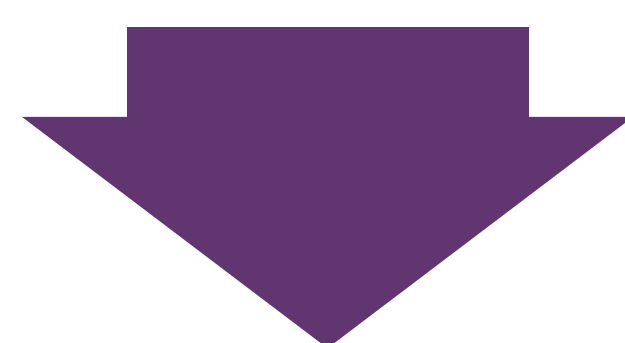


Nationwide Dutch change programme to improve long-term care (LTC)

The challenge

An ageing population with increasingly complex care issues presents challenges to the affordability and sustainability of LTC.

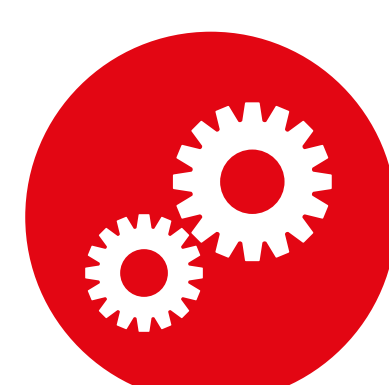


- Transition required to continue high-quality care and ensure cost-effectiveness
- LTC organisations confront an urgent call to change their vision, strategy, leadership, culture, behaviour and methods

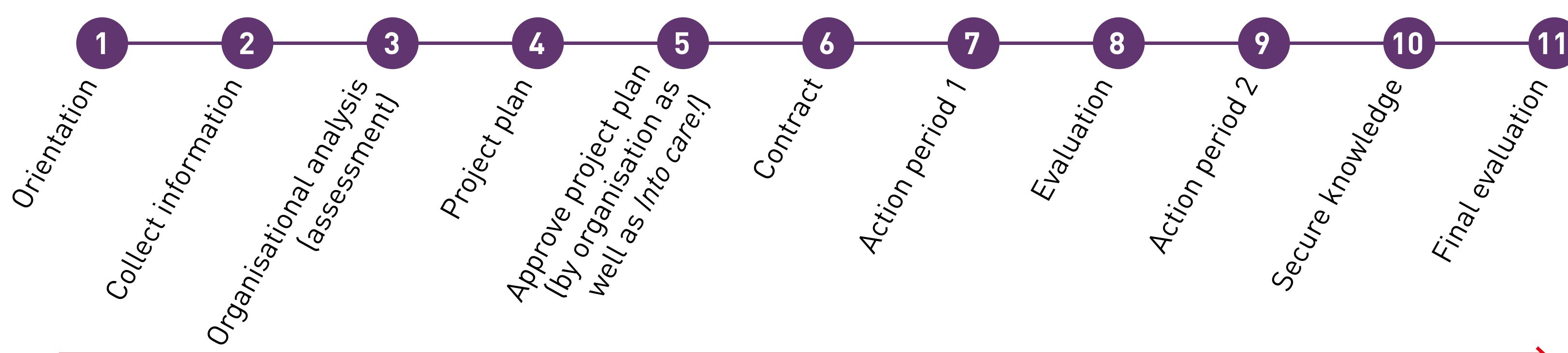
Activities

Launched in 2009, *Into care!* systematically improved the cost-effectiveness and quality of LTC organisations on the governance, leadership, management, empowerment of professionals and collaborative levels until the completion of the programme in April 2017.

- Nationwide call for action
- In-kind support, such as coaching participating organisations
- Standardised change programme (11 steps)
- Monitoring progress towards the goals organisations set for themselves
- Facilitating the sharing of knowledge through the programme's website (www.invoorzorg.nl), which features an extended library of best practice tools and methods
- Accelerating change through active communication and the dissemination of information



