

Ard Leferink

10th February 2017



Buurtzorg since 2007: the reinvention of a comprehensive community care model

My pre-Buurtzorg experience (1)

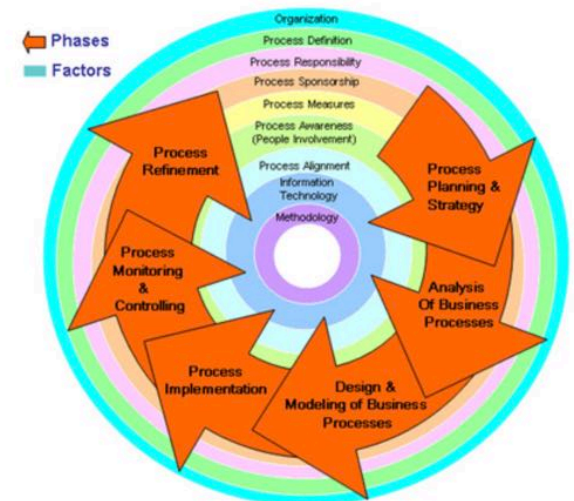


- Fun!
 - Lot of responsibility
 - Satisfied customers
 - Problem? Let's solve it!
-
- No management involved....



My pre-Buurtzorg experience (2)

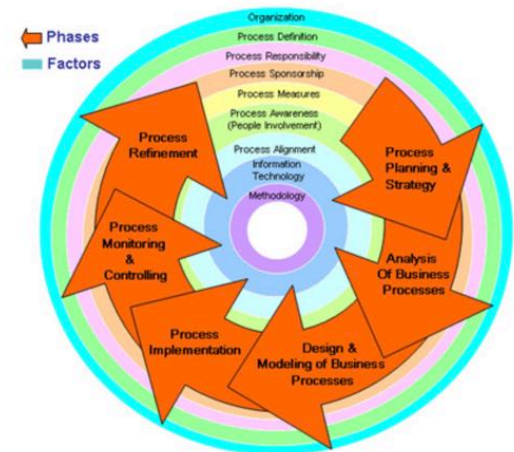
- Business & Public administration / consultant
- Making Healthcare organisations professional
 - Business Process Management
 - Project Management
 - Customer Relationship Management
 - Supply Chain Management
 - Business Intelligence
 - Human Resource Management



- Fun!
- Lot of responsibility
- Satisfied customers
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- No management involved....



- A lot of management involved
- Dissatisfied professionals
- Dissatisfied customers
- Risk? Let's avoid it!
- Problem? Let's manage it!



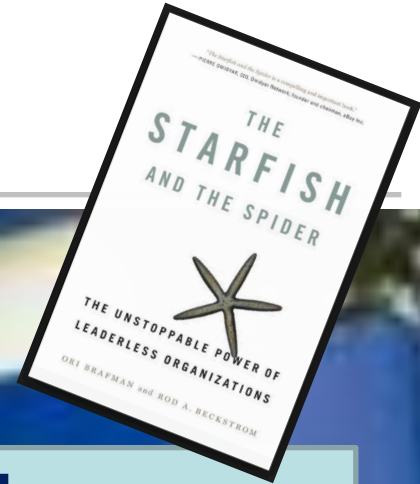
Situation Home Healthcare 2006

- Fragmentation of cure, care, prevention
- Lower quality / higher costs: wrong incentives: delivering much care against low cost is profitable
- 50% homecare companies financial problems due to high overhead costs
- Dissatisfied employees
- Huge bureaucracy
- Clients? Got lost in the system

