



BUSINESS ANALYSIS CONFERENCE EUROPE

16 - 18 September 2024 • London, UK

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The secrets behind successful solutions and services

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How we'll discover some secrets!

- Understanding the rate of adoption
- 5 factors that impact adoption
- What a difference your context makes: A tale of 2 countries
- What's your Theory of Change



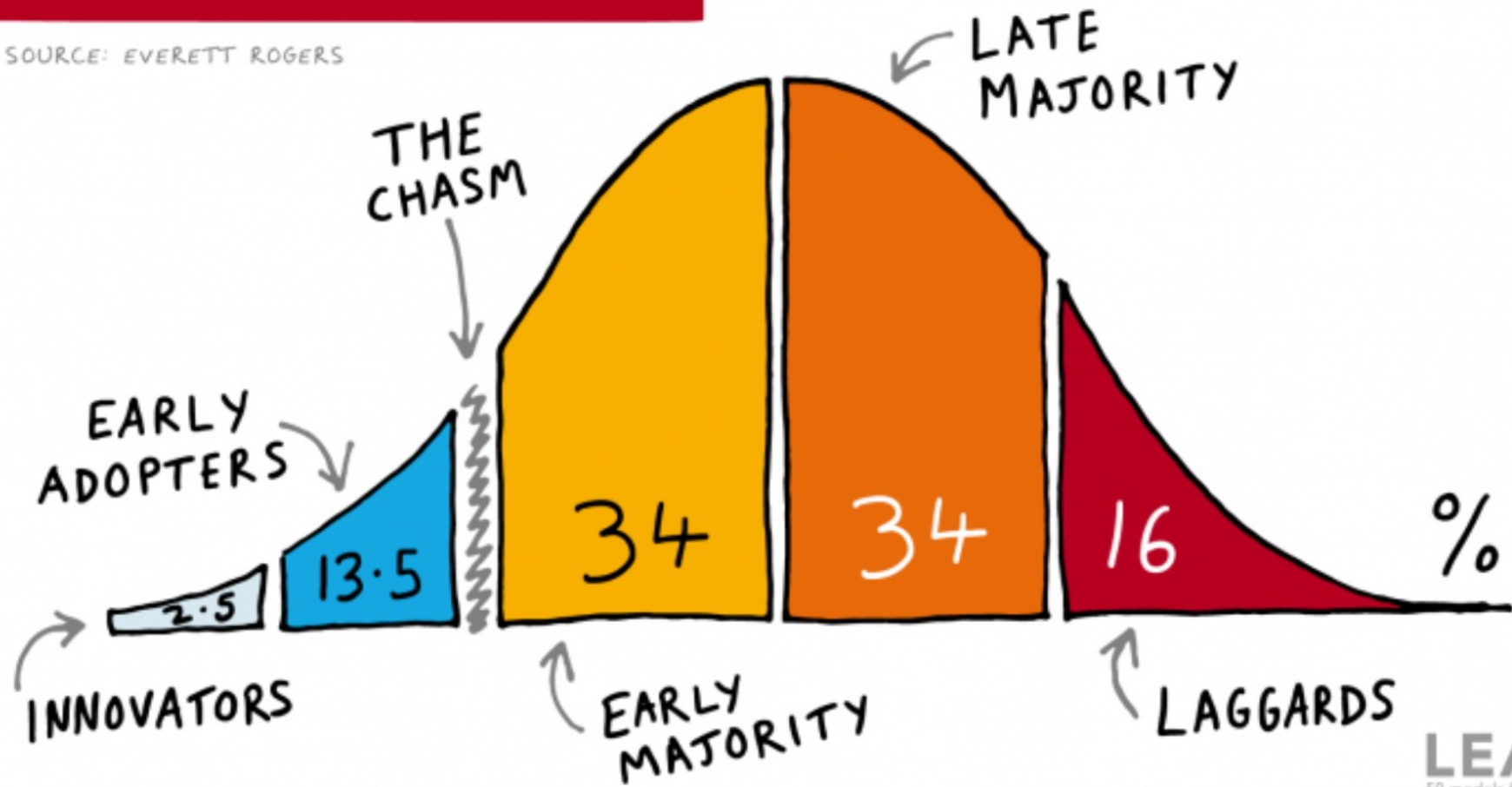


Diffusion of Innovation



DIFFUSION OF INNOVATION

SOURCE: EVERETT ROGERS



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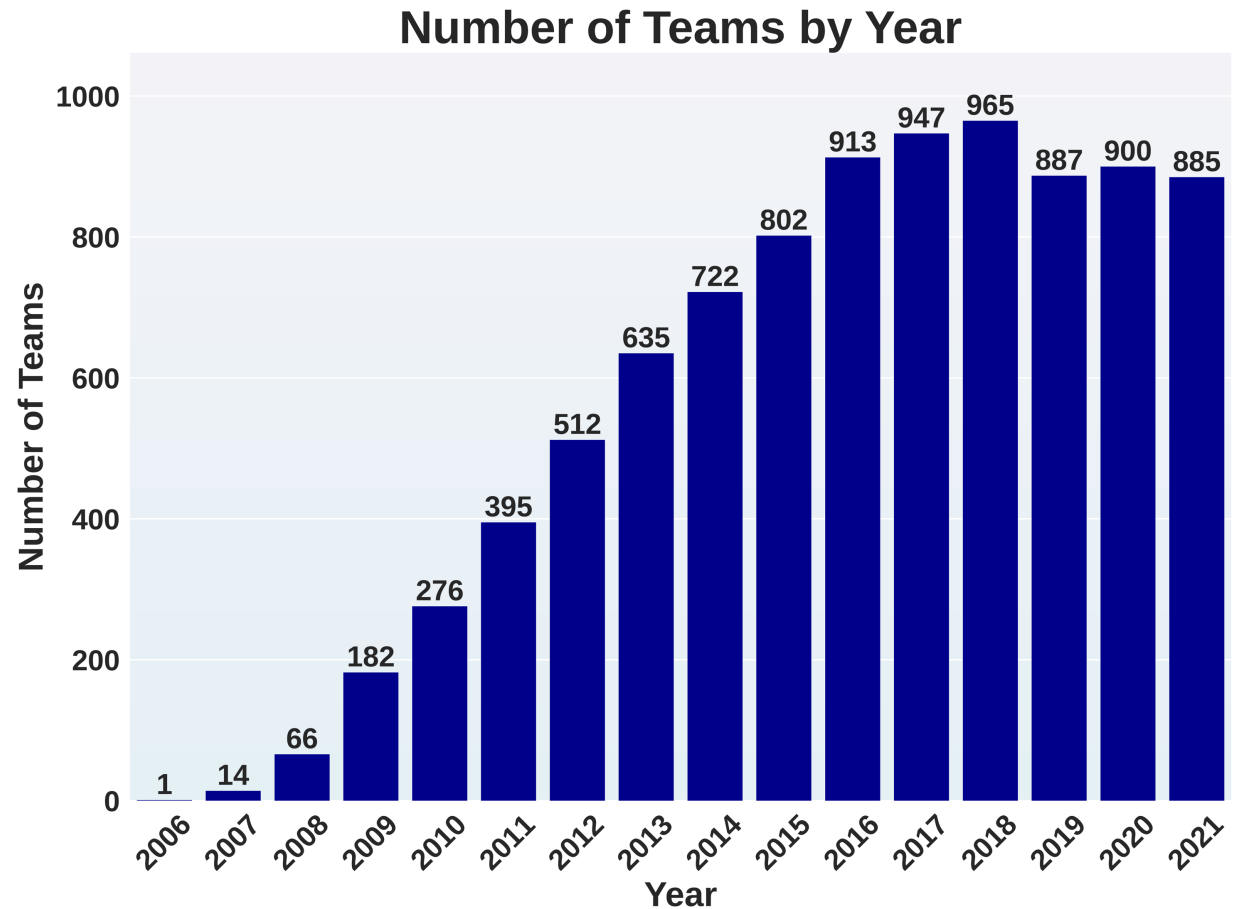


Good quality of care.
60% of time spent with clients.
Compared to 307 other organisations for
community care they give the highest
score to Buurtzorg. (NIVEL 2009)
Highest client satisfaction rates: 9,1

BUURTZORG

From 1 team of 4 nurses to 800 teams in 9 years

- Since the first team was created in 2006 Buurtzorg has grown rapidly year after year.
- In 2015 there are 800 teams and 9,500 nurses and nursing assistants and yet the back office for the organisation is 45 people and 20 regional coaches.
- The rate of growth shows an interesting correlation with Everett Rogers' rate of adoption curve



A pioneering approach to delivering health and social care

*Going Dutch in West Suffolk
Learning from Buurtzorg model of care*

Aglobal beacon: Could Buurtzorg work in the UK?

Can the Buurtzorg Model of nursing transform the NHS?

