

Chapter 6: Analysis III

Management Members' Experiences in Running Self-Managed Homecare Organizations in India

In the previous two chapters, the patient experience and nursing experience in homecare organizations in India were discussed. As the management members are the major stakeholders in running the organization, exploring their perspectives and views on running a self-managed homecare organization in India is essential. It is known that self-management in organizations is a more popular and developed form of organizational management in Northwestern European countries like the Netherlands. It is a challenge to introduce and run such organizational structures in countries that are new to such organizational structures, no matter how effective they are in Europe or any other part of the world. A country's policy framework hugely affects the running of homecare organizations. The policies and culture in a country can affect the adoption and success of unconventional organizational structures like self-management. The prior conditioning of the stakeholders can affect the adoption of novel organizational structures positively or negatively. In this chapter, the views and experiences of management members operating self-management homecare organizations in India will be discussed.

This chapter delves into the critical aspects of creating a positive work environment within homecare organizations. Employees' well-being and engagement are pivotal in ensuring high-quality patient care and organizational success in the dynamic and demanding healthcare field. Recognizing the interconnectedness of employee satisfaction, patient outcomes, and overall organizational performance, this chapter emphasizes fostering a supportive workplace culture. Healthcare settings are known for their fast-paced nature, high-stress environments, and constant demand for excellence in patient care. In such a context, the well-being and engagement of healthcare professionals are essential for maintaining morale, reducing burnout, and enhancing job satisfaction.

Moreover, the data has shown that a positive work environment benefits employees and impacts patient outcomes, safety, and overall healthcare quality. Healthcare organizations can create a culture of trust, collaboration, and support by prioritizing employee well-being, engagement, and success. This, in turn, leads to improved teamwork, communication, and job satisfaction among employees, ultimately resulting in better patient care and organizational performance. Through initiatives focused on building a supportive workplace, healthcare

organizations can nurture a positive work culture that values employees' well-being and prioritizes delivering high-quality care to patients.

In light of these considerations, this chapter explores various strategies, practices, and approaches that healthcare organizations can adopt to cultivate a supportive workplace environment. From promoting employee wellness programs to fostering open communication and trust, the chapter provides insights into how self-managed homecare organizations can enhance employee well-being, engagement, and success to improve patient care outcomes and organizational effectiveness.

This chapter discusses the four themes and eleven sub-themes co-constructed using Constructivist Grounded Theory (CGT) through constant comparative analysis of data. The four themes are “Building a supportive workplace for employee well-being, engagement, and success,” “Communication and coordination at SMOs,” “Employee well-being and development,” and “Organizational evolution and adaptation.”

The final themes and sub-themes have been briefly described in Table 6.1.

The subsequent sections describe the themes in detail with prototypical excerpts.

Table 6.1 The emerging themes, sub-themes, and indicators from the constant comparative analysis method

S. No.	Major Themes	Sub-themes	Description
1	<p>Building a supportive workplace for employee well-being, engagement, and success -</p> <p>The theme "Building a supportive workplace for employee well-being, engagement, and success" focuses on creating a work environment prioritizing employee well-being,</p>	<p>1. Organizational culture and support</p>	<p>Organizational culture and support are pivotal in enhancing patient and nursing experiences within healthcare settings. The excerpts shed light on various aspects of organizational culture and support, contributing to a positive work environment and improving patient care. The theory of believing first underscores the importance of fostering a culture of trust and belief within the organization. This foundational</p>

	<p>engagement, and success within the organization. This theme emphasizes the importance of fostering a culture of trust, collaboration, and support to enhance employee satisfaction, promote teamwork, and ultimately improve patient care outcomes and organizational performance.</p>		<p>belief system sets the tone for how teams approach their work and interactions, emphasizing trust as a fundamental value.</p>
		<p>2. Organizational culture and empowerment</p>	<p>Organizational culture and empowerment are fundamental pillars that shape the patient and nursing experience within self-managed homecare organizations. The theory of believing first and then engaging in other activities encapsulates the essence of fostering a positive and empowering work environment. This principle highlights the importance of cultivating a culture of trust, belief, and shared vision among team members, laying the foundation for effective collaboration and successful outcomes.</p>
		<p>3. Organizational culture and values</p>	<p>In the dynamic landscape of Indian healthcare, particularly in the homecare delivery sector, organizational culture and values have undergone significant transformation, driven by the Indian value system and the necessity to adapt to changing industry dynamics. Central to this evolution is cultivating</p>

			<p>self-managed teams, a practice that markedly distinguishes Indian healthcare organizations like Buurtzorg India from more conventional models. Emphasizing teamwork over individual prowess, these organizations address challenges as collective service issues rather than personal shortcomings, fostering a Culture of reliability and continuity.</p>
2	<p>Communication and coordination at SMOs -</p> <p>The theme "Communication and coordination at SMOs" focuses on the strategies and practices implemented within self-managed homecare organizations (SMOs) to facilitate effective communication and coordination among team members. This theme highlights the importance of establishing formal and informal communication channels to ensure seamless patient care and support for nursing staff. It also emphasizes the significance of structured communication processes, direct contact with management for field staff, and utilizing technology platforms to enhance communication efficiency.</p>	<p>1. Strategic emergency communication and coordination</p>	<p>In self-managed homecare organizations, proactive communication is vital for handling emergencies and ensuring continuity in patient care. When emergencies arise, such as the need for immediate doctor visits demanded by patients' families, all stakeholders, including patients, doctors, and head nurses, must be awake and actively engaged in resolving the situation. This emphasizes the importance of timely and effective communication channels within the organization.</p>

		<p>2. Sustainable communication strategies</p>	<p>In self-managed homecare organizations, sustainable communication strategies are crucial for ensuring seamless patient care and supporting nursing staff effectively. Monthly review meetings provide a structured platform for location heads to collaborate, share insights, and address challenges. However, the lack of continuity in communication can impact caregivers, emphasizing the need for structured communication channels.</p>
<p>3</p>	<p>Employee well-being and development -</p> <p><i>The theme "Employee well-being and development" focuses on initiatives and practices to promote the well-being, work-life balance, and professional growth of employees within the organization. This theme underscores the importance of prioritizing employee well-being to ensure a healthy work environment and enhance overall job satisfaction. It also highlights the significance of implementing proactive measures to support employee</i></p>	<p>1. <i>Employee well-being and work-life balance</i></p>	<p>The importance of employee well-being and work-life balance cannot be overstated in the evolving landscape of the modern workplace. Organizations across the globe are recognizing the multifaceted benefits of ensuring their workforce is not only productive but also genuinely content and well-supported. This realization has led to the implementation of various innovative practices to foster a healthy work environment, which is crucial for employee satisfaction and the organization's overall success.</p>

	<p><i>development, such as establishing emergency call centers, providing access to essential services, and offering opportunities for career advancement.</i></p>		
		<p>2. <i>Continuous training and development</i></p>	<p>The imperative for continuous training and development has never been more pronounced in the evolving healthcare landscape. This emphasis is particularly crucial in enhancing the nursing and patient experience, where the rapid advancement of medical knowledge and the dynamic nature of patient care necessitate a robust approach to learning. Our organization has embraced this challenge head-on, leveraging innovative training platforms and methodologies to ensure our caregivers have the latest skills and knowledge.</p>
		<p>3. <i>Employee autonomy and independence</i></p>	<p>Employee autonomy and independence within healthcare settings, particularly in nursing, are critical factors that influence the quality of patient care and the satisfaction and effectiveness of the nursing workforce. Autonomy in the workplace refers to employees' level of control and independence over their work tasks, decision-making processes, and the ability to influence their working environment. Autonomy is closely linked to professional practice, patient care, and</p>

			organizational efficiency in nursing. Adopting models emphasizing employee autonomy, such as the Buurtzorg model, has shown promising outcomes in enhancing patient and nursing experiences.
4	<p>Organizational evolution and adaptation -</p> <p><i>The theme "Organizational evolution and adaptation" focuses on the continuous change, learning, and adjustment process within healthcare organizations, particularly in self-managed homecare organizations. This theme highlights the importance of adapting organizational structures, processes, and strategies to meet evolving operational needs and challenges. It emphasizes the agility of organizations in responding to dynamic healthcare environments, learning from setbacks, and embracing flexibility in decision-making. Organizational evolution and adaptation are essential for</i></p>	1. Organizational evolution	<p>The evolution of structures within healthcare, particularly in the context of Buurtzorg Edugreen, reflects a journey of adaptation, learning, and impactful transformation to enhance patient and nursing experiences. This evolution can be observed through the lens of various perspectives offered by members of the Buurtzorg team. Initially, a flat structure characterized the organizational approach at Buurtzorg Edugreen, simplifying processes and fostering a collaborative environment.</p>

	<p><i>enhancing patient and nursing experiences, improving organizational effectiveness, and ensuring long-term sustainability in the ever-changing healthcare landscape.</i></p>		
		<p>2. Adaptability of practices</p>	<p>The adaptability of practices within an organization, especially in the dynamic healthcare field, is pivotal for enhancing patient and nursing experiences. Integrating adaptable practices involves numerous strategic, structural, and operational adjustments to meet the evolving needs of healthcare delivery and workforce empowerment. Initially, the organization recognized the necessity of maintaining effective communication and oversight as a cornerstone of adaptability. Implementing monthly review meetings covering key areas such as client engagement, sales, delivery, and compliance is critical for continually assessing and refining strategies. This process ensures that all heads of locations align with the organization's objectives, fostering a culture of continuous improvement and responsiveness to emerging challenges.</p>
		<p>3. Growth opportunities and market awareness</p>	<p>Buurtzorg Edugreen's approach to enhancing the patient and nursing experience within the healthcare sector symbolizes a broader vision that intricately balances growth opportunities with acute market</p>

			<p>awareness. This balance is not merely strategic but deeply ingrained in their operational ethos, ensuring they remain committed to their core principles of providing exceptional care and support as they expand. Innovative learning and development for nurses are a cornerstone of their commitment to excellence.</p>
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1. Building a Supportive Workplace for Employee Well-being, Engagement, and Success

The theme "Building a Supportive Workplace for Employee Well-being, Engagement, and Success" focuses on creating a work environment prioritizing employee well-being, engagement, and success within the organization. This theme emphasizes the importance of fostering a culture of trust, collaboration, and support to enhance employee satisfaction, promote teamwork, and ultimately improve patient care outcomes and organizational performance. Key elements within this theme include initiatives such as promoting employee wellness programs, fostering open communication, and prioritizing employee development to create a positive work culture that values employee well-being and the delivery of high-quality patient care.

