The VIVA Mutual Model:

Futuring community-based health care provision

Ros Cameron, Ben Archer, Peter Graves

What is VIVA Mutual?

- VIVA Mutual is a not-for-profit healthcare service provider that delivers community and home-based disability support services including:
  - Personal Care
  - Community Nursing
  - Psychosocial Recovery Coaching
  - Physiotherapy
  - Domestic home support
  - Community Participation Activities

- Based in Adelaide, South Australia
  - 44 employees
  - Approx. 68 clients

Buurtzorg Model

- VIVA deploys the Buurtzorg Model of community nursing across it's entire business.

Person Needing Care

Informal Networks

Buurtzorg Team

Formal Networks
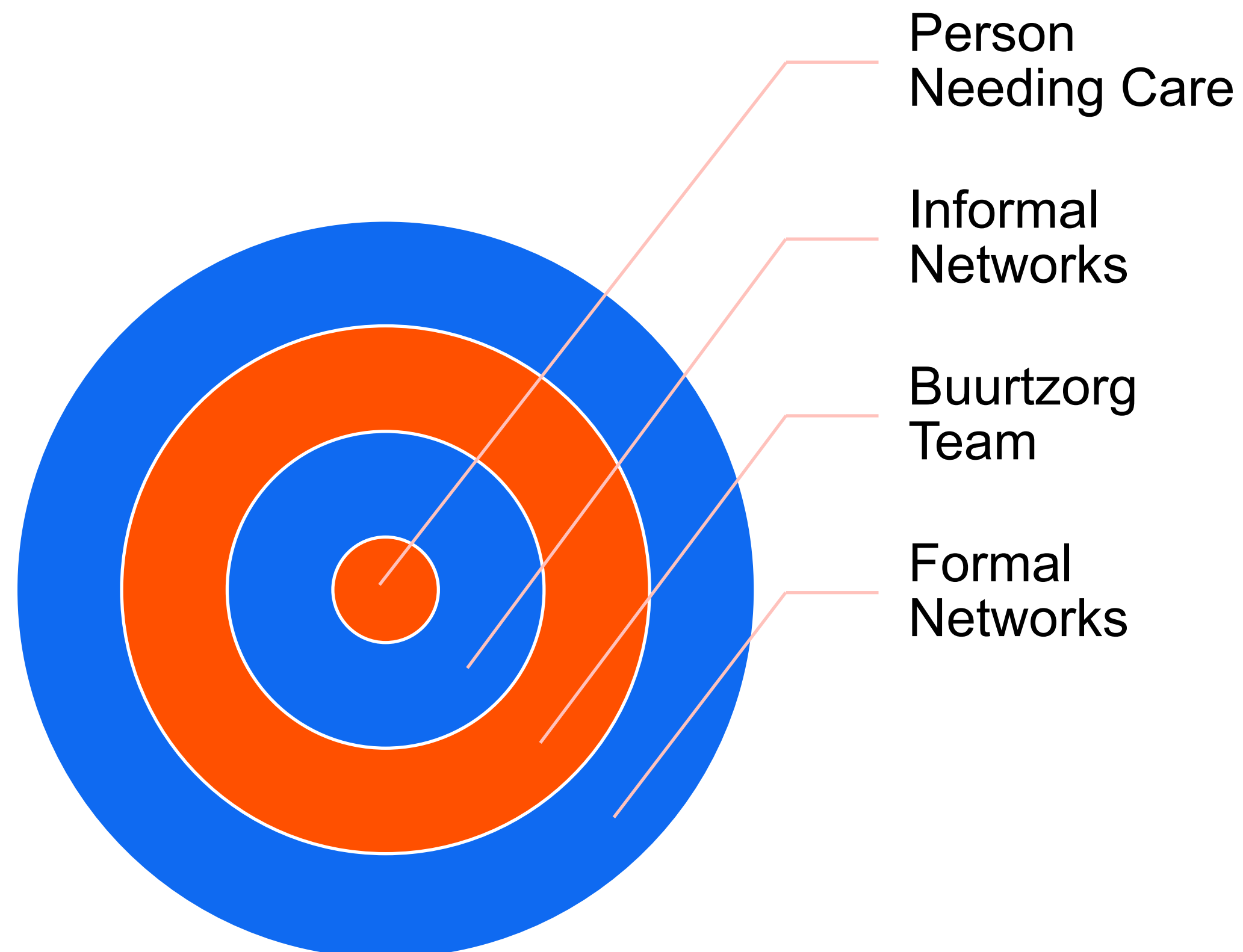
Buurtzorg Distinctives within VIVA

