

# Regional Building Positive Futures

Programme

ALG19



# Learning Outcomes

- Learn the story of Buurtzorg
- The principles behind Buurtzorg
- What is the Onion model?
- How Buurtzorg's approach has impacted staff
- What is happening in the East?
- Identify the achievements and challenges of the work in the East
- Discuss how the model could support adult social care in your area

# The story of Buurtzorg

# Buurtzorg - what's it all about?



# The background . . .

"Because of the policies of the national government and health insurance, we saw the way in which organisations dealt with health care change rapidly in 15 years. It got much more production-driven, task-oriented, care became fragmented and quality went down, costs went up."



It was Jos de Blok's first-hand experience of this as a nurse, and later as a manager and director, that led him to do things differently when he founded Buurtzorg.

The principles behind  
Buurtzorg's self-managing  
teams

# What is different about Buurtzorg care?



## Evolutionary Purpose

To enable and support people to live healthy and autonomous lives.



## Building strong relationships

Starts from perspective of the person needing support and works to create solutions that strengthen their own agency and networks, promoting self-care, autonomy and relationships.



## Practice based on four beliefs about universal human values

- People want control over their own lives as long as possible
- People strive to maintain or improve their own quality of life
- People seek social interaction
- People seek 'warm' relationships with others

## 3 Simple Principles

### Needing

Doing what the client needs and not what they don't.

### Rethinking

Learning from results and changing as necessary.

### Common Sensing

Creating and resourcing practical solutions.

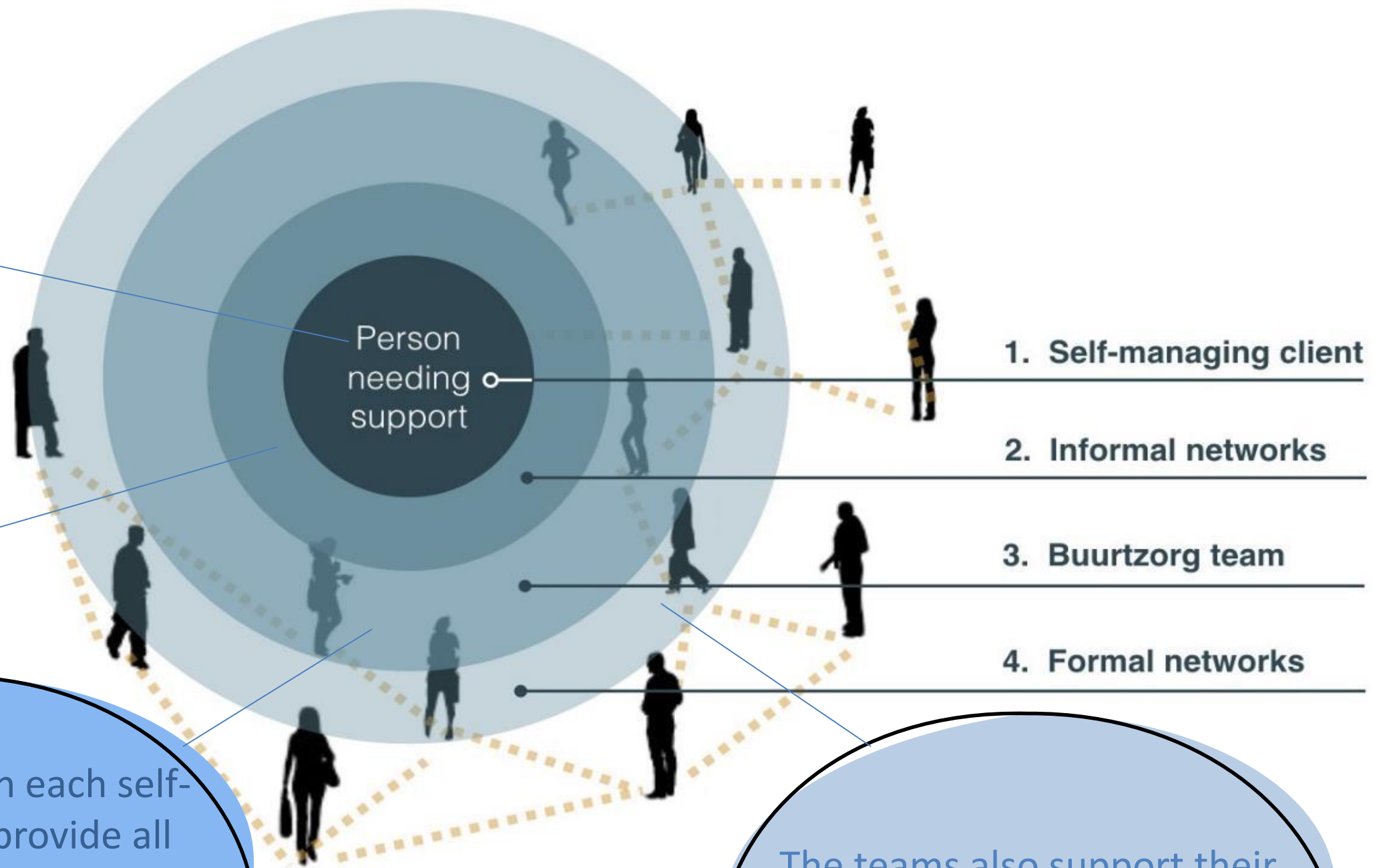
# How do the nurses support the clients?