1.1 Organizational culture and support:

Organizational culture and support are pivotal in enhancing patient and nursing experiences within healthcare settings. The excerpts shed light on various aspects of organizational culture and support, contributing to a positive work environment and improving patient care. The theory of believing first, as expressed in

"The theory with which we work is believed first, we believe first, and then we do other activities" (MM-12-33-M),

Descriptive code: Culture of trust at self-managed organizations

underscores the importance of fostering a culture of trust and belief within the organization. This foundational belief system sets the tone for how teams approach their work and interactions, emphasizing trust as a fundamental value.

In the scenario of addressing requests to change caregivers, the principle of

"The client is always right."

Descriptive code: Prioritizing customer satisfaction

The client is upheld, ensuring patient satisfaction and trust in the care delivery process (*"In the scenario of any request to change the caregivers at their homes, we trust that the client is always right and send another team for care delivery at their residence"*) (MM-4-51-M).

Furthermore, organizing gala lunches to foster team bonding demonstrates a commitment to healthcare field relationships and a sense of community among employees.

"I think the best thing that we always do is we have a gala lunch organized within the office often to create bonding among teams" (MM-12-33-M).

Descriptive code: Team bonding among employees

The excerpt regarding the recognition of the value of trust in a self-management system highlights the significance of ethical conduct and transparency (*"They were with Buurtzorg Edugreen, but they were having bad luck, so we realized the beauty of this self-management system is that it values trust"* - MM-3-50-M). This emphasis on trust fosters an environment where ethical behavior is prioritized, contributing to a cleaner and more efficient system.

Lastly, the commitment to supporting employees, as articulated in *"We always used to help if this is the situation that is an easy resolution for all of us with our experience, we can do that quite easily. We always stand with them as they are our employees"* (MM-12-33-M), underscores the importance of teamwork, empathy, and continuous coordination in addressing challenges and ensuring employee well-being.

Descriptive code: Solidarity with employees

This sub-theme highlights the significance of organizational culture and support in promoting a positive workplace environment, enhancing teamwork, and improving patient and nursing experiences within healthcare organizations.

1.2 Organizational culture and empowerment:

Organizational culture and empowerment are fundamental pillars that shape the patient and nursing experience within self-managed homecare organizations. The theory of "believing first and then engaging in other activities" is given in the following excerpt,

"The theory with which we work is to believe first and then do other activities."
(MM-12-33-M)

Descriptive code: Trust is a prerequisite to empowerment and encapsulates the essence of fostering a positive and empowering work environment. This principle highlights the importance of cultivating a culture of trust, belief, and shared vision among team members, laying the foundation for effective collaboration and successful outcomes.

Supportive leadership and continuous coordination are vital in nurturing a solid organizational culture within self-managed homecare organizations. Leaders are pivotal in guiding teams, fostering a positive work environment, and empowering staff to deliver high-quality care. By providing guidance, support, and opportunities for growth, leaders can inspire nurses to excel in their roles and confidently navigate challenges. Effective communication, empathy, and a commitment to organizational values further reinforce the organization's fabric, enhancing the overall patient and nursing experience.

In conflict resolution, proactive measures are essential to maintaining a harmonious work environment and delivering quality care. Prompt intervention and collaborative resolutions are critical when conflicts arise between nurses or clients. Organizations can uphold a culture of respect, professionalism, and effective communication by addressing conflicts openly and promptly. This approach mitigates tensions and fosters a supportive atmosphere where nurses feel empowered to address challenges and deliver optimal patient care.

This is evident from the following excerpts:

"In addition, if there's a need for a comprehensive resolution regarding a client-nurse conflict, the coordinator takes the initiative, potentially after consulting with the management team if the situation is critical. When two nurses frequently work together, conflicts may arise during service delivery. It's important to address any conflict and seek resolutions collaboratively and promptly. Resolving conflicts is challenging, especially when personal dynamics are involved. For example, if two individuals don't get along and are jointly

responsible for a patient's care, resolving conflicts becomes even more crucial”
(MM-6-39-M)

Descriptive code: Collaborative nature of conflict resolution

Empathy is critical in effective conflict resolution and organizational culture within self-managed homecare organizations. Understanding the unique challenges patients and caregivers face is essential in promoting a compassionate and supportive environment. By integrating empathy into conflict resolution processes and daily interactions, organizations can enhance care quality, improve staff well-being, and foster positive relationships with patients and their families.

The above is evident from the following excerpts:

“In cases where clients are at fault, acknowledging and rectifying mistakes is essential. Sometimes, conflicts arise due to external factors, such as family dynamics or mental health issues. For instance, I've encountered situations where a patient's family member had mental health issues, leading to tension among caregivers. In such cases, communication and understanding are crucial. We've implemented strategies like regular communication with family members to ease tensions and ensure smoother caregiving. Effective conflict resolution requires adaptability and empathy to address each situation's unique challenges.”
(MM-6-39-M)”

Descriptive code: Empathy as a tool for conflict resolution.

Comparing conflict resolution mechanisms between governmental bodies like Buurtzorg India and private homecare organizations like Portia requires nuanced analysis. Empathy emerges as a critical factor in effective conflict resolution. While established entities like Tata may uphold specific values, newer organizations exhibit divergent approaches due to differences between founders' visions and operational implementations. Understanding and integrating empathy into conflict resolution processes can enhance organizational effectiveness and foster better outcomes. (MM-6-39-M)

Descriptive code: Higher values as instrumental to conflict resolution

The slightly different nature of conflict resolution in Indian self-managed homecare organizations compared to those in Europe is evident from the following excerpts.

“No regional courses are available, so regional coaches do not play a role in conflict resolution within our team. When conflicts arise, we, as a team, take proactive measures to resolve them. Although regional coaches were previously involved, they are currently absent for logistical reasons. In their absence, we handle conflict resolution internally. If needed, we escalate issues to higher authorities for resolution.” (MM-5-50-M)

Descriptive code: Conflict resolution by higher authorities.

“Client satisfaction with our conflict resolution mechanisms remains unmeasured. However, we have not encountered any legal cases, instances of abuse, or negative publicity. While there was one case of escalation by an employee at Buurtzorg Netherlands, it was an isolated incident. We informally address conflicts that arise during calls, ensuring resolution without escalation. Despite not having formal feedback, our track record suggests satisfactory conflict resolution outcomes.” (MM-5-50-M)

Descriptive code: Resolution without escalation.

The “organizational culture and empowerment” sub-theme is paramount in shaping the patient and nursing experience within self-managed homecare organizations. By embracing beliefs, fostering teamwork, promoting supportive leadership, and prioritizing empathy in conflict resolution, leading to better coordination between nurses-patients, nurses-nurses, and nurse-management members, these organizations can create a nurturing and fulfilling environment where patients and nurses thrive.

1.3 Organizational culture and values:

In the dynamic landscape of Indian healthcare, particularly in the homecare delivery sector, organizational culture and values have undergone significant transformation, driven by the Indian value system and the necessity to adapt to changing industry dynamics. Central to this evolution is cultivating self-managed teams, a practice that markedly distinguishes Indian healthcare organizations like Buurtzorg India from more conventional models. Emphasizing teamwork over individual prowess, these organizations address challenges as collective service issues rather than personal shortcomings, fostering a culture of reliability and continuity. Organizational values, shaped by the inherent ethos of the Indian value system and the imperative to adapt to the ever-evolving industry dynamics, precipitate significant shifts in organizational culture (Nandram & Bindlish, 2017). Daily operations within SMOs are intricately intertwined with organizational values, dictating decision-making processes,

communication norms, and employee conduct (Nandram, 2014). For instance, emphasizing teamwork and collaboration over individual achievements cultivates a culture of collective problem-solving and mutual assistance among team members (Nandram, 2015). This collaborative ethos ensures that challenges are tackled collectively, framing them as service issues rather than individual deficiencies, bolstering reliability and continuity in patient care (Nandram and Koster, 2014).

Furthermore, organizational values play a pivotal role in shaping the long-term strategies of SMOs, delineating their overarching vision and objectives (Nandram, 2015). A steadfast commitment to service excellence and patient-centered care serves as a cornerstone for formulating enduring strategies to augment the quality and accessibility of healthcare services (Nandram, 2021). However, maintaining these organizational values amidst the dynamic healthcare landscape poses significant challenges. Rapid industry changes and diverse stakeholder expectations necessitate continuous efforts to reinforce values through leadership demonstration, comprehensive employee training programs, and supportive organizational policies (Kreitzer et al., 2015). Organizational values profoundly influence the daily operations and long-term trajectories of SMOs in Indian healthcare. By fostering a culture characterized by collaboration, service excellence, and patient-centered care, these values underpin the success and sustainability of healthcare organizations in the dynamic Indian healthcare milieu.

