



Co-operatives Forum Opportunities for the Care Services

MC: David Pearson
Executive Director, Don Dunstan Foundation

#thinkers #coops #bccm



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Welcome to Country

Senior Kaurnaman Mickey O'Brien

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Welcome & Introductions

David Pearson
Executive Director, Don Dunstan Foundation

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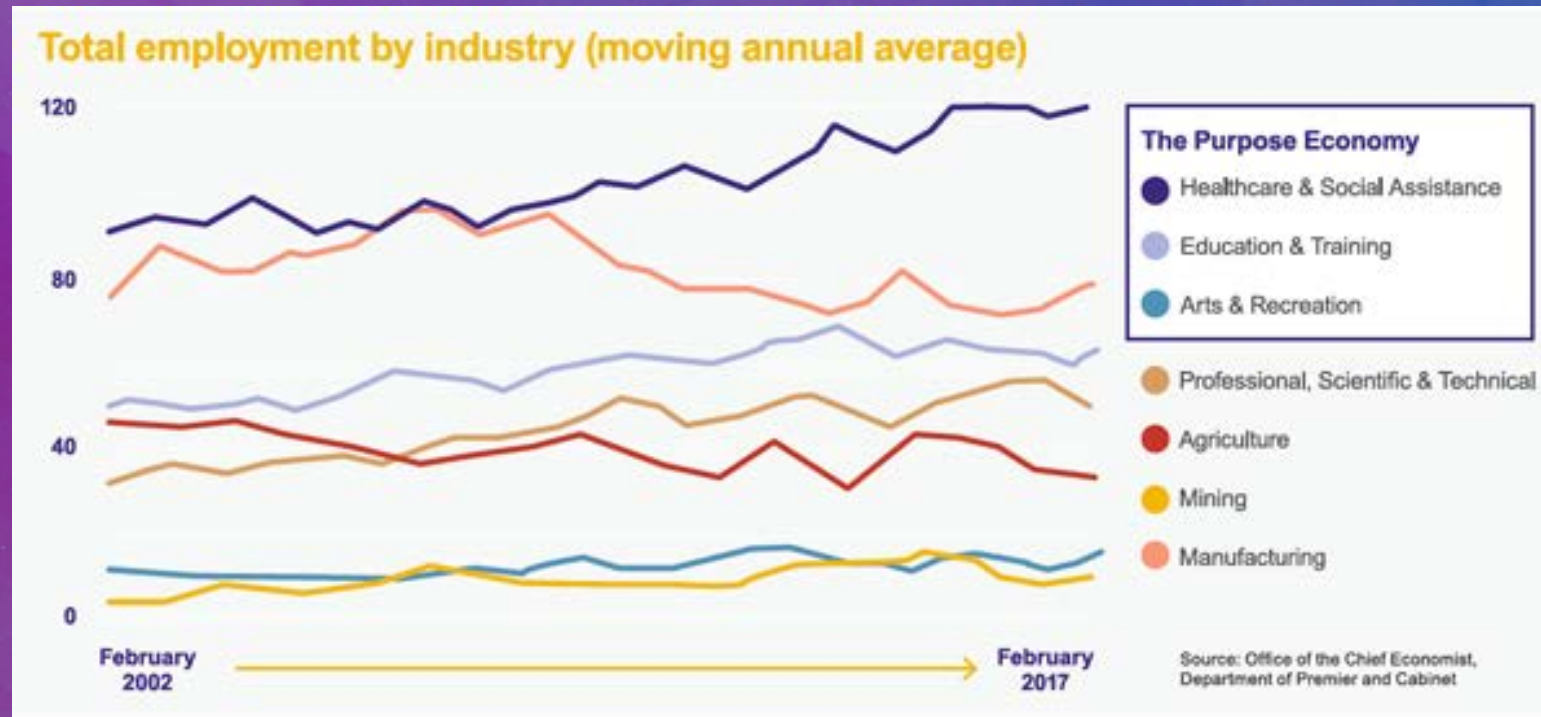
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The Purpose Economy – Industry



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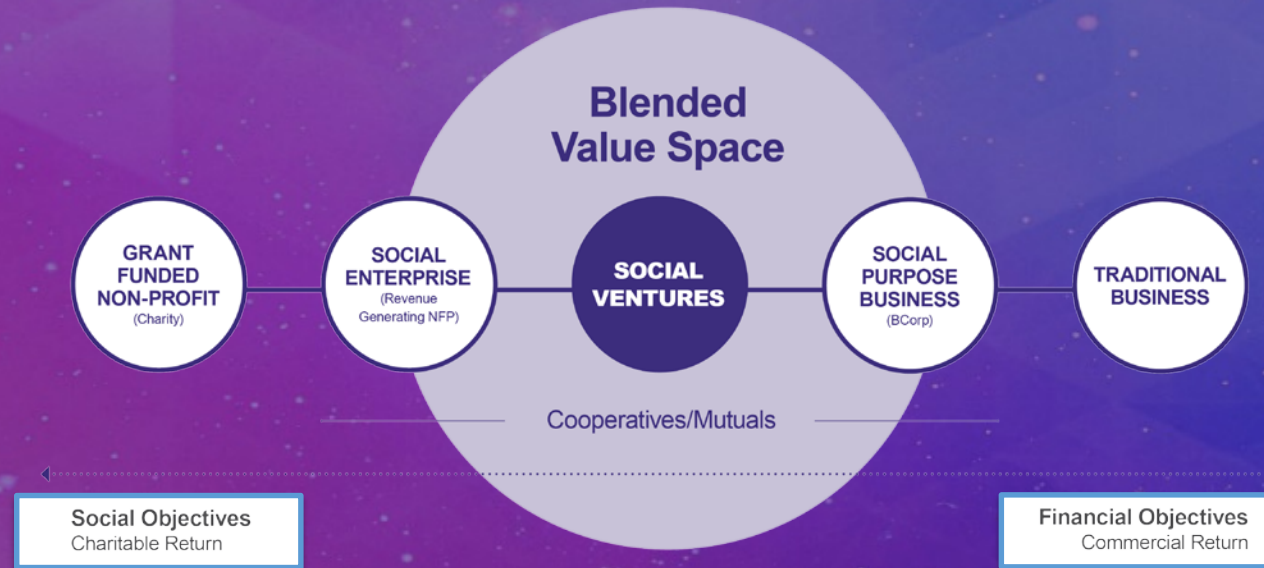
Business Model Innovation

From

- Profit or Purpose

To

- Profit and Purpose



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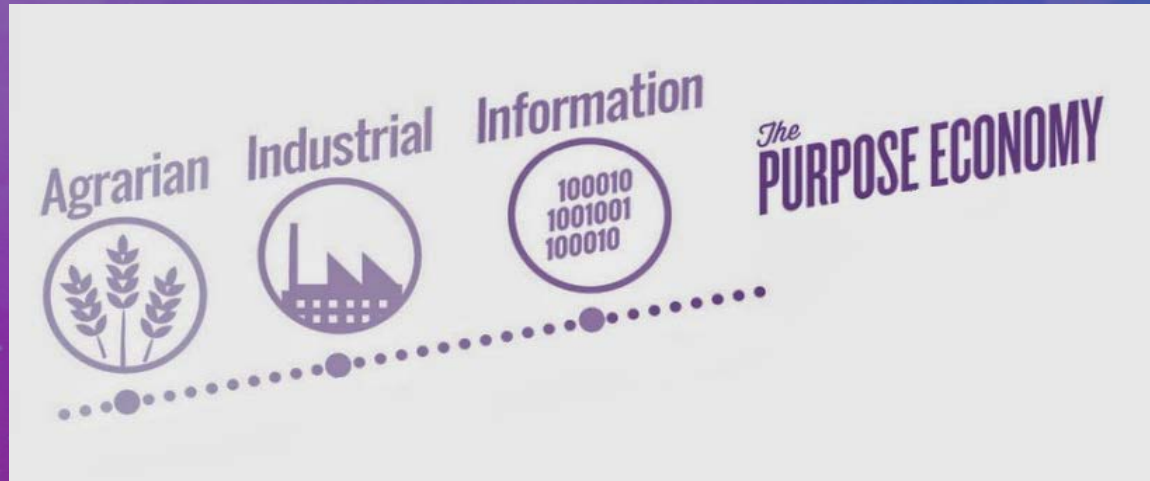
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The Purpose Economy



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Insights from the program so far...

