

# EOA Annual Conference

EMPLOYEE OWNERSHIP  
BEST IN CLASS

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Advice Investment Growth

# Developing the Business Literacy of Employee Ownership

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# Introductions

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## Background to Provide

- Spin out from NHS in April 2011
- All staff TUPE'd out of Public Sector
- Community Interest Company (with 1300 staff)
- All staff have the right to buy one £1 ordinary share
- Do not pay dividends

# The Challenge

- Cultural barriers to thinking commercially
- Engagement on business issues not always a priority
- Clinicians want to do what is best for the patient
- Perceived Dichotomy between cash and quality
- Profit was a “dirty” word – The P Word

# The Approach

- Ramp up staff engagement through ownership
- Justify profits by giving back to the community
- Targeting grants to charities voted for by members
- Coach all staff in the financial dynamics of the CIC
- Move to a profit centre approach to reporting

# The Outcome/Benefits

- Two thirds of staff are paid up shareholders
- Real engagement with Voluntary sector (e.g. Carers groups)
- Budget holders “get it” – give the Commissioner what they pay for
- The “P word” is OK
- Clinicians are constructively challenging value from corporate services

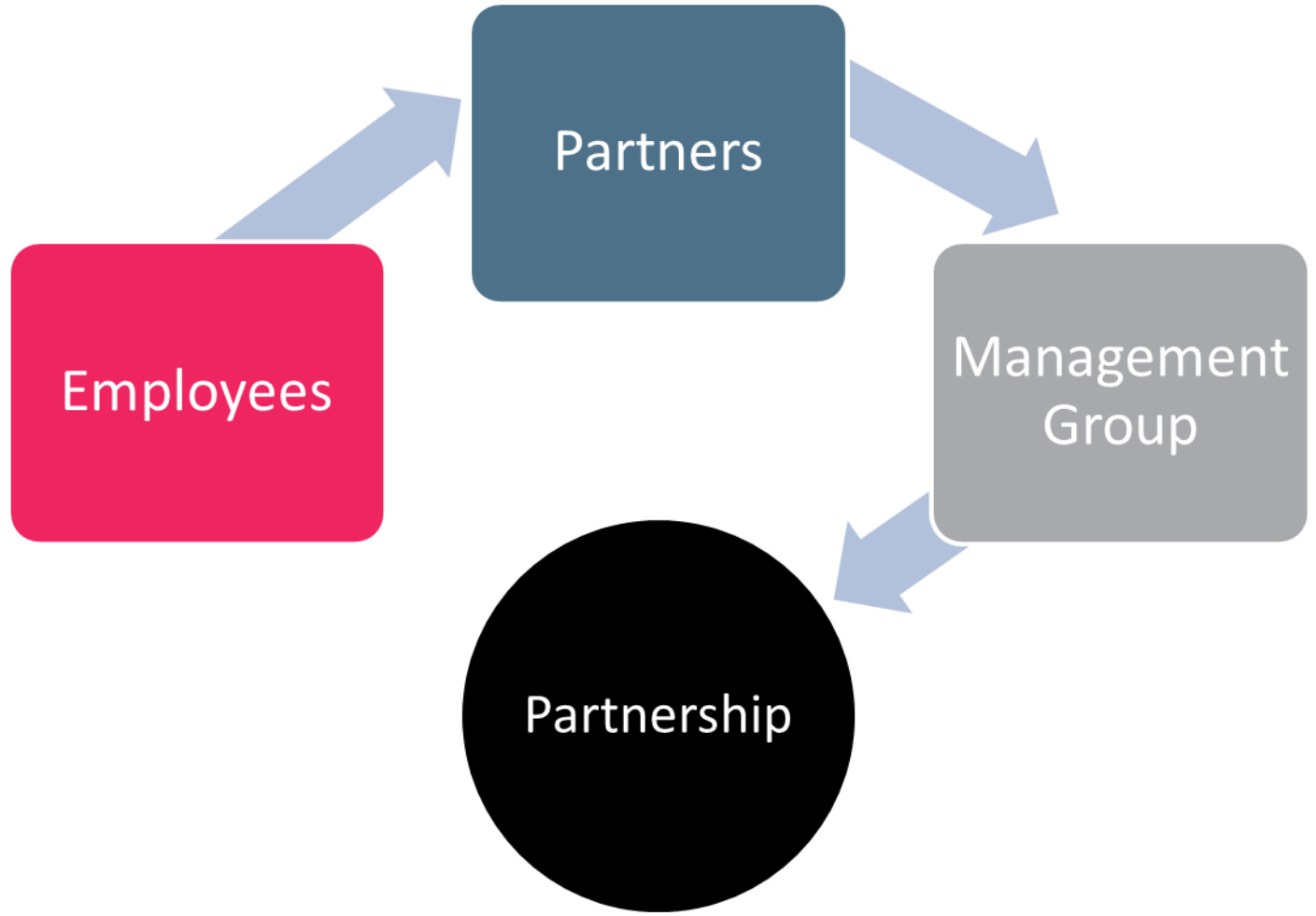
MAX FORDHAM / 50

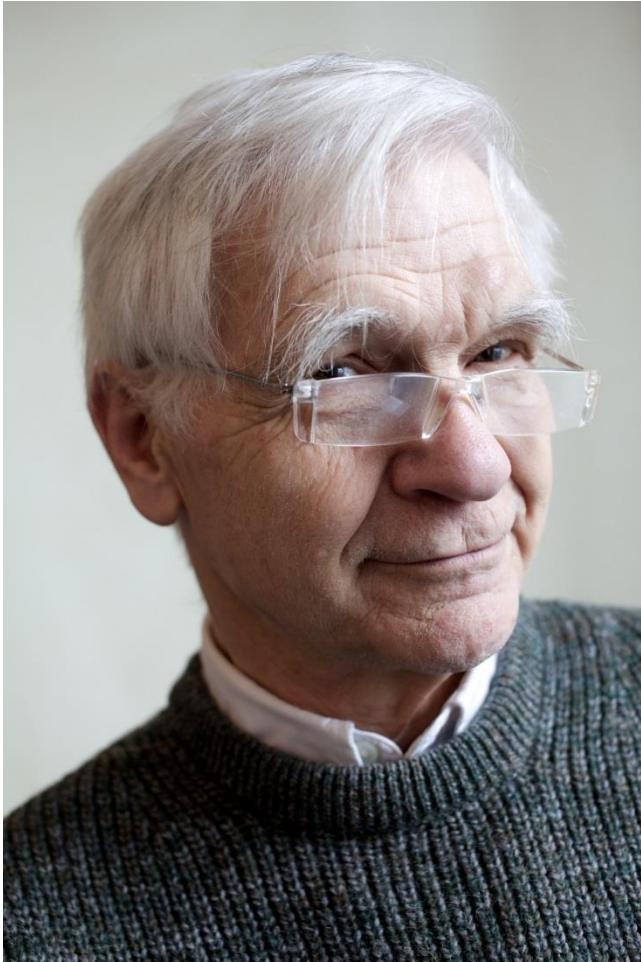


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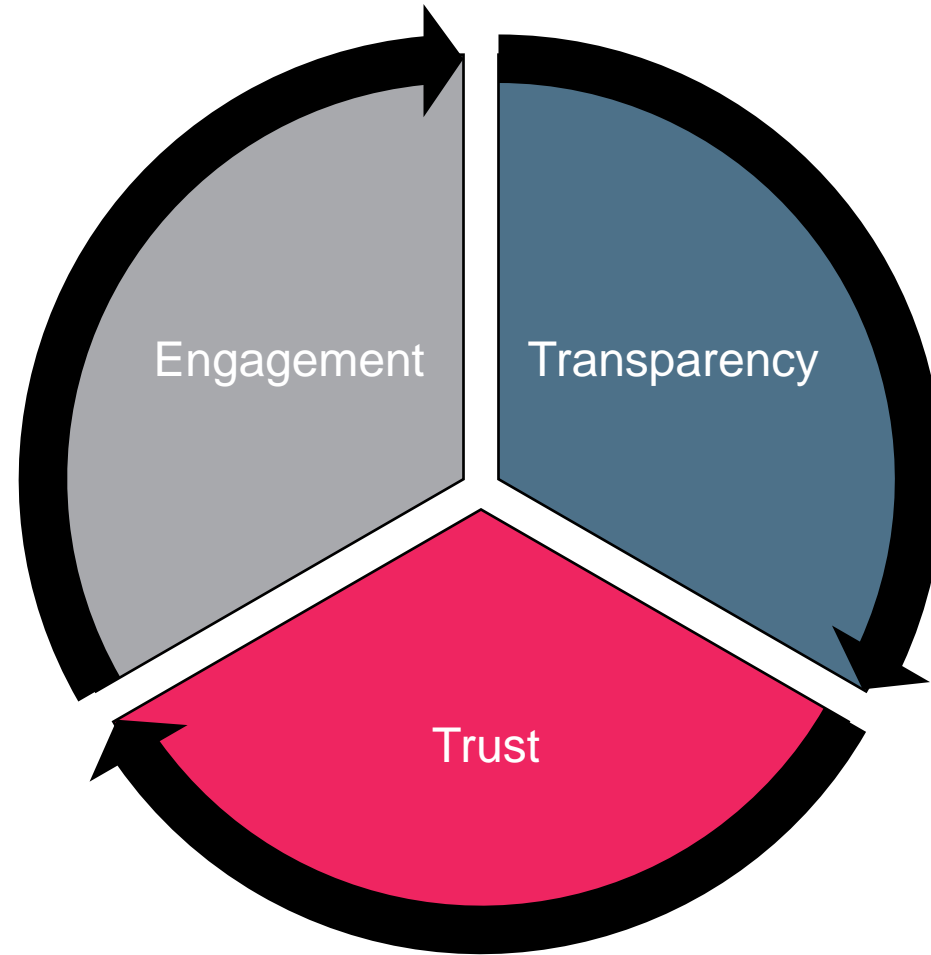




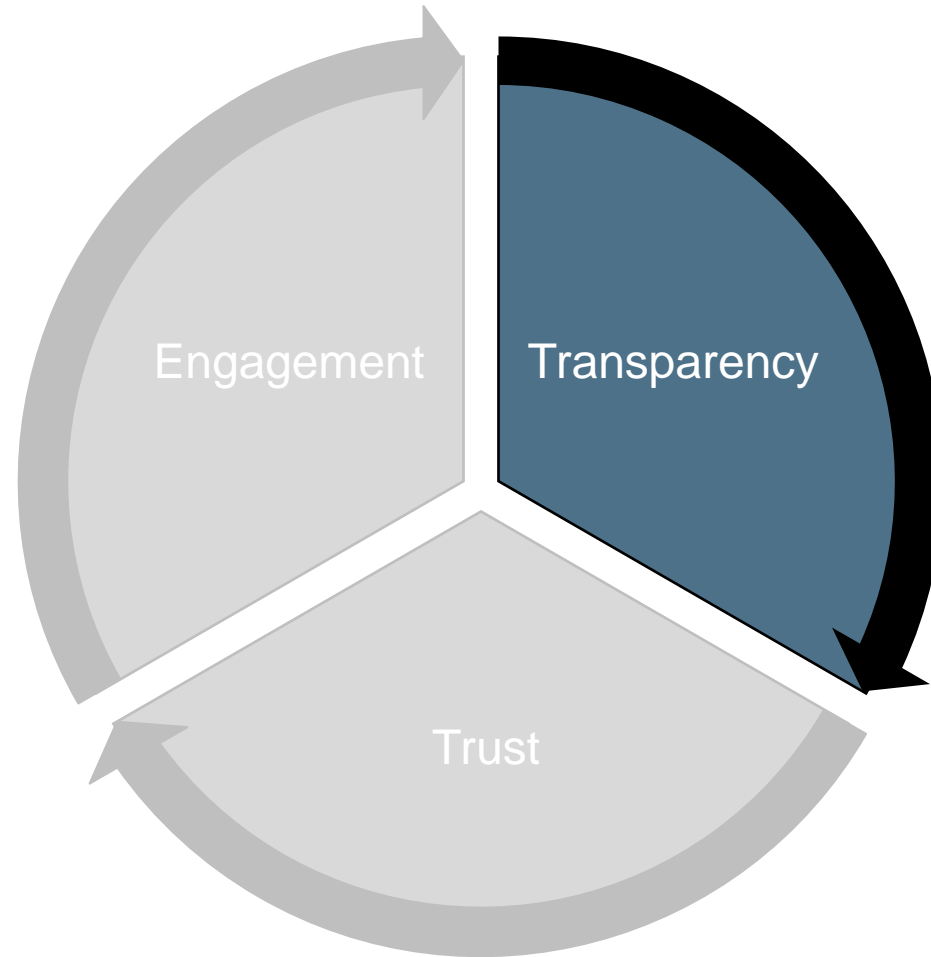
*“It’s not a  
profit-sharing scheme...”*

