

Paradigm shifts in quality management in long-term care in the Netherlands

Prof. dr. em. Henk Nies

IMSERSO, Madrid, 15 April 2025

In this presentation

- Context
- Changing paradigms of:
 - quality in health and long-term care
 - quality management
- And some more...





Context

- Ageing population
- Shortages and dynamics on the labour market
- Pressure on informal care
- Community involvement
- Migration of care workers and care recipients
- (Consumers) technology



Paradigm shift in quality

- Person centred
- Relation centred
- Shared decision making
- Subjective and objective
- Normative

The new questions/aims

- 'What's the matter?' → 'What matters to you'
- 'Adding years to life' → 'Adding life to years'

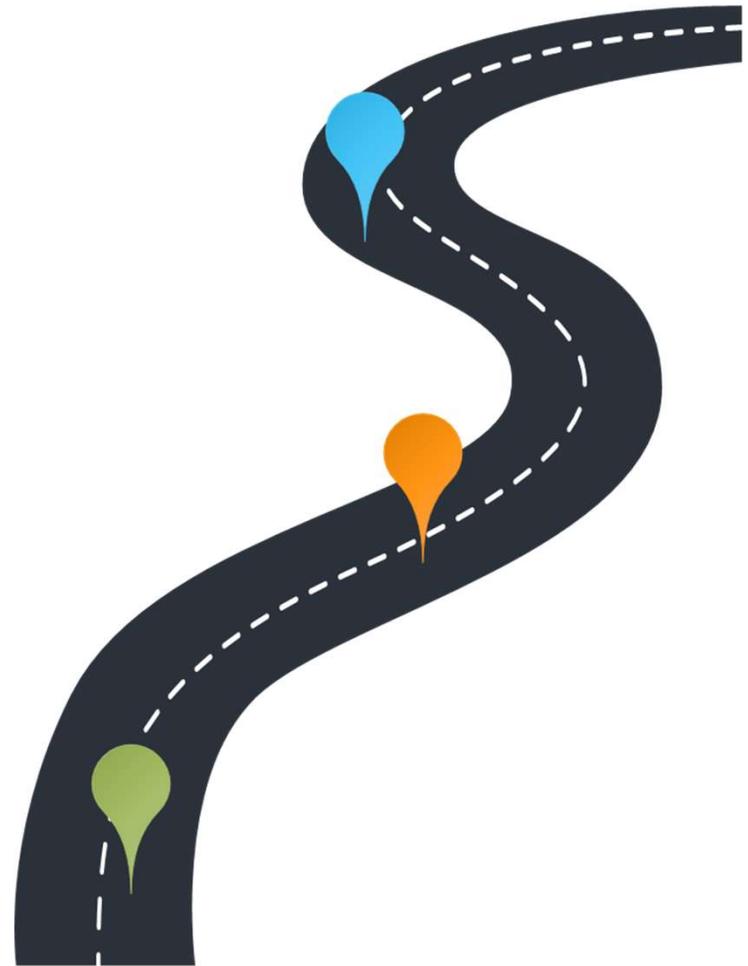
Focus on quality of life



- To support people to live ‘a good life’ → quality of life
 - Autonomy
 - Relations that matter
 - Meaningfulness in life
- Focus on care recipients, their representatives and relatives
- Neighbourhoods and volunteers
- Resilience, reablement, compensating measures, prevention of loss of functions, palliation if needed, spiritual needs

Paradigm shift in quality management

- Learning and improving in a safe environment
- Openness and transparency for providers and recipients of LTC → safety and trust
- Cautious about bureaucracy and administrative burden
- Quality management embedded in overall management