Standardised change programme — organisational process



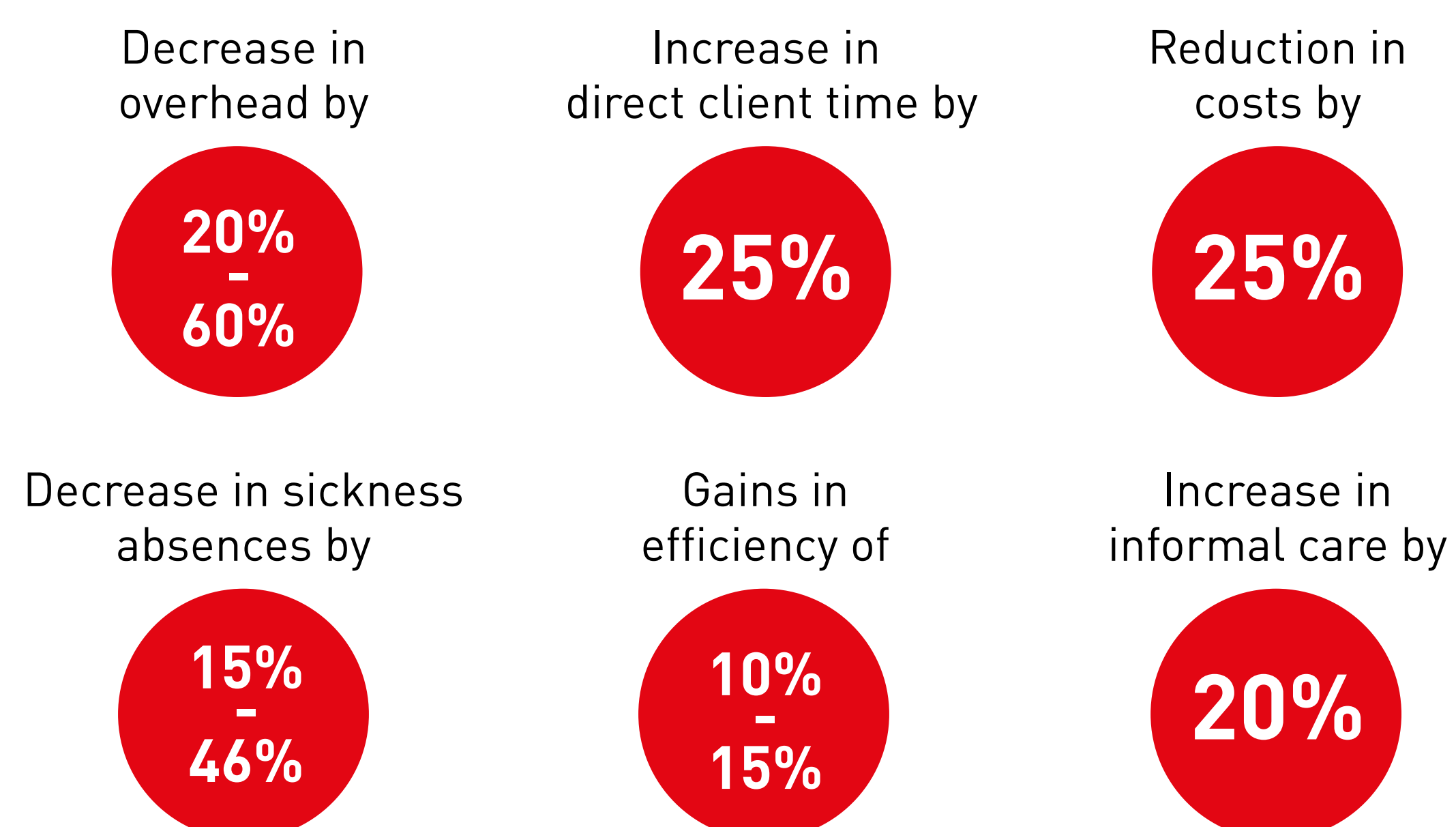
Outcomes (organisational level)

Organisational changes resulted in increased cost-effectiveness and an improved quality of care. Participating organisations improved their sustainability by applying technology, introducing self-managing teams, reorienting, reducing and reversing work processes and professionalising management. Thus, clients and workers alike report increasing satisfaction with care. These changes are irreversible, suggesting that changes impacted all layers of organisations.



Sustainable long-term care

Examples of gains within specific organisations:



Impact (national level)

