# *The new wave of organisational change*

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# *The new wave of organisational change*

The ‘new wave’ …

- **definitions**
- **drivers**
- **the NHS – a case study**:

  - policy

  - investment

  - ‘spinning-out’ services – Right to Request & Right to Provide

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**Definitions …**

- Social enterprises are profit-making businesses set up to tackle a social or environmental need: *profit with a purpose*
- Their aim to accomplish targets that are social and environmental as well as financial is often referred to as the *triple bottom line*
- Income is derived from the business trading rather than from subsidy or donations
- Not defined by a particular legal form / model
- Characterised by democracy
- Evolving definition covering a wide range of business activity

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## Drivers …

- **Economics –** the NHS has to find £15-£20bn in efficiencies (social enterprises have a proven track-record of providing quality cost-effective services, e.g. Whiz-Kidz @ 60% of the cost of NHS services)
- **Generating social return**
- **Inclusion** – SEs can reach-out much more effectively to individuals & communities 'at the margins' (who are often high users of NHS services), e.g. Open Door, Grimsby
- **Catalysing improvements in quality**, e.g. Whizz-Kidz 80% in customised wheelchair same day
- **Empowering clinical staff to innovate**, e.g. Inclusion, Leicester
- **Building social capital**
- **Enabling a 'Big Society'**
- **Reforming public services**

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**Whizz-Kidz:**

- has transformed NHS wheelchair services for disabled children and young adults by introducing leaner assessment processes and re-engineering supply chains
- provides high quality, responsive, personalised ‘one stop’ services, which transform peoples’ lives by enabling them to re-engage in education, work and with their communities and peers
- As a result, children and young people are getting better equipment, faster *and* 60% of current costs

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## The NHS – a case study:

## Policy- Reforming public services: *Equity and Excellence: Liberating the NHS*

**Aim:** "To create the largest and most vibrant social enterprise sector in the world"

- Improving local services
- Empowering staff
- Enabling decision making at a local level
- Enhancing the quality of service provision
- Services tailored to local need
- Contribute to the wider regeneration of communities
- Improve social inclusion
- Tackle unmet need by delivering services to excluded communities

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## Investment: The Social Enterprise Investment Fund

- Launched in 2007 to address a gap in the financial market
- Since its launch the SEIF has made an investment in over 450 social enterprises using a mix of grants and loans
- Undertaking an option appraisal to determine the best strategic and operational fit for the SEIF legacy

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**Right to request:**

- First policy of its kind
- Enabled font-line community staff to lead service change
- 50 diverse projects, from single service lines of 4 staff and a turnover of £400,000, to provider arms with over 3,000 staff with projected turnovers of over £100 million
- Total staff involved circa 25,000 (10% overall community staff)
- Total projected turnover of approximately £0.9 billion (11% community spend)
- 20 now live – 7,876 staff and approx £327 million.

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**City Health Care Partnership** in Hull (CHCP) has achieved 'Investors In People' status after only 10 months in operation. The report notes that:

•CHCP CIC demonstrates a true commitment to employees and has a solid foundation of good practice in place which supports development across the organisation.

•Continuous improvement is part of the culture.

•CHCP CIC understands that achieving a high level of employee engagement secures greater involvement and commitment, which will in turn achieve higher levels of performance"

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**Inclusion Healthcare, Leicester:**

• former NHS service whose staff have developed into a successful social enterprise under the Right to Request ('R2R') scheme

• provides a GP-led multi-agency one-stop-shop for over 1,000 homeless people. Offering a GP service, drop in centre, outreach and night shelter. Visiting agencies provide classes in numeracy and literacy skills for working life, plus computer training, art and home economics sessions

• led by two enterprising and committed clinicians, Jane Gray and Anna Hiley the team went through the R2R process, securing funding through the Department's Social Enterprise Investment Fund to help them develop their vision and business plan

• 1 September 2010 they officially launched as a social enterprise, Inclusion Healthcare

• strong links with the local voluntary sector and developing new services

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- Social Adventures Salford – expanding work with the local community and identifying new areas of work
- Hull City Health Partnerships – providing grants to local voluntary sector providers
- Ripplez Derby– new contract to provide services and exploring opportunities with new investors
- Numerous other right to request SEs have additional contracts

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**Right to Provide:**

- Launched by Secretary of State for Health in March 2011
- Builds on success of right to request programme, extending the right to wider NHS and social care
- Option of different organisational models, including cooperatives, staff-led mutuals, partnerships and joint ventures

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**Right to Provide:**

- Considerable interest from staff providing a wide range of services, including mental health, learning disability, physiotherapy, joint social care and health, dentistry
- Develop clinical leadership in Foundation Trusts
- FT pipeline trusts
- Pathways / joined-up services
- Local authority social care services

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