

VIVELIBRE AND THE EMERGING PROPERTIES

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VIVELIBRE represents much more than the name with which here in after ATAM will refer to its platform of services promote personal autonomy. VIVELIBRE express the symbiosis of the latest digital technology and experience of over 40 years caring for people with special needs.

We can say that VIVELIBRE has the most advanced technology which can be found today in such services. We are facing a sophisticated system that allows us to customise the service as no one else does and achieves high accuracy through its extensive system of alerts and functionalities. However, that is not the ultimate importance of VIVELIBRE.

When VIVELIBRE users tell us their experience they conveys much deeper message than initially one might expect from a simple service that operates on the Smartphone. We live a real profusion of mobile applications and new models of business occurring increasingly. But, somehow, the new digitalworldsometimesbehavesas a veryephemeralstage. Everything changes and it is constantly changing.



Those who are in charge of people who require special care,needs more than mere technological solutions. We need models of institutions which we can rely on,because of their professionalism,their values and their consistency. In order to entrust an organisation that we need to believe that tomorrow will be there when we need it.Caring for the health, the safety and the personal autonomy of

our loved ones require stability over time and in a so changeable world as today is, this is of a scarce value.

We live in an increasingly complex world. Traditional institutions of the health and social care field were designed mostly in a stable world, almost immutable, much simpler, dominated by linear and simple processes. We need to equip ourselves with new institutional models; organisations in accordance with the digital world, which must be designed to cope with a complex reality. In order to solve complex needs, creating more complex systems is fundamentally required. It is paradoxical that only complex systems can provide us simple solutions.



I recently had the opportunity to attend a conference given by Mr. Higinio Marín, great professor of philosophy. I learned from him that the word "complex" comes from the Latin "complexus" and it means "made of one piece," that is, without seams. The operating systems for the provision of services for people that require support and needs will have to be designed in that way: in one piece. In terms of management, this means the integration of the value chain.



ATAM has been working for over ten years in a reengineering process by which has combined all the elements and organisational capabilities which enable ATAM to offer a service in one piece: seamless. Thus, ViveLibre controls from the direct contact with the user to the development of technological solutions, through a clinical team skilled in disability and dependence, a professional network of psychosocial support to families and a contact centre with more than 400 telemarketers (tele-operators).

When an operating system is fully integrated under a sole management does offer a much greater result than the mere sum of its parts. This is the other great feature of complex systems: they are endowed with emergent properties. This means that the whole system has properties that are different from those of its component parts. New properties emerge from the dynamic interaction between the pieces. Only the emergent properties of ViveLibre can explain the experience of using a seemingly simple service.

Emergent properties are much more than a mere analogy with the world of biology. Friedmund Malik, the famous Austrian consultant, believes the emergent properties are the key component for the competitiveness of any organisation. Malik related them to the so called *Source of Value*. They are involved within the context of principles and values in which ATAM firmly believes. Those beliefs that

are the basis for a shared culture and endow the institution with a special force to do what they aim for. In this case, we mean the commitment that arises as a result after 40 years caring for people that require a personalised support and their families.

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