

## Des auxiliaires de vie aux auxiliaires d'envie

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### The innovation

Alenvi was created a little over one year ago by 3 partners as an innovative solution for providing **care giver services**.

The innovation proposed by Alenvi as well as the innovations which support the company's operations and development fit in with the following UN Goals:

- Empower women
- Good health and well-being
- Decent work and economic growth
- Environmental benefits.

*The elements below have been gathered during an interview with Clément Saint-Olive, one of the 3 founding partners on Sept 24, 2017.*

The project stems from repeated observations and survey findings that in the French current context, the need for care giver services is sky-rocketing (an estimated 9 million persons over 75 by 2030) while the job's attractiveness is strongly limited, particularly by very precarious and demanding working conditions:

- Very flexible working hours, with a limited or short-term predictability
- Very constraining schedules
- Quite low remunerations
- Very rare full-time contracts
- Only limited interactions with colleagues
- Possibly frustrating relations with the beneficiaries and their families.

In this context, **Alenvi purports to offer** the generally passionate job seekers in this area a **radically different and much more humane working environment**, thanks to the combination of several innovations. And the quality of the care services provided is expected to result from combining the benefits brought about by innovations in the 4 areas below.

#### 1. Working conditions

Alenvi offers all care givers a fixed-term work contract with a remuneration of 20% above the average market rate. Beyond insisting that people should have a decent and secure working perspective (if this is what they are looking for), Alenvi aims to contribute to its '*passionate care givers*' (literally '*envy givers*' to use the phonetic aliteration between the original French '*Auxiliaires de vie*' and the newly- coined '*Auxiliaires d'envie*') being able to enjoy a stable and more predictable life, hence being more able to consider and build a future for themselves.

Alenvi also takes on board the benefits from the care givers being able to work for people in their relatively close vicinity (environmental benefit).

Alenvi also creates the conditions for the care givers to spend the appropriate (longer) time with their beneficiaries, rather than working to the 'standard' estimated duration of any

given operation (for instance 3 minutes for an injection, 2 for changing a bandage, maybe between 5 and 10 to prepare a meal, etc.) with huge psychological benefits for the beneficiaries, for the carers themselves and for the community around the beneficiaries (families, neighbours, possibly other social players). On an average basis any care giver will spend a minimum of 2 hours with a beneficiary.

Finally, Alenvi also supports the development of the care givers' communities through the existence of dedicated coaches whose responsibilities are to keep the company charter ("La Charte d'Envie") alive and help those communities increase their autonomy.

## 2. Collaborative environment

Very much inspired by a few successful stories of 'liberating enterprises' (cf. for instance the Dutch company Burtzoorg as described in F Laloux's *Reinventing Organizations*), Alenvi bases its approach on the strong beliefs that:

- Both care givers and beneficiaries deserve the best in every aspect of the service provision as well as of the way services are provided
- The best globally results from maximum engagement and accountability on the care givers' part which, in turn, should result from the large autonomy they are granted.

Typically, a group of 10-12 care givers attends to approximately 20 persons in an essentially self-organizing way without any supervisor.

Each team exercises shared responsibility over:

- Recruitment
- On-boarding
- Canvassing beneficiaries
- Quality assurance
- Planning.

## 3. Making the most of modern technology

All assistants are equipped with a smartphone with the latest technology, particularly including a Messenger virtual assistant which they can use for reading AND modifications. This allows them to manage the day-to-day operations and particularly to communicate with colleagues or liaise with the families of the beneficiaries in real time.

## 4. Training

On a recurring basis, care givers organize their own professional development, particularly in the areas of:

- Cognitive disorder
- Health, gestures and postures
- Non-violent Communication (meant to contribute to high quality team-work).

## **The impact**

Given how young the company is, being able to measure impacts is still challenging.

However and beyond financial profitability, Alenvi intends to measure its impact particularly in terms of its ability to:

- create a much more positive image for these jobs
- become the reference brand for providing such services.

Additionally, and particularly in the perspective of having to leverage further capital from Social Impact Funds in approximately 1,5 year, Alenvi will have to demonstrate its ability to create durable jobs and to have a positive impact in terms of CO2 imprint. In this perspective, Alenvi plans to seek the societal and environmental Bi-Corp Certification.

Yet, and in addition to the existence of 2 communities to-date (Paris and Parisian suburb), some aspects are already being measured, with the following findings:

- A high satisfaction rate
- A low absenteeism rate
- A 15-20% turn-over rate (pretty equivalent to the average market rate).

Other potential indicators (cf. Burtzoorg) could include:

- Savings in peripheral costs for families and beneficiaries incurred through having to remedy lesser quality service
- Probable cost reduction to the National Social Security Scheme.

Alenvi currently considers that in terms of autonomy, the 2 existing communities have reached 50% of the expected target regarding recruitment, on-boarding and quality, and 30% in terms of client canvassing.

Finally, Alenvi is expecting to create 5 communities per year over the next 2 years then ensure an exponential growth from the existing communities.