Implementing Buurtzorg principles in the NHS

Could a Dutch system of nursing, based on autonomy and building relationships, provide key solutions to challenges in the NHS



Factors affecting the rate of adoption





Relative Advantage
Compatibility
Complexity
Triability
Observability

Relative Advantage



Buurtzorg

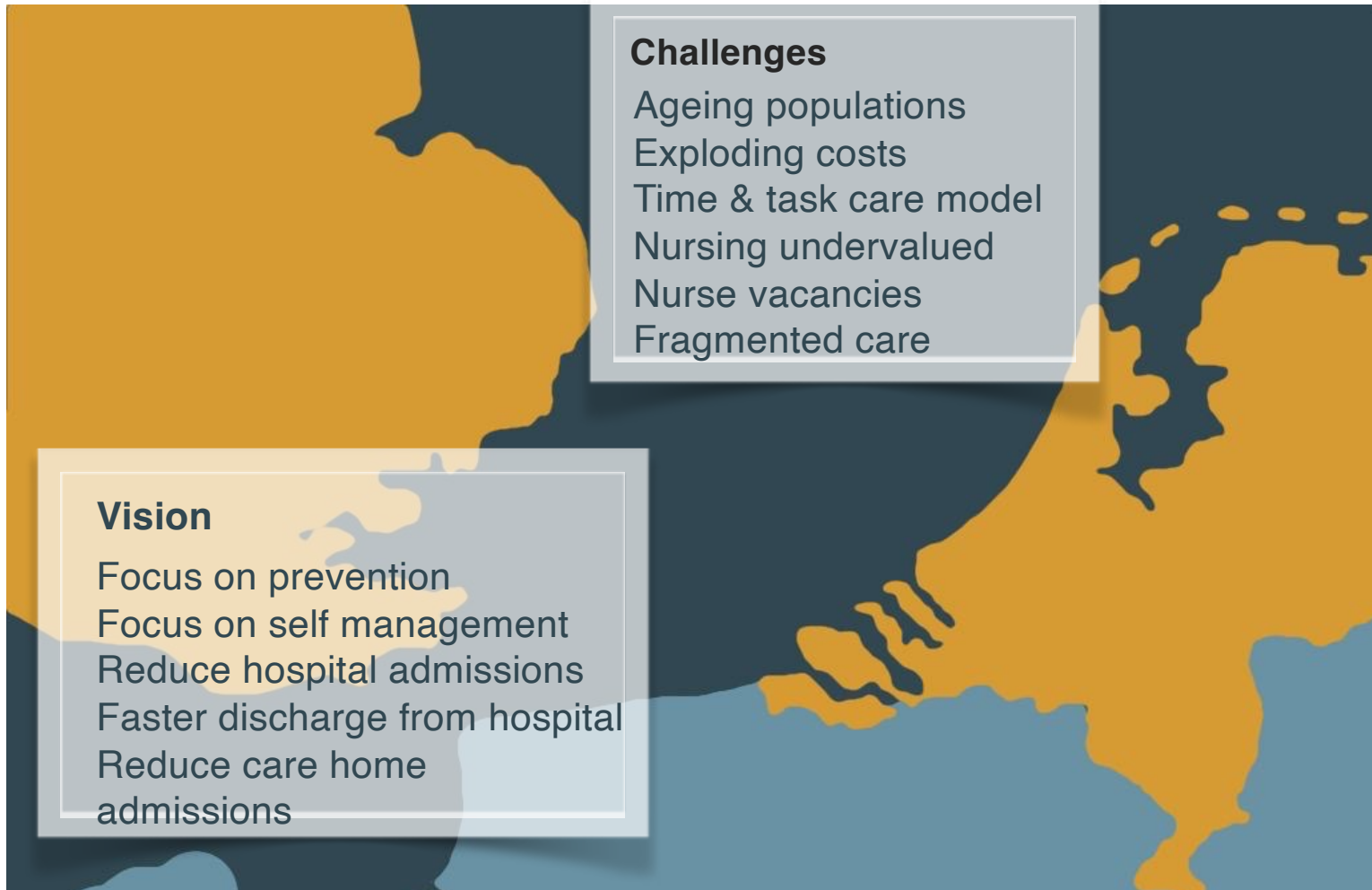
Humanity above bureaucracy

Simplicity above complexity

Practical above the hypothetical

**10,000 nurses, 900 teams, 15
coaches, 50 back office**

Similarities between the Netherlands and the UK



