



BUSINESS ANALYSIS CONFERENCE EUROPE

16 - 18 September 2024 • London, UK

The Secrets of Successful Secrets

**James Archer
Colliers**



The secrets behind successful solutions and services

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- Co-founder Business Analysis Conference Europe
- Co-editor Business Analysis and Leadership
- Masters in Innovation Creativity & Leadership

How we'll discover some secrets!

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





Diffusion of Innovations



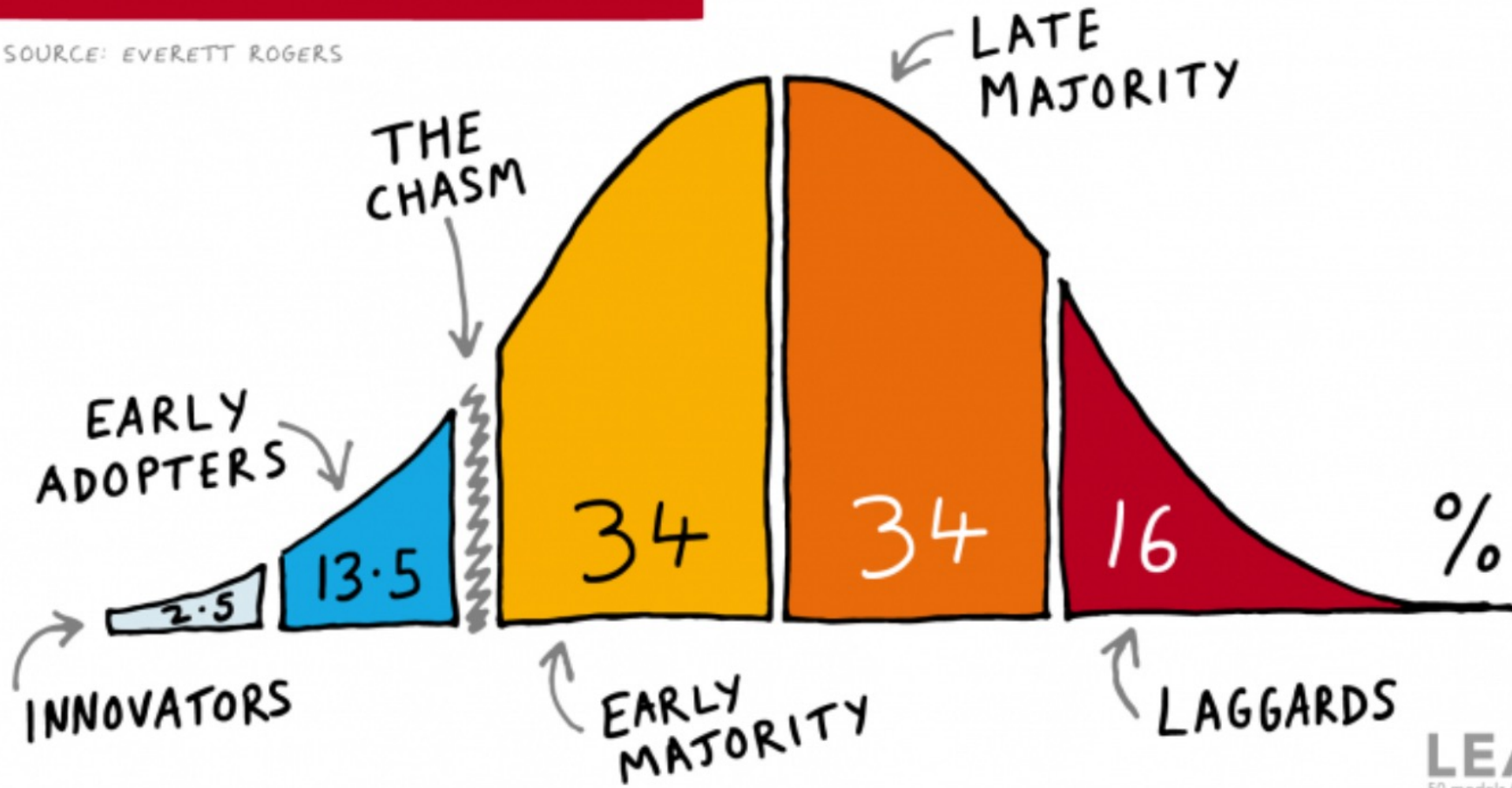


Dvorak-Keyboard.com



DIFFUSION OF INNOVATION

SOURCE: EVERETT ROGERS



LEAD
50 models for success

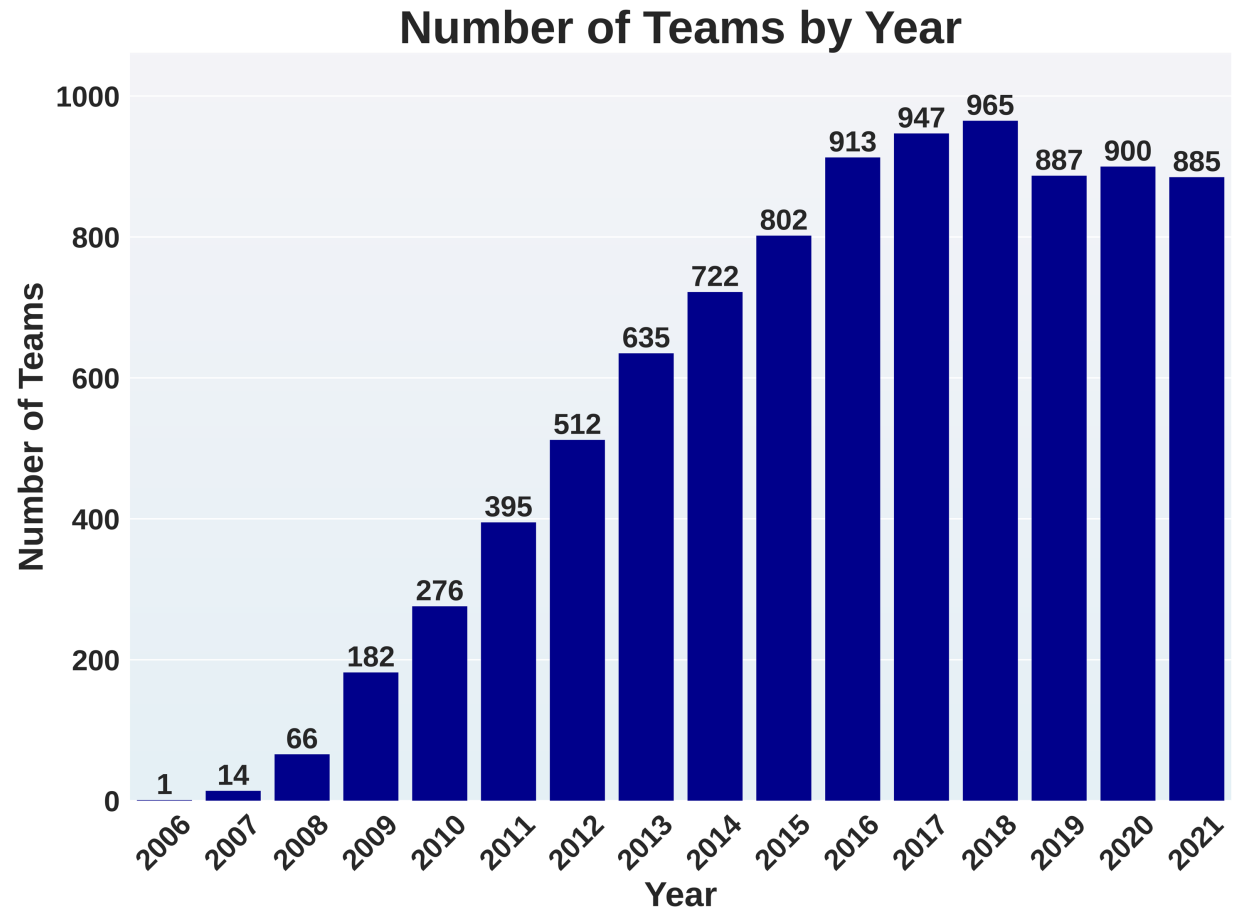


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From 1 team of nurses to 800 teams in 9 years