The Onion Model illustrates how Buurtzorg works inside out, starting with the person needing support and co-creating solutions

Buurtzorg means 'neighbourhood care', and aims to build neighbourhoods that do just that.

Up to 12 nurses in each self-managed team provide all aspects of care, and share and rotate organisational responsibilities.

The teams also support their clients by co-ordinating with the wider system.





# How does the organisation support the professionals?



# How Buurtzorg has transformed Dutch home care



## Great Care Quality

Co-designed person-centred care built around neighbourhood supports to maximise choice and autonomy and promote wellbeing.

- Highest client satisfaction rates in Netherlands (Netherlands Institute for Health Services Research)
- Client facing time 61% vs Dutch average 51% (KPMG)
- Maximum scores in most recent inspection (2018)



## Happy Nurses & Care Workers

Professional freedom and responsibility to serve clients within a clear and simple framework.

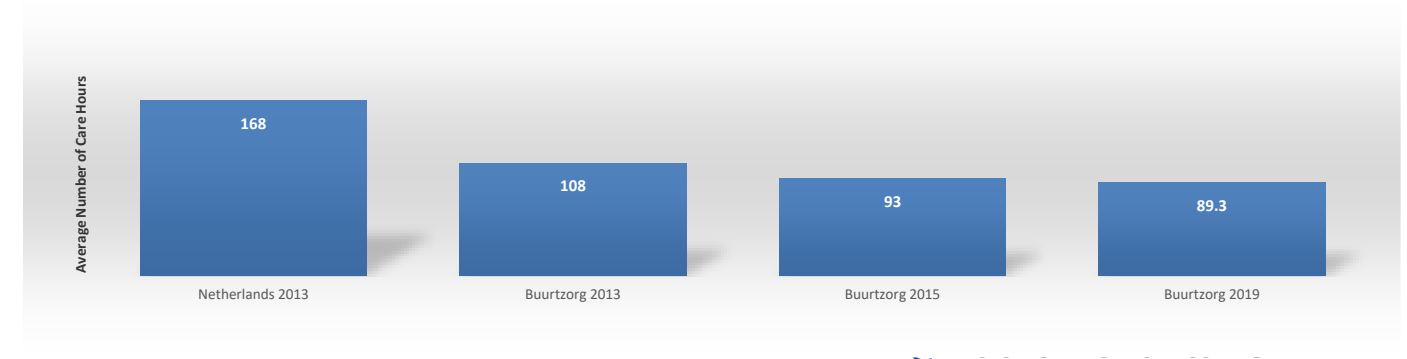
- Voted Employer of Year five times (Effectory Employee Surveys)
- Staff turnover 4%, one third below Dutch nursing average
- Staff sickness 4%, one third below Dutch average.



## Healthy financial responsibility

Maximising the productive use of resources by focusing on outcomes and eliminating useless tasks.