- VIVA operates in teams of 6, consisting of a combination of nurses and support workers.
  - Teams are responsible for their own decision making. Decisions are arrived at by consensus.
- Teams are supported through a centralised office called 'Support Office'.
- As a registered not-for-profit, VIVA Executives cannot take money out of the company. Therefore, profits must be re-invested into the company by:
  - Bonuses paid to non-executive employees
  - Professional development opportunities
  - Purchasing of new equipment/resources for staff to do their work more effectively
  - Grants to clients or staff for the commencement of new initiatives.

Research Objectives

Investigate the delivery and adaption of the Buurtzorg Social and Health Services Model in addressing issues of health equity for disability clients of the NDIS in an Australian context.

RQ2: How do staff in VIVA Mutual's self-managed teams perceive their employment experience (attraction, recruitment, retention and development) and professional practices?

Multi-Level Input Factors of Self-Managed Teams

Environmental Inputs	Organisational Level Inputs	Team- level Inputs	Individual level Inputs
• National Culture • Ethnicity of Workforce • Market Regulated Compliance	• Corporate culture • Corporate policies • National culture • Organisational goals • Training • Resources • Rewards	• External leadership • Peer control • Task characteristics • Team autonomy • Skill diversity	• Individual Autonomy • Individual Roles • Leadership • Self-Management Skills • Skills • Teamwork Skills • Resistance to Change • Work experience

(Magpili & Pazos, 2018)

Multi-Level Input Factors of Self-Managed Teams

Environmental Inputs	Organisational Level Inputs	Team- level Inputs	Individual level Inputs
• National Culture • Ethnicity of Workforce • Market Regulated Compliance	• Corporate culture • Corporate policies • National culture • Organisational goals • Training • Resources • Rewards	• External leadership • Peer control • Task characteristics • Team autonomy • Skill diversity	• Individual Autonomy • Individual Roles • Leadership • Self-Management Skills • Skills • Teamwork Skills • Resistance to Change • Work experience

(Magpili & Pazos, 2018)

Case Study (Mixed Methods): Phase I

Qualitative Research:
- Document analysis of VIVA policies
- Interview with founders

Key Findings:
- VIVA values form a key role in motivating staff towards organisational goals.

Case Study (Mixed Methods): Phase I

Qualitative Research:
- Document analysis of VIVA policies
- Interview with founders

Key Findings:
- VIVA values form a key role in motivating staff towards organisational goals.

Defining Values

- To act with integrity and honesty

- To embrace the responsibility and benefits of being able to self-manage

- To go the extra mile to deliver excellent service

- To have a positive impact upon everyone we meet

- To support the communities we are active within

Impact of Values

- VIVA Founders noted that recruitment of staff was initially a challenging process.
  - 15 staff commenced with VIVA in 2021
  - 2 of the original 15 remain.

- New staff struggle with self-managed team concepts.
  - Need to be un-taught that they need to ask for permission before making a decision
  - Staff are trusted to share roles equally. Including scheduling shifts on weekends and after-hours, which are typically higher-paying.
  - Having permission to stay extra time with a client if they need it

Turnover

- Despite paying above award wages and the flat structure, VIVA report staff turnover higher than expected.
  - Aug 2023 staff survey = 73% of staff would recommend VIVA as a place to work.

- Team dynamics are the most reported reason for turnover in exit interviews.

- Team coaches have been employed to assist in implementing self-managed team processes. Using Magpili & Pazos (2018), we intend on tracking the influence this has on VIVA staff retention and satisfaction.

Future Directions

- Phase II will involve quantitative and qualitative research with VIVA clients and gauging their impression of VIVA's service quality.

- Phase III will involve quantitative and qualitative research of VIVA staff to gauge their impressions regarding self-managed teams.