

A MATRIX ORGANIZATIONAL STRUCTURE TO DELIVER HOME CARE NATIONWIDE

Quirino A., Gonçalves H., Melnik P., Oliveira C.F.
Home Doctor, Brazil

Introduction: Home Doctor is a 25 years-old Brazilian private home care company that provides care to adult and pediatric patients, including acute, post-acute, rehabilitation, and chronic care. Main activities include drug administration, enteral nutrition, wound care, rehabilitation therapies, oxygen therapy, palliative care and more complex procedures such as parenteral nutrition and invasive and noninvasive mechanical ventilation.



Objective: Describe the organizational structure required to provide care to over 2,500 patients daily, in 250 cities in Brazil, a continental country.

Methods: Descriptive study.

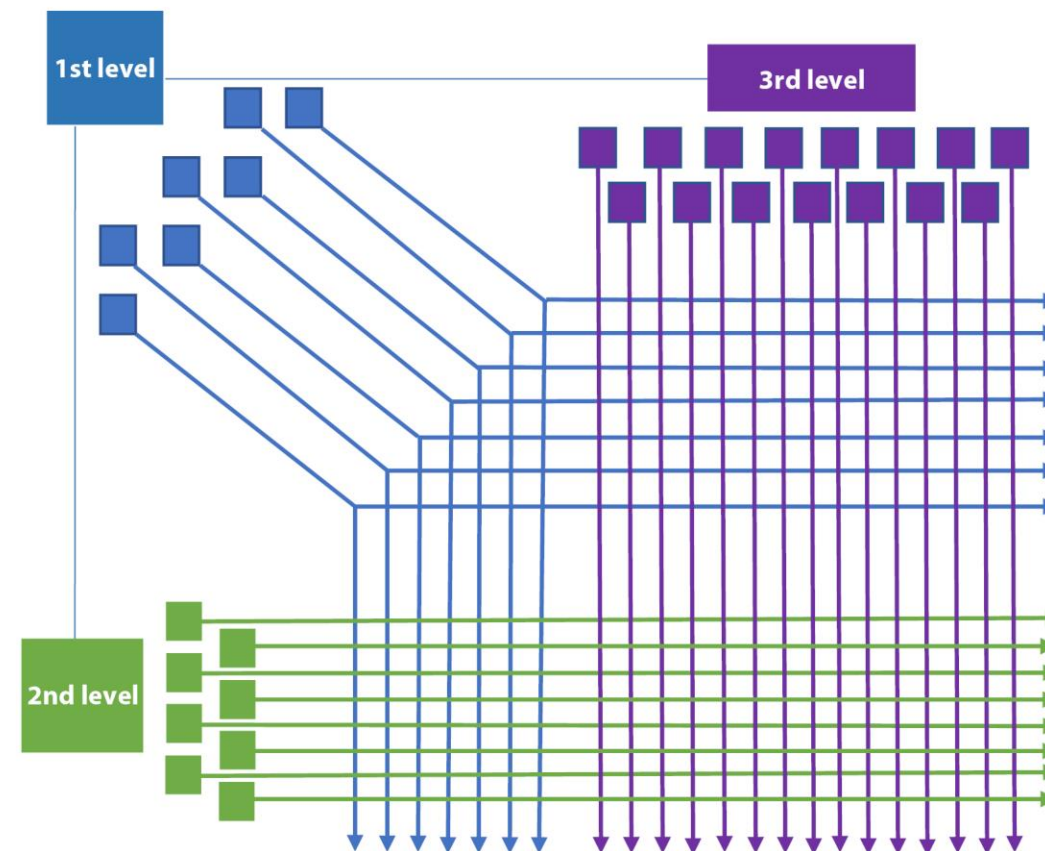
Results: Home Doctor has a matrix organizational structure with 3 levels of activities.

First Level (the Head Office) is located in the city of São Paulo and is composed of matrix sectors as Patient Admission, Customer Service, Clinical Pharmacy, Medical Emergency Center, Quality, Education and Research Institute and back-office departments such as Legal, Financial, Compliance, Commercial, Marketing and Information Technology.

Second level is located in 8 different states and the federal district, each one with a Distribution Center with Logistics, Pharmacy and Medical Equipment departments serving the respective states.

Third level has 15 business units and is the patient-care level, with multiprofessional teams and local coordination to deliver individual care to each patient and family. All units are accredited by Qmentum (Accreditation Canada).

Three dimensional matrix organization



Conclusion: In order to guarantee a standardized care, meeting all the quality and safety requirements defined by the international accreditation, it is necessary to count with an integrated organizational structure, where each matrix department is linked to all business units and ultimately to the patient's residence.