



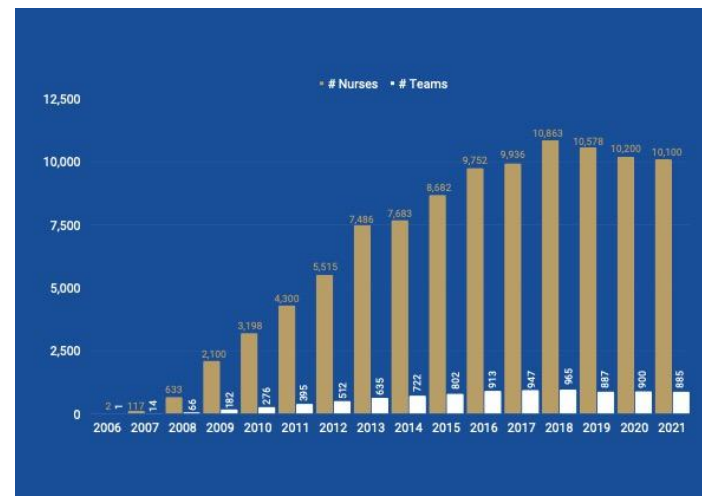
# Bringing Buurtzorg to Britain: Barriers, challenges and solutions

**“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 and CEO*

# Buurtzorg in the Netherlands: a success story

Buurtzorg means 'neighbourhood care' and is a social enterprise founded in 2007 by Jos de Blok and three colleagues to provide holistic care at home. Starting with one team, Buurtzorg has grown to 10,000 staff in 900 self-managed teams. It has also created new enterprises in family help, youth care, mental health and maternity services, which employ a further 5,000, all supported by a small and highly agile back office of just 50 staff.



## Great Care Quality

- 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)



[www.buurtzorg.org.uk](http://www.buurtzorg.org.uk)

  @BuurtzorgBI

@ Public World Ltd 2023

# Buurtzorg's happy and productive teams



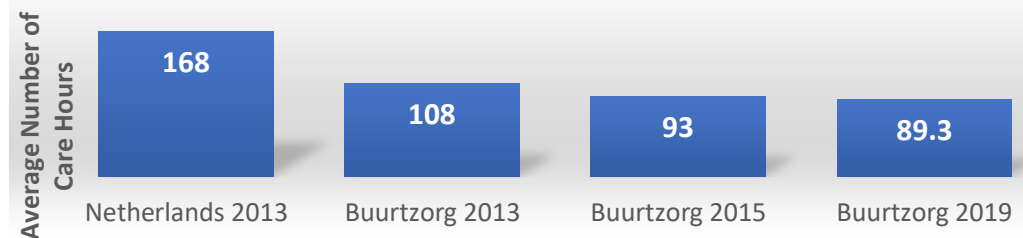
## Happy Nurses & Care Workers

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



## Healthy financial responsibility

- 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)