Change
Technology
Scale
Collaboration
Cooperatives

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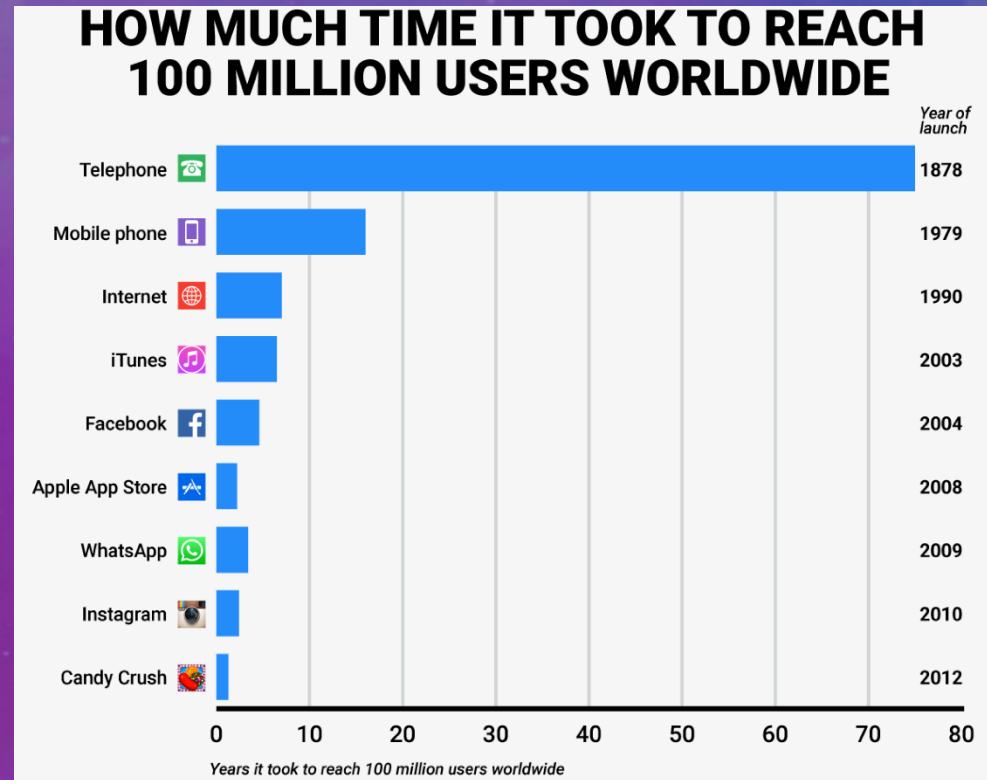
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Change



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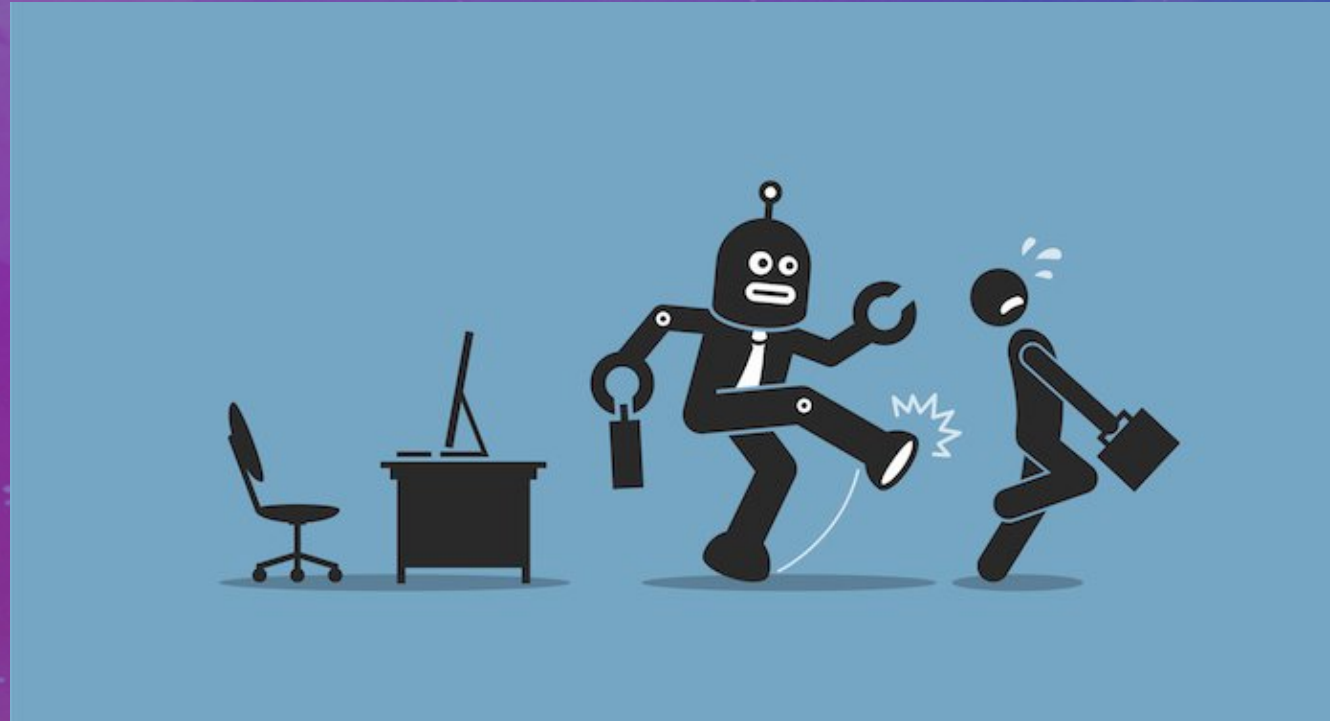
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Technology



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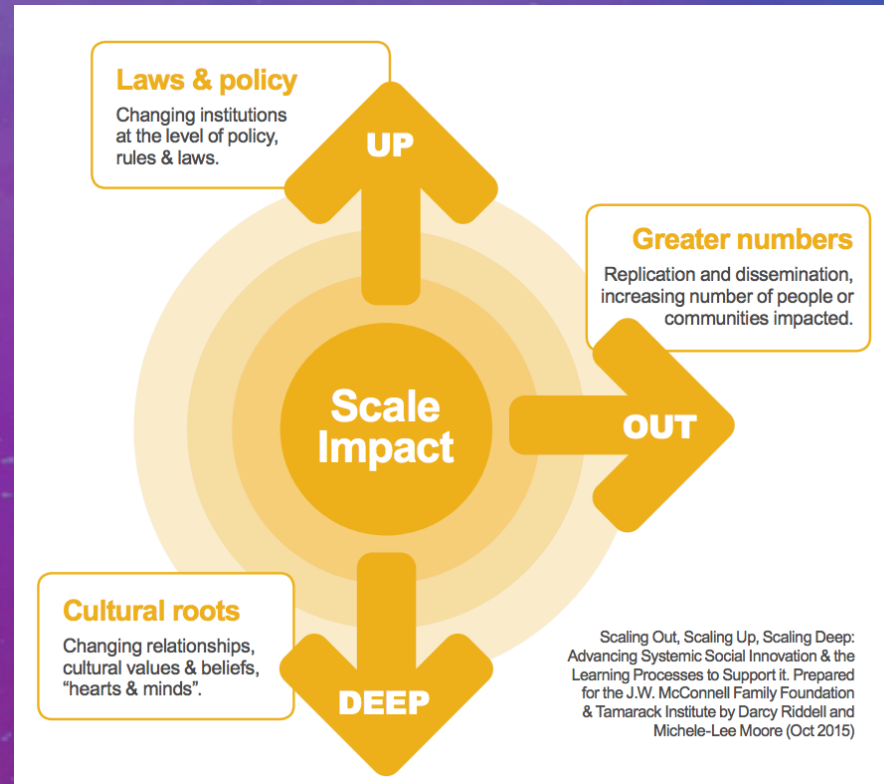
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Scale



