



# The burden of building teams and learning to work together

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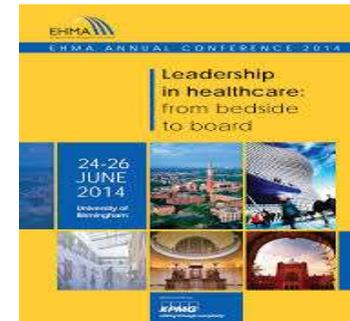
# Full circle: EHMA 2020

- EHMA 2014 Birmingham – « Leadership in Healthcare: from bedside to board »

➤ Jos de Blok → Buurtzorg *Humanity over bureaucracy*

1. self-managed nursing teams
2. holistic homecare for patients
3. digital care plan (Omaha system / eCare)

Coaches (help with: team conflicts; SDMI; team roles)



- Buurtzorg – Nederland, 2006 -> Soignons Humains – France, 2017

**BUURTZORG**

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Welcome to Buurtzorg

Humanity over bureaucracy

10,000+ Professionals

8.7 Staff satisfaction

40% Savings

25 Countries

**About us**

Buurtzorg is a pioneering healthcare organisation established 13 years ago with a nurse-led model of holistic care that revolutionised community care in the Netherlands.

Client satisfaction rates are the highest of any health care organisation; staff commitment and involvement is reflected in

Association Loi 1901

**SOIGNONS HUMAIN**

Accueil Buurtzorg Infirmières en équipe Documentation Actualités Contact TICC Interreg 2 Mers Formations

**Buurtzorg aux Pays-Bas**  
Cette structure à but non lucratif a développé une vision et une organisation étonnante et inspirante.

**Notre raison d'être**  
Une approche intégrale et en équipe de l'accompagnement infirmier à domicile.

**Ressources**  
Pour en savoir plus...

Association Loi 1901

Vouloir être ensemble les meilleurs infirmiers possibles : engagés pour l'autonomie des patients, et responsables concernant les dépenses de santé publique

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**Buurtzorg aux Pays-Bas**  
Buurtzorg peut se traduire en français "Soins de quartier".  
Il s'agit d'un modèle ([présentation exhaustive en anglais sur ce site](#)) innovant pour les soins infirmiers à domicile aux Pays Bas, qui a été fondé en 2007 par Jos de Blok, avec une équipe de 4 infirmières et un ami informaticien.



## Research questions:

*How do teams learn to work together in an organization emphasizing teamwork?*



## Methodology

- Longitudinal study (2017-2019)
- Qualitative methods:
  - 49 hours of *shadowing* SoHu nurses
  - 36 hours of non participant observations
  - 42 interviews
  - Documentary analysis

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# Some landmarks for SoHu over the last 3 years

- By July 2017:
  - 8 nurses in 3 teams (2 teams with 2; 1 team with 4)
- By May 2019:
  - 22 nurses in 5 teams (3 teams with 6 RNs; 2 teams with 2)
- By Feb 2020:
  - 35 nurses in 8 teams (then 7, after one team quit)
  - Launch of Omaha system on tablets (like Bz E-care)
  - Launch of « Equilibre » – testing the hourly rate & broadening inclusion to non-salaried homecare nurses



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# Challenges of learning to work as a team



Despite having had an organizing philosophy that was structured around teamwork :

- Communication tools & training
- Salaried status & autonomy
- Coaches
- IT system

Many challenges at the start:

- No time for 'teamwork' (small teams, large perimeter)
- limited use of team 'roles' & SDMI communication tool
- Leadership
- Group dynamics



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# To conclude

- Stop placing all the burden on professionals
  - TW takes consistent & persistent time, resources and effort from the organization & staff (to legitimize & reinforce its value)
  - evidence of added value of investment (coaches & managers)
- What other levers could encourage & facilitate TW:
  - how & with whom they are educated
  - what is valued and measured in healthcare work (prevention versus curative)
  - what professionals are paid for
  - regulations around different professionals' scope of practice
- Next steps in our research:
  - Experimenting with hourly payments versus fee for service
  - Influence of Omaha system on TW & patient outcomes



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# TO READ MORE ABOUT IT...

## How Does Social Innovation Cross Borders? Exploring the Diffusion Process of an Alternative Homecare Service in France

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### ABSTRACT

The aim of this paper is to present initial findings from an exploratory case study analyzing the process of emergence and diffusion of a new homecare service in France. In healthcare delivery, innovations aiming to tackle structural aspects of the system can take the form of social innovation. Social innovation is generally defined as a process, rather than an outcome, creating strategies that reconfigure social relations to meet a social goal. *Buurtzorg Nederland* is an example of such innovation. Launched twelve years ago in

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