# Buurtzorg's purpose, vision and principles



## Purpose

To enable and support people to live their lives with meaning and autonomy



## 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-management of their care



## 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.

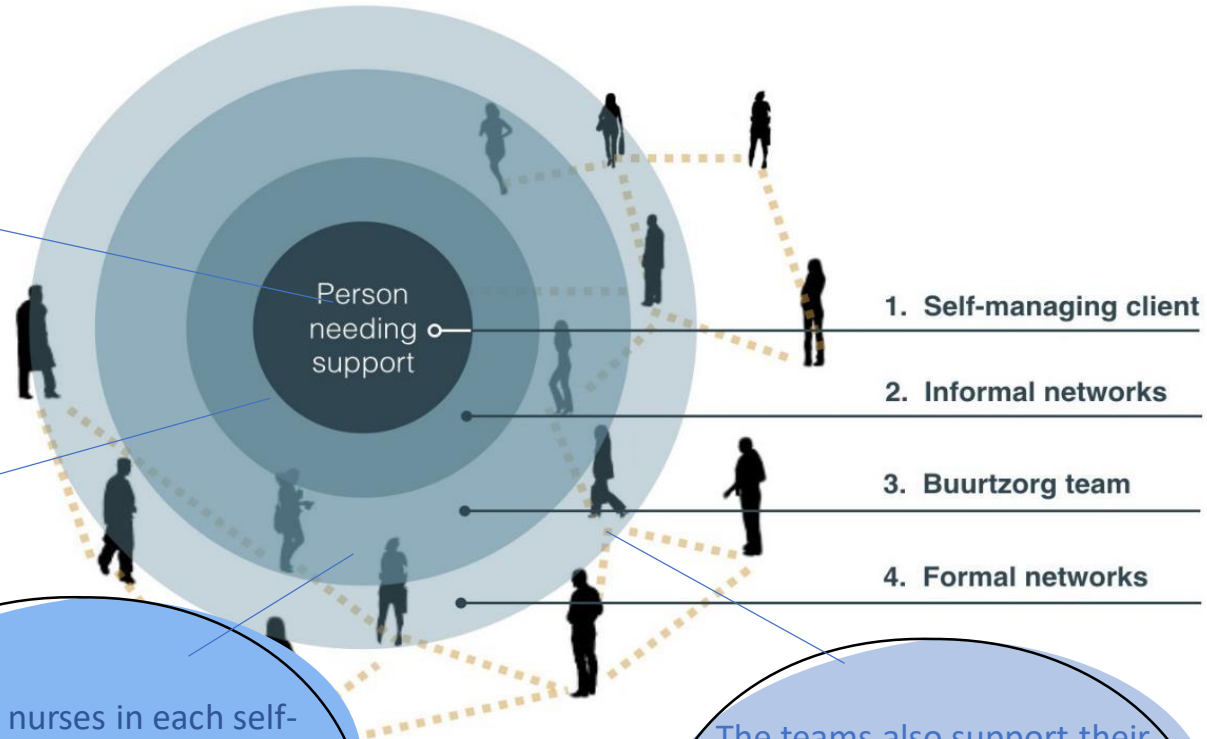
# The Buurtzorg onion model

The Onion Model illustrates how Buurtzorg nurses start with what matters to the person needing support, co-creating solutions to achieve their goals.

