

KEEP IT SMALL, KEEP IT SIMPLE

transforming neighbourhood care - Buurtzorg Overview



BUURTZORG

Ard Leferink

BUURTZORG QUICKSCAN



social healthcare
community nursing



330 mln € turnover
natural growth



12.000 employees,
80.000 clients / y

10

10th anniversary
2017

25 YEARS AGO

- New Public Management !!
- From Patients to Customers
- The nurse became a Human Resources
- Economy of Scale, proces redesign



RESULTS POLICY ON HOMECARE 2006

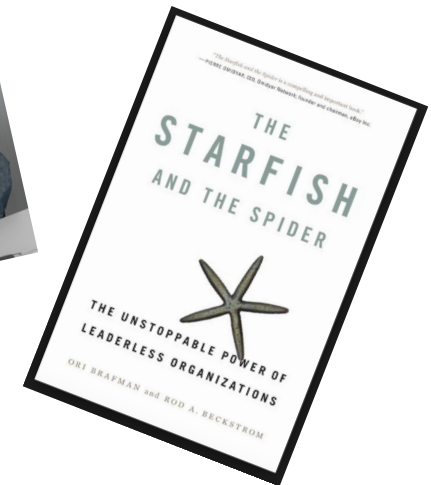
- *Fragmentation* of cure, care, prevention
- *Standardization* of care-activities
- *Lower quality / higher costs* and wrong incentives: delivering *much* care against *low* cost is profitable
- Big *capacity problems* due to demographic developments
- Information on costs per client/outcomes: *none!*
- Clients confronted with *many* caregivers
- Professionals were very *unhappy*



JOS DE BLOK



- Strong vision on holistic care
- We puzzled about a concept:
 - Scalable
 - Attracting good nurses
 - Less management BS



START BUURTZORG 2007

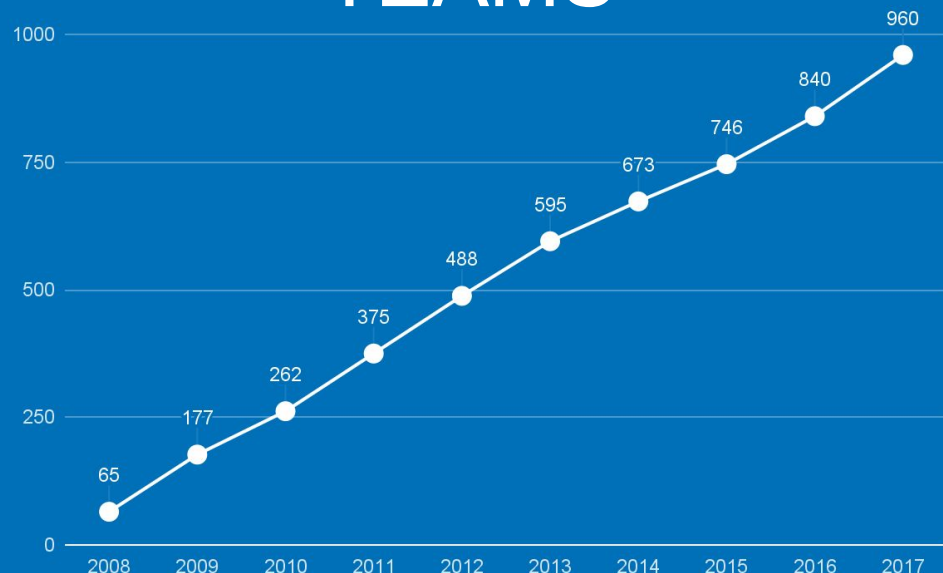
Starting an organization and care delivery model for community care with:

- **independent teams** up to 12 nurses
- Working in a neighborhood of 5.000-10.000 people
- Teams responsible for the organization and the **complete process**