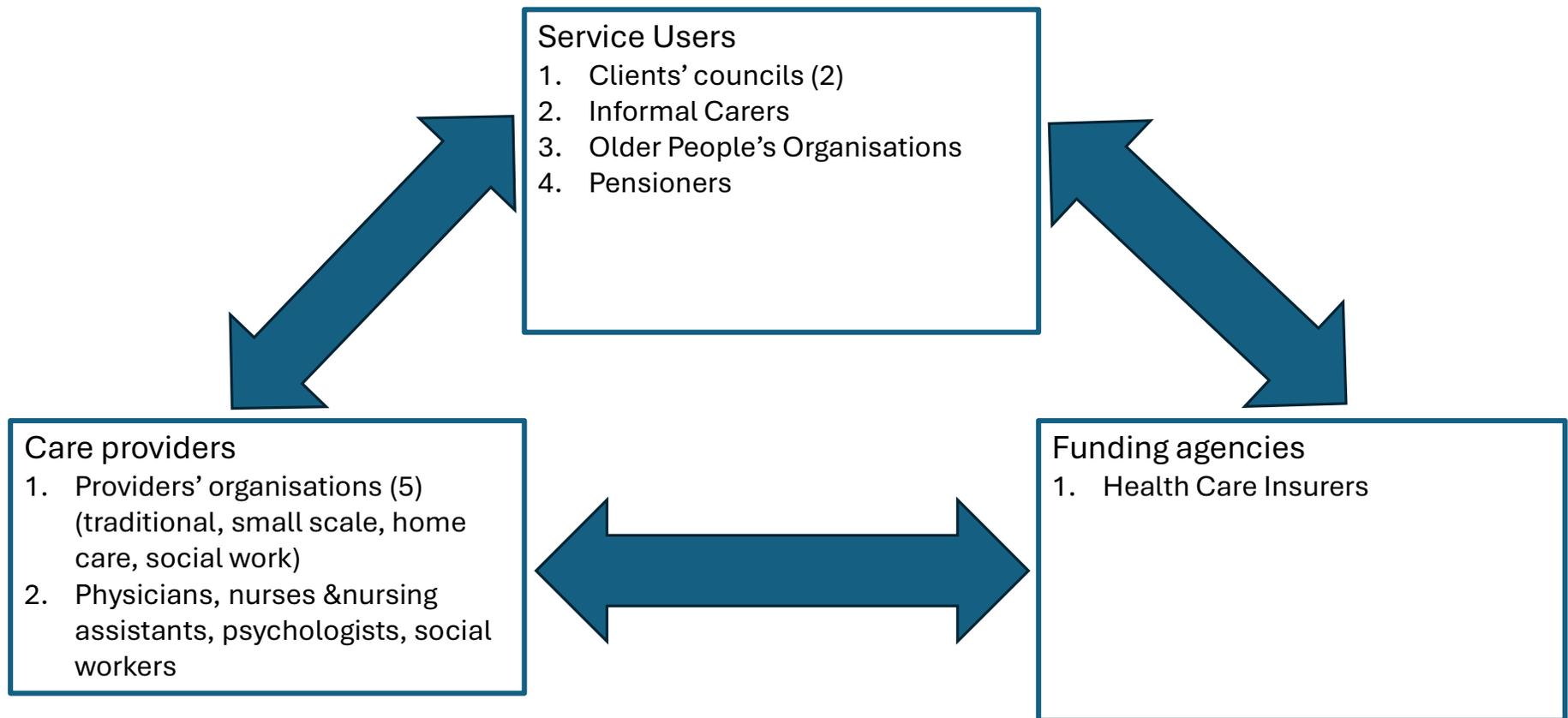
In this presentation

Further on our menu:

- How quality standards are developed
- Measuring and transparency
- Responsibilities for quality assurance
- Quality framework for integrated care and support of people with dementia
- Implementation of quality standards



How Quality Standards are developed



Principles behind quality standards

- Learning and improving in a safe environment
- Openness and transparency
- For all providers and all recipients of LTC (except those who have a personal budget and live on their own)
- Cautious about bureaucracy and administrative burden
- Quality management embedded in overall management
- Standards have a legal basis

