

# OVERVIEW: SOCIAL ENTERPRISES IN THE NORTH WEST

According to the Social Enterprise organisation, a social enterprise is “*a business that trades for a social and/or environmental purpose. It will have a clear sense of its ‘social mission’: which means it will know what difference it is trying to make, who it aims to help, and how it plans to do it. It will bring in most or all of its income through selling goods or services. And it will also have clear rules about what it does with its profits, reinvesting these to further the ‘social mission’*” (Social Enterprise Organisation, n.d.)

**There are many social enterprises throughout the North West, with several being set up during the NHS transition, when Primary Care Trusts (PCTs) were closed down and services transferred to other organisations.**

New social enterprises helped to ensure that the provision of certain services were sustained and even extended. This overview is intended to give a snapshot of such organisations, looking at Bolton Community Practice Community Interest Company (CIC), Spiral Health CIC, Future Directions CIC and One to One Midwives.

## Bolton Community Practice CIC

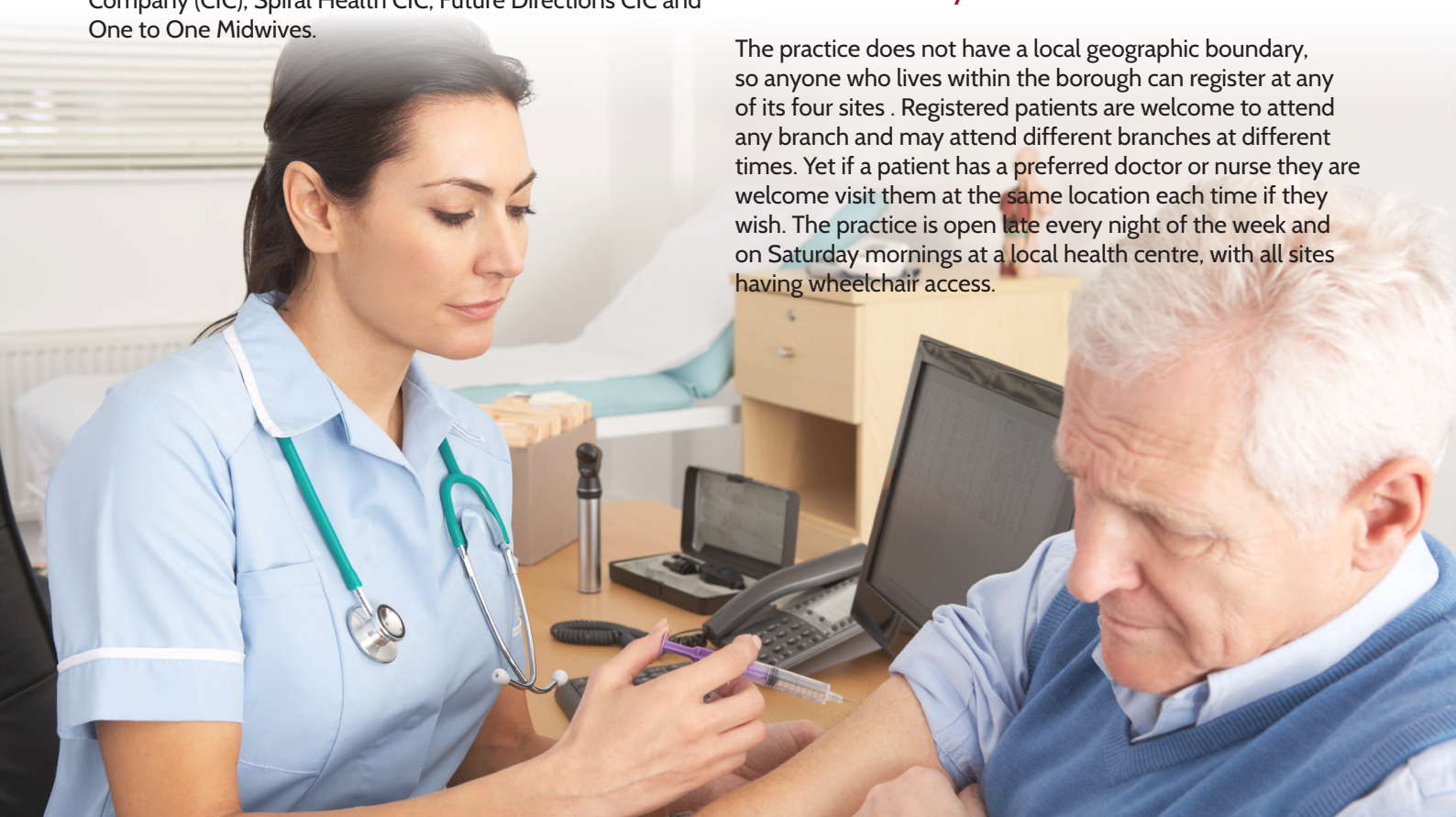


Your health in our hands

Bolton Community Practice (BCP) is a new initiative and is the first GP social enterprise community interest company to be formed in Bolton. It has **brought together GP teams from five former sites** and continues to provide the full range of primary care medical services at existing branches in; Horwich, Ladybridge, Little Lever and Astley Bridge. [Bolton Community Practice CIC](#) offers a high quality and flexible service that aims to meet the needs of its local population throughout the Borough of Bolton.

### Patient Accessibility

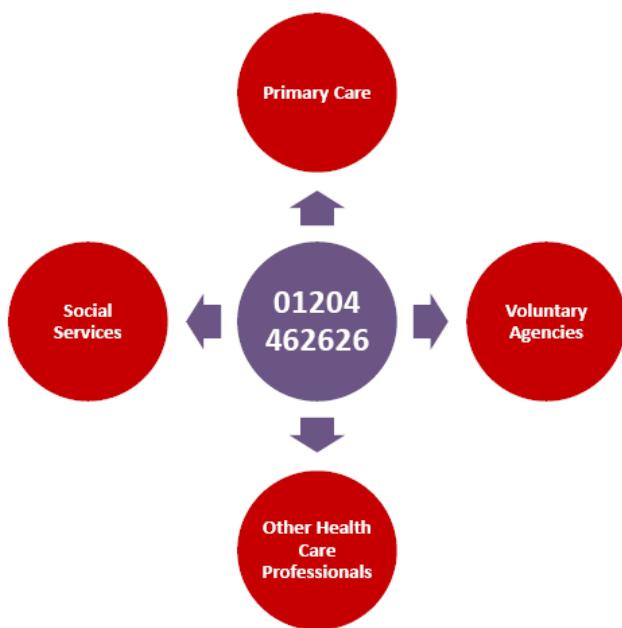
The practice does not have a local geographic boundary, so anyone who lives within the borough can register at any of its four sites. Registered patients are welcome to attend any branch and may attend different branches at different times. Yet if a patient has a preferred doctor or nurse they are welcome visit them at the same location each time if they wish. The practice is open late every night of the week and on Saturday mornings at a local health centre, with all sites having wheelchair access.



## Services

- Online appointment system
- On the day or advance appointments
- Ability to book single (10 min) or double appointments (20 mins)
- Free collection and delivery service for repeat prescriptions
- Ability to order prescriptions online
- Medication Review clinic
- Single point of access to community services (below)
- An emergency dental service
- Choice of hospital referral