The birth of Buurtzorg : 2006



The birth of Buurtzorg : 2006



Strong vision on care



Self organising teams

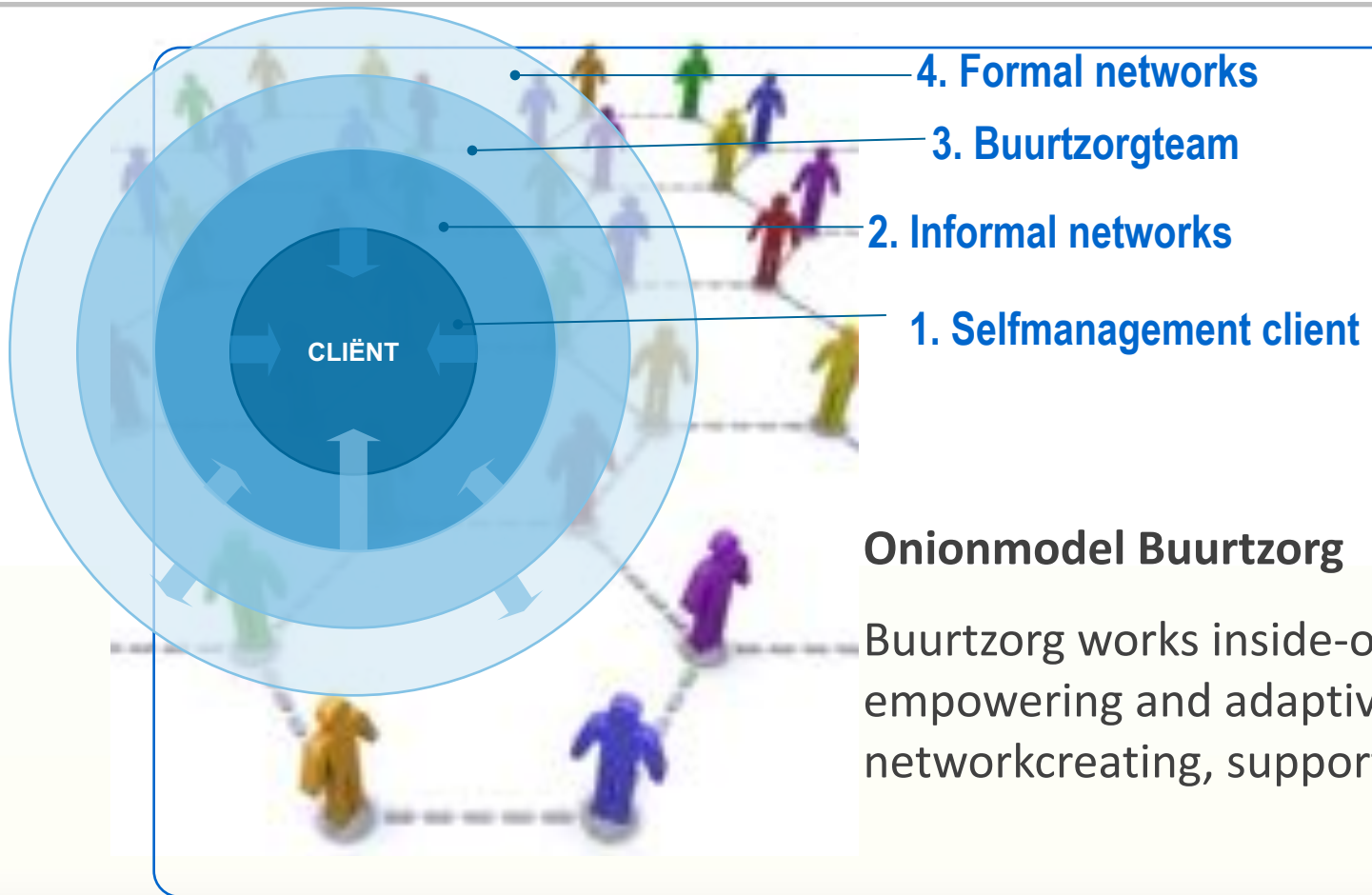


ICT Backbone

Care Vision

People can take care of themselves as long as possible if they are supported in the right way! Informal care, volunteers can have a big role in supporting elderly and disabled people

Vision: support independence!



Start Buurtzorg 2006

Starting an organization and care delivery model for home visiting personal and nursing care with:

- **independent teams**, maximum of 12 nurses
- who organize and are responsible for the **complete process**:
 - clients, nurses, planning, education and finance;
 - and all kind off coordination activities!!!!



What started with one team

- In the city of Enschede
- Exploded within 10 years
 - 900 teams throughout the country
 - 9000 employees
 - 300 mln € turnover
 - 40 backoffice employees
 - 20 coaches
 - 1 CEO



(Self)-Organisation

- Optimal autonomy
- Complexity reduction (also with the use of ICT)
- Maximum of 12 nurses a team, 40 à 50 clients
- Assessment and taking care of all types of clients: generalists!
- 50% Bachelor educated nurses
- Their own education budget
- Informal networks are much more important than formal organizational structures



As if it were bands.....