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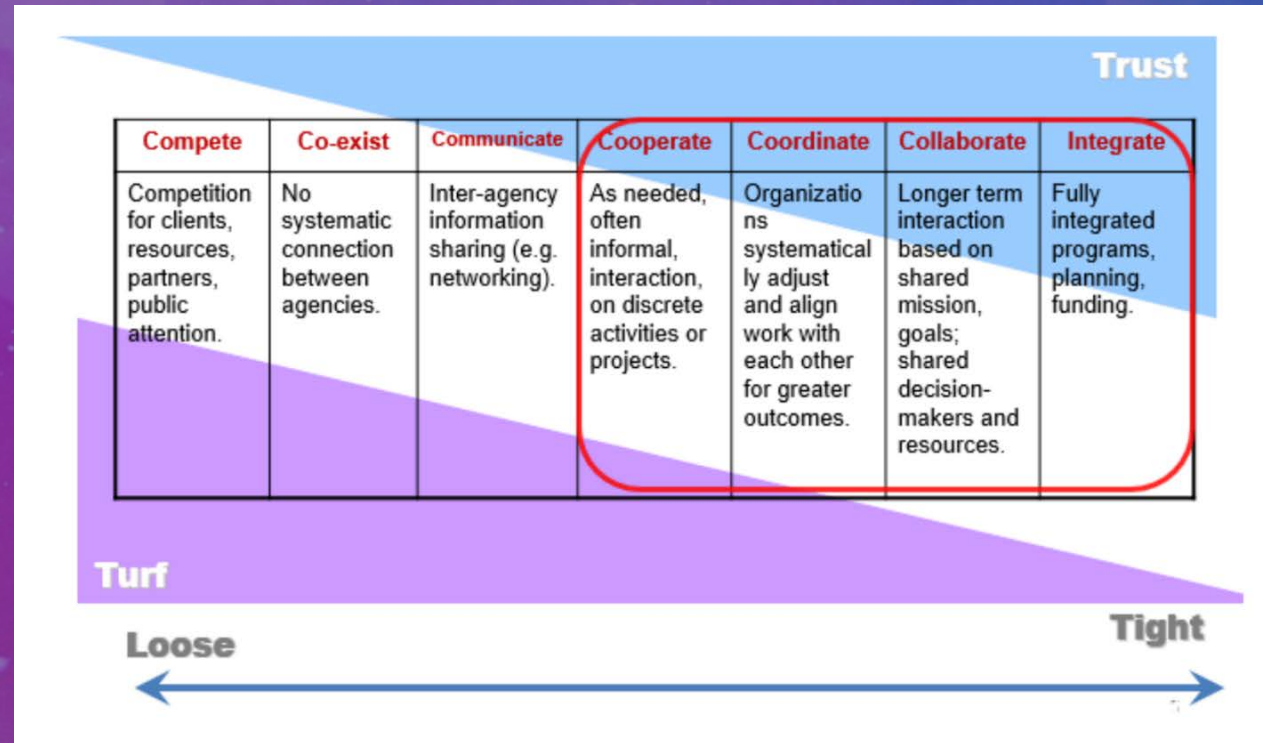
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Collaboration



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Cooperatives



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Rob DiMonte

NDIS Industry and Market Development Coordinator
General for SA

Department of Industry & Skills

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Melina Morrison

Chief Executive Officer
Business Council of Cooperatives and Mutuals

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Dr. Guy Turnbull

Consultant & Upcoming Thinker in Residence for Don Dunstan Foundation

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Democratic & Ethical Enterprise In Health & Social Care;

Learnings from the cooperatives movement globally for South Australia

June 2018

Dr Guy Turnbull
(Former) Managing Director
Care & Share Associates Limited

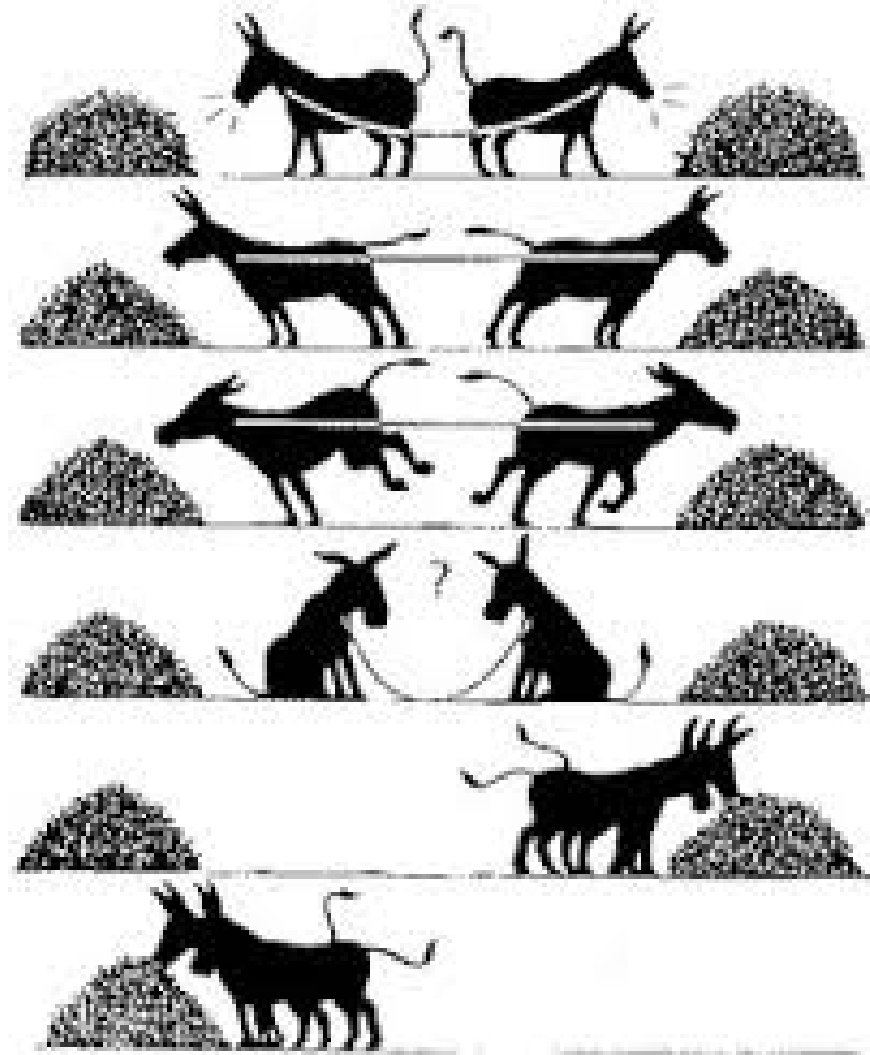


CASA; Key Performance Indicators (2017)

- Vision: A Beacon Of Employee Ownership; A Game Changer In Health & Social Care
- A Leading UK Employee Owned Social Enterprise
- Delivery of 24,000 Hours Of Support Per Week
- Quality - CQC – Hold 5 ‘Goods’ & 1 Uninspected
- Operates Across 9 Territories
- Employ over 1,000 CASA Owners
- Current run rate; £17m