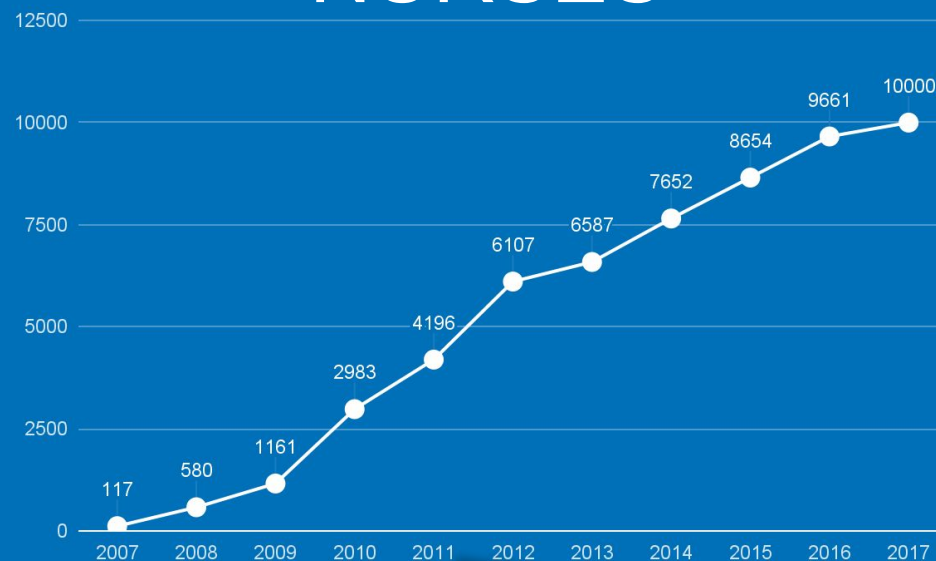


BUURTZORG 2007 - 2017

TEAMS



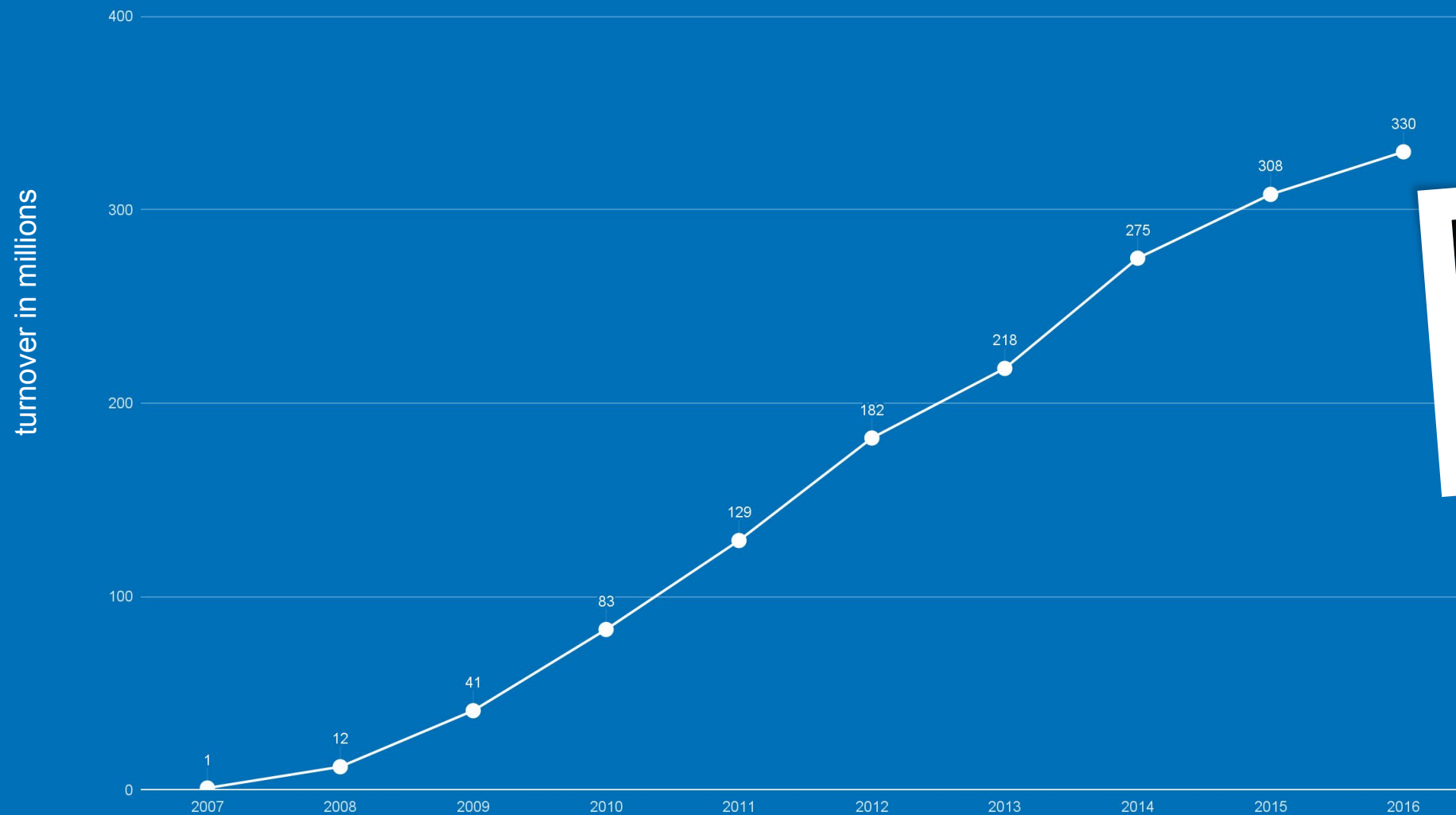