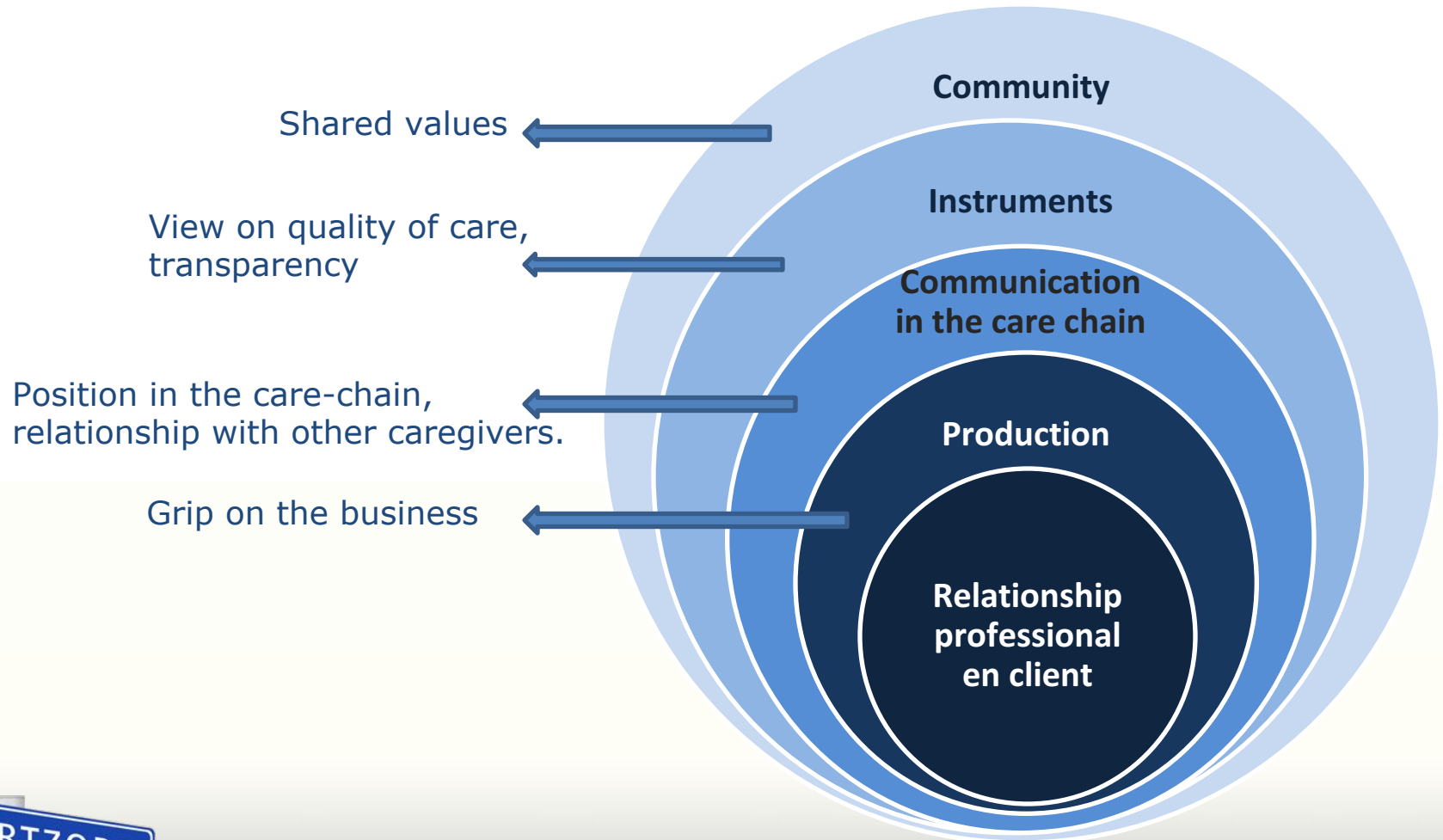


How we support the teams

Supporting the independent teams

- 40 people in 1 back office
- Taking care of inevitable bureaucracy, so the nurses won't be bothered with it!
 - The care is charged
 - The employees are paid
 - Making financial statements
 - etc

ICT makes it possible! - Buurtzorgweb



Buurtzorgweb – some aspects

- Community
- Clients and employees data
- Hour registration
- Sharing documents
- All the necessary administration for accountability to cost providers, inspection
- Planning

Community

- Shared values. Nurses work all over the country but feel like 'one'
- Nurses can ask for good examples from colleagues all over the country.
- 'Management' can easily check the ideas of their employees.
- The back office has an easy way of communication with all the nurses
- Contact between nurses and informal care and other caregivers from the neighborhood



Op de werkvloer
3 aangeboden artikelen



Zelfsturing
3 aangeboden artikelen

Reacties

22 november 2020
11:40

Marjolijn Verhoeven

[illegible]

Clänttevredenheid Elst 1





Corporate ??

What we don't do

- No strategy meetings. In fact, no meetings at all....
- No policymaking
- No (team)budgeting
- No formalized management of...
 - Customer relations
 - Supply chain
 - Human resources
 - Communication or Public Relations
 -

What we do

- Performance monitoring
- Procurement & Follow new legislation
- Learning from trends, discussions. (Knowledge System)
- Stimulating innovation & learning
- Coaching 'on demand'
- Quality System
 - Focus on **what** nurses should do, not on **how** nurses should do that
 - Roles and activities
 - Buurtzorg academy



Effect

Satisfied employees

- Thousands of nurses quit their job at traditional organizations and went to work for Buurtzorg
- They appreciate:
 - Working in small teams
 - Working autonomous
 - Independency
 - Strong team spirit
 - User-friendly ICT
- Price for best employer

Satisfied clients

- Good quality of care
- Compared to 307 other organizations for community care they give the highest score to Buurtzorg (NIVEL 2009)



And Cost effective !!





Thank you for your attention