The following excerpt makes it clear.

“Contrastingly, in India, the focus lies on cultivating self-managed teams, distinguishing them from conventional approaches. Here, emphasis is placed on teamwork rather than individual caregivers. Any issues encountered are addressed as service challenges rather than personnel shortcomings. This approach mirrors the ethos of institutions like the Tata Cancer Institute, where treatment is not tethered to specific doctors but revolves around the quality of service. Unlike institutions reliant on individual expertise, Buurtzorg India prioritizes service delivery over personal attributions, differentiating itself within the healthcare landscape. This distinction underscores the essence of a self-managed team model, where the service, not the individual, takes precedence, fostering a culture of reliability and continuity.” (MM-9-34-F)

Descriptive code: Culture of reliability and continuity

The differentiation in roles within these self-managed teams is also noteworthy, particularly in the context of nurses focused on patient recovery tasks without being burdened by unrelated domestic chores unless it directly pertains to patient care, such as in baby care scenarios. This delineation of duties underscores the Cultural differences and domestic chores within the healthcare sector, emphasizing the importance of effective communication and patient-centric care. The following excerpt makes it clear.

“While nurses focus on patient recovery tasks, they don't handle domestic chores unless directly related to patient care, like in baby care scenarios. Cultural and mindset differences posed hurdles in implementing certain practices. Effective communication and differentiation within the healthcare community are vital, focusing on patient-centric care and self-management.” (MM-7-35-M)

Descriptive code: Cultural differences and domestic chores

Adapting to this new paradigm of Self-management with no hierarchy poses challenges, especially in the Indian context where hierarchical structures are more entrenched. The deconditioning of nurses to operate with greater autonomy and less hierarchical oversight begins at the recruitment stage itself, where new hires are thoroughly acquainted with the organization's culture and operational philosophy through comprehensive induction programs like the 'Diksha program.' This meticulous orientation process ensures that employees understand and align themselves with the organization's vision, mission, and values, fostering a sense of empowerment and belonging. It is evident through the following excerpt.

“This begins with the recruitment process, where candidates spend time understanding the organization's culture and operations. Induction programs, like the 'Diksha program,' further immerse new hires in the organizational framework, fostering a deep understanding of the company's vision and mission. By interacting with various teams during induction, employees grasp the broader scope of the organization, aligning their efforts with the grand vision. This gradual empowerment and alignment ensure that employees become integral to the organization's long-term success.” (MM-3-50-M)

Descriptive code: Deconditioning nurses to work with more autonomy and less hierarchy

A fundamental aspect of these evolving organizational cultures is the emphasis on dignity and respect for individuals, which transcends traditional corporate hierarchies and underscores the value of people—patients and healthcare providers—over mere processes

and products. This Dignity as a tool to manage cultural differences is pivotal in nurturing mutual respect and collaboration, which are vital for service-oriented organizations' success. The following excerpt makes the above point lucid.

“When individuals feel valued and respected, connections deepen, fostering mutual understanding and collaboration. This approach transcends corporate structures, emphasizing the significance of people over processes and products. For instance, companies like Tata prioritize their people, fostering a culture of respect and longevity among employees. Conversely, organizations like Reliance may face challenges garnering similar respect due to perceptions of employees' treatment. To excel as a service-oriented organization, prioritizing the well-being and dignity of individuals is paramount. This principle is exemplified in the Buurtzorg Netherlands model, where the focus is on people—patients and nurses alike, underscoring the importance of a people-centric approach in achieving organizational excellence.” (MM-3-50-M)

Descriptive code: Dignity as a tool to manage cultural differences

Moreover, collective contribution to organizational success, where every role, from the CEO to the receptionist, is valued equally, reinforces a culture of inclusivity and mutual respect among team members (A culture of organizations' success). This ethos of equality and recognition plays a critical role in building a cohesive and motivated workforce.

Lastly, the importance of family support in elderly care highlights the interplay between traditional values and modern healthcare delivery systems. In the post-COVID scenario, where the homecare industry in India has witnessed considerable change, the role of the family has remained integral, illustrating how family support as a part of organizational culture continues to influence and sustain the delivery of care in the home setting. The following excerpt helps us understand the above point.

“Our work culture emphasizes that every role contributes to our organization's success, from the CEO's chair to the receptionist's desk. Each member's contribution is valued equally, irrespective of their position. Recognizing and celebrating everyone's efforts publicly reinforces this ethos and fosters mutual respect among team members.” (MM-1-41-M)

Descriptive code: A culture of organizations' success

In conclusion, the shift towards self-managed teams, the emphasis on dignity and respect, and the integration of family support underscore the evolving organizational culture and values within the Indian healthcare sector. The following excerpt makes it clear.

"The family still values Elderly Care. The family supports the overall homecare delivery system...the homecare care industry has changed quite a bit in the post-COVID scenario in India." (MM-5-50-M)

Descriptive code: Family support as a part of organizational culture

These changes not only reflect a deeper understanding and adaptation of the Indian value system but also highlight the sector's commitment to improving service delivery and patient care in the face of changing industry dynamics.

2. Communication and Coordination at SMOs

The theme "Communication and Coordination at SMOs" focuses on the strategies and practices implemented within self-managed homecare organizations (SMOs) to facilitate effective communication and coordination among team members. This theme highlights the importance of establishing formal and informal communication channels to ensure seamless patient care and support for nursing staff. It also emphasizes the significance of structured communication processes, direct contact with management for field staff, and utilizing technology platforms to enhance communication efficiency. Effective communication and coordination within SMOs are essential for addressing challenges, resolving issues promptly, and maintaining continuity in patient care, especially during emergencies.

2.1 Strategic Emergency communication and coordination

In self-managed homecare organizations, proactive communication is vital for handling emergencies and ensuring continuity in patient care. When emergencies arise, such as the need for immediate doctor visits demanded by patients' families, all stakeholders, including patients, doctors, and head nurses, must be awake and actively engaged in resolving the situation. This emphasizes the importance of timely and effective communication channels within the organization. The following excerpt makes the above findings clear.

"I was busy solving this problem, and I was awake, my doctors were awake, the head nurse was awake because we needed some doctors to come and visit that was the demand for the patient's family" (MM-10-37-M)

Descriptive code: The importance of proactive communication in handling emergencies, ensuring continuity in patient care

Utilizing technology and online platforms is crucial in improving communication processes among nurses in self-managed homecare organizations. A daily platform lead management system allows nurses to share experiences and collaborate on innovative solutions to problems through joint efforts. This fosters a supportive environment where nurses can learn from each other and enhance patient care quality. The following excerpt elucidates this finding.

"We have a daily platform lead management system here, which the nurses can use to share their experiences with each other or develop innovative solutions to problems through a joint effort." (MM-10-37-M)

Descriptive code: Benefits of utilizing technology and online platforms for improving communication processes

Integrated group meetings and training sessions enhance communication and coordination within self-managed homecare organizations. These sessions provide opportunities for nurses to discuss strategies, address challenges, and align on best practices, ultimately improving the overall efficiency and effectiveness of care delivery. The following excerpt elucidates the utility of integration of meetings and training sessions.

"There are two ways: sometimes this group meeting and at others group training is happening, so that's a format so they are integrated into a big way." (MM-12-33-M)

Descriptive code: Integrated group meetings and group training

Formal and informal communication channels, such as WhatsApp and other monitored platforms, facilitate seamless coordination among healthcare professionals. These channels ensure that information is exchanged promptly, decisions are made efficiently, and actions are taken promptly to address patient needs. By leveraging formal and informal communication tools, self-managed homecare organizations can maintain a high standard of care and responsiveness to emergencies. The following excerpt elucidates the findings above.

"The coordination happens through WhatsApp and other communications which are officially maintained and monitored." (MM-12-33-M)

Descriptive code: Formal and informal accessible communication channels

2.2 Sustainable communication strategies

In self-managed homecare organizations, sustainable communication strategies are crucial for ensuring seamless patient care and supporting nursing staff effectively. Monthly review meetings provide a structured platform for location heads to collaborate, share insights, and address challenges. However, the lack of continuity in communication can impact caregivers, emphasizing the need for structured communication channels. The following excerpt makes this finding clear.

"We used to get in touch, you know, spend a couple of days every month with all the location heads... apart from that there are a lot of WhatsApp groups, forums that Barun was managing so that everybody can communicate their views so in that we were interested." (MM-1-41-M)

Descriptive code: Impact of lack of continuity in communication on caregivers and the need for structured communication processes.

Direct contact with management for field staff ensures the timely resolution of issues, especially during challenging situations such as the non-availability of vehicles or other logistical difficulties. This underscores the importance of timely communication in overcoming obstacles and delivering efficient patient care. This finding is evident from the following excerpt.

"There is a lack of continuity from the changes... so the communication is uh sometimes when they face some difficulty in helping a particular situation or something like that sometimes when they are facing uh maybe uh non-availability of vehicles and other things to reach to a particular place in time the timely communication is instrumental." (MM-10-37-M)

Descriptive code: Timely communication in the face of difficulties

Utilizing platforms like groups on social media platforms and other forums facilitates perpetual communication among team members, allowing for continuous collaboration and knowledge sharing. Additionally, holding meetings at appropriate intervals ensures communication remains effective and aligned with organizational goals. This structured approach to communication enhances transparency and fosters a supportive environment for caregivers and patients. The above approach helps maintain perpetual communication.

