

### 3. Summary

The central question of this case study is: "To what extent is it possible to realize a staff planning at operational level based on ZZP's (care dependency packages) and demand-oriented care?". To answer this question we used a case study at Zorggroep Raalte, an organization for elderly care in Overijssel, The Netherlands. In this study we used qualitative as well as quantitative methods.

In the Netherlands, the population is ageing. This results in an increase in demand for care and an increase in costs of care. An efficient use of available resources is therefore of great importance to keep elderly care affordable. In 2007 a study of Plexus concluded that staff planning based on needs of individual clients caused a significant higher productivity. Staff planning provides the opportunity to use the available resources more efficient.

ZZP's are care dependency packages which distribute clients of nursing homes into standardized client groups. A ZZP includes all needed care of the client, including the residence in the nursing home. Ever since 1 January 2009 nursing homes will be paid by ZZP's. There are 10 different ZZP's for nursing homes developed, which vary in care dependency and which place different accents on the provision of care. ZZP's are developed by the ministry of health (VWS) to increase the possibilities for, among others, client-oriented care.

Within a ZZP, clients receive the possibility to realise the care personally between the lines of the indication and in consensus with the care-giver. To secure this demand-oriented care it is essential to specify the agreements between the care giver and the client into a care plan. The agreements in this care plan can be the basis of the staff planning.

It is possible to steer prospectively on the staff planning on the basis of the standardisation provided by the ZZP's. Therefore developing care arrangements is needed. Care arrangements make to measure steering at the level of patientgroup planning and control. A care arrangement can explore which basic care (quantity of care and through which care giver) can be delivered by the care institution per ZZP. In this care arrangement a part must be reserved for unpredictable care. Clients in nursing homes can make an appeal on care twenty-four seven. Whether clients will do that in reality is unpredictable, but it is possible to estimate a percentage of unpredicted care per client in the care arrangement. The necessary staff per client can be summed for all clients of a unit to make a basic staff planning. Due to inconvenient factors like changes in demand for care caused through illness and presence and absence of clients through death, hospital visits and habitation, it is important to have the possibilities to use flexible staff. Flexibility in staff is therefore essential to moderate changes in demand for care. When this claim on flexibility is guaranteed, ZZP's and care arrangements can be a good steering instrument for the necessary staff in elderly care!