



Next Stage Health, Care and Public Services – from thinking to practice

Conway Hall, 25 Red Lion Square, London, WC1R 4RL.

Tuesday 19th March, 09:30 – 17:00

Our public services are at full stretch, under strain from severe funding pressures and designed for a time which no longer exists. Our current systems and organisations have lost connection with the human and become overwhelmed in bureaucracy – this is true across all public services and is being felt acutely in the world of health and care.

Something needs to change. And there are a growing number of innovators that are trying to challenge the old and pave way for the new by creating higher performing, more human-centred organisations and ways of working.

This full day event is an opportunity to bring together people from across the system including service providers; commissioners; regulators and others passionate about reimagining our systems and redesigning our services. By exploring common challenges collectively, we hope this event will both help participants overcome some of their own barriers as well as stimulate future collaboration and partnerships.

Many thanks for sharing your thoughts with us on the challenges you face to adopt new ways of working and what you hope to get out of this event. This will be used to feed in to the *Action Café* part of the day where the topics we explore will be brought forward by participants. This will aim to harness the collective intelligence of the group, increasing people's capacity for effective action in pursuit of common aims.

You can join the conversation on Twitter using **#NextStageRadicals**

This event is a collaboration between the RSA and the Q Community which is supported by the Health Foundation.

You can find details about the venue and how to get there here:

<https://conwayhall.org.uk/about/visiting-us/>

Full information about the event can be found below.

If you have any questions in advance, please contact engagement@rsa.org.uk

We look forward to welcoming you on Tuesday 19th March.

Agenda

Time	Section	Speaker(s)
09:00	Registration Open & Refreshments	
09:30	Participants take seats	
09:45	Welcome	Mark Hall – Deputy Head of Engagement, RSA
09:55	Radical Models of Organising	Edel Harris – CEO, Cornerstone & Helen Sanderson, CEO Wellbeing Teams
10:15	Radical Models of Public Service	Mark Smith – Director of Public Service Reform, Gateshead Council
10:30	Radical Models of Commissioning	Dr Toby Lowe – Senior Lecturer in Public Leadership & Management, Newcastle Business School & Kathryn Caley – Operations Director, SK Nurses
10:50	Radical Models of Regulation	Jeremy Cox – Former Director of Quality Improvement, Care Quality Commission (CQC)
11:10	Tea & Coffee Break	
11:35	Radical Models of Leading & Learning Fishbowl Conversation	Annie Francis – Midwife & CEO Neighbourhood Midwives. Matt Bell – CEO, POP+ Kevin Snowball - CEO, We Care Home Improvements Jane Pightling – Convener, Reimagining Health & Care Group (Facilitator)
12:20	Action Café Intro	Anna Betz – Partner, Community Intelligence (facilitator)
12:45	Lunch	
13:45	Action Café Part 1	Facilitated table discussions on topics that have emerged in the morning
15:00	Tea & Coffee Break	
15:20	Action Café Part 2	Facilitated table discussions and plenary
16:30	Wrap up	Mark Hall – Deputy Head of Engagement, RSA
17:00	Close	

About the Event Organisers

Since 1754 the RSA (**Royal Society for the encouragement of Arts, Manufactures and Commerce**) has sought to unleash the human potential for enterprise and creativity. The organisation has a strong history of finding new solutions to social challenges by acting on the very best ideas and rigorous research, drawing on the expertise of our networks and partners.

In 2015 the RSA hosted a talk by Frédéric Laloux [How to Become a Soulful Organisation](#) which has inspired many to take a radical leap to adopt a whole different set of management principles and practices.

The [RSA's Public Service's work](#) is focused on reducing health inequalities and social isolation by moving to a new social settlement that broadens access, deepens value and raises the quality of our public services.

Supported by our 29,000 Fellows, we share powerful ideas, carry out cutting-edge research and build networks and opportunities for people to collaborate, helping to create fulfilling lives and a flourishing society.

You can find out more about the RSA and joining our Fellowship here:

<https://www.thersa.org/about-us>

Reimagining Health and Care Special Interest Group is hosted by the Health Foundations Q Community which aims to foster continuous and sustainable improvements in health and care.

The Reimagining Group is for anyone actively working to explore how we might reimagine our health and care system to recognise individuals and communities as health producing. Inspired by the success of organisations like [Burrzorg](#) the group addresses how they can connect to people and purpose, welcome the whole person to work and reinvent structures and systems to support this change. The group operates as a community of practice and offers regular monthly video calls and supports local face to face meet-ups. It is convened by Jane Pightling and Matt Bell.

You do not have to be a Q member and can join them here:

<https://q.health.org.uk/community/groups/reimagining-health-and-care/>

Many thanks to Andy Brogan and his colleagues at [Easier Inc](#) for their support in curating this event.