- 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 50 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*

A global 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



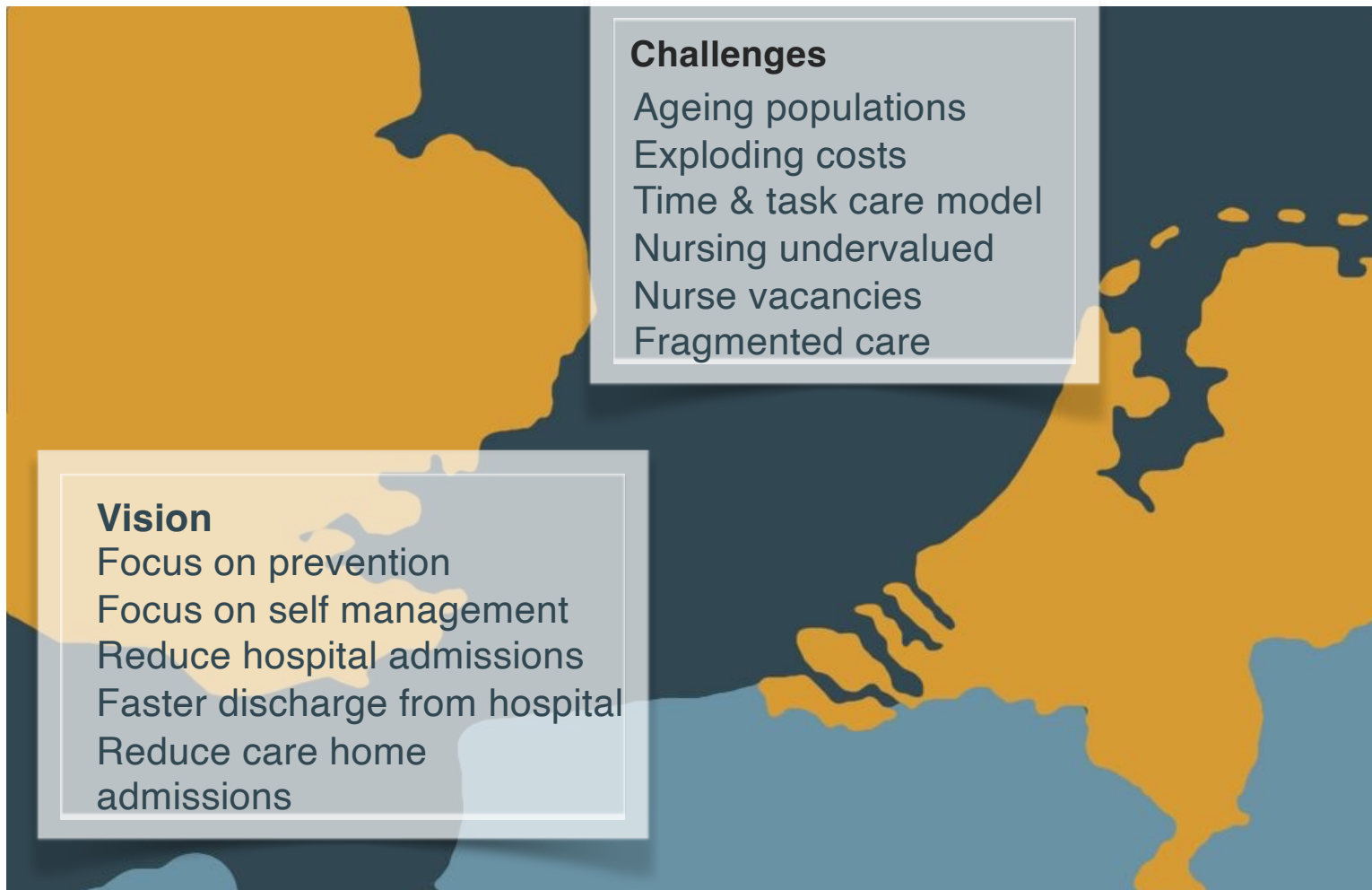
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Factors affecting the rate of adoption