NURSES



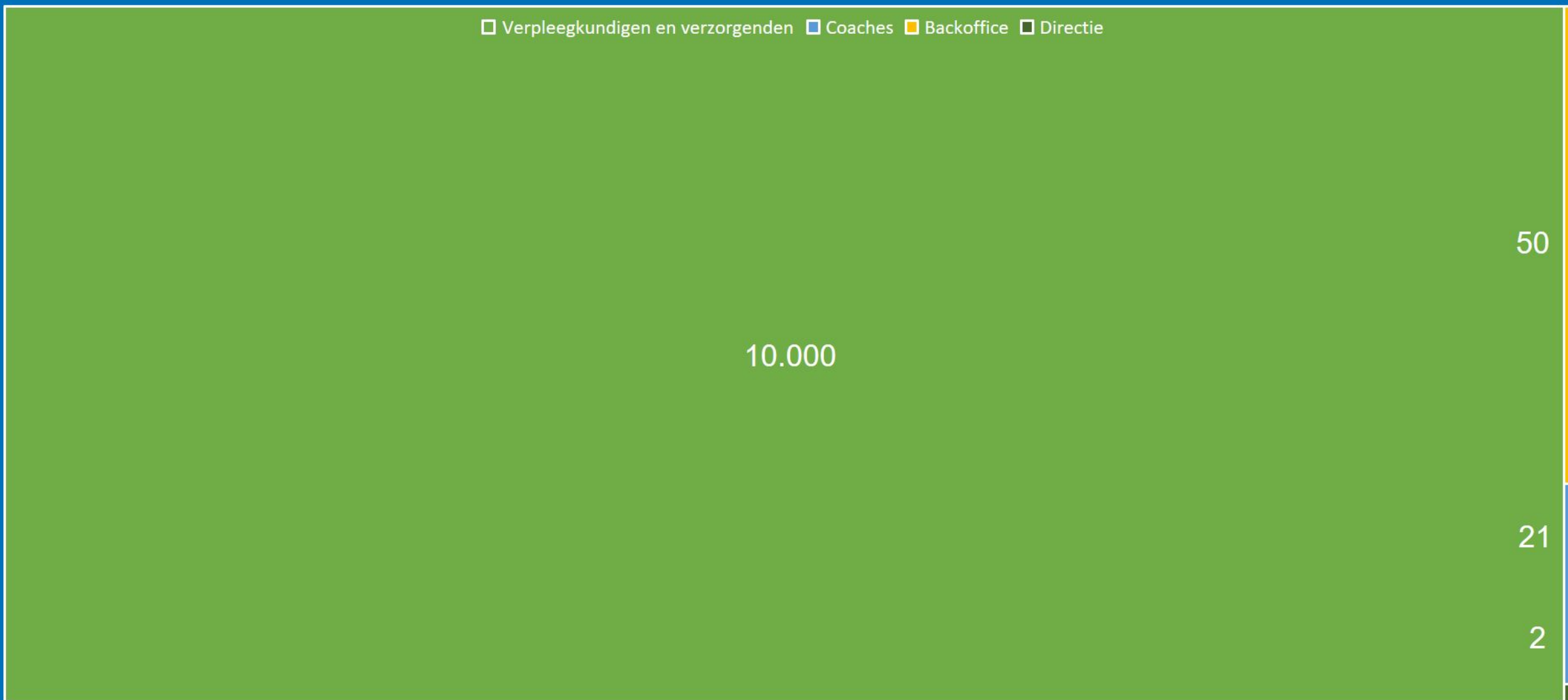
- 50 - 100 new nurses a month
- 80.000+ patients a year