- Buurtzorg has halved the average number of hours of care per client while improving quality.
- Overheads only 8% compared with Dutch average of 25% with margins of 5% (KPMG)



The professionals

# How does it feel as a professional



# How does it work in practice?

- Teams of between 6 and 12
- They look after a key geographical area
- Given a period of time to get started
- Trained in decision making, solution focused methods of interacting and more
- Have key roles that are shared and rotated
- Recruit their new teams members themselves
- And they get to be the creative solution focused individuals that they are . . .

# Enabling and supporting professional creativity



*Trying new things,  
sharing the learning*

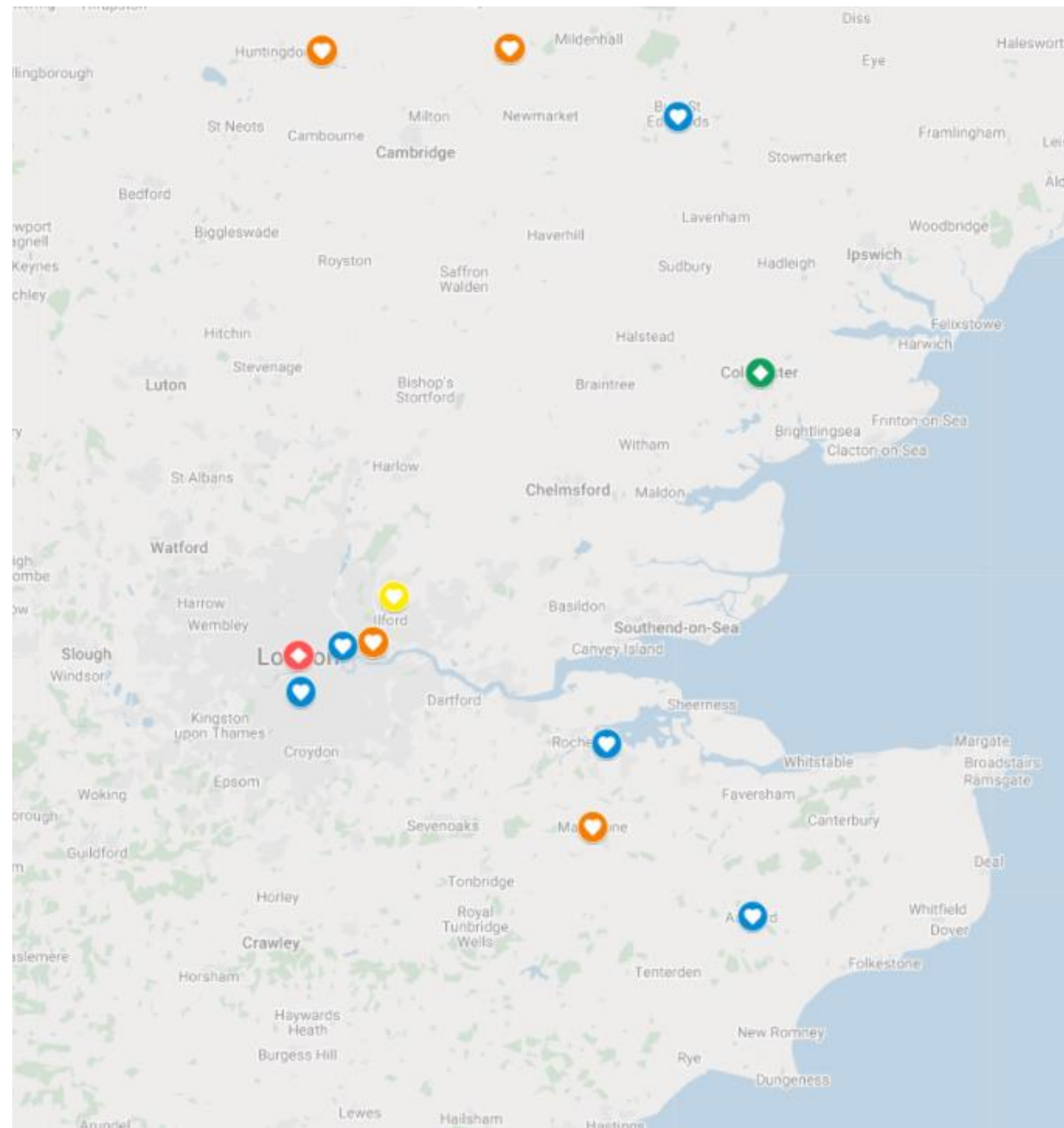
A scene from Buurtzorg's annual 'Walker Olympics', now a national event held in the Olympic Stadium, Amsterdam, but originated by one village team after a conversation between one nurse and her client.