Relative Advantage
Compatibility
Complexity
Triability
Observability

Relative Advantage

Similarities between the Netherlands and the UK





Buurtzorg

Humanity above
bureaucracy

- The client comes first
- Self-managing teams of nurses
- Supporting the independent teams

BuurtzorgWeb

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



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



BUURTZORG

Compatibility



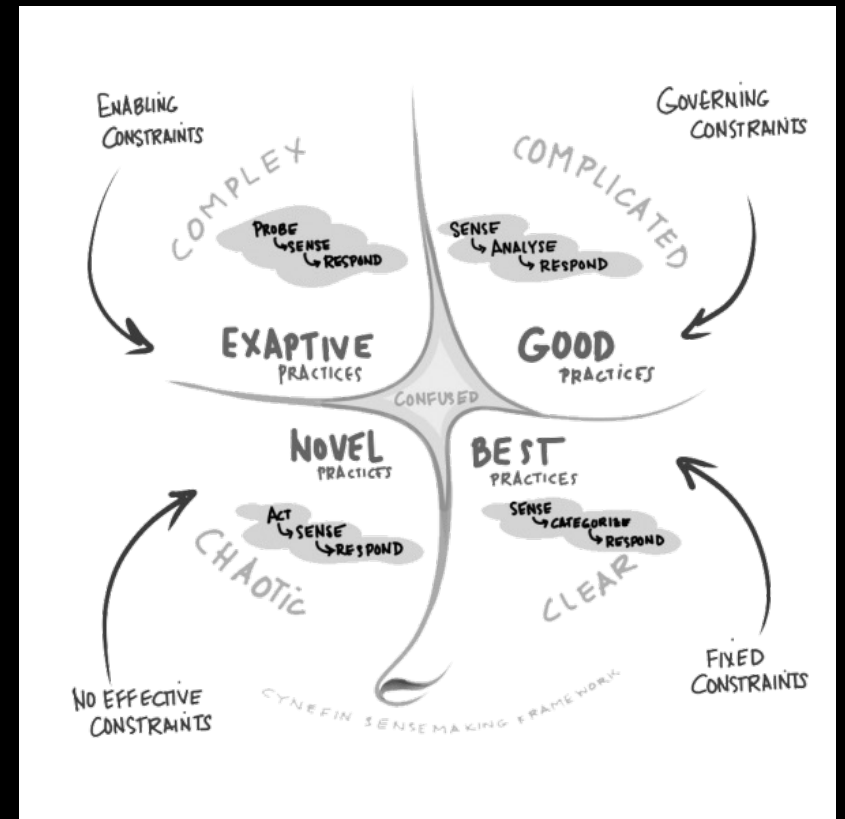
Enabling freedom with responsibility at the frontline