TURNOVER GROWTH



EMPLOYEES



AND MORE...

- Patient satisfaction: 9
- Employee satisfaction: 9
- 5 times best employer of the year
- Overhead 8%
- 1200 new colleagues a year



WHAT WE DO

- Performance monitoring
- Procurement & following new legislation/regulation
- 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

WHAT WE DON'T DO

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

DEEP DIVE

- More about
 - Coaching
 - IT & Backoffice
 - Quality Assurance
 - (Social) Communication
 - ...
 -
 - Whatever !!



ABOUT IMPLEMENTING



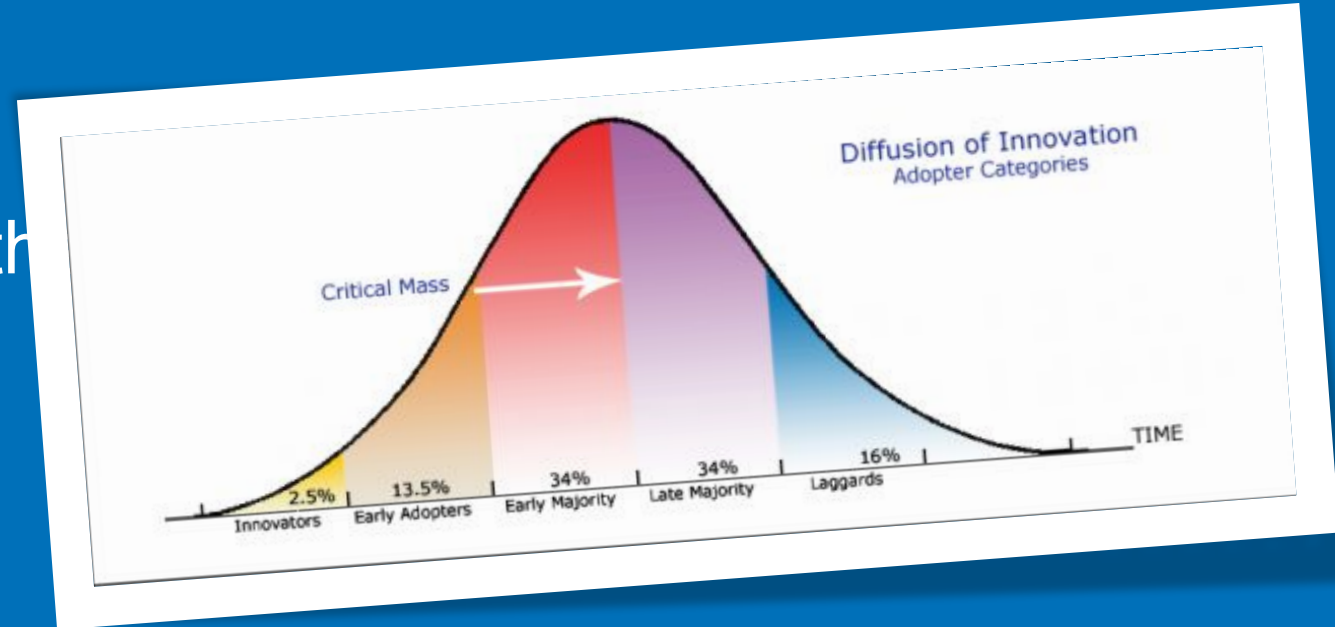
‘It’s a nice story but It’s impossible to change existing organisations’