Meetings at appropriate intervals also help achieve meaningful, continuous communication. The following excerpts throw light on the above finding.

"The communication is, uh, if I used to, if I have to use a term for this, it is perpetual."

(MM-12-33-M)

Descriptive code: Meaningful perpetual communication

"Meetings would generally be happening not frequently yet at appropriate intervals. So that's a communication exercise we do." (MM-12-33-M)

Descriptive code: Meetings at appropriate intervals

Moreover, the transcendence of hierarchical barriers in communication streamlines the process, enabling clients to communicate directly with top management members when needed. This ensures prompt responses and demonstrates the organization's commitment to meeting the needs of both patients and staff. Through these sustainable communication strategies, self-managed homecare organizations can consistently enhance operational efficiency and deliver high-quality care. The following excerpt elucidates the findings above.

"I think that's commendable because the client knows the hierarchy of communication, so if they get stuck somewhere, they are free or eligible to move up the hierarchy ladder and directly communicate with top management members. I think the speed of management's response is quite commendable here." (MM-12-33-M)

Descriptive code: Making communication easy through the transcendence of hierarchy in communication.

3. Employee well-being and development

The theme "Employee Well-being and Development" focuses on initiatives and practices to promote the well-being, work-life balance, and professional growth of employees within the organization. This theme underscores the importance of prioritizing employee well-being to ensure a healthy work environment and enhance overall job satisfaction. It also highlights the significance of implementing proactive measures to support employee development, such as establishing emergency call centers, providing access to essential services, and offering opportunities for career advancement. By emphasizing employee well-being and development, organizations can foster a supportive workplace culture that values the success

and engagement of their workforce, ultimately leading to improved patient care outcomes and organizational effectiveness.

3.1 Employee well-being and work-life balance

The importance of employee well-being and work-life balance cannot be overstated in the evolving landscape of the modern workplace. Organizations across the globe are recognizing the multifaceted benefits of ensuring their workforce is not only productive but also genuinely content and well-supported. This realization has led to the implementation of various innovative practices to foster a healthy work environment, which is crucial for employee satisfaction and overall success.

One exemplary initiative that underscores the commitment to employee well-being involves establishing a 24x7 emergency call center at the given self-managed homecare organization. The following excerpts make this clear.

“This indicates a need to establish a 24x7 emergency call center, potentially collaborating with hospitals or ambulance services. Operating such a call center would require a helpline number and round-the-clock availability.” (MM-5-50-M)

Descriptive code: Proactive employee well-being measures.

This initiative is designed to assist distressed employees immediately, ensuring they can access essential services such as hospitals, pharmacies, and police stations at all hours. Caregivers receive location information, including maps and contact details, enhancing the security and support network available to the workforce. To address concerns such as document forgetfulness, important papers are scanned for easy reference, further illustrating the comprehensive nature of this support system. Moreover, recognizing the mental health challenges that employees may face, some organizations have taken proactive steps by enlisting counselors to offer support. The following excerpt clarifies the findings above.

“Caregivers receive location information, including maps and contact details, ensuring assistance. Additionally, essential services such as hospitals and pharmacies open 24/7 are shared, along with police station contacts. We address document forgetfulness by scanning important papers for reference and enhancing security and support.” (MM-10-37-M)

Descriptive code: Commitment to employee well-being

Creating a safe and supportive workplace also involves respecting individual privacy and promoting a culture of mutual understanding. Regular check-ins with individuals are preferred over invasive monitoring, ensuring employees feel valued and respected. This philosophy is vital for preventing harassment and fostering a positive community atmosphere. The following excerpt elucidates it.

“Monitoring through CCTV cameras isn't favored due to privacy concerns. Instead, promoting a culture of mutual understanding and accountability fosters a safer workplace or community. Regular check-ins with individuals can ensure their well-being without intruding on privacy. Ultimately, creating a supportive environment where individuals feel valued and respected is key to preventing harassment and fostering a positive community atmosphere.”
(MM-12-33-M)

Descriptive code: A culture of mutual understanding and accountability

Comparing corporate cultures, organizations like Tata stand out for prioritizing their people and fostering a culture of respect and longevity among employees. This contrasts with organizations that may prioritize employee well-being differently, affecting their ability to garner respect and achieve organizational excellence. The Buurtzorg Netherlands model is highlighted as an exemplar of a people-centric approach, where the focus on the well-being and dignity of individuals, including patients and nurses, is paramount. The following excerpt supports the above claim.

“Tata prioritizes their people, fostering a culture of respect and longevity among employees. Conversely, organizations like Reliance may face challenges garnering similar respect due to perceptions of employees' treatment. To excel as a service-oriented organization, prioritizing the well-being and dignity of individuals is paramount. This principle is exemplified in the Buurtzorg Netherlands model, where the focus is on people—patients and nurses alike, underscoring the importance of a people-centric approach in achieving organizational excellence.” (MM-3-51-M)

Descriptive code: Fostering a culture of respect.

The tangible benefits of prioritizing employee well-being and work-life balance are evident over time. Some positive outcomes are enhanced employee retention, reduced misconduct, and decreased unproductive behaviors. These improvements underscore the necessity of such measures and highlight the importance of formal communication channels in facilitating

freedom and communication within the workplace. The following excerpt supports the claim above.

“However, over time, the benefits became evident:

Enhanced employee retention, demonstrating the value of the 240-hour workload balance.

Reduced incidence of misconduct or abuse due to employees being well-rested and achieving work-life balance.

Prevent distractions and unproductive behavior that could arise from overworked employees seeking rest.

“Numerous instances highlighted the necessity for such measures, including employees sleeping on duty and caregivers abandoning their responsibilities. Many organizations' lack of formal communication channels further underscored the need for a system facilitating freedom and communication.” (MM-5-50-M)

Descriptive code: Higher employee retention, reduced incidents of employee misconduct, reduced distractions and unproductive behaviors

The emphasis on employee well-being and work-life balance is a testament to the evolving understanding of what it means to be a successful and responsible organization. By implementing supportive measures, respecting privacy, and fostering a culture of respect and understanding, companies can ensure a healthier, more productive, and ultimately more satisfied workforce.

3.2 Continuous training and development

The imperative for continuous training and development has never been more pronounced in the evolving healthcare landscape. This emphasis is particularly crucial in enhancing the nursing and patient experience, where the rapid advancement of medical knowledge and the dynamic nature of patient care necessitate a robust approach to learning. Our organization has embraced this challenge head-on, leveraging innovative training platforms and methodologies to ensure our caregivers have the latest skills and knowledge. The following excerpt elucidates the above finding.

“We maintain a perpetual training program through our training organization. Our digital platform, P L A Y A B L O, provides updated training materials accessible via mobile

devices. This platform includes videos and interactive elements for self-learning.”
(MM-9-34-F)

Descriptive code: Continuous training activities through innovative training platforms

Despite our forward-thinking strategies, the organization encountered obstacles along the way. To mitigate these challenges, they have refined their approach to focus on need-based training, conducting skill gap analysis to tailor training efforts effectively. This strategy enhances the relevance of training programs and ensures they directly contribute to improving patient care. The following excerpt evidences the given finding.

“Previously, we scheduled training calendars every three months and shared them with team leaders and providers. However, we encountered challenges with some individuals seeking training primarily for free meals and time off. To address this, we conduct skill gap analyses with each team member and collectively to identify training needs. Although our robust training mechanism is not currently active, the framework remains in place for future implementation, ensuring continuous improvement in our training practices.” (MM-9-34-F)

Descriptive code: Need-based training activities

The challenges of the COVID-19 pandemic highlighted the necessity for agility and innovation in training. In response, the organization explored new training models and partnerships, such as collaboration with Edugreen and Playablo, to deliver microlearning modules. This approach allows us to provide targeted, bite-sized learning opportunities that are easily digestible and can be accessed on-demand, ensuring that staff can quickly adapt to emerging challenges and continue to provide exemplary care. It ensured continuous care delivery, and reducing anxiety related to virus exposure. The following excerpts evidence the findings above.

“Typically, we dedicate significant time, around six to eight months, to coach individuals before deploying them. However, challenges emerged during the pandemic, intensifying the need for skilled personnel. Thus, our revolutionary approach emphasizes preparation and training. Implementing the Buurtzorg model could optimize resources, with central hubs like Calcutta supporting self-sufficient teams in smaller towns.” (MM-11-36-M)

Descriptive code: Deconditioning employees through training

“The education and training, like in the usual conditions, like when COVID was not there when normal working was going on, we have a training calendar that is regularly done over here by the head office and right from the induction program to refresh your trade. We have also recently been implementing a hybrid learning mode, so this is an Edugreen initiative, but we are now extending it to Buurtzorg Edugreen. In Buurtzorg Edugreen, we have tied up with education management. There is a new concept called microlearning; I was talking about what microlearning is. Microlearning is giving byte-sized learning capsules to the professionals so that they can go through their own time and or methods; this could be in a virtual space this could be in an online space, or a physical space, depending upon the requirement so we have tied up with a Bangalore based Tech organization which is a micro-learning organization called Playablo.” (MM-10-37-M)

Descriptive code: Innovative training solutions

“Edugreen collaborates with Playablo to develop micro-learning modules tailored for caregivers and employees. These programs encompass caregiver training and induction courses. Utilizing the Playablo platform, each student receives a personalized login, facilitating their engagement with the content. For instance, within the home healthcare program, learners access specialized capsules covering essential topics like the respiratory system and basic anatomy. The course comprises 42 modules, progressively delivering content to ensure effective learning. Additionally, interactive videos enhance the learning experience. This collaboration aims to deliver comprehensive and accessible training for caregivers and employees.” (MM-2-53-M)

Descriptive code: Big learnings made easy

Pursuing excellence in training at the organization is not without its ambitious goals. The following excerpt makes it clear.

