A training programme on innovative management and organisation for home care services managers to deliver better quality services to the elderly

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NOUVELLE-AQUITAINE REGION

POPULATION: 6 MILLION

Oldest region in France

31% of the population is 60 or over

38 000 employees of home care services

513 home care services

915 nursing homes

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1-Insee, population 2019; 2-ORS Nouvelle-Aquitaine 2021; 3-ARS Nouvelle-Aquitaine 2018
THE REGIONAL ORGANISATION
IN NOUVELLE-AQUITAINE
FEDERATING STAKEHOLDERS
FOR ACTIVE AND HEALTHY AGEING

> Our aim:
DRIVE, CO-DEVELOP and IMPROVE
responses to the challenges of ageing
> We are a public interest group with 200 members
5 AREAS OF ACTION

SUPPORT TO RESEARCH

INNOVATION

PROMOTION OF JOBS & TRAINING

PUBLIC POLICIES AND TERRITORIES

EUROPE
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EUROPE
A training programme on innovative management and organisation for home care services managers to deliver better quality services to the elderly
HOME CARE SERVICES IN FRANCE

7,000 home care services in France (source: CNSA DGCS, 2018)

760,000 elderly people who are beneficiaries of the personalised autonomy allowance at home (financial assistance from the State)

3 ways of receiving this financial assistance:
• Service providers (associations, public services, businesses)
• Mandated services
• Direct employment
WHY INNOVATE IN MANAGEMENT IN HOME CARE SERVICES?

A context of crisis (sanitary, attractiveness, economy)

A challenge: regain meaning and motivation at work

Our assumption:
> the quality of service is based on
  > the quality of career paths which is based on
  > the quality of management
THE AIM

> Quality of service

> Quality of work

> Economical performance of home care services

> A greater sustainability of the home care sector
A programme **coordinated by** Gérontopôle Nouvelle-Aquitaine

and **supported by**

- the Regional Council Nouvelle-Aquitaine
- AG2R La Mondiale *(social protection body)*
- CARSAT Aquitaine and CARSAT Centre Ouest *(retirement funds)*
- OPCO Uniformation, Entreprises de Proximité et Santé *(state-approved bodies responsible for supporting vocational training)*
1. **Awareness raising**

   *Nov 2019*

   6 approaches on management and organisation
   
   19 managers of home care services
THE KEY STEPS OF

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   Nov 2019
   6 approaches on management and organisation
   19 managers of home care services

2. Maturity Assessment
   Sept 2020
   Analysis of the home care services’ practices and of their maturity to transform their structure
   14 home care services
THE KEY STEPS OF I-MANO

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3. Collective training
   Jan to Oct 2021
   A “change team” (staff members of the home care service: general manager, sector manager and field professional) take part in a collective training on the approach they have selected.
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4. Internal training
   Sept 2021 to Oct 2022
   Training of the home care staff
   - 140 professionals trained
The I-MANO Community to exchange practices
21 applications of home care services received

Research and assessment
PhD student in sociology
Research includes the impact assessment of the I-MANO programme.
THE 6 APPROACHES OF MANAGEMENT AND ORGANISATION

1. Shared governance
2. Management by quality of life at work
3. Montessori
4. Lean Management
5. Buurtzorg
6. Collaborative organisation
1. Shared governance

Engage all staff members in the decision-making process > redistribution of power and responsibilities
2 Management by quality of life at work

Combine the structure’s performance with the employees’ well-being

2 home care services selected this approach
Montessori

Consider the patient and his/her preserved capacities instead of pathologies and deficiencies and how the management can take this into account to give meaning and re-motivate the staff.
4 Lean Management *adapted to home care services*

Improve the structure’s performance, and especially the quality and cost-effectiveness of its production.

3 home care services selected this approach
5 Buurtzorg

Place professionals and their human qualities at the heart of the activity

3 home care services selected this approach
THE 6 APPROACHES OF MANAGEMENT AND ORGANISATION

6 Collaborative organisation

Mix of the 5 other approaches

5 home care services selected this approach
FIRST LESSONS LEARNT

• Different approaches = different entry points

• Effects on the employees’ “power to act”

• Approaches inviting professionals to question and reinforce the meaning and purpose of the home care service structure

• More collective intelligence used in the home care service => the challenge is to involve everyone, remotivate and engage employees

• Approaches questioning the distribution of roles and recognising the expertise of field professionals

• Approaches supporting the autonomy of professionals in a very clear framework

• Approaches that are intended to provide learning
PROGRAME DE SOUTIEN À L’INNOVATION MANAGERIALE ET ORGANISATIONNELLE DANS L’AIDE À DOMICILE

7 juin
Centre de Congrès Haute-Saintonge

Avec le soutien de : 

Soutenu par :
THANK YOU!

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GÉRONTOPÔLE
NOUVELLE-AQUITAINE
Pour et Avec Vous

GERONTOPOLE-NA.FR/LES_PROJETS/I-MANO