“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

Dave Snowden and Cynefin



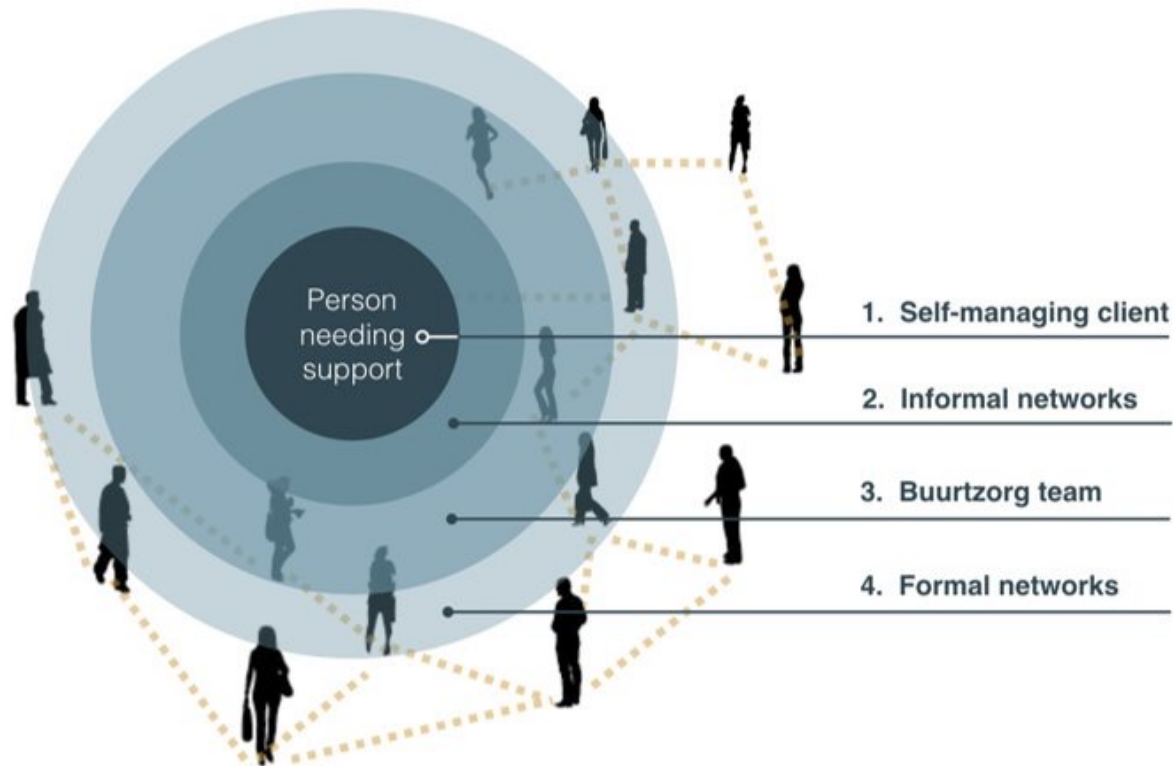


“We started working with different countries and discovered that the problems are the same.

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

Trialability

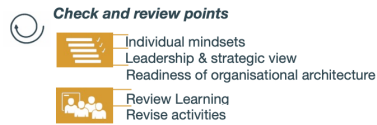
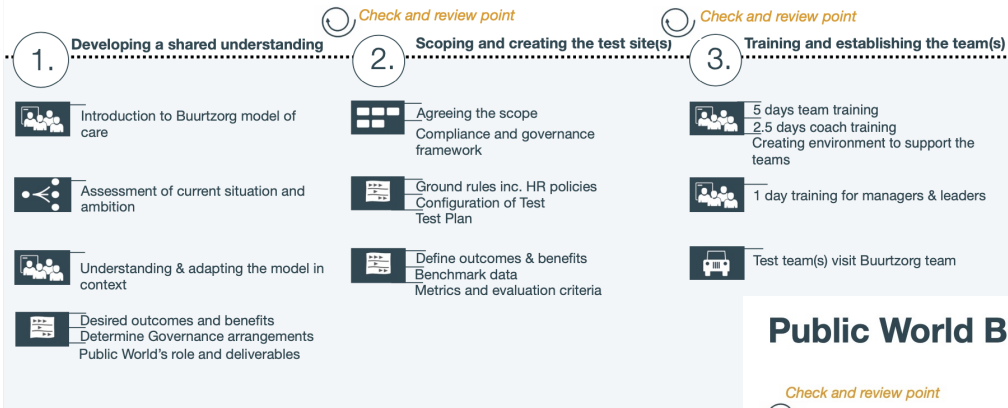