“I believe there's an opportunity to enhance both the quality and quantity of our training efforts. By adopting models such as the Kirkpatrick model, we strive to measure the impact of our training programs more comprehensively, aiming to enhance skills and behaviors and demonstrate a tangible return on investment. This systematic approach to evaluating training effectiveness is crucial for justifying the allocation of resources and for continuously improving our training initiatives.” (MM-9-34-F)

Descriptive code: Focus on training quality

“Moreover, even during in-person sessions, all materials are readily available for review. To enhance learning further, we’ve curated supplementary videos, enriching the experience with microcapsules.” (MM-2-53-M)

Descriptive code: Ready to access training materials

The comprehensive training strategy at the SMOs extends beyond digital platforms. By incorporating a blend of theoretical and practical learning experiences, including access to medical labs for hands-on training, SMOs ensure that our caregivers are well-prepared for the multifaceted nature of patient care. This holistic approach to training, which combines microlearning with practical sessions, enriches the learning experience and better equips the staff to meet the needs of their patients. The following excerpts elucidate the same.

“Training activities help keep the organization’s unique culture intact and improve it daily by incorporating the best ideas, learnings, and practices. At the same time, make the nurses more employable even for the other organizations in case they want to join them in the future.” (MM-2-53-M)

Descriptive code: Holistic approach to training

Continuous training and development are pivotal in dynamic healthcare, especially nursing and caregiving. The essence of providing exceptional care is rooted in caregivers' technical proficiency and ability to empathize, communicate, and understand each patient's unique needs. Recognizing this, our approach to training is comprehensive, focusing on technical and interpersonal skills. This holistic training ensures that every caregiver feels valued and integral to our team, fostering an environment where quality care takes precedence over profit. The following excerpt makes it clear.

“Caregivers come from diverse backgrounds, often lacking traditional academic credentials. However, they receive significant respect and thorough training, emphasizing technical and interpersonal skills. Our organization values their contributions, ensuring they feel appreciated and integral to our team. Regarding training, many home healthcare organizations prioritize revenue, but we prioritize quality care over profit. Understanding our clients’ needs and providing exceptional service remains our focus.” (MM-1-41-M)

Descriptive code: Focus on nursing quality rather than formal qualifications only

Ultimately, our commitment to continuous training and development is about more than just enhancing skills; it's about nurturing a culture of learning that permeates every aspect of our organization. By prioritizing the professional growth of our caregivers, we not only improve the quality of care provided to our patients but also foster an environment where innovation, compassion, and excellence are the cornerstones of our practice. Central to the training philosophy at SMOs is cultivating empathy and understanding among caregivers. SMOs aim to embed a mindset that every patient could be a family member, promoting dignity and respect in care regardless of the patient's condition. This approach enhances the patient experience and instills a culture of compassion within the caregiving team. By prioritizing these values, SMOs ensure that training programs are the cornerstone of success, directly impacting the quality of care provided to clients. The following excerpt elucidates the same.

“The key to maintaining client focus and ensuring caregivers provide dignified care lies in our training approach. Beyond technical skills, we embed a mindset emphasizing empathy and understanding. Caregivers are reminded that the person they care for could be their own family member, fostering a sense of responsibility and empathy. We stress treating clients as we would our own loved ones, regardless of the patient's behavior due to their condition. This approach instills a culture of compassion and respect, enhancing the quality of care provided. Training is the cornerstone of our success, shaping caregivers' attitudes and actions toward achieving client-focused care.” (MM-1-41-M)

Descriptive code: Culture of dignity in homecare delivery

“It provides a sense of security to the family, reassuring them that our organization supports and understands their needs. Families actively participate throughout our training and counseling process, ensuring ongoing support and guidance. Additionally, we offer valuable learning opportunities for family members who wish to enhance their skills. For instance, if someone joins as a caregiver and expresses interest in further education, like pursuing a nursing course, we fully support and facilitate their decision.” (MM-5-50-M)

Descriptive code: Active participation of families in caregiving

Furthermore, SMO's commitment to continuous professional development supports staff's educational aspirations. Recognizing the importance of career progression and skill enhancement, they actively facilitate and encourage further education among our caregivers and nurses. For instance, SMOs offer support for caregivers who wish to pursue nursing or

other healthcare-related courses, ensuring they have the necessary resources and support to advance their careers. This enhances their professional capabilities and contributes to a more skilled and knowledgeable workforce, ultimately benefiting patient care. The following excerpts elucidate the given finding.

“Experienced nurses such as Sharmishta, Tina, and Deboshri, who have undergone comprehensive training, possess a distinct level of confidence and a holistic approach to caregiving. Ensuring the proper onboarding of new staff is essential to harmonize them with our overarching objectives. Consequently, we are delighted to implement a four-day induction program tailored for head nurses and location heads. Despite the associated expenses, this initiative is a strategic investment in our organization's long-term prosperity. This initiative underscores our unwavering commitment to fostering talent and upholding exemplary standards of care.” (MM-3-51-M)

Descriptive code: Commitment to fostering skill development

“We actively support nurses by offering diverse training and educational avenues, advocating for them to pursue qualifications. We equip nurses with the necessary resources to facilitate training and pursue further education. Recognizing that education is a foundational step towards ongoing learning and awareness, we prioritize providing comprehensive educational experiences. Nurse activists within our organization underscore the significance of education in health policy and social justice as fundamental prerequisites for effective activism.” (MM-4-51-M)

Descriptive code: Need-based skill development

Onboarding new staff, particularly nurses, is another critical aspect of training programs at SMOs. A tailored induction program for head nurses and location heads is designed to align them with the organization's core objectives and standards of care. This strategic investment in training and development highlights the commitment of SMOs to upholding exemplary standards of care and fostering talent within the organization. Addressing our nursing staff's technical and cross-technical skills is also a priority. Continuous training and development are essential for ensuring that nurses are proficient in all aspects of their roles, from software-based patient management to technical procedures like catheterization. This commitment to comprehensive skill enhancement ensures that our nurses are well-equipped to provide the highest standard of care. The following excerpts elucidate the above findings.

“Internally, we recognize the necessity to hone specific cross-technical processes identified through ongoing assessment. For instance, technical skills like catheterization require specialized training, which we intend to provide to enhance their capabilities. While our focus has largely been on the software aspect of nursing and caregiving, we acknowledge the increasing importance of mastering hardcore technical procedures. Therefore, continuous training and skill development are essential to ensure autonomy and proficiency in all facets of their roles.” (MM-4-51-M)

Descriptive code: Strategic training activities.

“Unlike regular and spontaneous training sessions, the nursing coordinator's interventions are driven by specific requirements, emphasizing a need-based approach.” (MM-8-36-M)

Descriptive code: Training tailored to the employee's needs

For those within SMOs who are hesitant about formal training, SMOs offer alternative paths to growth, such as mentorship roles. This strategy recognizes their valuable skills and supports their professional development while contributing to the overall quality of care. The following excerpt makes the above finding clear.

“Training is not just a formality but a necessity for career advancement. For those hesitant about formal training, alternative paths to growth include taking on roles that leverage their experience, such as mentoring new staff. This approach acknowledges their skills and addresses the challenge of gaining recognition without formal education. By guiding newcomers, they play a crucial coaching role, adding value to the organization while enhancing their professional profile. This strategy of mentorship and responsibility distribution helps maintain the quality of care and supports the developmental framework within the organization.” (MM-8-36-M)

Descriptive code: Alternative paths to growth

3.3 Employee autonomy and independence

Employee autonomy and independence within healthcare settings, particularly in nursing, are critical factors that influence the quality of patient care and the satisfaction and effectiveness of the nursing workforce. Autonomy in the workplace refers to employees' level of control and independence over their work tasks, decision-making processes, and the ability to influence their working environment. Autonomy is closely linked to professional practice,

patient care, and organizational efficiency in nursing. Adopting models emphasizing employee autonomy, such as the Buurtzorg model, has shown promising outcomes in enhancing patient and nursing experiences. Originally from the Netherlands, the Buurtzorg model revolutionizes homecare by prioritizing patient and nurse autonomy, supported by a lean organizational structure. This model enables nurses to make independent decisions regarding patient care, fostering a more personalized and efficient care delivery process. The following excerpt elucidates the above.

“Our operations in India align to some degree with the Buurtzorg model, emphasizing localized management for profitability. However, unlike the Netherlands, where a high level of autonomy is feasible due to its advanced social culture, the Indian context necessitates more oversight. Our structure isn't exactly a franchise arrangement; each location, such as Kolkata, Siliguri, and Durgapur, has a designated leader responsible for its performance yet operates under the broader umbrella of Buurtzorg India. These leaders are tasked with achieving specific financial goals—such as generating ten lakhs in revenue for the year—while adhering to the overarching strategies and standards set by Buurtzorg India. This ensures a balance between local initiative and consistent quality and direction across all locations.” (MM-1-41-M)

Descriptive code: Enhancing employee autonomy through adopting flat organizational structures.