- Health check for all new patients
- A chaperone, interpreter or telephone consultation available upon request

## Community Single Point of Access



There is also a wide range of information available to BCP patients online, including:

- Information on all services offered
- Staff List
- GP rota
- Nursing Rota
- Health Videos
- Health and Fitness Advice (via a sub-site named [BoltonOne](#))
- First Aid Advice (audio)
- Agenda, minutes, reports, survey results

## Patient Advisory Group

Taking a modern approach to communicating with patients there is both a [practice website](#) and also a [patient advisory group website](#). These sites allow service users to keep up-to-date with the latest practice information and enables them to communicate directly with the Patient Advisory Group

Chairperson and Deputy Chairperson, or even to join the group themselves. This gives patients a voice and enables positive two-way communication which allows the practice and patients to work together to provide the patient-led service. The purpose of the Patient Advisory Group is to both inform service developments and feedback service development to the local community including 'hard to reach' groups. The group also reviews action plans developed as a result of patient feedback for appropriateness and equity.

## Social Media

Employing social media as part of its communication strategy the practice also invites people to get involved via the [Patient Advisory Group Facebook page](#) or to follow the organisation on Twitter [@bcpcicpag](#).

Patients are able to access wifi at the surgery and both the practice website and patient advisory group website.

## Patient Satisfaction

The most recent patient survey indicates that the vast majority of patients were satisfied with the cleanliness of the practice, felt confidence and trust in the GPs, nurses, and administrative staff, and felt they were treated with dignity and respect as well as being knowledgeable about the existence of the practice's website, and well that of the patient advisory group. A few responses from patients included:

- "Surgery greatly improved since joining Bolton Community Practice"
- "I like being able to move to other surgeries, I appreciate access to a female GP, the late clinics are great for workers"

## Spiral Health CIC



## Rehabilitation Unit

Spiral Health CIC was the first social enterprise to take over a bed-based NHS unit in April 2012. This 40 bed, nurse-led rehabilitation unit, based in Bispham, Blackpool, is for mixed sex patients aged eighteen and over. It is a modern, comfortable and friendly facility with a highly experienced team of nursing staff as well as occupational and physiotherapists.