Co-operation In A Nutshell



Current UK Context

- Financial Crash & Public Austerity
- Emergence Of (Single) Issue Based Politics - Millennials
- Market 'Failure' In The Health & Social Care Sector;
 - £2.6Bn Funding Hole
 - The Demographic Reality/Increasing Demand
 - Increased cost pressures – National Living Wage
 - 90,000 plus vacancies in the NHS alone

Power Of Co-operation Case Study; Health & Social Care







NDIS as
described on
ABC's Q & A
25 June 2018

All Of Our
Responsibility
To Realise
NDIS 10 Year
Ambition



Relevant Co-operatives Approaches In The Health & Social Care Sector

- Genuine Employee Engagement Through Ownership
- Consumer Owned & Controlled
- Marketing/Secondary Producer Co-operatives
- Hybrid/Multi Stakeholder/Buurtzorg/Self-managed teams

UK Policy Response

- Personalisation/Consumerism
- Rationing – both volume & price
- De-Regulation & De-Skilling
- Commissioner/Provider Split
- Brutal Procurement Environment/Out-Sourcing

CASA's Mutual Response

- Workforce & Enterprise Are Key – Create CASA Careers
- No Financial Leakage
- Profit motive & Incentivisation work
- Financial accounting is open and transparent to all – employees, service users, and commissioners all able to see where the money goes and why – Realistic Returns
- Efficient – A commercial and enterprising approach is the CASA default position..
- Co-production – we need to move away from the traditional commissioner provider split, to where all stakeholders get together to work out what's best.

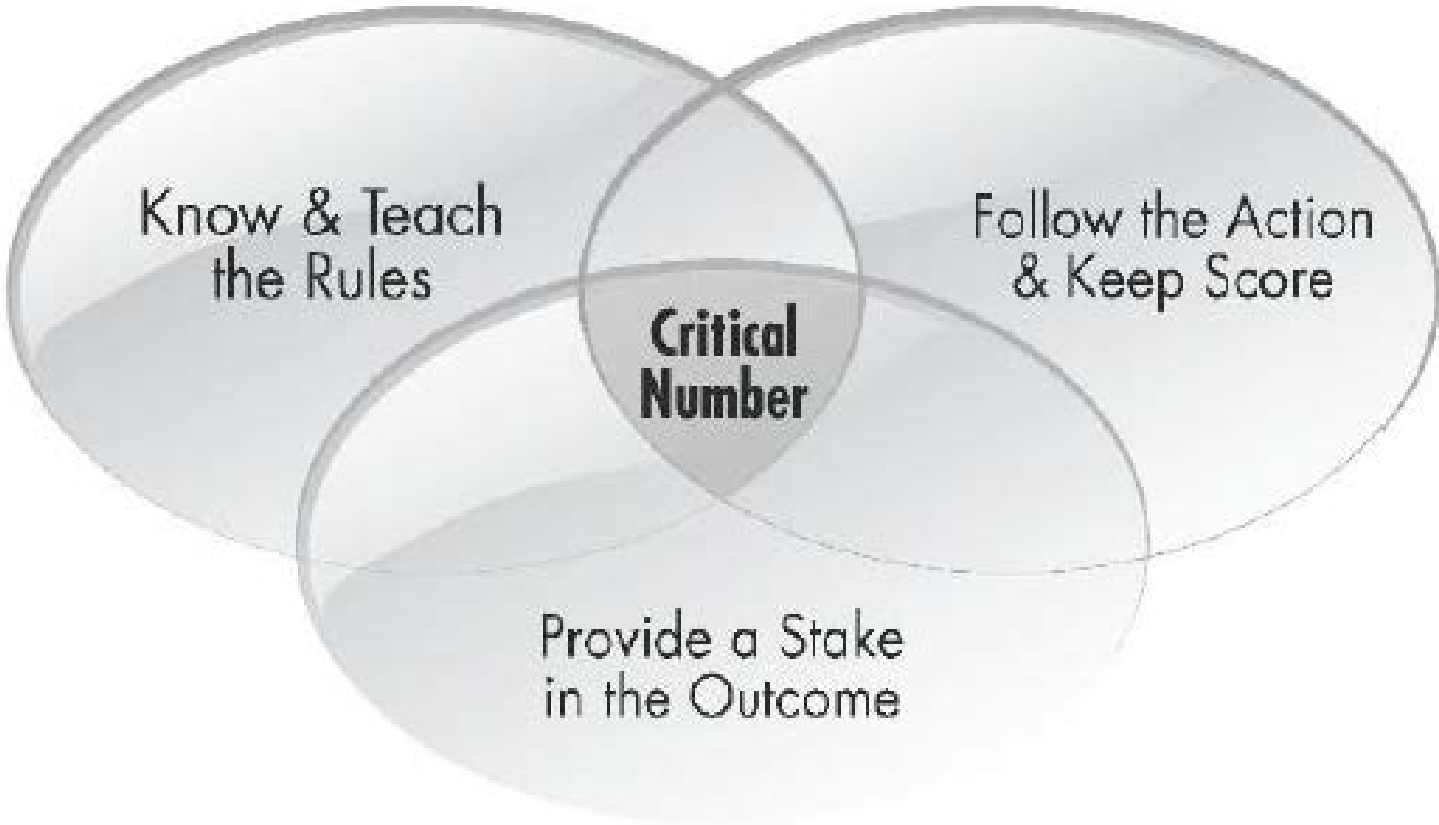


CASA's Theory Of Change

- Engaged Employees Deliver Higher Quality Care
- Financial Transparency To All Stake Holders
- Mutuality Is Key To Innovation



The CASA Pledge; Employee Engagement & The Great Game Of Business



Plus A Say In How CASA Is Run

The Bigger CASA Game



BRANCH HOURS PER WEEK

PLEASE WRITE THE TOTAL AMOUNT OF HOURS PER WEEK

	TARGET	ACTUAL
WEEK 12		
WEEK 11		
WEEK 10		
WEEK 9		
WEEK 8		
WEEK 7		
WEEK 6		
WEEK 5		
WEEK 4		
WEEK 3		
WEEK 2	3025	3035
WEEK 1	2750	2450

BRANCH COLLECTIVE HOURS PER WEEK

CARER CAPACITY

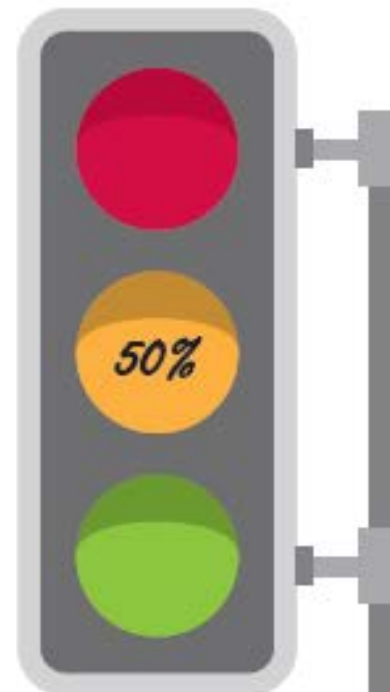
PLEASE RECORD THE AVERAGE HOURS PER CARER BY DRAWING THE GAUGE IN THE APPROPRIATE POSITION