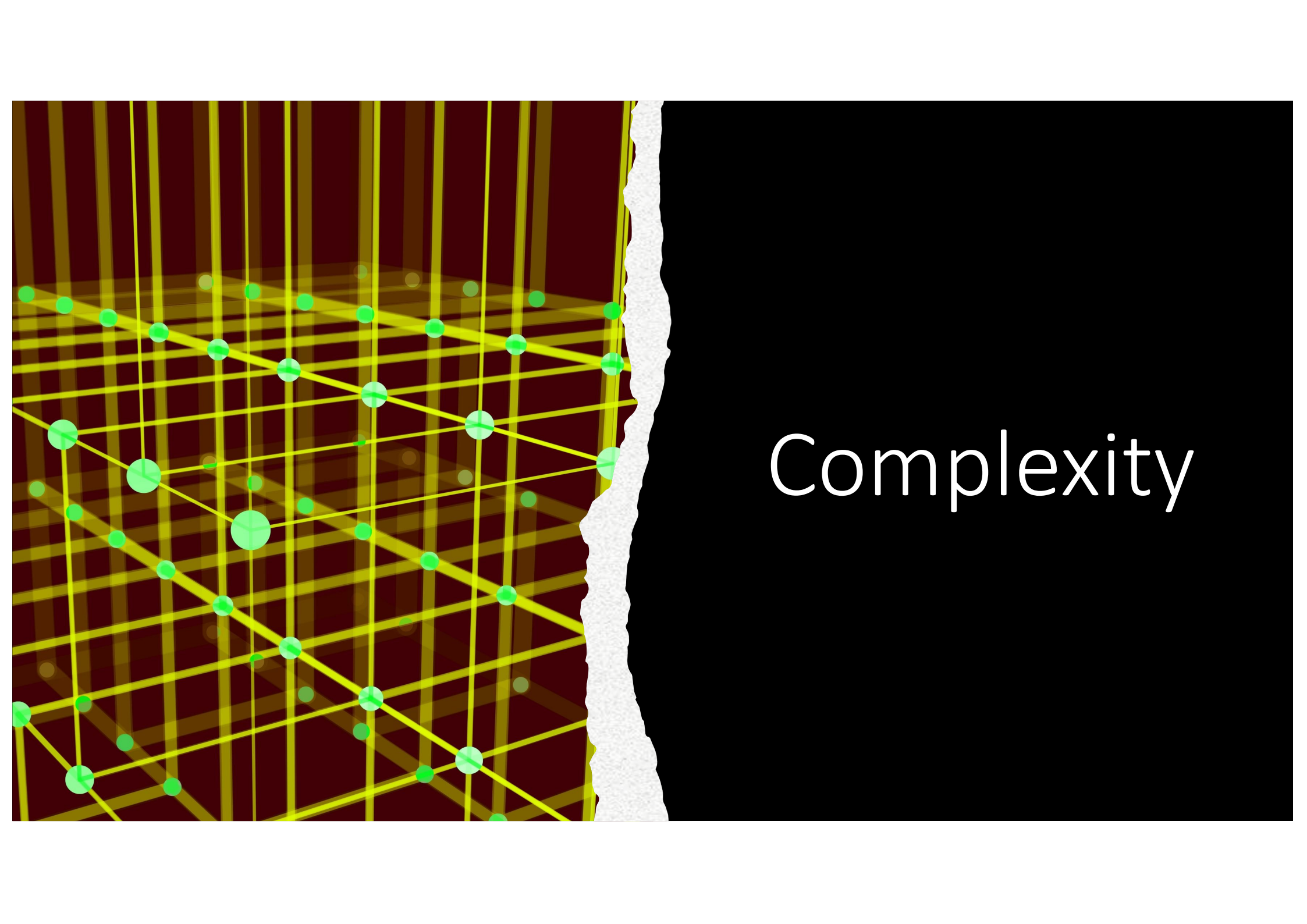
Compatibility



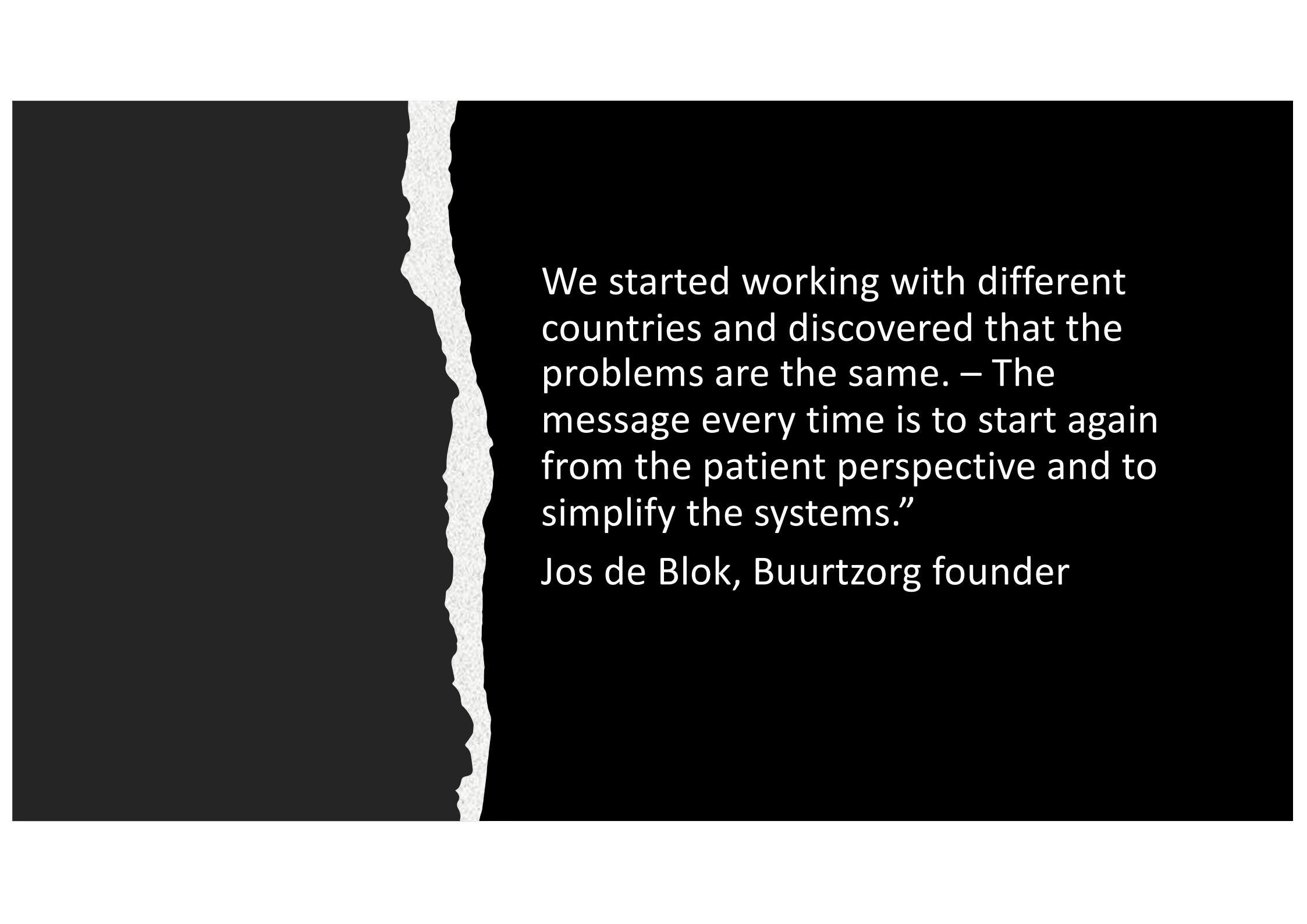
Enabling freedom with responsibility at the frontline

“I’m no longer worried about the clinical aspects of this model. The challenge will be in creating the space for the teams to flourish.”