OFTEN HEARD...

- Our people aren't suited for self organizing, 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.

THE ANSWERS

- Our people aren't suited for self organizing, we've got the wrong ones...
- Start with the innovators and the early adopters !
- Yes, in the end you've got a problem with the Laggards...



THE ANSWERS

- We want best of both worlds. (Let's manage self organisation)
 - You can't manage the new direction.
 - You can only serve, guide and cut complexity.



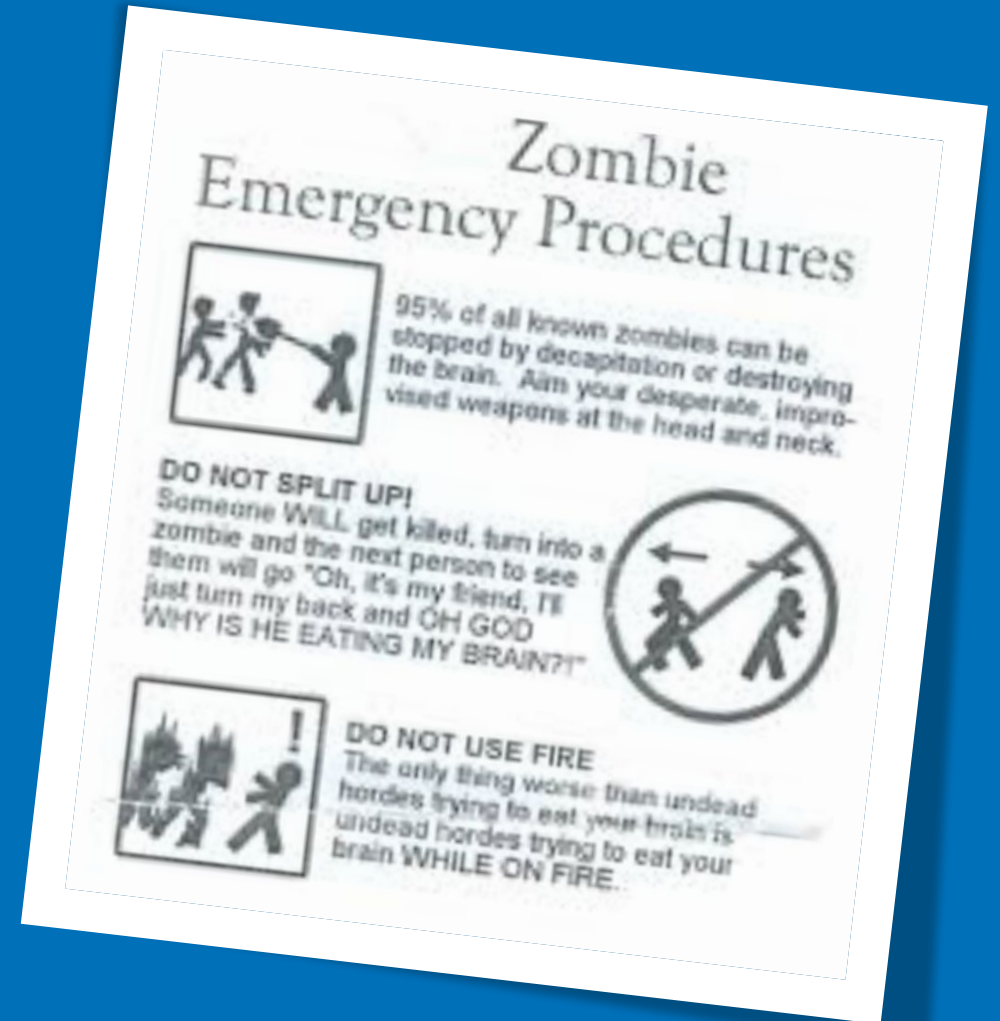
THE ANSWERS

- Easy job. Just fire the managers and tell the teams they are in charge now.