HOURS PER CARER

SERVICE QUALITY

PLEASE WRITE IN THE PERCENTAGE YOU OBTAINED INTO THE CORRECT CIRCLE



QUALITY PERCENTAGE

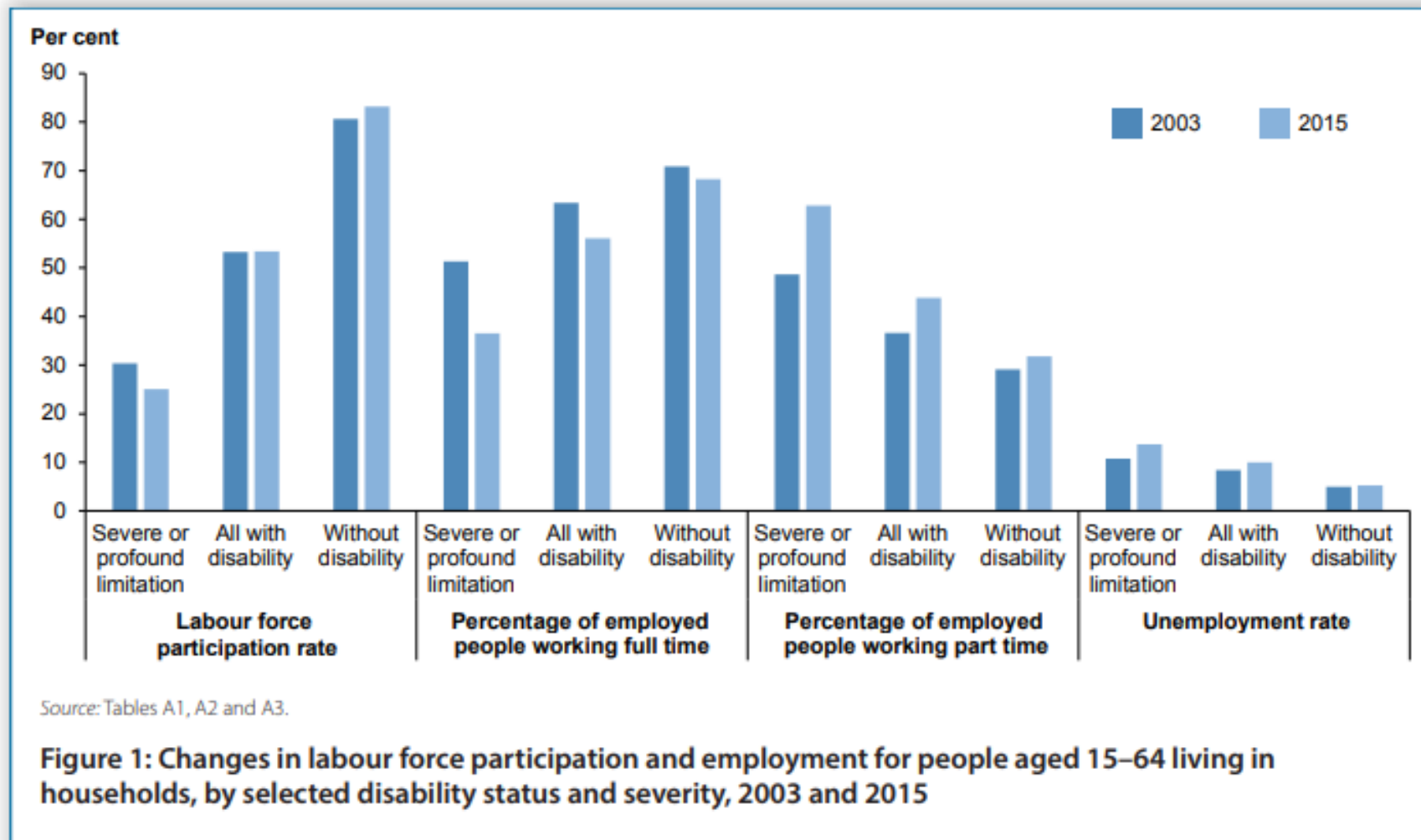
Somewhere To Live

Someone To Love

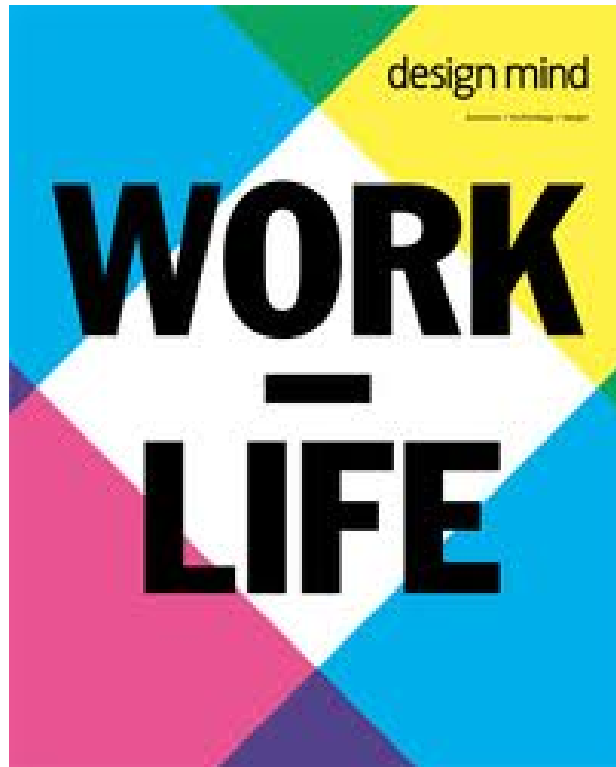
Something To Do

But What If There Are No Jobs?

Labour Force Participation Of Disabled People, 2003 vs 2015



So What Is Work?



- Money
- Purpose
- Becoming adult
- Status
- Self-esteem
- Social





George

- Talented artist
- Notable style
- Independent Living Fund and Direct Payment
- Business support
- PA Supports Self Employment
- Potential for 'back office' co-op





What Do You Want?

- Disabled People
- Families
- Commissioners
- Providers
- Value For Money
- Security
- Safety
- Quality

Multi-Stakeholder Co-ops

Benefits

- Co-production – not top-down professional control
- Economic democracy – for users and workers
- Community development – assets and added value
- Collaboration

Stakeholders

- Disabled People
- Families
- Providers
- Workers
- Commissioners

Wales

Policy

- Enabling Legislation – Social Services & Well Being Act (Wales) 2014

Support Infrastructure

- Wales Co-operative Centre
- Social Co-operation forum

Cartrefi Case Study

- Multi-stakeholder co-op
- Supports 600 adults with a learning disability
- Employs a 1000 workers
- £22m t/o
- Collaborates with smaller charities to deliver best outcomes

European Scale & Ambition; Italy

- First organised in the early 1970s, social care co-ops were formed by care-givers and families to provide services to the disabled that were not available from the state.
- • Over 6,700 co-operatives provide social care, health and employment services in Italy – arguably the most extensive and successful programme of mutualisation anywhere in the world.
- Employ over 244,000 staff
- T/o over €1.3 billion/13% of Italian expenditure for social services.
- In Bologna, over 85% of the city's social services are

Realising The Co-operative Ambition; The Co-operative State

- Clear co-operative and mutual models - organisational forms that can be recognised by procurers;
- Access to finance
- Specialist business support;
- Long-term commissioning;
- Enabling legislation – Social Value Act/Health & Well-Being (Wales) Act/ Tax Incentives (Italy) ;
- Links to the wider co-operative and mutual business sector;
- Create ‘Sectoral Development Body’?

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Suhit Anantula

Partner & Strategy Designer
Business Models Inc.

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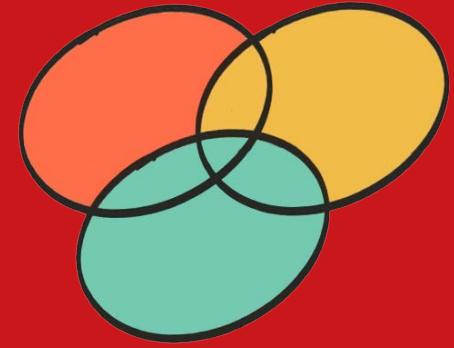


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MODELS INC**

**OPPORTUNITY SPACES
FOR COLLABORATION**



**NORTHERN
ECONOMIC
LEADERS**



WHY IS COLLABORATION
BY
SO IMPORTANT IN
INDUSTRY TODAY?