*...it’s a  
responsibility-sharing  
scheme.”*

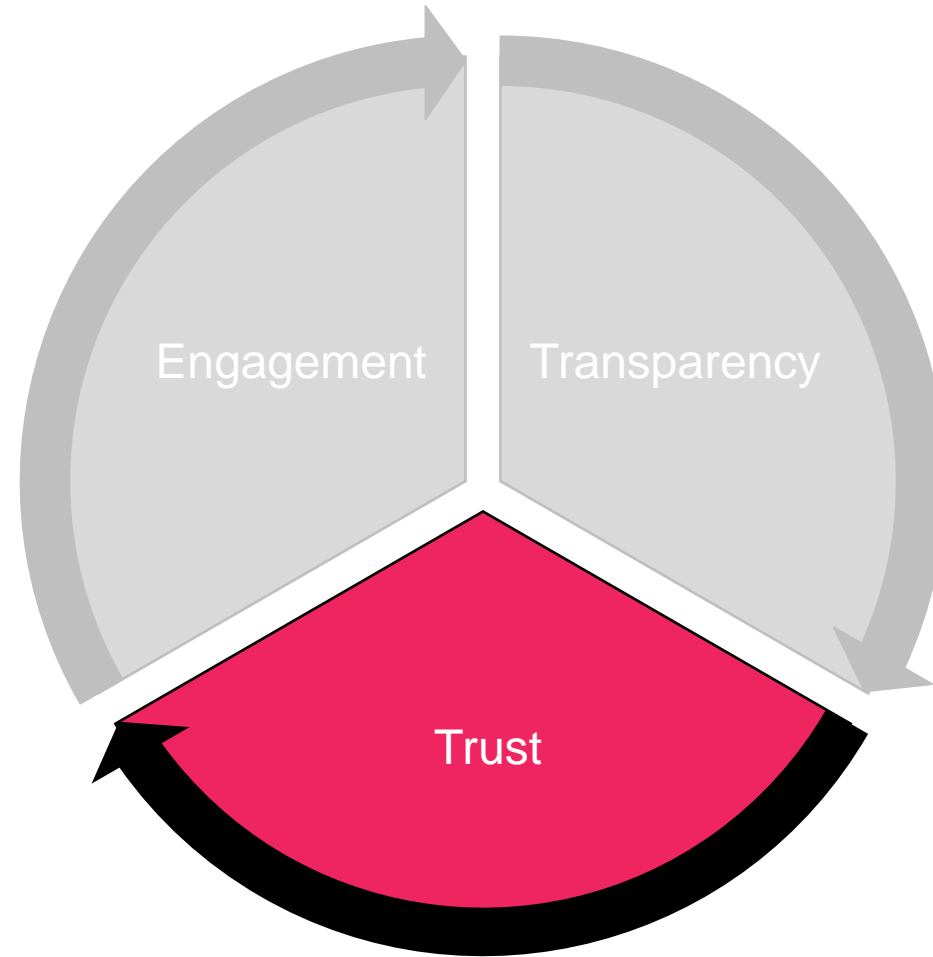
# Where does responsibility come from?