Bispham provides a stepping stone between hospital and home for patients who are rehabilitating from illness or major surgery. The unit also works with community teams and takes GP referrals. By providing seamless intermediate care and rehabilitation Spiral Health CIC helps to prevent unnecessary

acute hospital admissions and to facilitate earlier discharges from acute hospital inpatient care.

Spiral CIC specialises in short stays up to a maximum of six weeks. If longer term care is needed then referral to a community hospital is likely. The organisation liaises with other health care professionals and social services to ensure that patients are in the right environment for them to receive care/treatment.

## Patient-Centred Journey

In partnership with one of the UK's leading experts in personalisation, Helen Sanderson, the organisation has developed a patient-centred journey for all patients admitted to its wards. This ensures that at every stage of their hospital stay, patients are treated as real people, not just patients with medical conditions. To achieve this a stimulating, friendly and homely environment has been created which encourages patients to work towards achieving their goals with privacy, dignity and an excellent quality of care at all times. (Social Enterprise Organisation, n.d.)

The patient-centred journey includes a number of innovative aspects, such as:

- **Personal profiles of all patients** (not just medical ones) - this helps staff get to know patients as real people and understand what makes them tick.
- **Patient involvement in care** - all medical planning meetings are held at bedsides - rather than behind closed doors and involve patients and family members. This improves communication with the patients and those who will care for them after they return home.
- **Post-care communication** - a nurse telephones the patient a week after they leave the hospital, to boost morale and check on progress.

There is positive patient feedback to such patient-centred care, with comments such as:

- *"The nursing staff, physiotherapists, the kitchen and cleaning staff, office staff all did a wonderful job. I certainly would not be able to cope at home if I had not spent time in this unit"* - Lucy Jordan
- *"The camaraderie is wonderful. I go in the gym every day and the staff are very helpful - they really encourage you. After 3 weeks I feel stronger and much more confident and am looking forward to getting back home"* - Jean Wilson

The unique environment also receives a positive response from employees, from administrative staff through to clinical staff:

- *"My job here is really varied. It's not like working in a traditional hospital environment. Relaxed, homely with lots of interaction...not too big and you have the chance to get to know everyone. Being a CIC means lots more say and the chance to see our own ideas into fruition"* - Lynda Needham, Reception

- *"I don't do a stereotypical Health Care Assistant job at all! Working alongside the Therapy Teams means that I get a real variety of more specialist experience. We get to spend time learning how to use equipment and to help patients practice what they have learned in Physio or Occupational Therapy sessions"* - Natasha Taylor, Health Care Assistant

## Facilities/Services

- **Bedrooms** - The 40-bed ground floor unit is split into two wings providing a homely and comfortable environment. All of the four, two and single bed rooms are en-suite and have TVs which are available free of charge. It is also possible for patients and/or their relatives to have exclusive use of one of the suites during their stay for a nightly charge of £12.50. This gives added comfort and privacy for use outside of mealtimes and therapy programmes/activities.
- **Communal space** - There is a large communal lounge and dining area along with quiet rooms and a conservatory overlooking landscaped gardens where patients and visitors can relax in good weather.



- **Consultation rooms & treatment areas** - including a gym, a specially adapted kitchen and bathrooms.
- **Personal services** - delivered at the patient's own cost is an onsite hairdresser as well as a daily shopping service providing toiletries, newspapers.
- **Pharmacy & GP visits** - the unit has regular pharmacy and GP visits during the week which provide ongoing care as well as a full review for each new patient. A doctor can always be contacted if a patient, their relatives, carers or the nursing team feel that one is needed.
- **Emergency Care** - emergency cover is also provided by the Urgent Care Centre at Blackpool Victoria Hospital.

## Awards

The Bispham facility is recognised as a Centre of Excellence and the company was a finalist in both the Care of older people category of the Nursing Times Awards 2013 and the Compassionate patient care category of the Health Service Journal Awards 2013.

## One to One Midwives



Founded by a midwife, [One to One \(Northwest\) Ltd.](#) aims to reinvent free midwifery services by delivering a **personalised midwife service** that places women and their families at the heart of care.

Working in partnership with the NHS, One to One work closely with the wider NHS health care team, including GPs, obstetricians and health visitors, to deliver a free, enhanced, innovative maternity service within local communities. Set to be the gold standard of midwifery care, the One to One personalised maternity service is delivered by a team of passionate, highly motivated midwives who have experience across all aspects of pregnancy, birth and postnatal care.