Despite the potential benefits, implementing such models in diverse contexts, like India, presents unique challenges. Cultural, regulatory, and organizational differences necessitate a more nuanced approach to fostering autonomy and independence among nursing staff. The structure of the healthcare system, societal norms, and management practices in India require adaptations of the Buurtzorg model to suit the local context. The following excerpt evidences this.

“Moreover, coordinators visit patients at least once a week, or more frequently, for critical cases to ensure continuity of care. Beyond individual visits, team visits are also conducted to enhance communication and service quality. Regarding adopting the Buurtzorg model in India, it's essential to consider the substantial contextual differences, including regulatory frameworks, cultural nuances, and societal norms, compared to Europe and other regions. While Buurtzorg's self-managed and autonomous approach is commendable, its applicability and success in India depend on adaptation to the local context. Collaborating organizations

may benefit from Buurtzorg's model but must assess its suitability within the Indian healthcare landscape.” (MM-9-34-F)

Descriptive code: Keeping societal norms and management practices in view while structuring homecare organizations

In India, the approach involves localized management and oversight to maintain quality and consistency across different regions. Each operational unit, led by a designated leader, strives to achieve financial and performance goals while adhering to the standards and strategies of Buurtzorg India. This model ensures a balance between allowing local initiatives and ensuring uniform quality and direction. The finding above is made clear by the following excerpt.

“However, they can succeed if decision-making processes are well-facilitated, recognizing India's diversity of locations and institutions. Centralized directives often fail due to local nuances. Empowering frontline workers, like nurses, involves granting them more autonomy gradually. This begins with the recruitment process, where candidates spend time understanding the organization's culture and operations. Induction programs, like the 'Diksha program,' further immerse new hires in the organizational framework, fostering a deep understanding of the company's vision and mission.” (MM-3-50-M)

Descriptive code: Decentralized decision-making

Empowering nurses in India involves gradual autonomy, starting from the recruitment and induction processes. New hires undergo programs like the 'Diksha program' mentioned in the preceding excerpt to immerse themselves in the organizational culture and foster a deep understanding of the company's mission and vision. This approach nurtures individual capabilities within the operations management framework, minimizing the need for constant supervision and fostering independence. The following excerpt evidences this finding.

“Certainly, every operation and function operates independently with their frameworks, leading to unique performances. This individuality aligns more with a "garlic model" than an "onion model." In operations management, daily tasks are guided by established frameworks, minimizing the need for constant supervision. Training, induction, and a focus on people-centric approaches are emphasized to empower individuals and address personal aspects, fostering independence within the framework of operations management. This

approach ensures effective management while nurturing individual capabilities and addressing personal needs within the organizational context.” (MM-3-50-M)

Descriptive code: Immersing the nurses in organizational culture

Fostering employee autonomy and independence in nursing enhances patient care and contributes to nurses' professional satisfaction and growth. Adapting models like Buurtzorg to local contexts, such as in India, requires careful consideration of cultural, regulatory, and organizational factors. By empowering nurses through structured yet flexible frameworks, healthcare organizations can improve the quality of care provided to patients and the work environment for nurses. Autonomy and independence in nursing are seen in the operational model of Buurtzorg, a Dutch healthcare organization renowned for its patient-centric care and empowering organizational structure. Buurtzorg has successfully allocated 61% of nurses' time to revenue-generating activities, which has been instrumental in optimizing service provision. The remaining 39-41% is flexibly assigned to administrative duties, fostering overall efficiency. This strategic time allocation underscores the significance of granting nurses autonomy in their roles, allowing them to focus on patient care while efficiently managing administrative responsibilities. Despite Buurtzorg's effective budget management and operational prowess, its existing framework impedes the full adoption of this strategy. Its current operational setup segregates functions, reducing adaptability. Compared to their Dutch counterparts, the nurses commute, needing more local insights for logistical tasks. This disparity hampers our ability to emulate Buurtzorg's patient-centric success while maintaining profitability. Buurtzorg's empowering organizational structure fosters employee autonomy, elevating patient satisfaction while meeting financial objectives.

The following excerpt throws light on the same:

“Our initial aim of allocating 61% of nurses' time to revenue-generating activities has been instrumental in optimizing service provision. The remaining 39-41% is flexibly assigned to administrative duties, fostering overall efficiency. Despite Buurtzorg's effective budget management and operational prowess, our existing framework impedes the full adoption of this strategy. Our current operational setup segregates functions, reducing adaptability. Unlike our Dutch counterparts, our nurses commute, lacking local insights for logistical tasks. This disparity hampers our ability to emulate Buurtzorg's patient-centric success while maintaining profitability. Buurtzorg's empowering organizational structure fosters employee autonomy, elevating patient satisfaction while meeting financial objectives.” (MM-11-36-M)

Descriptive code: Strategic duty time allocation for the nurses

Buurtzorg's approach emphasizes the importance of self-management, albeit focusing on team management rather than individual autonomy. This approach fosters a collaborative environment where nurses feel empowered to make decisions collectively, enhancing patient care quality. Before nursing activism can occur, individual nurses must feel empowered to take action. Nurses are given such an environment at Buurtzorg Edugreen that they recognize that they have the ability, choice, and authority to speak to those who are senior to them at Buurtzorg Edugreen. Education is a strategy for empowerment, but only some elements are needed. This empowerment extends beyond providing care and encouraging nurses to learn and develop continuously.

The following excerpt elucidates the findings mentioned above:

“In Buurtzorg, self-management is integral, but it's about team management rather than individual autonomy.” (MM-7-35-M)

Descriptive code: Focus on team management rather than individuals

Employee autonomy and independence in nursing are fundamental to creating a supportive and efficient healthcare environment. By drawing inspiration from management models like that of Buurtzorg, healthcare organizations can foster a culture of empowerment, continuous learning, and collaborative practice, ultimately leading to improved patient experiences and organizational success.

4. Organizational evolution and adaptation

The theme "Organizational evolution and adaptation" focuses on the continuous change, learning, and adjustment process within healthcare organizations, particularly in self-managed homecare organizations. This theme highlights the importance of adapting organizational structures, processes, and strategies to meet evolving operational needs and challenges. It emphasizes the agility of organizations in responding to dynamic healthcare environments, learning from setbacks, and embracing flexibility in decision-making. Organizational evolution and adaptation are essential for enhancing patient and nursing experiences, improving organizational effectiveness, and ensuring long-term sustainability in the ever-changing healthcare landscape.

Buurtzorg Nederland has demonstrated significant organizational evolution and successful adaptation strategies, mainly through its innovative homecare model. For example, implementing self-managed teams has been a cornerstone of Buurtzorg's approach. These teams, composed of nurses who handle all aspects of patient care, from scheduling to administrative tasks, have reduced overhead costs and increased patient satisfaction by allowing nurses to spend more time on direct patient care. This approach required extensive training and a cultural shift towards greater autonomy and responsibility for the nurses involved (Bernstein et al., 2023). Additionally, Buurtzorg developed its IT system, BuurtzorgWeb, to support these self-managed teams. This system provides real-time data and facilitates communication, ensuring nurses can coordinate effectively without traditional hierarchical oversight. Integrating this technology was crucial for maintaining efficiency and quality care as the organization scaled (Hegedüs et al., 2022).

Buurtzorg's model has also been adapted in various countries, each requiring specific modifications to fit local contexts. For instance, Buurtzorg worked with local healthcare providers in the United States and Japan to adapt their model to different regulatory environments and cultural norms. This process involved pilot programs, continuous feedback loops, and adjustments to ensure the model's principles could be effectively implemented abroad (Ćirković, 2018). Successful adaptation has been driven by factors such as Buurtzorg's decentralized structure, which empowers teams to make decisions and fosters a flexible and responsive organizational culture. The organization's commitment to continuous learning and improvement helps it adapt to changing environments and incorporate feedback effectively. Furthermore, strong leadership by founder Jos de Blok has provided a clear direction and inspired confidence in the innovative model (Nandram, 2015).

However, several factors can hinder adaptation. Different healthcare regulations in various countries can complicate the implementation of Buurtzorg's model. Additionally, adapting the model to fit local cultural contexts requires significant adjustments and can slow the adaptation process. Implementing self-managed teams and new technology can also be resource-intensive, posing a barrier for underfunded healthcare systems.

4.1 Organizational evolution

The evolution of organizational structures within healthcare, particularly in the context of Buurtzorg Edugreen, reflects a journey of adaptation, learning, and impactful transformation to enhance patient and nursing experiences. This evolution can be observed through the lens

of various perspectives offered by members of the Buurtzorg team. Initially, the organizational approach at Buurtzorg Edugreen was characterized by a flat structure, simplifying processes, and fostering a collaborative environment. The following excerpt makes it clear.

“See, um, you know, uh, in Buurtzorg Edugreen, now we have a very flat structure, right? It is not a complicated ah, you know, team size also we have roughly about five-six people. We have a single location, so normally, whatever the business transaction, whether it's a software or the field level transaction, we normally discuss and sort it out.” (MM-1-41-M)

Descriptive code: Collaborative environment fostered by the flat organizational structure

This approach facilitated direct and effective communication, which is crucial for healthcare delivery's dynamic and often unpredictable nature.

The partnership with Buurtzorg, a larger and more established entity in the Netherlands, significantly boosted Edugreen's ambitions and validated its efforts from the beginning. The collaboration underscored the importance of trust and shared goals in evolving organizational practices. The following excerpt reveals the same.