Cepta Hamm, Head of Nursing, Guys & St Thomas



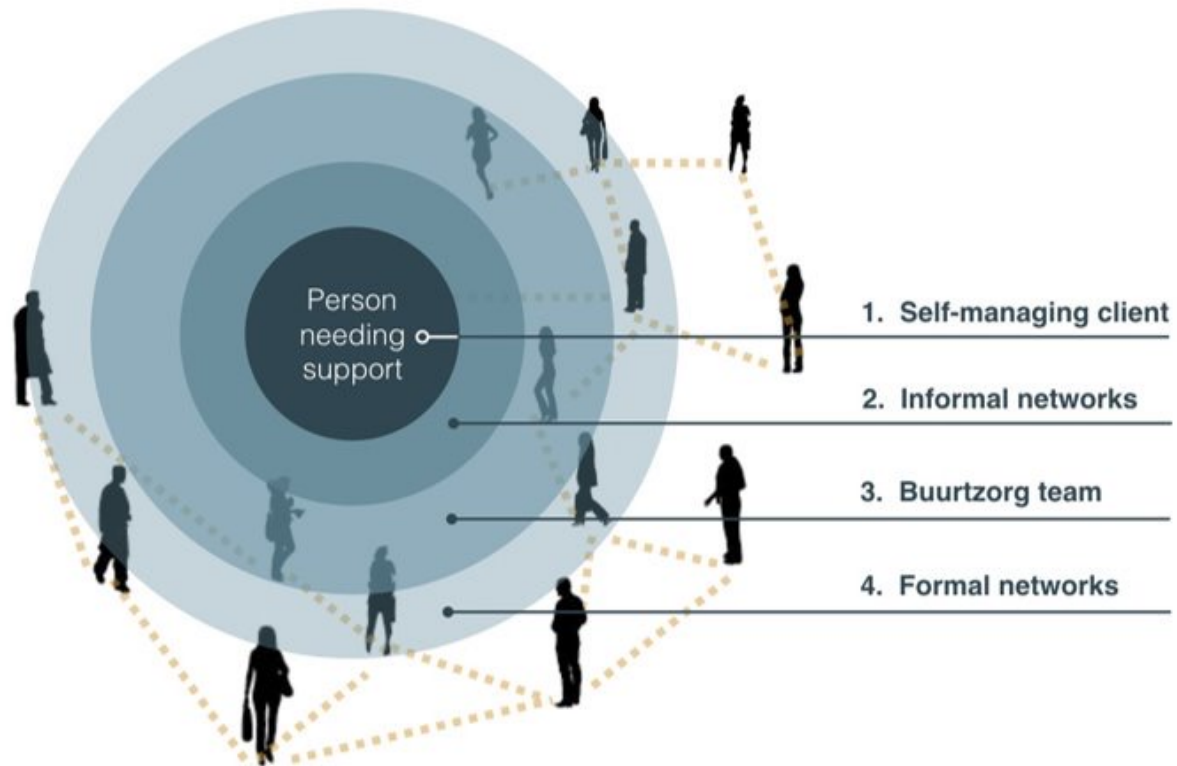
Complexity



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 to simplify the systems.”

Jos de Blok, Buurtzorg founder

Onion model



BUURTZORG

BuurtzorgWeb

Designed to support care-giving, teamwork,
Communication & Community



Transparent Data - performance, interventions and
outcomes recorded and open to all teams and HQ.



BUURTZORG

Trialability

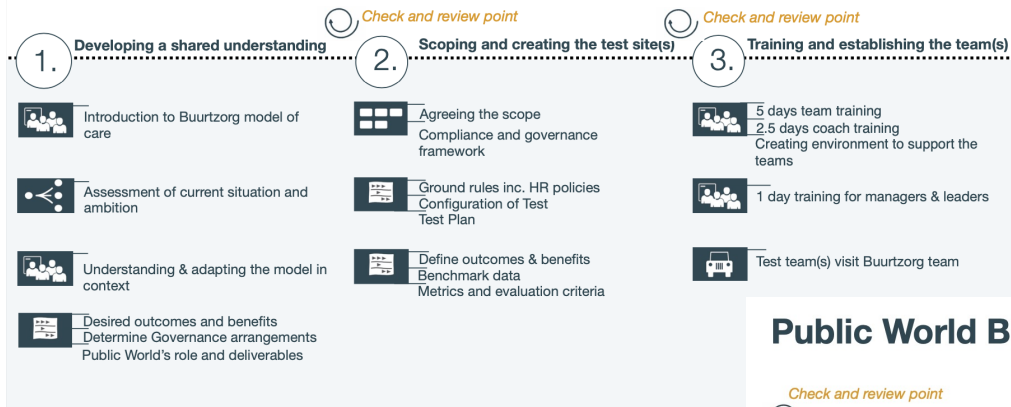




BUURTZORG

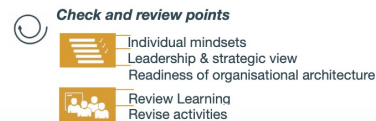
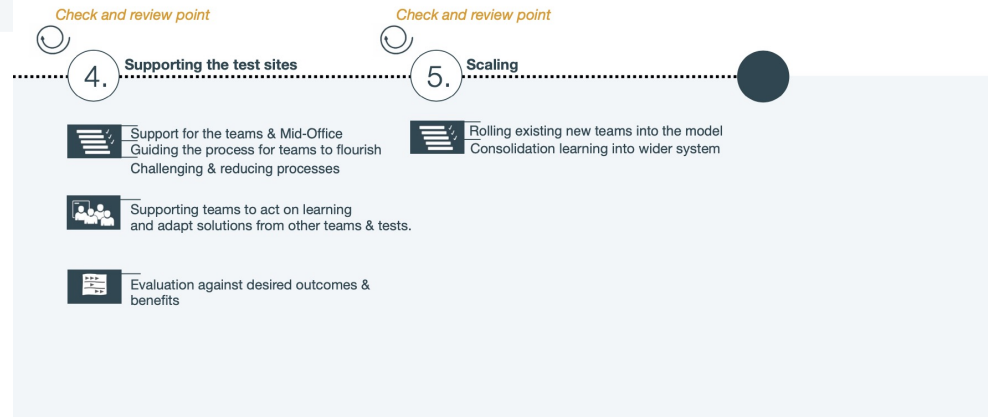
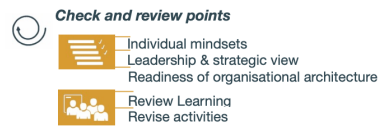
Find an Office
Recruit some nurses