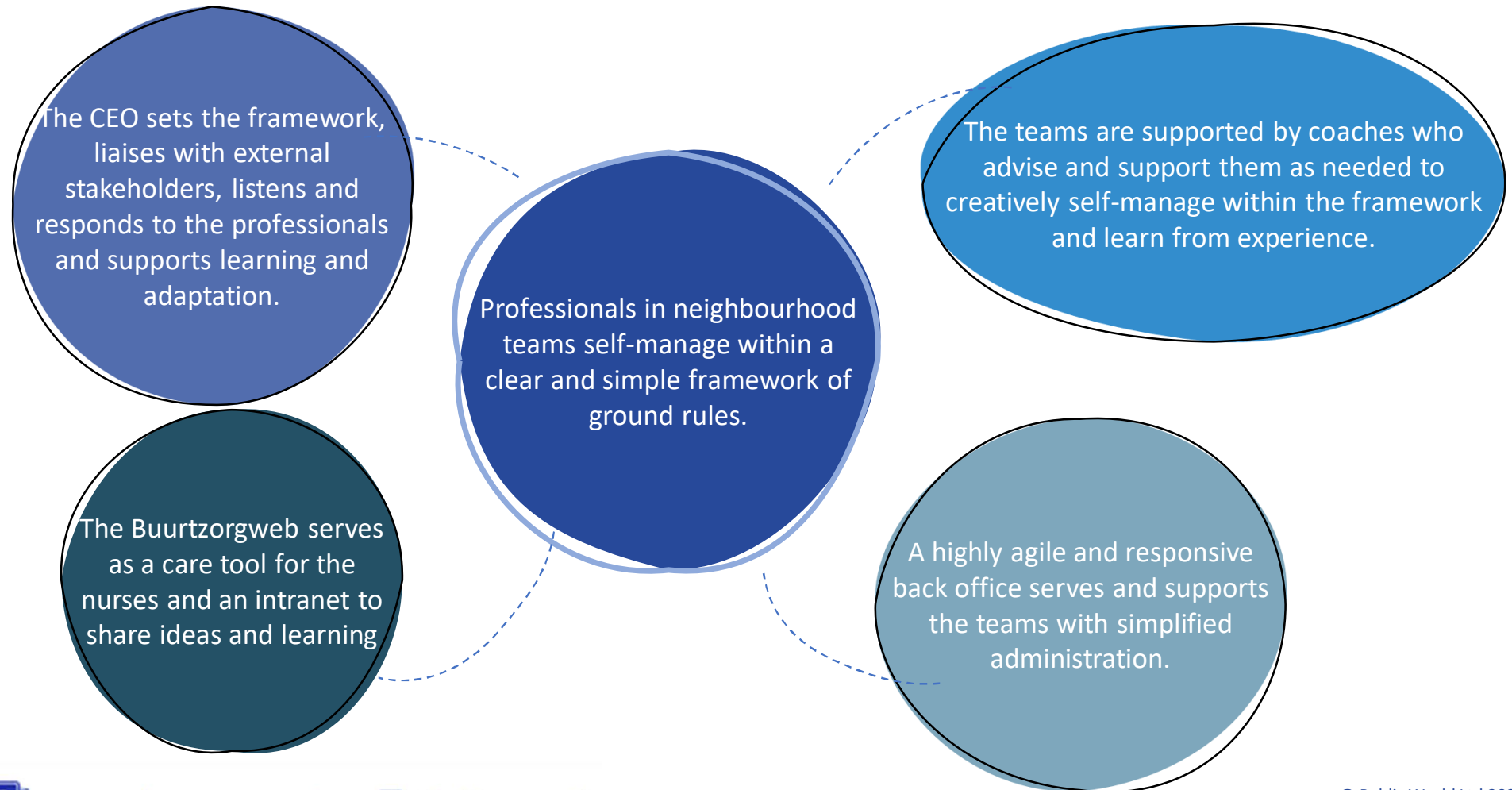
Buurtzorg means 'neighbourhood care', and its nurses support care by family members and others in the community as well as doing what is needed themselves.

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, liaising with GPs, allied health professionals, social workers etc. as needed.



# How does the organisation support the professionals?





# Transforming Integrated Care in the Community

- > Testing innovation transfer
- > Belgium, France, UK
- > Kent County Council, Kent Community NHSFT, Medway Community Health, Public World
- > 2017 - 2022



# 250 barriers and challenges, in four categories

Change is  
never easy!

National health  
and social care  
environments

Organisational  
and  
institutional  
obstacles

Demands of  
the model  
itself



# Organisational and institutional obstacles

Inconsistent  
organisational  
goals

Lack of integration  
at all levels

Hierarchy,  
bureaucracy and  
competitive  
culture

System before  
purpose

# Responses and solutions

- > Status quo approach
- > Workarounds
- > Alternative systems
- > Full integration



# Key lessons of experience

Start with  
purpose

But it needs a clear  
framework of  
normative  
standards

Learning, coaching,  
and simplified  
supportive,  
protective systems

Self-  
management is  
possible – and  
necessary

And it needs  
enablement  
and support

# Building on the learning: Project Care

- Ⓑ Aim: to animate and strengthen the great assets in our communities by creating the conditions to grow neighbourhood care.
- Ⓑ Help people define their own needs and connect with care professionals who can help.
- Ⓑ Learning and coaching resources to co-create and co-produce solutions.
- Ⓑ Digital admin and organizational supports.
- Ⓑ Buurtzorg teams and 'Buurtzorg inside'.
- Ⓑ AI to augment not replace human-centred care

