KEEP IT SMALL, KEEP IT SIMPLE
transforming neighborhood care - Buurtzorg Overview

Jos de Blok
social healthcare

focus on relationships

solutions instead of indications

separated care and back office processes

buurtzorgweb- and square, knowledge, information, communication

scale of the neighborhood
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
START 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 - Now

Teams

Nurses

50 - 100 new nurses a month

80,000+ patients a year
AN EXTRA EXISTING ORGANIZATION...

since 2016
4000 extra colleagues
successful
EMPLOYEES

10,000 nurses and nursing aids
50 backoffice
21 coaches
2 CEOs
• Patient satisfaction: 9
• Employee satisfaction: 9
• 5 times best employer of the year
• overhead 8%
• 1200 new colleagues a year
ONION MODEL

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

inside out | empowering and adaptive | network creating | supporting | additional | replacement
(SELF)ORGANIZATION

- Optimal autonomy and no hierarchy: TRUST
- Reduction of complexity (also by means of use of ICT)
- Generalists: taking care for all type of patients
- 70% registered nurses / 40% bachelor degree
- Own education budget
- Informal networks are much more important than formal organizational structures
SUPPORTING INDEPENDENT TEAMS

• 50 people in 1 back office; 21 coaches, managers 0!
• Back office taking care of inevitable bureaucracy, so the nurses won’t be bothered with it!
• Tasks of back office:
  • The care is charged
  • The employees are paid
  • Making financial statements
community

instruments

communication in the care chain

production

relationship professional and client

shared values

view on quality of care, transparency

position in the care chain, relationship with other caregivers

grip on the business
COST EFFECTIVENESS FOR THE ORGANIZATION

- Overhead costs: 8% (average 25%)
  - more money for the care and innovation
- Financially sustainable
COST BENEFITS FOR THE CARE!

• Cost savings up to 40% (Buurtzorg model leads to more prevention, a shorter period of care and less spending on overhead)

• More satisfied employees and clients

• The government and all political parties are stimulating other care organizations to work like Buurtzorg

• Other sectors are interested in the organization model
more and more interest in

COMMUNITY CARE MODEL
giving the best care at home, wherever you live

ORGANIZATION MODEL
teal the Buurtzorg way
• Creating a movement and change of mindset
• Considering local situation
• (License) agreements with different partners
  ○ UK, Germany, Sweden, India, Australia, Japan
10 LESSONS ON IMPLEMENTING BUURTZORG

1. Leadership. C-level commitment
2. Just start. No blueprints. A pathway is created by walking
3. Don’t try to convince. Seduce!
4. It’s all about the relationship between professional and client. Everything else is less important
5. Full freedom within the framework. Be strict when things happen outside the framework
6. Give it some time. Dare to sit on your hands
7. Don’t start if you haven’t got a positive mindset about ‘people’
8. Only demand-oriented service from mid- en backoffice
10. Invite everyone to come up with answers and suggestions
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.
EXPERIENCE BUURTZORG!

VISIT one of our International Days

BOOK an Inspirational visit

COME to us for a Study visit

JOIN a Webinar

FOLLOW a Masterclass

INVITE us for a Keynote

JOIN US THE UPCOMING INTERNATIONAL DAY

For more information check www.buurtzorg.com or contact us via info@buurtzorg.org
BOOKS

Frederic Laloux: ‘Reinventing organizations’

Sharda Nandram: ‘Organizational Innovation by Integrating Simplification’

Ben Wenting en Astrid Vermeer: ‘Self-management, How it Does Work’
KEEP IT SMALL
KEEP IT simple