Buurtzorg Series Seminars

First Coffee, then Care!

Buurtzorg
Humanity over bureaucracy

Arnold Stroobach
KEEP IT SMALL
KEEP IT simple

RESULTS POLICY ON HOMECARE 2006 IN NL

- Fragmentation of cure, care, prevention
- Standardisation of care-activities into smaller subtasks
- Lower quality / higher costs and wrong incentives: delivering much care against low cost
- Big capacity problems due to demographic developments
- Downward spiral of staff training level
- Clients unhappy with care provided
- Professionals were very unhappy – nurses and care workers do not want to work like factory workers
HISTORY OF BUURTZORG

Buurtzorg (Neighbourhood/Community Care) is a Dutch based home care provider set up as a response to the problems facing the industry.

- Founded by Jos de Blok in 2006
- Model focused on the client AND the care giver
- Facilitating and maintaining the independence and autonomy of the individual

BUURTZORG: A DISRUPTIVE CHANGE

Starting an organisation and care delivery model for community care with:

- **Independent, autonomous teams** up to 12 nurses
- Working in a **neighbourhood/community** of 5,000-10,000 people
- Teams responsible for the organisation and the **complete process**
- **Back office** that supports front-line
50-150 new nurses a month
100,000+ patients a year

Highly efficient back office with rigorously standardised processes

- 37 FTE in 1 back office, supporting over 15,000 employees
- Back office taking care of inevitable bureaucracy, so the nurses won’t be bothered with it ("serving")
- Tasks of back office:
  - The care is charged
  - The employees are paid
  - Making financial statements

Overhead cost at Buurtzorg 8% vs 25% market standard
THE STAFF

- Front line
- Back office
- Coaches
- Directors/management

15,000

51

21

2

AND MORE ..

- Patient satisfaction: 9
- Employee satisfaction: 9
- 5 times best employer of the year
- 50-150 new colleagues per month
- 8% overhead
- Easy scalable
PRINCIPLES BEHIND THE PHILOSOPHY

It is about Humanisation
- Understanding clients’ needs -> person centered care
- Don’t let incidents win
- First client then procedure
- Get the social network involved
- Let Care and Support workers lead the way
  - Provide recognition for their competencies
  - Back to quality

CARE MODEL CONCEPT
**KEY ELEMENTS**

- Trust
- Self management and entrepreneurial spirit
- Small teams of max. 12
- Distributed ownership
- Nurse and client are equally important
- Coaches instead of management
- Small and serving back office
- Solution driven
- Holistic care & wholeness of nurse and client
- Focus on relationships (warm & meaningful)
- Human scale, neighbourhood scale
- Enabling ICT

**HOLISTIC CARE & THE ONION MODEL**

- formal networks
- buurtzorgteam
- informal networks
- self management
- client

inside out | empowering and adaptive | network creating | supporting | additional | replacement

Buurtzorg Australia
(SELF)-ORGANISATION

- Optimal autonomy and no hierarchy: TRUST!
- Reduction of complexity (also by means of use of ICT)
- Generalists: taking care for all types of patients
- In the Netherlands: 70% bachelor degree professionals/care workers
- Team education budget
- Informal networks are as important than formal organisational structures

COMPASSIONATE CULTURE

- Be compassionate with clients and colleagues
- Build warm and meaningful relationships
- People benefit from warm relationships
- Demand a real service culture at the back office
CLOSER LOOK INTO BUURTZORG

The Eight Buurtzorg Pillars / Key Success Factors

- **Standardisation**
  - Highly efficient back-office

- **Smart ICT**
  - Focus on the front-line and real-time.

- **Nurse-centricity**
  - Happy nurse/happy client

- **Neighbourhood focussed**
  - Familiarity with client’s environment. Minimal travel.

- **Patient-Centricity**
  - Providing tailored care for the patient with a focus on regaining max. independence

- **Lean management**
  - Self-creating autonomous teams and no/low hierarchy

- **Leveraging network**
  - Find inclusion in the community and being economically with formal care provision.

- **Trust**
  - Frameworks instead of rules. Management letting go
OFTEN HEARD...

- Our people aren’t suited for self organising, we’ve got the wrong ones..
- We want best of both worlds.
- Easy job. Just fire the managers and tell the teams they are in charge now.
- It can be done without restructuring the back office.
- It won’t work, it’s just a hype.

Albert Medal awarded to Jos de Blok for breakthrough innovating homecare

The Albert Medal of the Royal Society of Arts (RSA) was instituted in 1864. In presenting the Medal, the Society looks to acknowledge individuals, organizations and groups that lead progress and create positive change within contemporary society.

The impressive list of Albert Medal awardees comprises names like Michael Faraday, Carl Wilhelm Siemens, Louis Pasteur, Thomas Edison, Alexander Graham Bell, Sir Andrew Noble, Marie Curie, Franklin D. Roosevelt, Winston Churchill, Queen Elizabeth, Yehudi Menuhin or Stephen Hawking.

In November 2014 Jos de Blok was added to the list by receiving the Albert Medal for his pioneering role as founder and GSO of Buurtzorg, and to show how the movement can now spread to the rest of the world.
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