“My journey with Buurtzorg India has been truly remarkable. Before delving into my experiences, I want to express the immense pride our team feels knowing that an organization of Buurtzorg's stature in the Netherlands—significantly larger and more established than Edugreen when we began—chose to place their trust in us. This partnership is incredibly rewarding and validates our potential and efforts from the outset.” (MM-1-41-M)

Descriptive code: Trust and shared goals

The post-COVID scenario posed new challenges and necessitated reevaluating the operational model. During this period of uncertainty, she has emphasized the need for agility and responsiveness in organizational structures to maintain effectiveness in changing environments. This excerpt elucidates the same.

“It has to now prove by replicating, by proving that this model is working within the small setup we have right now post-COVID situation. It has proven itself in the pre-COVID situation, but I think we have a challenge of remembering that in the post-COVID situation, it has to prove itself in the new model. If you can do that, you'll also have to understand that the

homecare industry has changed quite a bit in the post-COVID scenario in India.”
(MM-5-50-M)

Descriptive code: Changing environment and robust organizational structure

A significant learning curve was encountered as the organization ventured into healthcare service delivery, drawing from a background in education and training. This transition highlighted the necessity for continuous learning and adaptation to meet the evolving needs of the community and the healthcare sector. The above finding is made clear by the following excerpt.

“Over the past five years with Buurtzorg, I've encountered a steep learning curve. Coming from a training and capacity-building background, we found the healthcare industry uncharted territory. Our foray into healthcare service delivery was driven by our expertise in education and training, presenting a new set of challenges and opportunities for growth.”
(MM-1-41-M)

Descriptive code: Continuous training and learning

The evolution of Buurtzorg Edugreen's organizational structure has been influenced by a profound understanding of the human resistance to control, leading to the embrace of self-managed teams. This shift towards self-management empowered employees, fostering a sense of ownership and accountability that directly benefited patient care and service delivery. The following excerpt reveals the same.

“This revelation highlighted the innate human resistance to control, a fundamental instinct observed in all living beings. This understanding reshaped our perspective, transitioning from focusing on forward integration to embracing the paradigm of self-managed teams.”
(MM-9-34-F)

Descriptive code: Sense of accountability among the employees

The impact of Buurtzorg Edugreen extends beyond healthcare delivery, touching the lives of the broader community by providing employment and purpose to previously marginalized individuals. The following excerpt makes it clear.

“This journey has not only been about acquiring new knowledge but also about making a significant impact. Through our initiatives, we've managed to train rural unemployed youth,

many of whom you interviewed yesterday. These individuals, previously marginalized and without a clear role in society, have, through our efforts, found purpose and direction. To date, we've positively affected the lives of 300 families. For instance, just before the pandemic hit, our team consisted of 117 members, which means we directly impacted the livelihoods of 117 families, providing employment opportunities for caregivers. This achievement goes beyond our primary mission of healthcare delivery, illustrating our broader commitment to community development and empowerment.” (MM-1-41-M)

Descriptive code: Holistic care of all the stakeholders

Reflecting on the evolution of organizational structures, it's acknowledged that while standardization is important, flexibility and adaptability to operational needs are paramount. This perspective underscores the ongoing journey of organizational evolution, where learning, adaptation, and a commitment to both employee and community empowerment define the path forward. The following excerpt reflects the above finding.

“Personally, I believe organizational structures should evolve according to operational needs. The current three-tiered structure in our organization has evolved over time and may require further adaptation as operations expand. While standardization is essential, it's also crucial to acknowledge that one size doesn't fit all. Moving forward, it's imperative to consider the dynamic nature of organizational requirements and be prepared to adjust structures accordingly.” (MM-7-35-M)

Descriptive code: Agility of the organization

Initially, the organization attempted to implement IT systems by replicating models from Buurtzorg Nederland and the OMAHA system. However, this approach encountered significant obstacles, illustrating the unique challenges and requirements of the Indian healthcare context. This setback led to a pivotal shift towards developing a tailored IT framework in collaboration with GL Technologies, a Kolkata-based partner, underscoring the importance of localized solutions and technological adaptability in enhancing operational efficiency and patient care. The following excerpt makes it clear.

“We went back by two years because of that, right? Okay, so now we have a clean system. We're looking at it, and you're progressing. It was obvious that we needed to have IT systems in place. It has to be integrated. Initially, we tried replicating the Buurtzorg Nederland and OMAHA systems. Still, it failed miserably because it didn't, so we have an organization

called GL Technologies. It is a Kolkata-based IT organization, and they have been our partners in creating the IT systems.” (MM-2-53-M)

Descriptive code: Evolution of the IT systems

Amidst these technical and operational refinements, Buurtzorg Edugreen's ethos remained patient-centric, prioritizing impact over profit. This approach defines the organization as a social enterprise and strengthens its commitment to delivering quality care. The following excerpt throws light on the above.

“We should not have invested in hostels, so we have a client-centric approach as we can see that profit comes second though it is a for-profit organization. Profit is secondary, so we work more like a social enterprise, okay?” (MM-2-53-M)

Descriptive code: Organization as a social enterprise

The evolution of the organization's leadership and governance structures also plays a critical role in its adaptive journey. Strategic decisions, such as integrating former team members into the Care Foundation Board, illustrate a forward-thinking approach to leadership and long-term organizational sustainability. The following excerpt makes it clear.

“So there were two things so one is his compulsion to come back to Kolkata, and the second thing is, of course, that one-to-one connection; perhaps I liked him, and he liked the organization, and since we had worked together, we knew each other quite well, and the third is the saw a long-term environment involvement now even if he resigns today he's still a part of the Care Foundation Board so he could see that so today for example in the last year what is this Care Foundation Board, I took up the education sector we have now we have created a section 8 company that you are talking about it has a board so he saw a long-term perspective.” (MM-2-53-M)

Descriptive code: Innovative approach to leadership

In response to these developments, the organization recognized the need for a more streamlined system to enhance autonomy and efficiency among its staff. By refining its recruitment process and operational structure, Buurtzorg Edugreen aimed to empower its team members with greater independence, aligning their roles more closely with the organization's values and objectives. It's made clear by the following excerpt.

“So when you actually throw that answer what is happening, but you have the universe also which throws some light on light on this okay, so then we said let's not; you have got you have made your contribution to creating Buurtzorg Edugreen you have had great contribution I acknowledge that but this is not the way forward so now we have a much cleaner system.” (MM-3-51-M)

Descriptive code: Higher independence in roles of employees

Buurtzorg Edugreen's story is one of resilience, innovation, and a steadfast dedication to improving the healthcare experience for patients and nurses alike. Through its adaptive strategies and patient-centered approach, the organization continues to navigate the complexities of the healthcare industry, making significant strides in providing care and support.

4.2 Adaptability of practices

The adaptability of practices within an organization, especially in the dynamic healthcare field, is pivotal for enhancing patient and nursing experiences. Integrating adaptable practices involves numerous strategic, structural, and operational adjustments to meet the evolving needs of healthcare delivery and workforce empowerment. Initially, the organization recognized maintaining effective communication and oversight as a cornerstone of adaptability. Implementing monthly review meetings covering key areas such as client engagement, sales, delivery, and compliance is critical for continually assessing and refining strategies. This process ensures that all heads of locations align with the organization's objectives, fostering a culture of continuous improvement and responsiveness to emerging challenges. It is made clear by the following excerpt.

“Our approach to maintaining effective communication and oversight includes monthly review meetings. These sessions cover a range of key areas, such as client engagement, sales, delivery, and compliance. Every month, we dedicate time to connect with heads of all locations, facilitating a comprehensive review process that informs our strategy and decision-making.” (MM-1-41-M)

Descriptive code: Maintenance of effective communication

As the organization ventured into uncharted territories, it realized the importance of shedding unnecessary elements and restructuring to remain agile. This understanding came from

recognizing the organization as a living entity capable of self-assessment and indicating necessary changes. Such an approach underscores the importance of viewing adaptability as a strategy and an inherent organizational trait that guides evolution and ensures relevance in a changing environment. It is made clear by the following excerpt.

“We didn't trust any change ourselves, but over a period, we realized the system itself, realized that there are certain unnecessary elements, there are certain structures that have to be dropped off, there are certain nomenclatures that have to change, there are certain financial units that need to be restructured okay and so from that perspective yes I do see it as a living activity, and it is throwing various kinds of changes or various kinds of you know indications, or it is educating us that this is what needs to be done.” (MM-4-51-M)

Descriptive code: Adaptability as an inherent organizational trait

To further strengthen adaptability, the organization prioritized connecting field personnel with senior management through multiple levels of intervention. This practice of creating opportunities for caregivers and nurses to visit the head office exemplifies a robust communication plan that bridges the gap between different levels of the organization. Such direct engagement with frontline staff provides invaluable insights, enhancing decision-making processes and ensuring that the organizational practices remain grounded in the realities of healthcare delivery. The following excerpt evidences it.

“During these periods, despite our team's substantial size, we ensure multiple levels of intervention remain active. Our senior management team consistently engages with field personnel, ensuring a seamless connection across all levels of our organization. We prioritize creating opportunities for field staff, including caregivers and nurses, to visit the head office. This practice supports a robust communication plan, enabling us to gather valuable insights directly from those on the front lines.” (MM-1-41-M)

Descriptive code: Seamless connection at all organizational levels

Adapting the Buurtzorg model in India highlighted the need for contextual sensitivity. Understanding the substantial differences in regulatory frameworks, cultural nuances, and societal norms was crucial for successfully integrating this model. It necessitated a blend of organic and inorganic strategies, addressing supply chain issues and incorporating home nursing services to meet local needs effectively. The following excerpts make it clear.