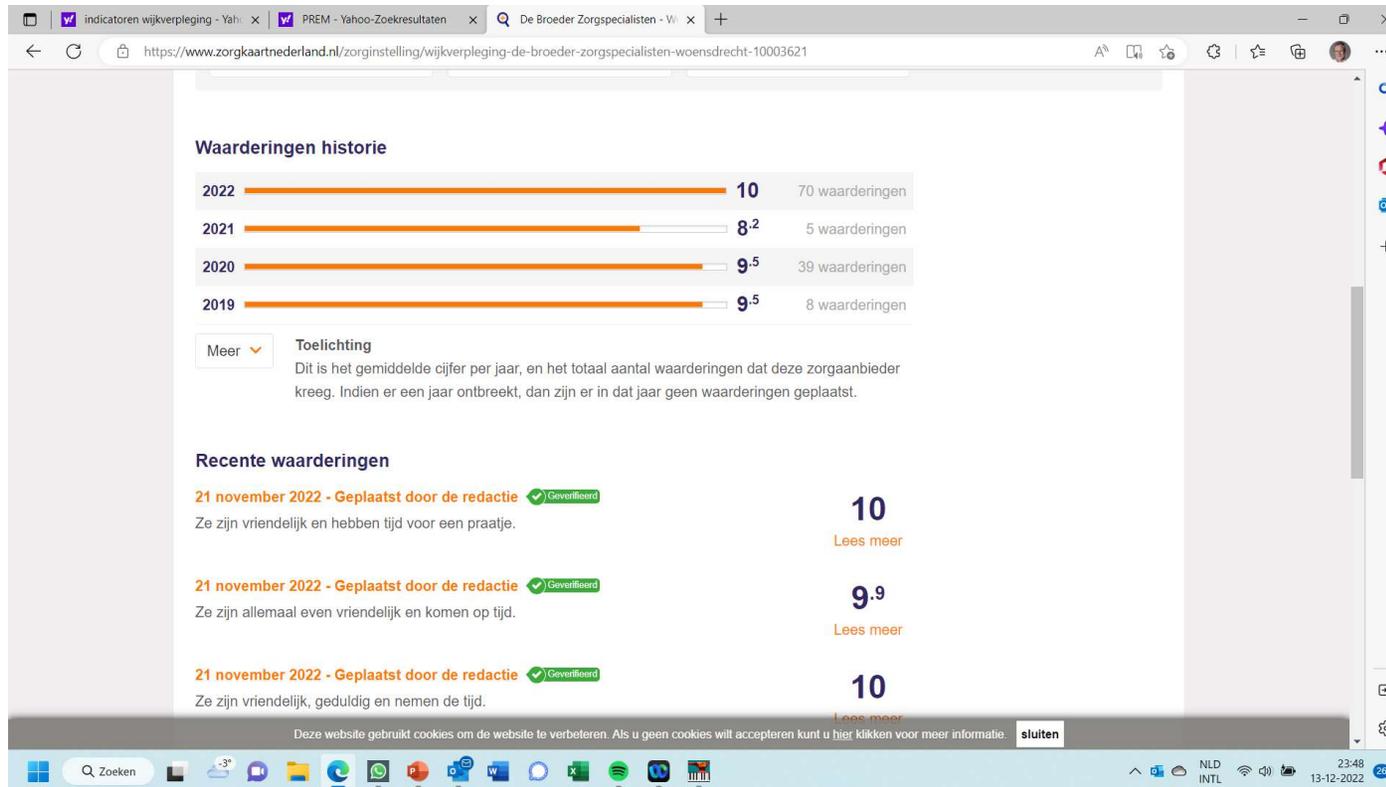




Measuring

- Tailored to the particular context
- Requires a clear interpretation
- Narratives, testimonials, observations in addition to figures
- Avoid administrative burden as much as possible

Transparency for clients

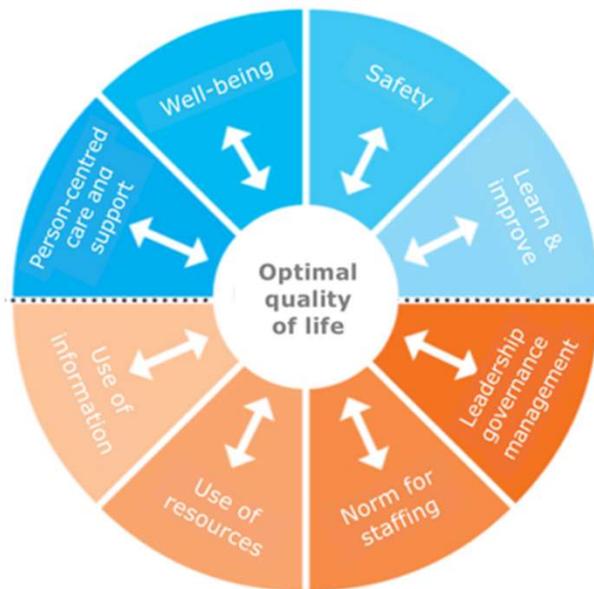


Responsibilities for quality assurance

- Nursing homes, district nursing and facilities for people with intellectual disabilities need to meet the quality criteria and legal requirements such as governance structure, financial reporting
- Quality standards (framework, guidelines) tripartite: agreed by care providers/care professionals, clients' organisations, health care insurers
- National Health and Youth Care Inspectorate monitors quality (= independent, but administratively part of Ministry)
- Health care insurers and care offices take quality (to some extent) into consideration while contracting
- Umbrella organisations of professionals ensure professional quality standards
- No national quality structure for social care



Transnational learning Quality framework nursing homes



Quality primary process	Conditions
Person-centered care & support	Leadership & governance
Life & well-being	Norm for staffing
Safety	Use of resources
Learning & improving	Use of information

Quality framework for integrated care and support of people with dementia

Integrated response of acute, long-term, social care, public sector (across domains)

From early onset until end of life (client journey)