And here is Nellie an initiative from Soham in Cambridgeshire, one of the sites for the Buurtzorg inspired pilots 'Neighbourhood Cares'

And in Britain and  
Ireland?

# Our work . . .





# Buurtzorg Inspired Test and Learn in West Suffolk

## **The Project**

- Inspired by EELGA event for political leaders
- CCG, LA and NHS FT all on board
- Wanted to pilot the model with one team

## **How they worked with us**

- 2 Day Study Visit
- Advisory

## **How they evaluated it**

- Kings Fund
- HealthWatch

# Buurtzorg Inspired Test and Learn in West Suffolk

## What Worked

- Nurses acting as care navigators and co-ordinating care
- Improved responsiveness and accessibility
- Provision of holistic and continuous care
- Improved patient independence.
- Nurses being less time-pressured under the pilot model

## What Didn't Work

- Establishing the infrastructure to support the test and learn
- Recruitment and retention were a major challenge in the test
- Leadership was often conflated with management
- Interpersonal relationships in the team were strained, and disagreements sometimes descended into conflicts
- Ongoing support was needed for Building trust within the team
- A proper induction process
- Clarity around roles, responsibilities, power and accountability

# Neighbourhood Cares Pilot in Cambridgeshire

## The Project

- Inspired by EELGA event for political leaders in 2017
- Saw the opportunities to build a new relationship between the council and local neighbourhood,
- Aim was to deliver cost savings through early interventions, maintaining independence for residents to reduce the need for expensive care.
- Wanted to pilot the model with two teams 'Neighbourhood Cares' teams

## How they worked with us

- Learning and development support in self management for the 2 teams
- Supported a coach with a modest amount of learning and development about how to coach self-managed teams
- Acted as a sounding board and offered advice in a couple of meetings with the Director of Social Services and other Senior Managers

## How they evaluated it

- Neighbourhood Cares Pilot Final Report - *Charlotte Black, Service Director: Adults and Safeguarding, 18 December 2019*



# Neighbourhood Cares

Pilot

# Neighbourhood Cares Pilot in Cambridgeshire

## What Worked

- High quality patient care
- High level of support for carers and families
- Regularity of contact
- Savings to the state
- High levels of job satisfaction
- Development of community assets

## What Didn't Work

- Having to work across more than one system
- Responsibility for the budget
- Insufficient training
- Recruiting team members

## What happened next

- Think Communities – applying 3 key elements of the learning from NCP: A different conversation, Workforce reform, Use of place-based data

How could the  
Buurtzorg model  
support adult social  
care in your area?

**“We started working with different countries and discovered that the problems are the same: the message every time is to start again from the patient perspective and simplify the systems.”**

Jos de Blok,  
Buurtzorg Founder



# Here's what Buurtzorg founder Jos de Blok has to say about the challenges of adopting the model



Consistency

Clear purpose

Strategy

Intrinsic motivation – create conditions for people to do what is right and flourish



## **'Purpose, Trust and Connection' blog**

*Wendy Lansdown, Place Coordinator 28<sup>th</sup> Jan 2022*

In a similar way to Neighbourhood Cares, Think Communities is **building trust** into our team framework, empowered by a Director who **encourages us to proceed until apprehended**, so long as we do no harm and leave the law and budget intact. How liberating is that? I wondered initially if this bravery was teetering on rashness. But no, it's well judged. This pioneering, motivated team with **shared values** and **brilliant partners** across the county can move mountains and we keep each other on course through our **shared purpose, trust and connection.**"

So now, over to you?