## Philosophy

One to One's philosophy is entrenched in the normality of birth, promoting home birth as a real choice for all low-risk women. As a result their home birth rate is 32%, which is significantly higher than the national average (2.4%)

## How can the service be accessed?

One to One operates predominantly in the Cheshire and Merseyside area, with plans for national expansion. Since it began in 2010, has looked after more than 3,000 mothers.

Accessible, approachable and dependable, One to One's expert team of midwives are based in the heart of the local community so that they are better placed to deliver the care and support needed, at times and locations that suit each mother.

With One to One, mothers have access to their named midwife from 8am to 8pm every day and there is always a fellow midwife on call 24 hours a day to respond to any questions or concerns.

## Six Steps to Care

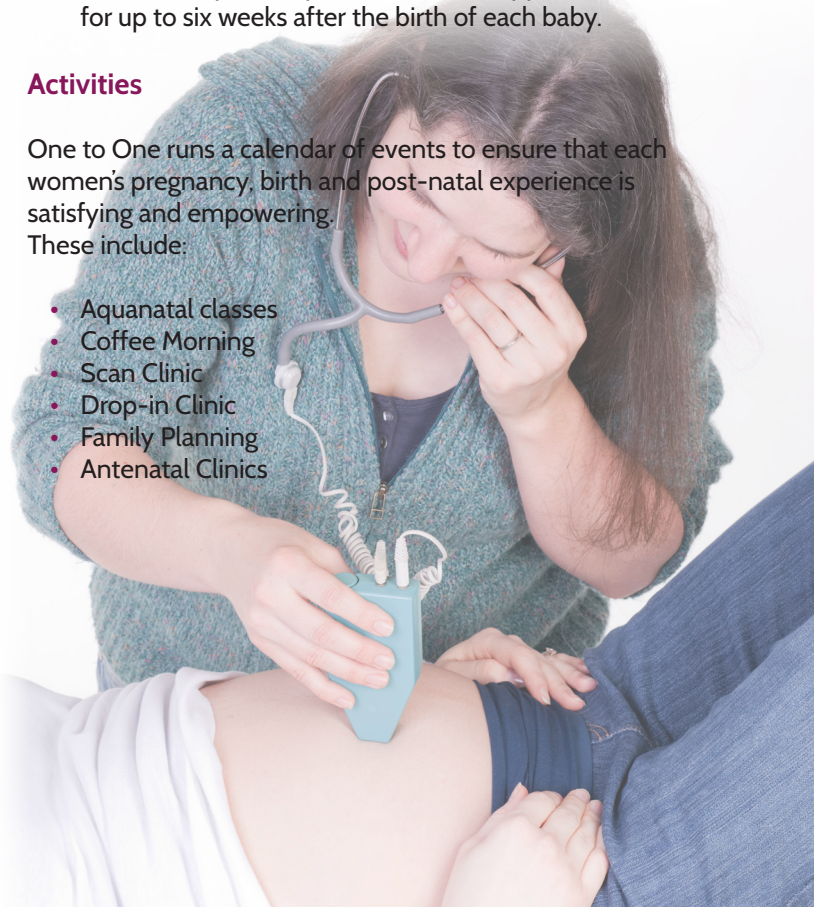
1. **Finding out your pregnant** - a personal midwife is with each woman from the moment they contact the service until the moment they are discharged.
2. **Self-referral** - this empowers women to take their care into their own hands.
3. **Tests and scans** - All blood tests and ultra sound scanning take place in an accessible, community setting so that women can receive the care they need at a time that suits them.
4. **Education and support** - One to One's midwives are dedicated to helping mothers-to-be make informed choices and feel confident about every aspect of their pregnancy, birth and post-natal period.
5. **Giving birth** - One to One's innovative approach to midwifery care means that women can choose to have their birth at home or in hospital, supported by a midwife they know and trust.
6. **Post-Natal advice and support** - One to One midwives continue to provide post-natal care, support and advice for up to six weeks after the birth of each baby.

## Activities

One to One runs a calendar of events to ensure that each women's pregnancy, birth and post-natal experience is satisfying and empowering.

These include:

- Aquanatal classes
- Coffee Morning
- Scan Clinic
- Drop-in Clinic
- Family Planning
- Antenatal Clinics



## How does One to One differ from traditional NHS Midwifery services?

The table below demonstrates the difference between the One to One model and the typical NHS provision.