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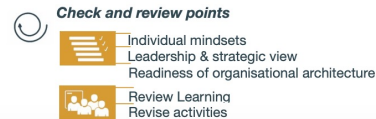
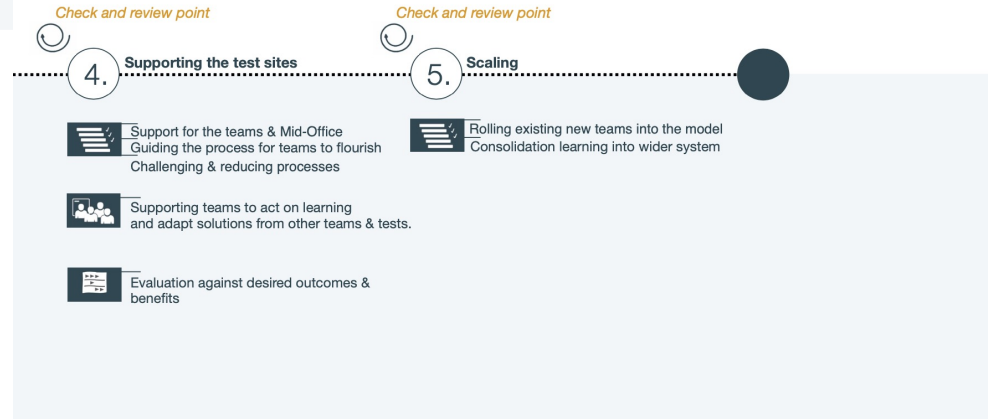
Find an office
Recruit some nurses

Public World Buurtzorg - test & learn support pathway



**Not so simple
in the UK**

Public World Buurtzorg - test & learn support pathway



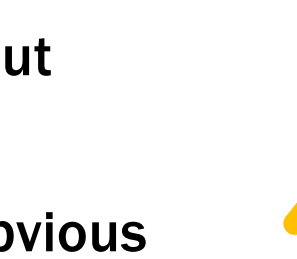




Observability



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
- 



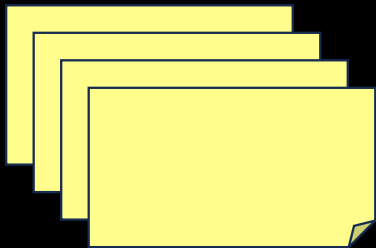
Test your
proposal with a

“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

Buurtzorg 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.

Buurtzorg Theory of Change

Current Reality

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

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.

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

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

Buurtzorg 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

Buurtzorg 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.

Buurtzorg 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.

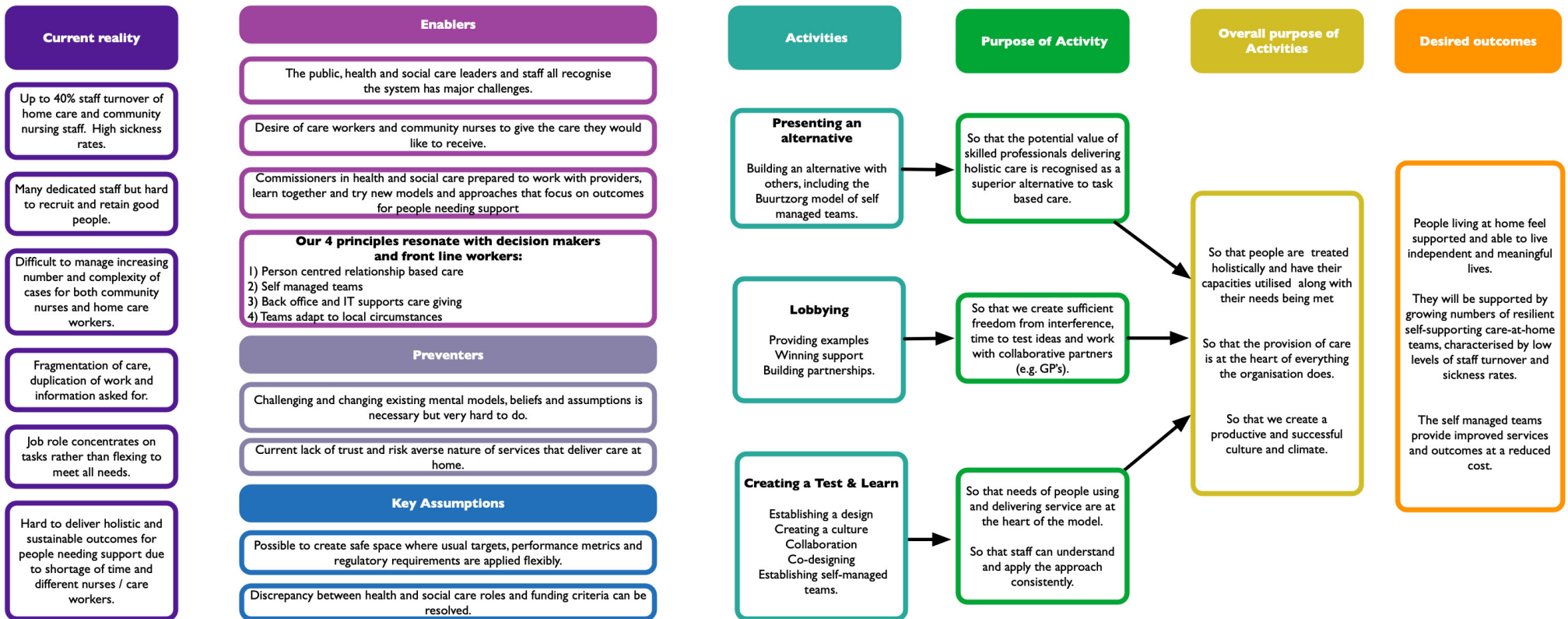
So that staff can understand
and apply the approach
consistently.