Public World Buurtzorg - test & learn support pathway



Not so simple in the UK

Public World Buurtzorg - test & learn support pathway





Observability



A case study




Child protection stifled by £30
million computer system

BASW brands
integrated
children's system a
failure

Social Work crippled by new Government system

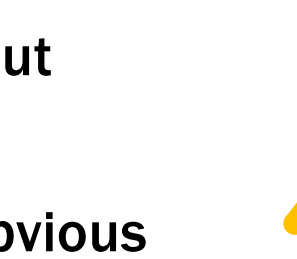
Social Care – Council IT system
'breaks the mould'


Government rewards council that
rejected ICS grant



By attempting to micro-manage work through a rigid performance management regime has disrupted the professional task, leading to a range of unsafe practices and provoking a user storm

Comparison
of two
approaches
to the same
problem

- **Relative advantage** – is it better than how things are done now
 - **Compatibility** – how well does it fit with needs, beliefs and accepted ways of working
 - **Complexity** – the perceived difficulty or intricacy
 - **Trialability** – how easy is it to try out
 - **Observability** – are the benefits obvious
- 



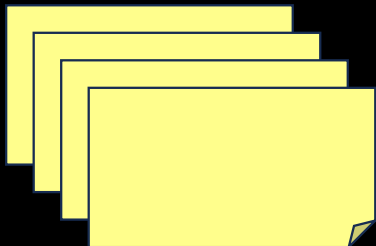
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Test your
proposal with a
Theory of
Change

Theory of Change

Current Reality

What do we know and what do we need to know?



Enablers

What will help our idea?

Preventers

What challenges do we need to overcome?

Activities

Ideas to help deliver out Outcomes?

Do this

So that ...

Desired Outcomes

What will success look like?

Potential Allies

Key Assumptions

Values

Skills needed

Theory of Change

Desired Outcomes

People living at home feel supported and able to live independent and meaningful lives.

They will be supported by growing numbers of resilient self-supporting care-at-home teams, characterised by low levels of staff turnover and sickness rates.

The self managed teams provide improved services and outcomes at a reduced cost.

Theory of Change

Current Reality

Many dedicated staff but hard to recruit and retain good people.

Up to 40% staff turnover of home care and community nursing staff. High sickness rates.

Difficult to manage increasing number and complexity of cases for both community nurses and home care workers.

Fragmentation of care, duplication of work and information asked for.

Job role concentrates on tasks rather than flexing to meet all needs.

Theory of Change

Enablers

The public, health and social care leaders and staff all recognise the system has major challenges.

Our 4 principles resonate with decision makers and front line workers:

- 1) Person centred relationship based care
- 2) Self managed teams
- 3) Back office and IT supports care giving
- 4) Teams adapt to local circumstances

Theory of Change

Preventers

Challenging and changing existing mental models, beliefs and assumptions is necessary but very hard to do.

Current lack of trust and risk averse nature of services that deliver care at home.

Theory of Change

Assumptions

Possible to create safe space where usual targets, performance metrics and regulatory requirements are applied flexibly.

Discrepancy between health and social care roles and funding criteria can be resolved.

Theory of Change

Activities

Creating a Test & Learn

Establishing a design
Creating a culture
Collaboration
Co-designing
Establishing self-managed
teams.

So that needs of people using
and delivering service are at
the heart of the model.

