

Innovations in Governance: the role of social enterprises in health services delivery

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Outline

- Introduction
- Governance reform in Italy
- The Lombardy Model
- Critical issues in governance reform
- Some insights from England
- Social enterprises and health service delivery
- Conclusion

Introduction

- Hierarchies
- Markets
- Networks

- The experience of the NHS England post 1990

Governance reform in Italy

- Traditionally centralised and hierarchical
- 1970s structural reforms
- Subsidiarity
- Policy reforms
 - Separation of purchaser and provider
 - Devolved service delivery

Critical issues in governance reform

- Devolution vs abandonment
- Central control vs regional autonomy
- Decentralisation vs fragmentation
- Accommodation vs innovation
- Efficiency vs service
- Outputs vs outcomes

Some insights from England

- NHS reforms
- Devolved service delivery
- Quasi-markets
- Governance
- Partnerships

Social enterprises and health service delivery

‘businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or the community, rather than being driven by the need to maximise profit’

DTI, 2002, p.13

Social enterprises

- Efficiency and effectiveness
- Overcome information asymmetries
- Trust-based relationships with stakeholders
- Accountability
- Local legitimacy
- Flexibility
- Empowerment

Case Study Social Enterprises

- Sunderland Home Care Associates
- Central Surrey Health
- Principia

Conclusion

- Structural reform
- Governance reform
- Policy reform
- Governance tensions
- Shared concerns
- Knowledge management