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.

Buurtzorg Theory of Change



5 Attributes & Theory of Change

Current Reality

Desired Outcomes

Relative Advantage

Enablers

Preventers

Activities

Compatibility
Complexity
Trialability & Observability

London trust to roll out Buurtzorg community nursing model

“We’re doing something quite radical here”
Cepta Hamm



Neighbourhood nursing is my passion



Guy's and St Thomas' NHS Foundation Trust
98,579 followers



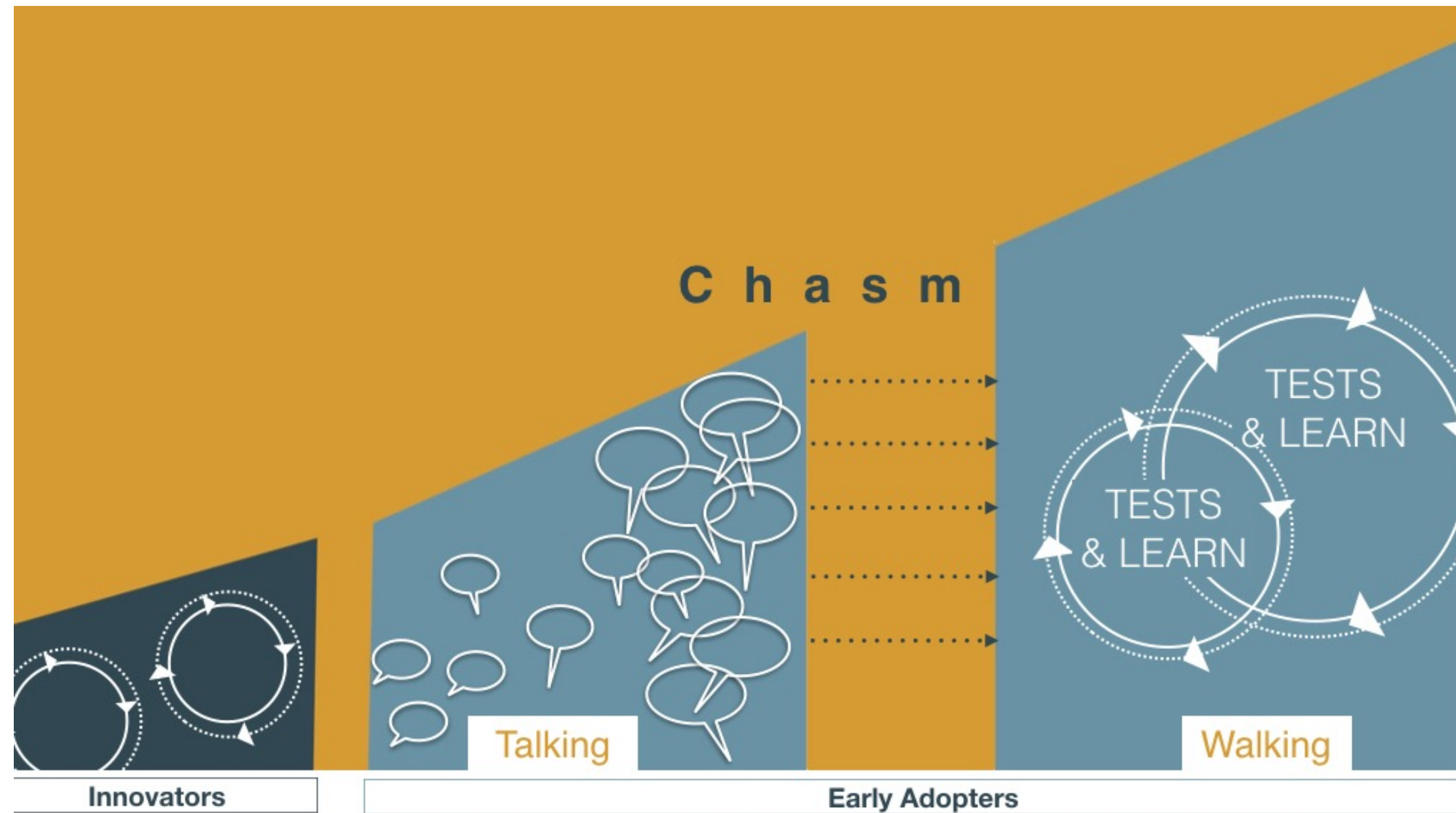
Anita Macro, deputy head of nursing, explains why she loves working in the community