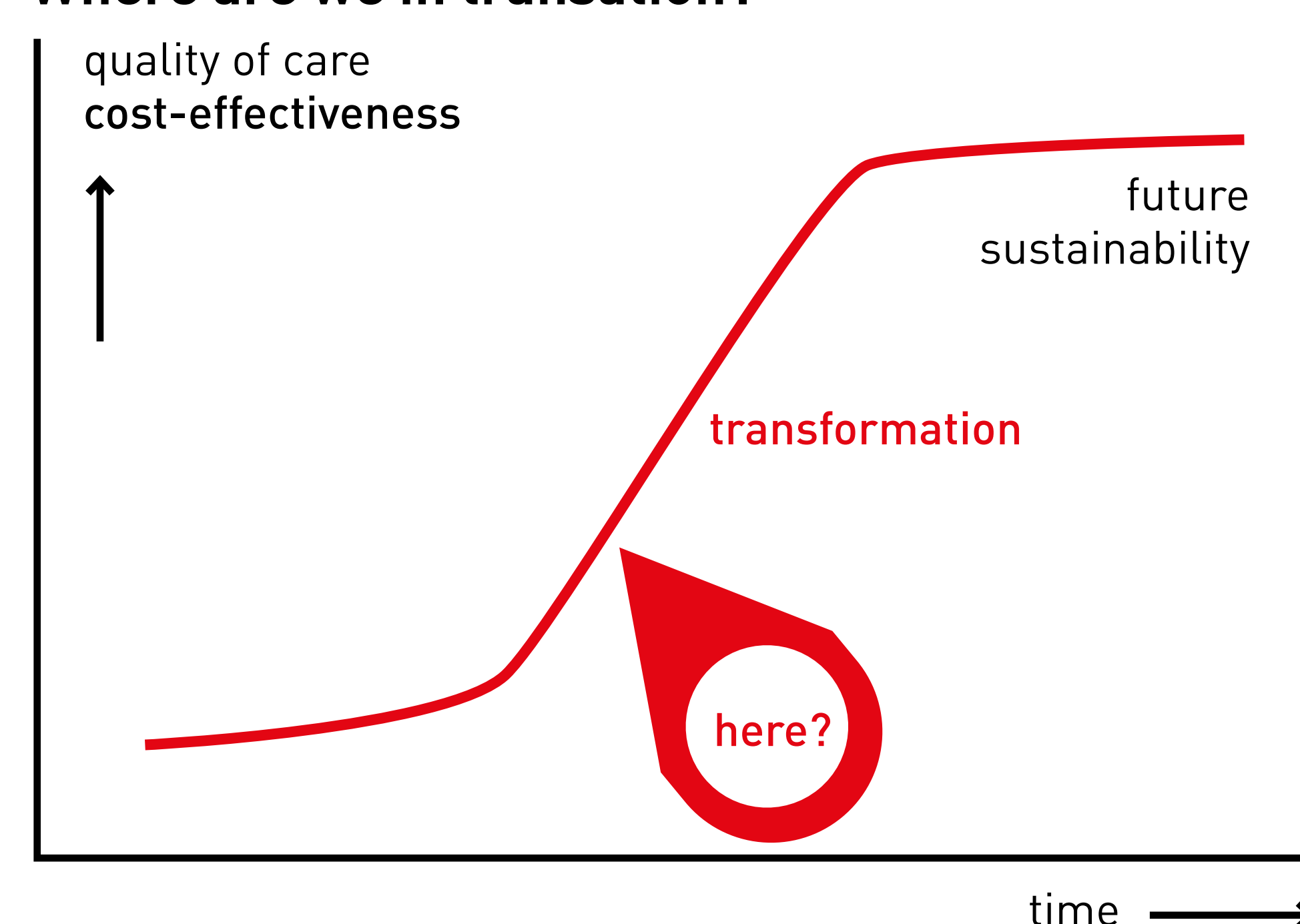
On a national level, the *Into care!* programme has served as a major force of creating greater (public) awareness of the importance of quality and cost-efficient care for the most vulnerable groups in our society. The change programme and systematic sharing of knowledge supported the transition by allowing for more cost-efficient and flexible organisations, and improving quality of care, ultimately improving the quality of life of clients and workers.



Lessons learnt

- A standardised change programme as well as a focus on implementing proven best practices functioned to accelerate innovation, improvements and the scale-up of sound initiatives into daily practice.
- Meetings and the dissemination of information contributed to bridging the gap between national policymakers and those in 'the field' and to aligning national policies with day-to-day practice.
- Improving learning capacity and knowledge exchange within the sector increased the sustainability of the LTC sector.
- Addressing the financial and societal consequences of the Dutch transition of LTC will remain challenges for the sector.