What needs to be done, not **who** --> plans per region

Implementation is regional and national (Dementia Care Strategy)

Agreed and approved by providers, professionals, funders, clients

Based on a 'typical client journey'

Early recognition

Diagnostics/(needs)- assessment

- Case-management
- Proactive/advance care planning
- Integrated life/care and support plan

Living with dementia

- Collaborative networks
- Co-ordinated support: generic and specialised
- Psychosocial care/treatment, psycho-education
- (Para)medical interventions
- Spiritual/existential counselling
- Domestic and personal care
- Meaningful activities
- Safety measures (incl medication)
- Nursing home
- Intermittent: treatment, crisis- and respite-services, carers support

End of life care and aftercare

Indicators for learning and improving (system under development) (% PwD)

Receiving Case
Management

With life history
and preferences
documented

Care/life plan with
objectives (PwD
and informal carer

Placement in
nursing home if
needed with 6
weeks

Experiencing good
quality of life

Experiencing
enough autonomy

Satisfied with
social life

Experiencing care
and support
meets needs

Satisfied with care
and support

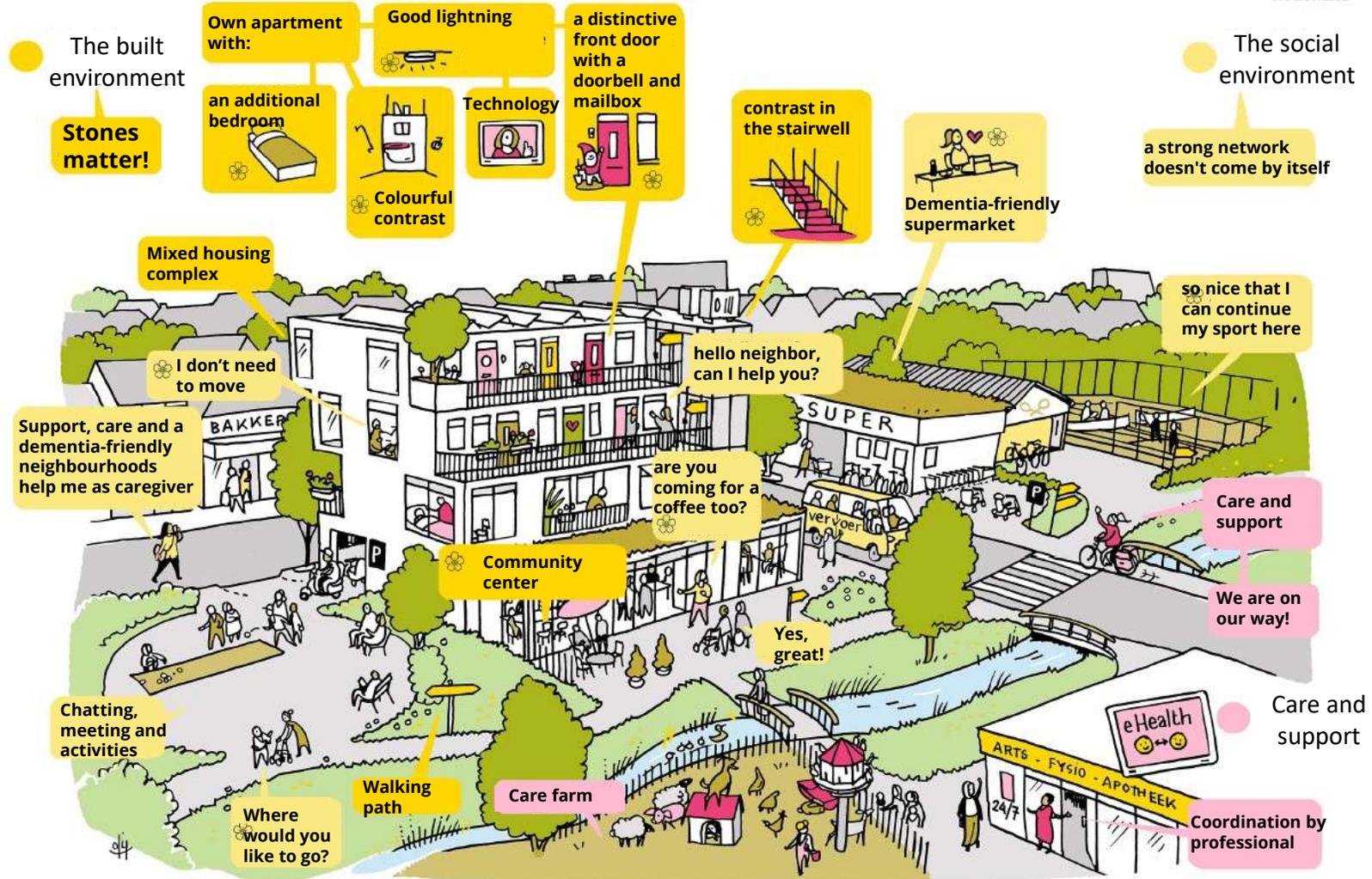
% informal carers
who can sustain >
1 year

