experience isn't built solely through measurement. It comes from listening, understanding what matters most to patients and creating the confidence to act.

For more than two decades, Insync has partnered with healthcare organisations such as Jessie McPherson Private Hospital to turn patient feedback into meaningful improvements. We'd love to explore how we can support your organisation.

*We gratefully acknowledge the executive leadership team, Nurse Unit Managers, and clinical leaders at Jessie McPherson Private Hospital for their contributions to this case study. Their generosity in sharing their time, experiences and learnings has enabled us to tell this story and highlight the leadership, culture and everyday practices that continue to shape exceptional patient experiences.*



## About Insync

Insync is an experience research and advisory consultancy helping organisations understand what matters to their people, customers and patients, and turn insight into meaningful action.

For more than two decades, we have partnered with healthcare organisations to measure and improve patient experience, combining rigorous research, real-time feedback, benchmarking and sector expertise.

We don't just measure what's happening; we help organisations understand why, where improvement will have the greatest impact and what to do next.