Neighbourhood nurse Adeola Arigbabu cares for patient, Nilgun Taki



Patients praise exceptional care of neighbourhood nurses who feel 'like family'

C h a s m



The Secrets!

- Holistic thinking
- Data beats opinions
- Understand the real problem
- Little things matter
- The 5 factors
- Create your Theory of Change to explain your hypothesis



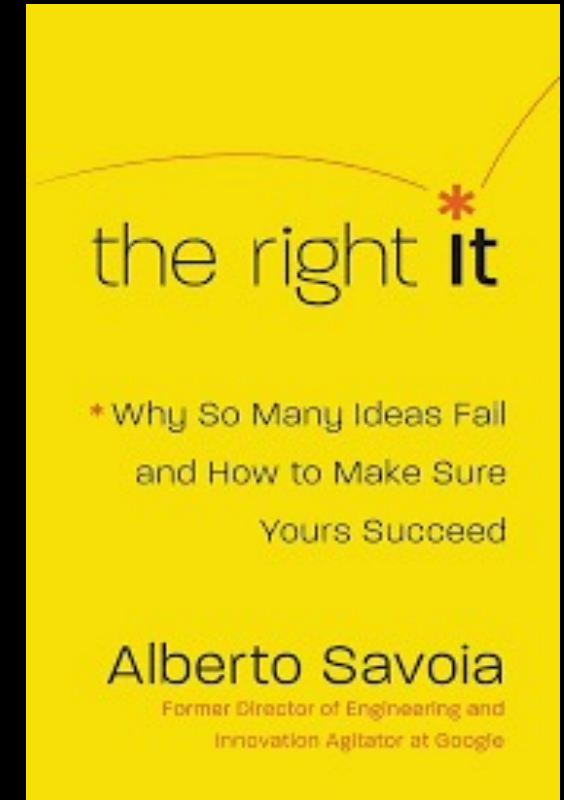


Conclusion

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

Thank
you

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