 - You've got to work hard if your culture isn't social. And you can't schedule a culture change...
 - Most difficult part is restructuring the 'backoffice' (PR, HRM, FM, etc...)
 - It's not anarchy, you need a clear framework
 - Think of a Proof of Concept with a Minimal Viable Back office



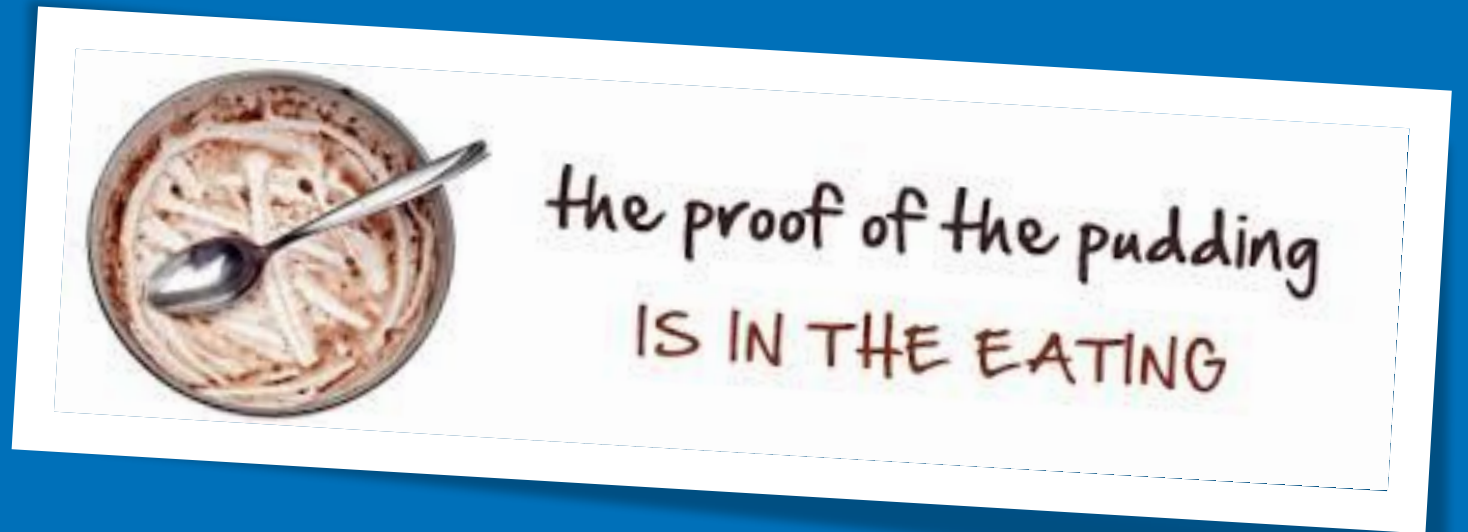
THE ANSWERS

- It can be done without restructuring the back office.
 - Not true! Cutting complexity, redesigning processes and delete the right protocols and procedures is hard work!



THE ANSWERS

- It won't work, it's just a hype
 - **We'll see...**
- Avoid too much theory.



THANK YOU FOR
YOUR ATTENTION