INDUSTRY

TRADITIONAL
MODEL

CUSTOMER
CENTRIC
WORLD



Retail



Investing

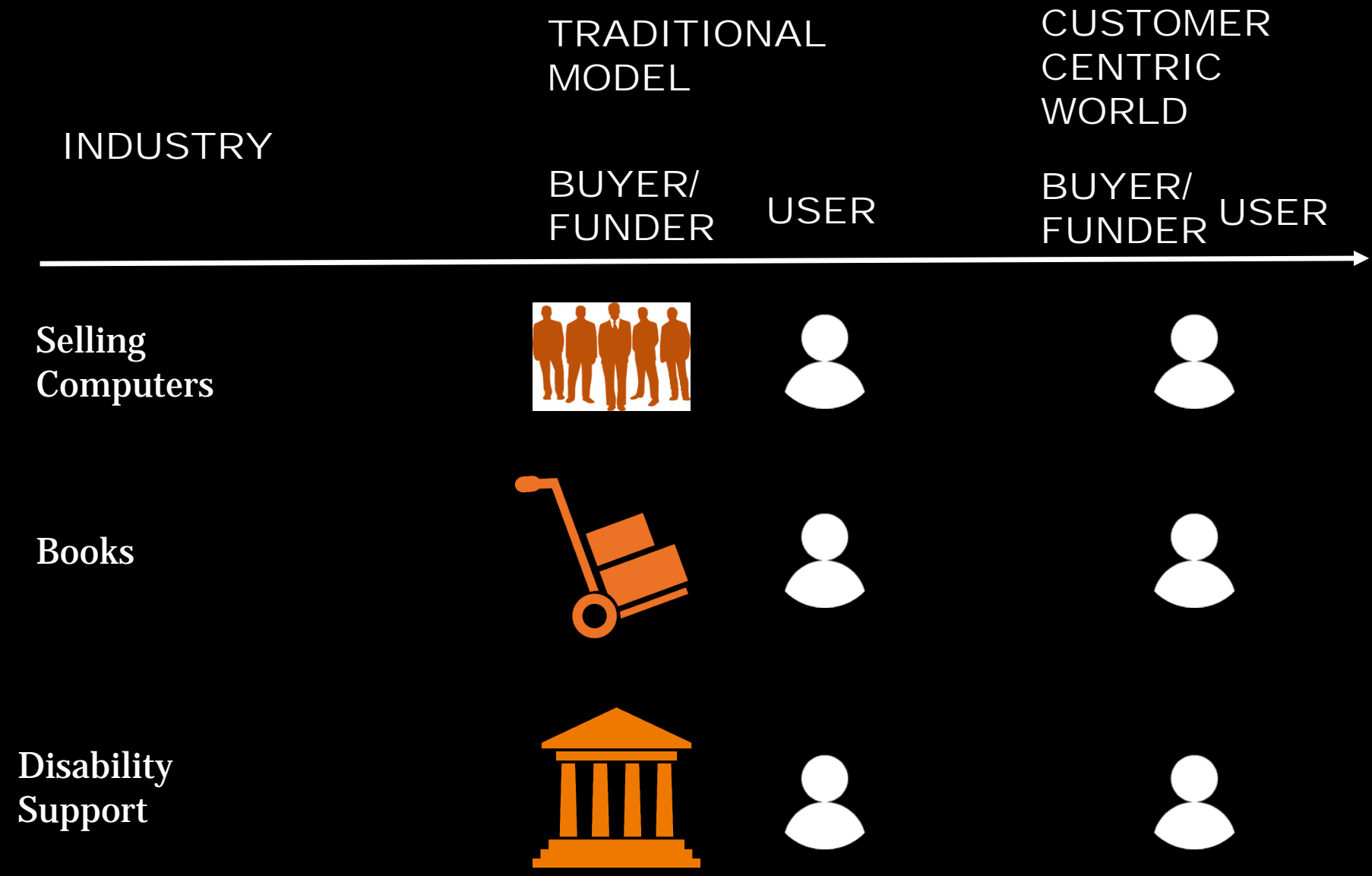


Books



Disability
Care

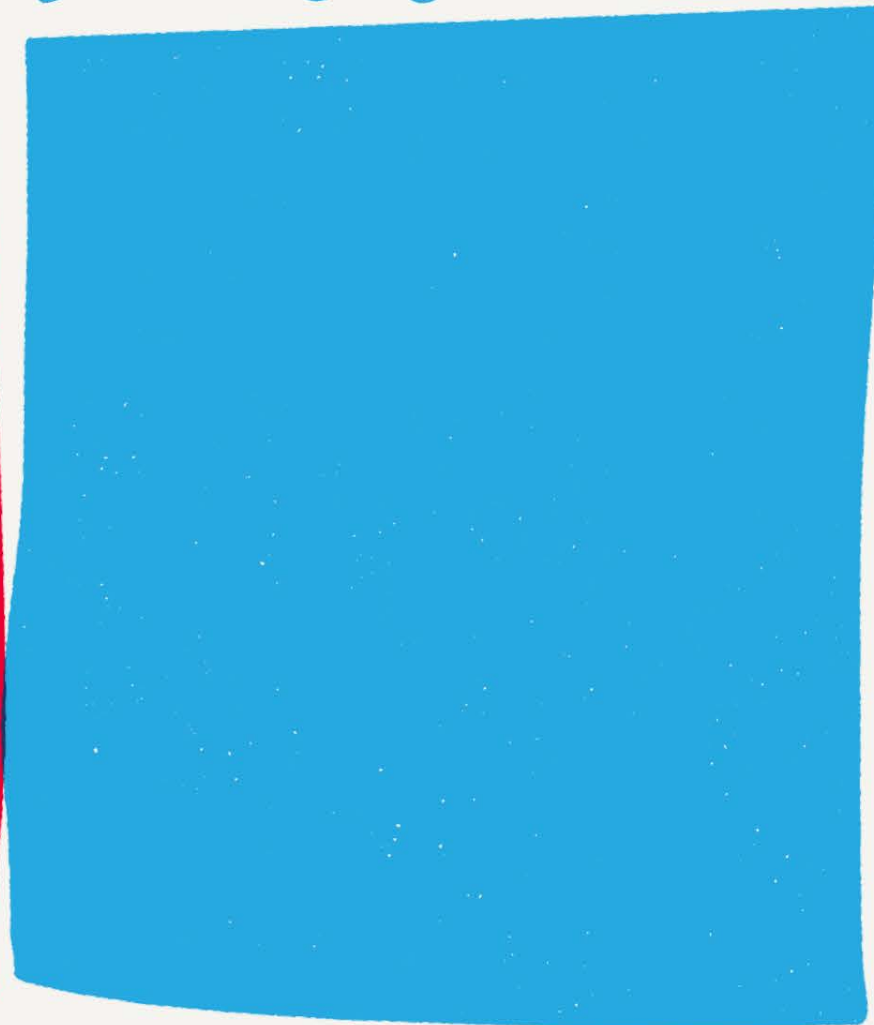


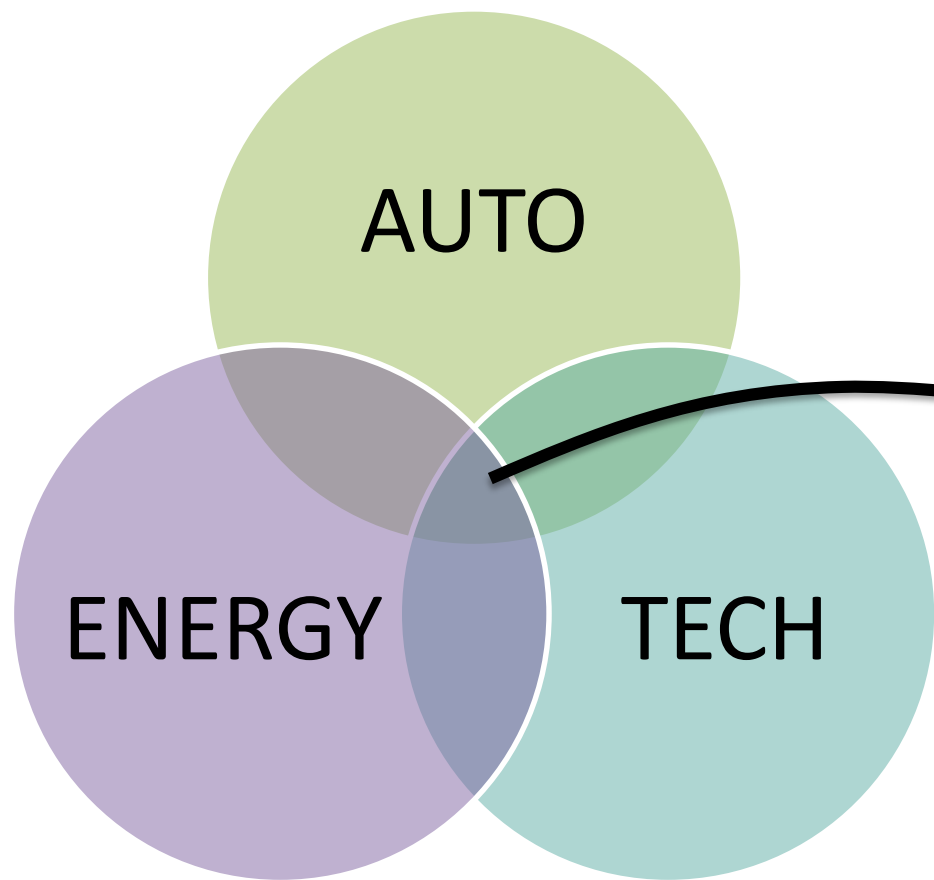


RED OCEAN