“Regarding adopting the Buurtzorg model in India, it's essential to consider the substantial contextual differences, including regulatory frameworks, cultural nuances, and societal norms, compared to Europe and other regions.” (MM-9-34-F)

“While Buurtzorg's self-managed and autonomous approach is commendable, its applicability and success in India depend on adaptation to the local context.” (MM-9-34-F)

“Our integration was driven by a combination of organic and inorganic factors... This strategic decision aimed to address supply chain issues by incorporating home nursing services into our offerings.” (MM-9-34-F)

Descriptive code: Taking care of contextual sensitivity in the organizational functioning

The healthcare technology landscape's transformation further illustrates the organization's adaptability. Collaborating with innovators and leveraging digital platforms like WhatsApp groups for open communication reflect a commitment to embracing technological advancements. This approach enhances patient care through innovative solutions like the locket device and fosters a culture of inclusivity and transparency. The following excerpt elucidates the utility of technology in healthcare management.

“The landscape of healthcare technology is undergoing significant transformation. Miniaturization of healthcare equipment is paving the way for revolutionary home healthcare delivery. This encompasses everything from low-cost data analytics to advanced data-capturing devices. In India, a vibrant ecosystem of healthcare digital technology startups is emerging, contributing to significant advancements. Collaborating with these innovators is key, even though my primary focus isn't within the digital or medical technology sectors. Currently, I'm engaged with five different organizations, all at the conceptual, discussion, or pilot stage. One remarkable innovation from these collaborations is a device designed like a locket, which alerts nurses and family members if an elderly person falls or wanders beyond a predefined boundary. These partnerships and technologies signify the evolving nature of healthcare delivery, showcasing the potential for significant improvements in patient care and monitoring.” (MM-5-50-M)

Descriptive code: Organizational adaptability through using healthcare technology

Recruitment and training practices are also pivotal in building an adaptable workforce. The organization ensures its members can thrive in a dynamic environment by emphasizing

cultural fit and encouraging autonomy. This focus on independence and adaptability from the recruitment phase onward underscores the organization's commitment to empowering its workforce to meet the challenges of modern healthcare delivery. The following excerpt supports the above finding.

“We need uh many people like maybe one or two people above them so that they can streamline their job. They can tell them the tasks so actually they are told the task, and then they perform it and with a degree of autonomy so how could we make them more independent and more autonomous over time.” (MM-3-51-M)

Descriptive code: Adaptable workforce through better recruitment and training practices

Also, transparency in operations and decision-making processes has been identified as a key element in fostering adaptability. The organization's move towards a cleaner system, where contributions are acknowledged but not at the expense of progress, demonstrates a mature approach to growth and change.

“Still, if you are not transparent, the data itself shows. So when you actually throw that answer what is happening, but you have the universe also which throws some light on light on this okay, so then we said let's not; you have got you have made your contribution to creating Buurtzorg Edugreen you have had great contribution I acknowledge that but this is not the way forward so now we have a much cleaner system.” (MM-3-51-M)

Descriptive code: Transparent decision-making as a key to adaptability

The adaptability of practices within this organization is a multifaceted journey encompassing strategic communication, organizational restructuring, contextual adaptation, technological innovation, workforce empowerment, and transparency. These elements collectively enhance patient and nursing experiences by ensuring the organization remains responsive, innovative, and grounded in the principles of care and community.

4.3 Growth Opportunities and Market Awareness

Buurtzorg Edugreen's approach to enhancing the patient and nursing experience within the healthcare sector symbolizes a broader vision that intricately balances growth opportunities with acute market awareness. This balance is not merely strategic but deeply ingrained in their operational ethos, ensuring they remain committed to their core principles of providing exceptional care and support as they expand. Innovative Learning and Development for

Nurses are a cornerstone of their commitment to excellence. By acquiring the Learning Management System (LMS) from Playablo Technologies, they have equipped their nurses with a dynamic tool that makes learning accessible and engaging. This system, offering microcapsules of knowledge through brief presentations and short videos, caters to the modern nurse's lifestyle, allowing for continuous professional development on the go. Such an investment in education underscores Buurtzorg Edugreen's dedication to enhancing their staff's skill set and improving the overall patient experience. The following excerpt elucidates the same.

“Buurtzorg Edugreen acquired the Learning Management System from Playablo Technologies based in Bangalore, India. It enables nurses to grasp the microcapsules of knowledge using brief presentations and 1-2 minutes of videos. The nurses can access such information on metro trains while walking and whenever they may find some me-time. Such LMS has made learning fun and easy for nurses.” (MM-2-53-M)

Descriptive code: Innovative learning and development practices as a cornerstone of excellence

Strategic expansion and resource optimization have been vital to Buurtzorg Edugreen's growth strategy. By implementing a model that allows for resource optimization—central hubs supporting self-sufficient teams in smaller towns—they have effectively aligned their operations with the economic realities of their market. This model not only aids in cost mitigation but also capitalizes on the lower salary expectations in smaller regions, showcasing a deep understanding of the local landscape. Expanding strategically to cities like Calcutta, Varanasi, and Lucknow, they ensure that their growth aligns with their existing infrastructure, thereby setting the stage for sustainable long-term success. The following excerpt makes it clear.

“Implementing a Buurtzorg model could optimize resources, with central hubs like Calcutta supporting self-sufficient teams in smaller towns. This strategy mitigates costs and aligns with the lower salary expectations in these areas.” (MM-11-36-M)

Descriptive code: Strategic expansion and resource optimization

Market awareness and competitive strategy are critical in navigating the complex healthcare landscape. Buurtzorg Edugreen's awareness of the evolving healthcare sector—marked by an inevitable growth trajectory due to rising hospital costs—positions them as a

forward-thinking entity. Their decision to introduce home-based specialty services reflects a keen insight into market demands, addressing gaps in service provision and enhancing their competitiveness. Furthermore, their understanding of the market dynamics, as seen in their analysis of the largest caregiving organization in India, Portea, allows them to navigate the sector with a strategic lens focused on not diluting their core principles while aiming for growth and profitability. The following excerpts make it clear.

"The organization's operations are contingent upon factors like demand, product pricing, manpower availability, and associated costs... This demographic trend underscores the importance of community support and responsibility." (MM-9-34-F)

"The healthcare sector's growth trajectory is inevitable due to increasing hospital costs and renovations... Despite initial resistance, this shift has gained traction, albeit with minimal doctor support." (MM-9-34-F)

"While we are indeed growing, our expansion is not happening at the anticipated pace, indicating a need for more aggressive expansion policies. This challenge is twofold. Firstly, while there is growth, it's slower than what we had planned for. Secondly, to stay relevant and competitive, we recognize the necessity to broaden our range of services within the healthcare sector. This includes introducing home-based specialty services such as nephrology, encompassing dialysis at home, and oncology services. Incorporating these specialized services could significantly enhance our service offerings and meet the evolving needs of our clients." (MM-1-41-M)

Descriptive code: Market awareness and competitive strategy

The people-centric approach remains at the heart of Buurtzorg Edugreen. From fostering a workplace culture that values each individual's contribution to ensuring that team cohesion stems from shared values and visions, they have cultivated an environment where everyone, from the CEO to the front-line staff, is integral to achieving collective goals. This emphasis on a people-centric organization enhances its internal operations and significantly impacts the quality of care and support provided to patients and nurses alike. The following excerpts evidence the same.

"Our team's cohesion stems from shared values and visions. At Buurtzorg Edugreen, we pride ourselves on being a people-centric organization—a principle evident in everything from public statements to day-to-day operations. Whether discussing patient care, caregiver

support, technological advancements, or resource allocation, our initiatives' success hinges on our people's dedication and capability. No matter the breadth of my vision, it remains unattainable without a committed team.” (MM-1-41-M)

Descriptive code: Shared values of people-centricity

“From the outset, we've cultivated a workplace culture that values each individual's contribution, regardless of their role. This ethos is not just internal; we openly acknowledge and celebrate every team member's efforts, from the CEO to the front desk staff. By recognizing the significance of every position, we foster an environment where everyone, regardless of their job title.” (MM-1-41-M)

Descriptive code: Workplace culture of contributing to the organization regardless of job roles

As Buurtzorg Edugreen navigates the complexities of growth and market adaptation, its journey reflects a harmonious blend of strategic expansion, innovative learning approaches, and a deep-seated commitment to its staff and patients. Their growth strategy, informed by a profound understanding of market dynamics and a steadfast commitment to their founding principles, sets a compelling precedent for healthcare organizations aiming to expand while maintaining the essence of their mission.

5. Summary

This chapter focuses on the perspectives and experiences of management members running self-managed homecare organizations in India. It explores the challenges and opportunities management members face in introducing and operating such organizational structures within the Indian healthcare landscape. The chapter highlights the importance of understanding the emphasizes the critical role of management members in creating a positive work local policy frameworks, cultural nuances, and stakeholder conditioning in shaping the adoption and success of unconventional organizational models like self-management. It environment, fostering employee well-being, and ensuring high-quality patient care. By delving into the management members' viewpoints, the chapter sheds light on the complexities and considerations involved in running self-managed homecare organizations in India, ultimately underscoring the significance of leadership, adaptability, and cultural sensitivity in driving organizational excellence in the healthcare sector.