

**2002 VB-Group/Deloitte: Strategic Management in Elderly Care**

(and repeat surveys in 2002 and 2007)

This case concerns a strategy survey that was first conducted in 1996 among directors of Dutch elderly care institutions. The survey was carried out in cooperation with Deloitte <sup>1</sup> and in 2002 and 2007 also with Prof. Dr. R. Huijsman of the Erasmus University. In 1996, it was known that elderly care would undergo major changes in terms of both content and financing, and that market forces and ICT would play a major role (both within the organisation and outside, and in relation to both).

The expectation was immediately that not only organisations as a whole would have to change, but also that the management would be able to steer these changes in the right direction. The RP-Matrix® and Table right here show the RP-Indices at the level of Objectives for the situation in 1996-1997. For both 'Information' (I) and 'Knowledge' (K), the worst scores (64 and 71) are given for expertise of 'Product/Market/Environment'. In second place is the expertise for 'Finance' (with scores of 68 and 73).

These results continued in 2002 and 2007 with a downward trend. In particular, the management of organisations turned out not to be able to steer changes in the right direction, so that soon after 2007 organisations went virtually bankrupt (but this was compensated by mergers and similar 'interventions').

(in cooperation with Deloitte)

**G.J. Lokerse RA**  
Partner Deloitte

From reference of 17 April 2007

*About 10 years ago, we carried out a joint national survey in the care for the elderly in consultation with the Erasmus University.*

*I am very satisfied with the cooperation, the results achieved, the validity of the 'scans' and the working method.*

<sup>1</sup> Initially, the research started in 1996 with the 'VB Group' which was acquired by Deloitte in 1997.

The decision design comprises 5 Objectives with 35 Drivers.

In that period, Inhibiting Factors were not yet scored.

The term was not even used in decision-making.

It is only from about 2015 onwards that this (IHF) concept is appearing more structurally in the literature.

(in cooperation with the Erasmus University)

**Prof. Dr. R. Huijsman**  
Erasmus University  
Rotterdam / The Netherlands

From reference of 2002

*Various studies show that the management of healthcare institutions should increasingly be based on making choices. It appears to be of decisive importance to base these choices on the one hand on 'considerations of importance' and on the other hand on the definition of 'implementation considerations'.*

*In terms of 'performance management', the question is whether care institutions in the care for the elderly currently have a better or worse opportunity to 'perform' on aspects of 'strategy', 'management' and 'internal and external care cooperation'. The study 'geriatric care after 2000' provides insight into this.*

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