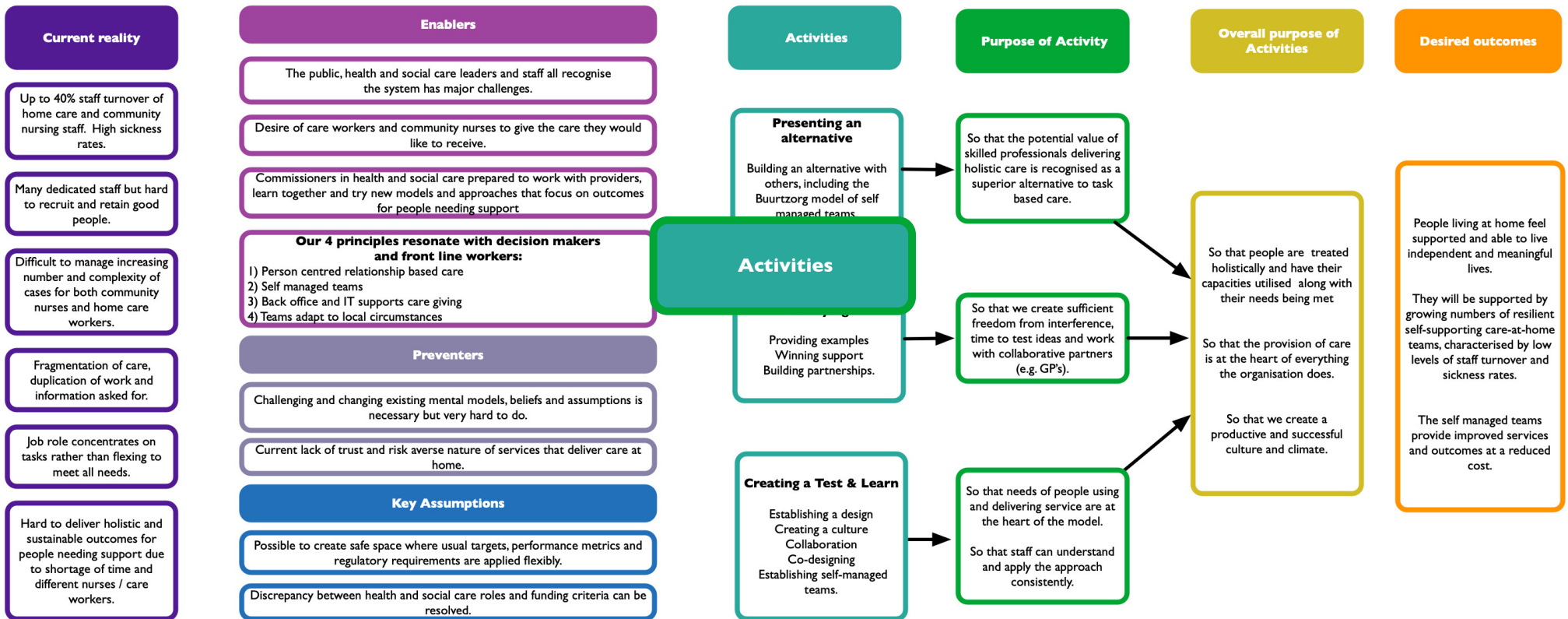
So that staff can understand
and apply the approach
consistently.

So that people are treated
holistically and have their
capacities utilised along with
their needs being met

So that the provision of care
is at the heart of everything
the organisation does.

So that we create a
productive and successful
culture and climate.

Theory of Change



The Secrets!

- Understanding the rate of adoption
- 5 factors that impact adoption
- What a difference your context makes: A tale of 2 countries
- Understand the real problem
- Create your Theory of Change
- Little things matter



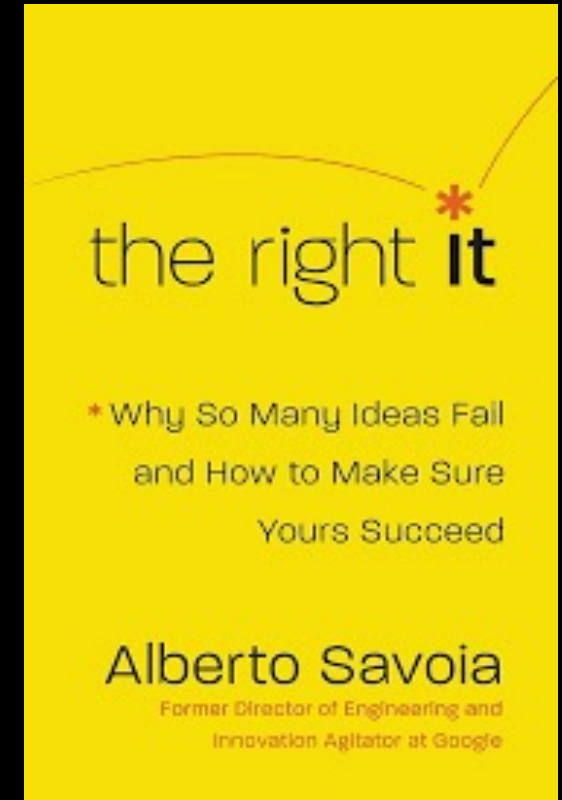


Conclusion

Understanding the factors impacting the rate of adoption and creating a coherent theory for change help unlock the secrets of successful solutions

Thankyou

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