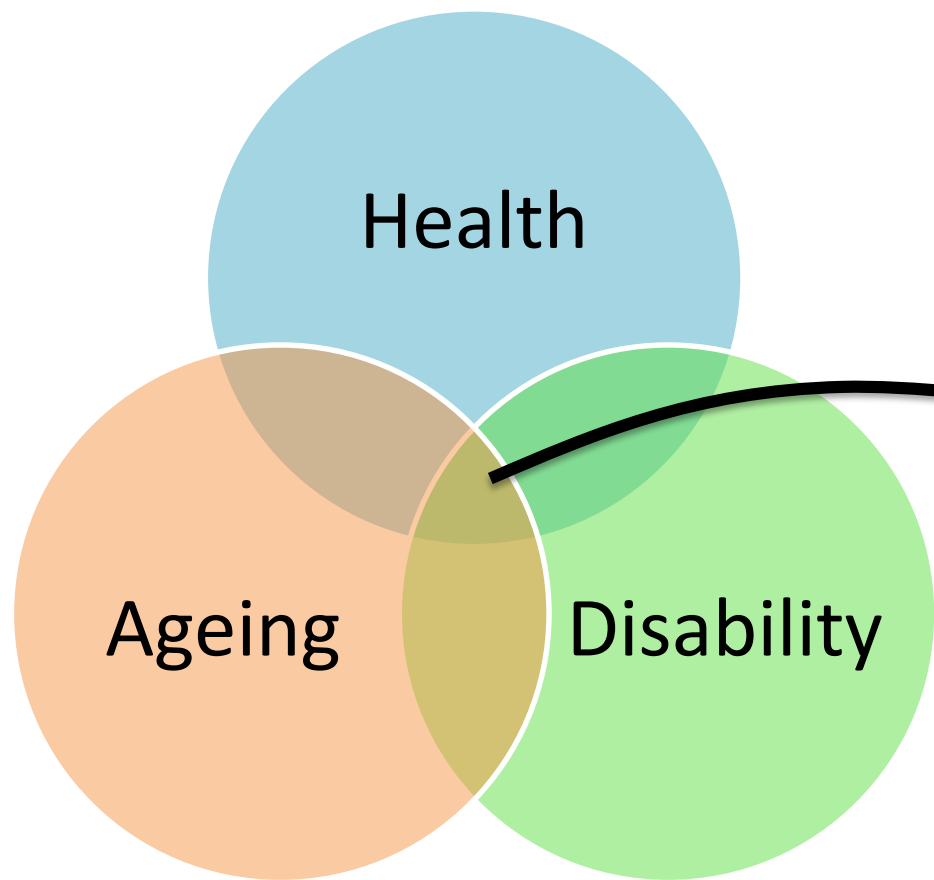


BLUE OCEAN





convergence



\$200B

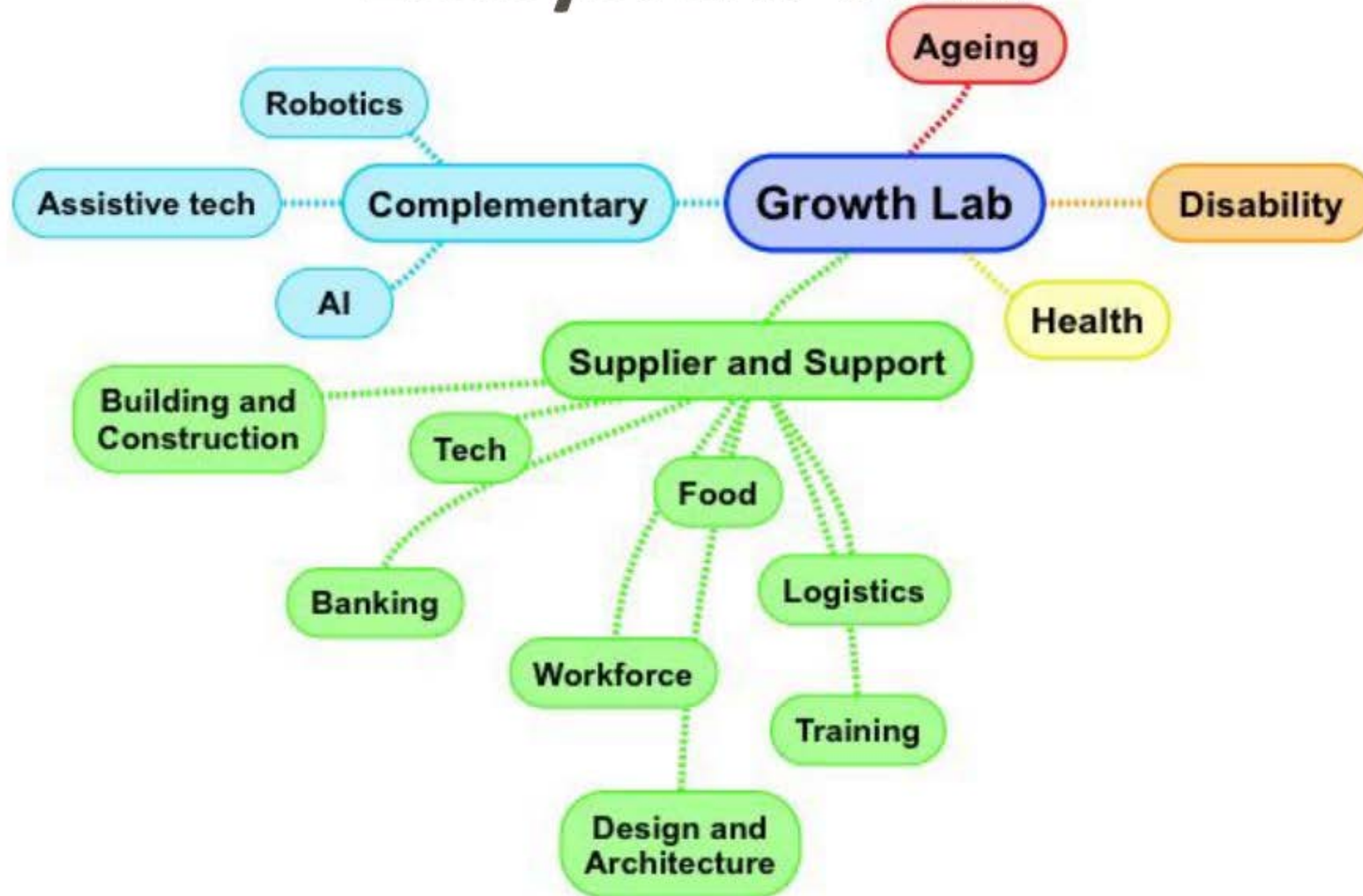
convergence

COLLABORATION IMPERATIVE

ON SEP 1ST 2017 **120 ECOSYSTEM INNOVATORS**
FROM **100 ORGANISATIONS** EXPLORED NEW
OPPORTUNITIES.

