Organizational Innovation by Integrating Simplification – Sharda S. Nandram

### Attunement to Client Care
- **Rhythm Attunement** – The client is occurring as dominating party to whom nurses attune to in the sense of timing of delivery of care and the ability to be flexible if the client's needs change.
- **Professional Attunement** – Client and nurse interact with each other and mutually build a relationship of care. Nurses perceive their client as a whole person in a process of interactions.
- **Emotional Attunement** – Nurses take more responsibilities than professionally would be expected from them. Nurses incorporate human values as a central aspect in the way of working and if necessary act as 'parents' for their clients.
- **Context Attunement** – In delivering the care from the perspective of the client the main context is often his home. However, this context is broadened by engaging social ties, community coherence and awareness conflicting interests.
- **Temporal Attunement** – Attunement in relation to temporal conditions due to change in client's portfolio whereby empowering independence of clients and experience based care fit to this concept.

### Subtle Craftsmanship in Communities
- **Self-Managed Teams** – Teams schedule their own work, recruit new colleagues and determine the best approach without involvement of a manager. The teams are supported by regional coaches and the headquarters for e.g. client administration. Every employee is connected through a virtual community in the ambition to deliver the highest quality of nursing and care and avoid wasting time. Teams consist of 12 persons, maximum. Because teams organize themselves in local communities geographically they are close to their clients.
- **Team Synergy** – Teams comprises 7 roles. Everyone has the role of nurse while other roles are additional to get the work done in each team. Being mindful towards colleagues and choosing your words carefully creates a good team spirit which is a necessary condition to work successfully.
- **Subtle Expertise** – Nurses have the ability to acquire subtle cues for processing and retrieving information and applying them when working with the clients by in-depth expertise, first getting acquainted then caring and intuition.

### Intrapreneurial Team Freedom
- **Entrepreneurial Behavior** – Perception of stigmatization as introducing something new will not be immediately accepted. Certain risk-taking and judgement towards losses. An activist’s attitude to spark the fire.
- **Conditions for Freedom** – Organizational freedom enables nurses to spend more time in their client relationship and therefore, creates the possibility to enhance their client focus.
- **Freedom to experience meaningfulness ensures that nurses are intrinsically motivated. The main safeguard is the productivity of the teams. Teams strive for a productivity of 60%.
- **Maintaining Intrapreneurial Freedom** – Teams will remind themselves in meetings of their decisive power and their freedom to create their own approach. Populating and protecting the ecosystem is important and takes place by selecting the right people and fire those who do not fit into the ecosystem. It is important to build coherence in the team. For new employees there are meetings where they can meet other new employees and discuss issues with the founder. Furthermore teams can meet other teams anytime.

### Pragmatic Will with ICT
- **Flexible ICT Support** – Nurses can access the needful data and information and report time spent with clients. The delivery of care is the primary process. The ICT has been organized in such a way that it facilitates. The data entry for the ICT solutions is simple to use and it is attuned to the needs of the self-managed teams.
- **Stepwise Creativity** – Step by step creative solutions for the ICT-users which is time saving, iteratively developed with users and which helps reducing complexity. There is as much as possible to keep away structured processes to explore with existing resources new future possibilities.
- **Systematic Assessment** – To be able to build a common foundation amongst the professionals in serving the client to fit the organization’s philosophy of building trust through craftsmanship and enhancing intrapreneurial freedom.

### Leading Higher Purpose
- **Humanity over Bureaucracy as Main Belief** – Employees believe that they need to put time and effort in such things that really matter and that this is built around the assumption of trusting the good intent of those involved. People are in general capable of more than they have been trained for so far and that they should be given the space to develop their talents and remove the veil to see what a person really is able to deliver. People care for each other and there is a culture to build an ethics of care for each other.
- **Various Roles of the Founder** – The founder has 4 roles: change agent, community nurse, manager and integrator. With these roles he stays connected to the market, the employees and the Healthcare Industry for community care.
- **Smart Communication** – The way it is being expressed should give the receiver a feeling that the communication is sincere, respectful, and warm. The receiver should be mindful to understand what is being said. The sender of the information should be able to express himself openly when it comes to his emotions, thinking process and doubts. The information that is being sent should connect to what makes sense to the reader by addressing things and experiences that he recognizes in his daily life.