Speakers and Facilitators

Speakers

Radical Models of Organising

Edel Harris – CEO, Cornerstone

Edel joined [Cornerstone](#), one of Scotland's largest charities, as Chief Executive in May 2008 having previously been Deputy Chief Executive of Aberdeen Foyer. A former Metropolitan Police Officer Edel's background is in health promotion, holding a 1st class honours degree in Health and Social Care. She spent 8 years working for NHS Grampian and has significant experience in setting up and leading successful social enterprises and in developing new social care services.

Edel is a Director of the Aberdeen Football Club Community Trust, Director of Scottish Council for Development and Industry (SCDI), Director of Robertson Trust and served as the first female President of Aberdeen and Grampian Chamber of Commerce. She was also one of the first Directors of Opportunity North East (ONE), former Chair of The Life Changes Trust and former Chair of the Scottish Government's Social Investment Fund.

Amongst Edel's many achievements she was awarded the 2015 IOD North East Director of the Year accolade and in 2017 became the Scottish EY Entrepreneur of the Year. On International Women's Day 2018 Edel was awarded an honorary doctorate from Robert Gordon University for her contribution to charity and business in Scotland.

Email: Edel.Harris@cornerstone.org.uk

Helen Sanderson – CEO, Wellbeing Teams

Helen's purpose is to demonstrate new ways of working in health and care, where the wellbeing of people and colleagues' matter, and communities' benefit.

She is the founder of [Wellbeing Teams](#) innovative, small, self-managed neighbourhood teams inspired by Buurtzorg. She is also co-founder of charity Community Circles, creating solutions to loneliness together. She keeps hens, is a black belt in karate, is an aspiring podcaster, practices yoga, and is slowly learning to create things in porcelain that do not crack in the kiln.

Wellbeing Teams is one of 50 New Radicals, and is multi-award winning for innovation in health and care and value-based recruitment. Helen was the Department of Health's expert advisor on person-centred approaches for 10 years, is the author of over twenty books, a TedX speaker and a visiting professor in Digital Solutions at Chester University. She says that Wellbeing Teams has been the biggest challenge of her life – testing assumptions and learning through failure with hope.

If you are curious about self-management you can learn more by registering for their self-management in action programme [here](#).

Email: helen@wellbeingteams.org

Radical Models of Public Services

Mark Smith – Director of Public Service Reform, Gateshead Council

Mark's job is to work with the Council, its partners and communities to rethink and redesign services to the public. As the architect and director of a multi-agency public service reform programme, Mark is strongly motivated by the beliefs that everyone has the right to thrive and that their circumstances should not dictate their destiny.

Mark's recent work has adopted an innovative prototyping approach, using Council Tax debt as a signal of wider need and seeking to proactively contact people who had a new or climbing debt. Instead of sending bailiffs, Mark's prototype team has sought to build trust, understand debt in context and work with people holistically, whatever their unique combination of issues and strengths. This work has resulted in more employment, more income, less debt and has positively impacted upon mental health, loneliness and community cohesion. Council Tax collection has increased almost as a by-product whilst staff morale has unanimously improved.

This work in Gateshead continues Mark's track record of successful and innovative service reforms, including previous work with Greater Manchester Police, Leonard Cheshire Disability and a number of public and private sector clients when working as a consultant.

Mark is married, a father of two daughters, an ultra-distance mountain runner and a long suffering Nottingham Forest fan. He is also the author of a well read and [much loved blog](#) which describes progress towards his current mission at Gateshead

Email: MarkASmith@Gateshead.Gov.UK

Radical Models of Commissioning

Dr Toby Lowe – Senior Lecturer in Public Leadership & Management, Newcastle Business School

Dr Toby Lowe began his academic life as a political philosopher before spending 15 years working in the public and voluntary sectors, most recently as Chief Executive of Helix Arts (a North East charity specialising in participatory arts practice with marginalised groups).

Now a Senior Lecturer in Public Leadership & Management at Newcastle Business School, Toby's research interests are in the funding, commissioning and performance management of social interventions (public, private and voluntary sector). With his research team he has used complexity theory to create a critique of New Public Management approaches. This work has drawn attention to the failures of Outcome-Based Performance Management (e.g. Payment by Results) in complex environments and has led to the development of a new complexity-informed paradigm.

Much of Toby's work is about exploring theory in practice and he is involved in action research programmes with public and voluntary sector funders and delivery organisations. Anchored to a Community of Practice this work explores the practical application of the new paradigm. He also works as a Learning Partner for the Lankelly Chase Foundation's inquiry into place-based system change. In this context his work explores how learning can function as a mechanism for system change.

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Kathryn Caley – Operations Director, SK Nurses

Since graduating from the NHS Management Training Scheme in 2001, Kathryn has worked in senior NHS operational management positions. She has a track record of effectively engaging clinicians at all levels in finding real solutions for front line problems and implementing service improvement that has a direct and positive impact on patient care. Qualified as a Registered General Nurse, Kathryn takes pride in maintaining a strong patient-centred focus. She understands what motivates health professionals and creates a working environment that inspires teams to deliver their best. She has a BSc (Hons) in Business Finance and Economics and a postgraduate diploma in Health Services Management. Kathryn is now Operations Director at [SK Nurses](#).