Networks with
formalised
responsibilities

% organisations
being member
with integrated
electronic files



What is next? Societal approach



Knowledge infrastructure

zorg voor beter Agenda Thema's Tips & Tools Kennis delen Over ons Contact

Toegankelijk gemaakt door Vilans

Home • Thema's

Thema's

Dit is een overzicht van alle thema's op Zorg voor Beter. Klik op het thema waar je meer over wilt weten.

- Communiceren in de zorg
- Dementie
- Depressie
- Digitale zorg
- Diversiteit en inclusie
- Eten en drinken
- Huidletsel
- Infectiepreventie
- Informele zorg
- Intimiteit en seksualiteit
- Lichamelijke verzorging
- Medicatieveiligheid
- Palliatieve zorg
- Persoonsgerichte zorg
- Probleemgedrag
- Samenwerken in de wijk
- Valpreventie
- Welbevinden en levensvragen
- Werken met het zorgdossier
- Werkplezier
- Zelfredzaamheid
- Zorg en dwang

Schrijf je in voor onze nieuwsbrief
Wil jij als eerste op de hoogte blijven van praktijkvoorbeelden, nieuws, tools en bijeenkomsten over de ouderenzorg? Meld je dan aan voor de nieuwsbrief!

[Schrijf je nu in!](#)

Initiatiefnemers Zorg voor Beter:

- actis
- Vilans
- v3vn
- ZonMw
- ZORG TRAJE NL

Volg ons op: [ln](#) [f](#) [v](#) [@](#)

[Cookie-instellingen](#) [Privacyverklaring](#) [Disclaimer](#) [Toegankelijkheidsverklaring](#)

© Zorg voor Beter, 2025

Tips, tools and tricks

Tips & Tools

Tips

Tools

Traage

Filters

Thema's

Tips voor de praktijk

Op deze pagina vind je een overzicht van alle tips op Zorg voor Beter. Via het filter kun je specifieke tips per thema terugvinden.



13 tips voor omgaan met mensen met een auditieve en/of visuele beperking



10 mondzorgtips in de palliatieve fase



Top 5 preventiemaatregelen voor de huidconditie bij skin tears



Top 5 preventiemaatregelen voor de omgevingsveiligheid bij skin tears



Aan de slag met praktische tips voor meer duurzame zorg



6 tips om zorgtechnologie hygiënsch te gebruiken



Plantaadige voeding, gezond voor mens en planeet: ga aan de slag met 10 tips



5 tips voor gezonde lucht voor jou en je cliënt



Hoe maak je infectiepreventie leuk? Zet een HIPpe route uit!



Top 5 preventiemaatregelen bij smetten



Tips om klachten van cliënten in de palliatieve fase te signaleren



4 tips voor begeleiders van casusbesprekingen

Online protocols

Verhalen bij dit project



19-02-2025

Al kwart van ziekenhuizen kiest voor werken met Vilans Protocollen

Interview

Zorgprotocollen



14-01-2025

Richtlijnen toepasbaar maken voor de praktijk: Hoe doet Vilans dat?

Blog

Zorgprotocollen



24-09-2024

Duurzaamheid in de zorg: 'Begin en zoek de samenwerking'

Praktijkverhaal

Duurzaamheid



16-09-2024

De Vilans Protocollen: hoe het allemaal begon

Interview

Zorgprotocollen



05-07-2024

Vilans Protocollen onverminderd relevant voor de zorg

Interview

Zorgprotocollen



08-05-2024

Aantoonbaar Bekwaam bij Mijzo: de basis is vertrouwen

Praktijkverhaal

Zorgprotocollen



08-05-2024

's-Heeren Loo: op weg van vinken naar vinken

Praktijkverhaal

Zorgprotocollen



08-05-2024

Waarom bekwaamheid steeds toetsen? Heb vertrouwen in vakmanschap!

Praktijkverhaal

Zorgprotocollen



24-04-2024

Werken met Vilans Protocollen levert mbo'ers goud op bij Skills Heroes

Praktijkverhaal

Zorgprotocollen

Thank you for your attention!



Henk Nies

h.l.g.r.nies@vu.nl