Description	Typical NHS Model	One to One Model
Preconception care and advice	No	Yes
Initial face-to-face appointment	No	Yes
Booking appointment	Yes	Yes
Antenatal care - routine appointments	8 - 10	Unlimited
New technologies (e.g. social media, online bookings)	No	Yes
Scanning in the community	Varied	Yes
Flexibility of antenatal appointments to include evenings and weekends	No	Yes
Clinic opening hours	5 days, 9am - 5pm	7 days, 8am - 8pm
Early pregnancy complications in the community	No	Yes
Early pregnancy clinic in the community	No	7 days, 8am - 8pm
Antenatal triage service in the community	No	Yes
Named midwife (including birth)	No	Yes
Postnatal care	Limited, up to 4 weeks	6 weeks
Parent education	Varied	Yes
Weekend parent education	No	Yes
Neonatal examination at 6 weeks	No	Yes
Breastfeeding care and support	Yes, but limited	Yes
Early parenting skills	Yes, but limited	Yes
Contraception advice	Yes	Yes
Safeguarding	As required	As required
Newborn screening	As required	As required

### Key Outcomes

- Homebirth rate of 30% (national average 2%)
- Normality of birth 80% (national average 40%)
- Caesarean section 14% (national average 22%)
- Breastfeeding rates in deprived areas of 65% (national average 40%)
- Reduce smoking at birth by 70%

### Benefits to Mothers

- **Continuity of Care** - Mothers have their own personal midwife who provides total care from the moment they contact the service to six weeks after the birth of

their baby. By having just one midwife throughout their pregnancy this ensures Continuity of Care, the very essence of what One to One stands for. This enables mothers to work in partnership with their midwife throughout their pregnancy - nurturing a trusting, open and honest relationship that is centred around the mothers right to choose the care they receive throughout each stage of their pregnancy, birth and postnatal period.

- **Safer outcomes** - Continuity of Care has been proven to ensure safer outcomes for mothers and babies, and will enable them to have a more satisfying and empowering birth experience.
- **Happier mothers** - By offering this enhanced level of unique care and individual support, One to One encourage women to become active participants in their maternity care and experience a happy birth memory of their choosing.

### Benefits to Midwives

- **Work-life balance** - As well as being beneficial to mothers the One to One benefits midwives too. Its unique caseloading model of care enables midwives to work flexibly and autonomously by putting them in complete control of their own diary management. This means that midwives can provide a flexible service that meets the needs of mothers but also ensures a work-life balance based on their own family's needs.
- **Support** - One to One midwives have full accountability for the women in their care, with support from a 'buddy' system and from a senior midwifery management team.
- **Professional development** - Each One to One Midwife, by being the primary caregiver for a maximum of 40 women at any one time, can enhance her knowledge and midwifery skills. The service offers comprehensive professional development, including training in alternative therapies, examination of the newborn, and mentorship.
- **Job satisfaction** - matched NHS banding pay, twelve weeks protected annual leave and all of the benefits outlined above lead to high job satisfaction. *"The job satisfaction is tremendous. I love being able to provide the continuity of care that every woman should have, and knowing that I have made a real difference to their experience of childbirth."* - Becky Stephens, 23, One to One Midwife. [Click here to read the full case study](#)



## Future Directions

## Who is supported?

Future Directions cover a wide range of needs including:

- learning disabilities
- autism
- physical disabilities
- mental health
- acquired brain injury
- dementia
- young adults in transition (aged 16+)
- forensic histories
- complex health needs



**Future Directions CIC** is a high quality social care provider in the North West of England for people with learning disabilities, mental health needs, acquired brain injuries and people with complex needs. Its intention is to drive the personalisation agenda so that each individual it supports has their own contract/service agreement to meet their individual support needs and wishes.

It *recruits and employs personal assistants specifically for individuals*, ensuring that they are always in control and have the freedom to choose how and when they are supported. Future Directions works with the individual to employ Personal Assistant directly. This means that people get the choice and control over how their support is provided, without the responsibilities of being the employer.

If someone receives a personal budget, personal health budget, or fund their own care and support, Future Directions CIC can work with them to develop a package of support that is built around their own needs and wishes.

Originally part of a foundation trust, and with a background of over eighteen years' experience, Future Directions CIC is a well-respected and highly regarded provider of specialist services tailored to meet the needs of individual service users with complex needs. The organisation prides itself on working in partnership with service users, families, commissioners and local communities to develop personalised services and it aims to promote people's independence by providing opportunities to work with and in local communities.

Please read more on our website to see why we're different! [Click here](#) to watch a video about Future Directions CIC.

These services can be provided under the company's supported living, domiciliary care and registered care homes (without nursing services), which provide respite and crisis support services to individuals who require personal care.

For more information contact:

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