Email: kathryn.caley@sknurses.co.uk

Radical Models of Regulation

Jeremy Cox - Former Director of Quality Improvement, Care Quality Commission (CQC)

For the last eighteen months, Jeremy Cox has been working at England's health and social care regulator, the CQC. As their Director of Quality Improvement, he has helped them to initiate and establish a strategy to embed systematic learning and improvement in the organisation and to ask fundamental questions about the role and methods of regulation in complex human systems.

An experienced consultant, leader and systems thinker with international, multi-sector experience, Jeremy began his career as a manufacturing engineer before taking consulting and leadership roles in financial services. During his first MBA he was exposed to the work of Deming, Alfie Kohn and others, sparking an enduring fascination with systems methods and psychology. These have been the anchor for his work ever since; dedicated to helping people work together to create more effective, more sustainable and more human ways of organising.

Two decades of experience as a consultant have given Jeremy a breadth of experience across different sectors, cultures and organisations; ranging from financial services, retail, local government, housing, health and social care delivery, blue light services, EU Agencies and voluntary sector organisations. Over the last few years, he has also been a guest lecturer on numerous MBA and systems thinking masters programmes.

Contact: <https://www.linkedin.com/in/jeremygcox/>

Radical Models of Leading and Learning

Annie Francis - Midwife and CEO Neighbourhood Midwives

Annie has been a midwife for over 20 years and for all of that time has campaigned for a more holistic, relationship-based midwifery model of care provided through the NHS. She is one of the founders of Neighbourhood Midwives, an employee owned social enterprise conceived and developed to enable small community based teams of midwives to offer a continuity model through 'Any qualified provider' or similar mechanism. She was a member of the national Maternity Review which published the Better Births report in 2016 and which recognised the need for 'radically different' models of care and the encouragement of new providers to offer these.

Her lightbulb moment was when she was introduced to Teal through Frederic Laloux's book Reinventing Organisations and knew she had found her 'tribe' of like-minded individuals. Annie's

journey to date is unique in that she has been one of the key drivers in setting up the first example of a self-managing team of midwives in the NHS as part of the maternity transformation pioneer programme. She has witnessed it flourish - in terms of outcomes and hugely positive evaluation by the women using it and the midwives providing it and then had to manage its - inevitable? - closure as a result of the impact of the many structural and cultural barriers to new providers which exist within the maternity services.

Email: annie.r.francis@gmail.com

Matt Bell – CEO, POP+

Matt is CEO of [POP+](#) a Voluntary, Community and Social Enterprise (VCSE) infrastructure body in Plymouth. Previous to this, Matt has experience of attempting change in a charity and has taken lessons that he would like to share. At the same time he is now in Plymouth, a city that is attracting a lot of attention from a number of different angles and Matt is excited to have taken on a system leadership role within the city. Comparing the process of change in community to that in an organisation is one that he is currently contemplating the similarities and differences.

Before joining POP+, Matt has worked in social investment, health (including work around social impact bonds), charity management and local government.

Matt understands that personal development is a key driver for his main areas of interest: unlocking community assets and building resilience as well as transforming the way we work and how we structure our organisations.

Contact: <https://www.linkedin.com/in/mbell01/>

Kevin Snowball - Chief Executive, We Care Home Improvements

Kevin is Chief Executive of [We Care Home Improvements](#), a not for profit agency operating alongside Health and Care organisations in the west of England, with a purpose to help people to remain living independently in their own homes for as long as they choose.

About 18 months ago, he was inspired by Frederic Laloux and his book Reinventing Organisations and since then he has been an active contributor to the RSA Reinventing Organisations workshops which subsequently evolved into a self-managing group of like-minded organisations called Reinventing Work Bristol. Currently a year into the programme of transitioning We Care Home Improvements to a next stage, self-managing organisation, he is also focused on exploring new ways of working to establish effective collaboration between Health and Care and VCSE organisations to produce better outcomes for clients.

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Facilitators

Anna Betz is a Partner at Community Intelligence where she offers her programme for Wellbeing and Wholeness at work across sectors. In collaboration with her team mates she supports and facilitates the processes for creating environments that awaken the highest potential of individuals, teams, and communities.

Andy Brogan FRSA is Founding Partner of [Easier Inc.](#) Providing training, coaching and consulting services across sectors, his work focuses on removing everyday frictions that arise between the needs of people and institutions; frictions that create Harder Inc.

Jane Pightling FRSA has worked as part of the civil service, probation service, social services and NHS in the UK. In the past 5 years she has focused on supporting leaders and organisations to develop approaches that design in autonomy, wholeness and purpose. She also convenes the Reimagining Health & Care Group as part of the Health Foundations Q Community with Matt Bell.

Mark Hall is Deputy Head of Engagement at the RSA. He leads the Transform programme which supports Fellow led projects that have the potential to transform society, including Wellbeing Teams – a radical model of care and support delivered by self-managing neighbourhood teams.