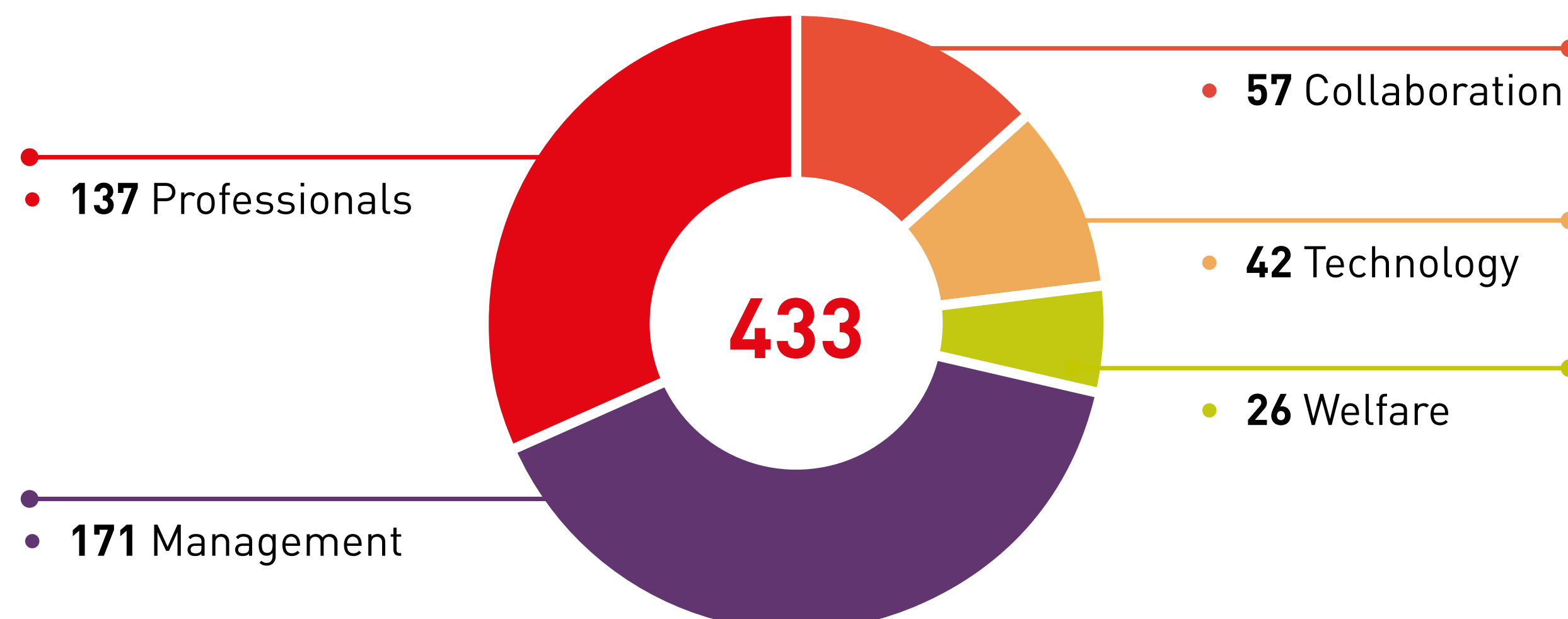
Where are we in transition?



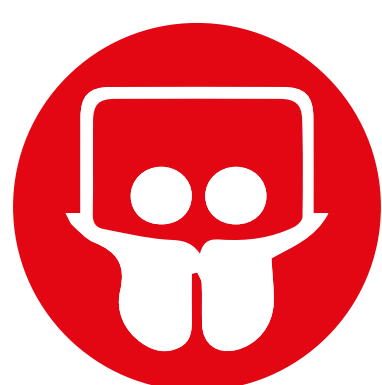
Reach

Total participants in *Into care!*

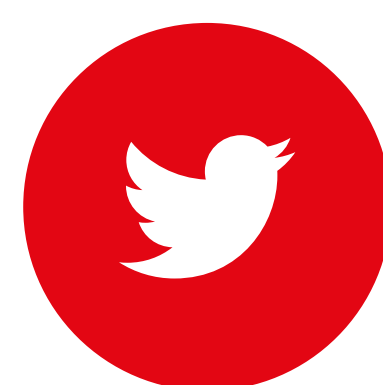
433 organizations have participated in the programme obtaining cost-effective ways of organizing associated with an equal or increasing level of quality of care experienced by clients. The *Into care!*-participants worked on theme's: professionals, management, collaboration, technology, welfare.



- In 2012–2017, **250 000** unique visitors annually accessed the website www.invoorzorg.nl



- On average, over **200 000** presentations were viewed via Into Care!'s Slideshare account annually



- More than **10 000** individuals follow the *Into care!* Twitter account and more than **9 000** individuals subscribe to the newsletter



- About **400** meetings and conferences took place, where more than **20 000** care workers, managers and directors of LTC organisations participated. These venues facilitated the horizontal exchange of knowledge.