THEY WORKED TOGETHER TO **OUTLINE 102**
POTENTIAL OPPORTUNITIES FOR CREATING
VALUE FOR CUSTOMERS, FOR THEIR
ORGANISATIONS AND FOR THE LARGER
ECOSYSTEM.

Ecosystem View



The potential ecosystem to reimagine and create new value propositions and new business models.





growth & commercial



nutrition



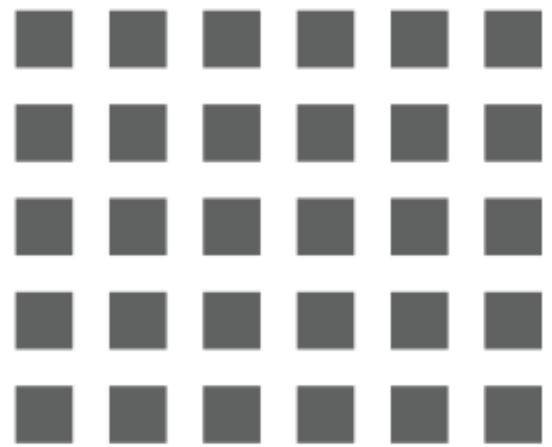
The Plenary



workforce



The Huddle



growth & commercial



Backend Shared Services



We designed the room to foster collaborative working relationships between the teams. "The Plenary" space hosted key content delivery, reflections and pitches, while each of the five teams worked in groups around "The Huddle", a space for the teams to share insights and reflect in a less formal manner.



2

WHAT'S YOUR
MASSIVE
TRANSFORMATIVE
PURPOSE?

DURING YOUR DESIGN
JOURNEY YOUR POINT OF
VIEW WILL BE YOUR **COMPASS**.
THE FIRST STEP: BUILD YOUR VISION.

3

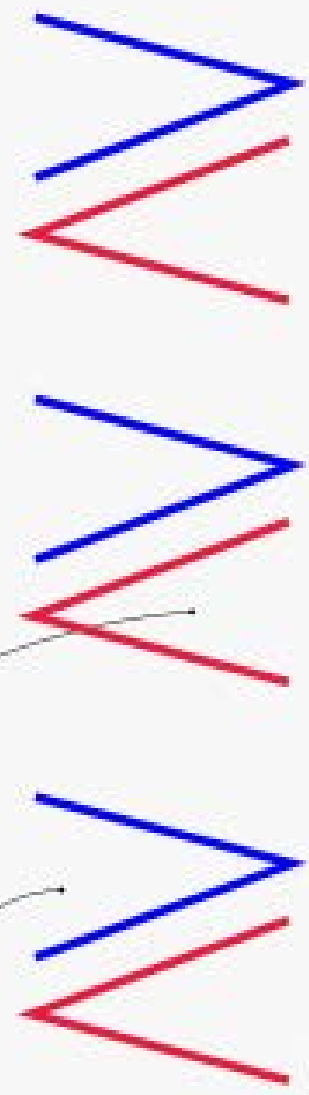
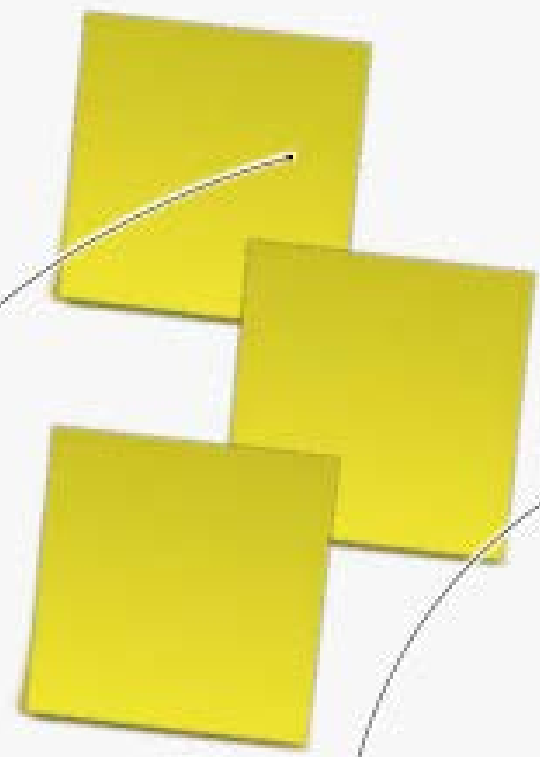
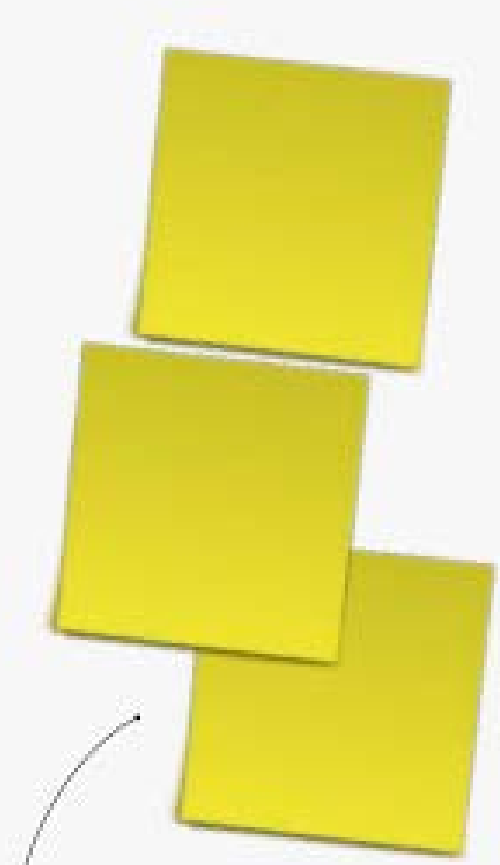
4

1

2

3

4



DESIGN STORYBOARD

BACKEND SHARED SERVICES

WORKFORCE S.S.

- RECRUITMENT
- TRAINING
- CLIENT / STAFF MATCHING
- ROSTERING / SCHEDULING
- EMERG. SHIFT FILLING
- PAYROLL SERV.
• IR

1ST STEP

START DISCUSSIONS RE AWARD
+ NFP tax concessions

Creation of a shared service entity/
model specifically for a shared
workforce:

- entity is direct employer
- recruitment, training, deployment HR/payroll IR Technology
- client choice to select worker + determine roster of worker in collaboration with worker

Exploring new opportunities in fleet management, workforce passport and other key challenges.



Suhit Anantula

Partner/Strategy Designer
Business Models Inc.

suhit@businessmodelsinc.com

Panellists

- Rob Di Monte, NDIS Industry and Market Development Coordinator General for SA
- Guy Turnbull, Consultant and Future Thinker in Residence
- Gillian McFee, Chair of Public Service Mutuals Taskforce
- Suhit, Partner & Strategy Designer, Business Models Inc.

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With Thanks



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