

Case Study #18

PROVIDE, UK

Provide is an initiative to separate the commissioning and provider roles of the local NHS.



APPROACH

With a turnover of £56 million, Provide has significantly expanded its range of community health services since spinning out, and now delivers more than 50 different offerings – from universal services such as community hospitals, district nursing, health visiting, school nursing, podiatry and public health, to specialist services for children and people with long term conditions. More recently, Provide has secured a contract to provide 5-19 children's services across the county, and is recruiting an additional 100 staff to support this expansion.

All employees have the right to own a stake in the organisation through a £1 share, with 15 staff members elected to Provide's Council of Governors. Moreover, staff innovation is readily encouraged and Provide has a Clinical Change Board which considers staff ideas. As a result, staff are much more engaged in the organisation, and feel empowered to make substantial changes to the way they work and deliver services. This has had a profound impact on productivity and staff satisfaction. Since spinning out, Provide has seen sickness rates and staff turnover reduce significantly:

- The number of days lost due to sickness absence has decreased by approximately two days per employee per year since spinning out (9.7 days to 7.8). This is below the national average for Community Trusts and the NHS as a whole.
- Voluntary staff turnover has fallen to 11%.



IMPACT

By freeing staff to take control of the delivery of their services, Provide has been able to deliver real service improvements and innovation. A productivity review of their children's services in 2012 led to a 10% increase in patient contact time over the first 12 weeks. A separate review of its integrated Care Teams for adults led to savings of £80,000 through staff reallocation and a reduced reliance on agency nurses, without impacting on service quality or patient satisfaction.