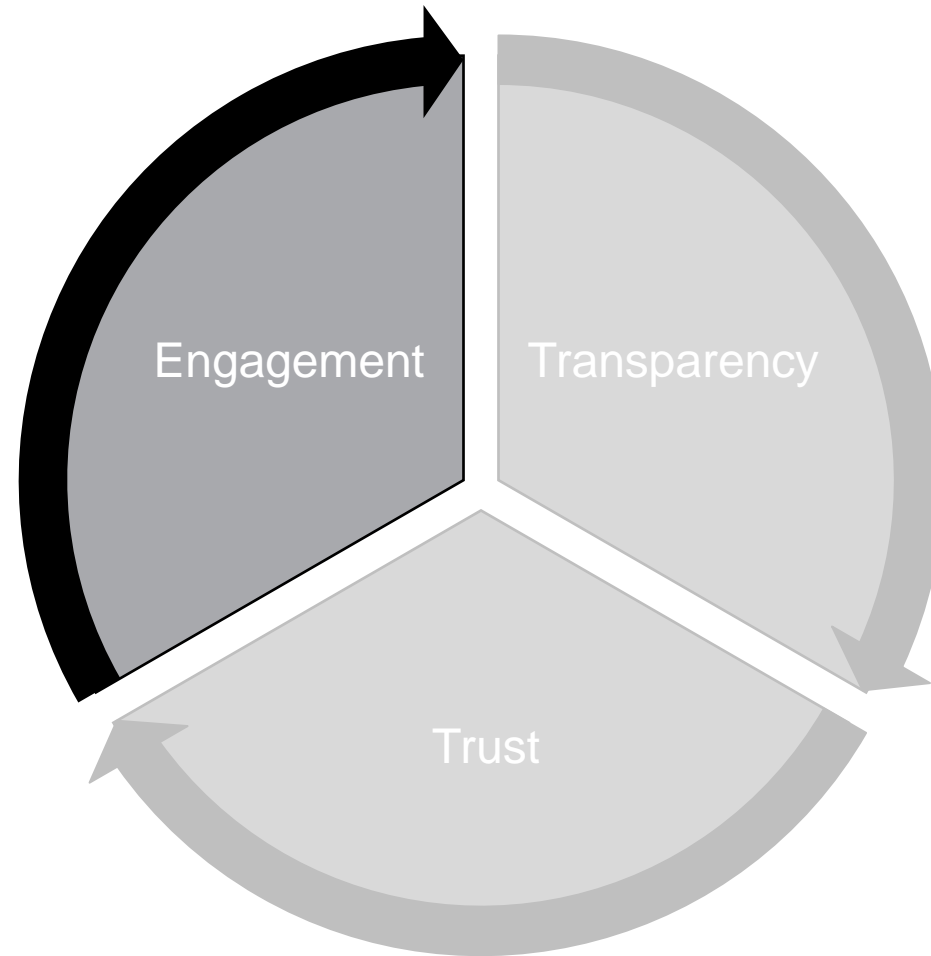
# Where does responsibility come from?



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# Questions and Discussions

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**Thank you.**

Please make your way to the Palace Suite to hear the Keynote speech from Jack Stack.