

Additional pre-read resources for 4ST Breakout Session at Social Service Summit 2021

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Which resources to read

- All participants to read Sections 1-3.
- For Section 4, participants need only read the segment associated with their track.

Section 1: About the 4ST

Brief description of the Social Service Sector Strategic Thrusts (4ST)

Launched in 2017, the Social Service Sector Strategic Thrusts (4ST) is a five-year roadmap for the sector to ensure that it remains relevant and responsive to future challenges and changing needs of the population. It was co-developed by sector stakeholders with NCSS, and feedback and ideas were discussed amongst member organisations, service users, government, community leaders, business leaders and civic-minded individuals.

4ST aims to enable a person-centred and holistic approach towards advancing the Quality of Life for individuals.

Key Thrust 1: Empowered individuals, their families and communities

Definition of Empowerment:

To empower is to increase a person's assets and capabilities so that one can participate in, negotiate with, influence and hold accountable institutions that affect his or her life.

The client empowerment model has been increasingly adopted by the social and health care sectors in many countries as it leads to better outcomes, sustainable social change and reduced costs.

Key Principles:

We believe that service users should have a voice in developing solutions. Ways to achieve this include increasing access to resources, providing them with knowledge to decide on services, and involving the users in the co-creation of solutions to meet their needs.

Thus, Thrust 1 emphasises the need to harness the strengths of service users, to take greater ownership of their issues. Players in the social service ecosystem will play supporting roles in enabling them.



Key Thrust 2: Effective social purpose entities that deliver quality, innovative and sustainable solutions

Definition of Social Purpose Entity:

A social purpose entity is any organisation or groups of individuals set up “to change society for the better” and deliver services to improve the well-being of individuals and communities¹. Social service agencies (SSAs) are the most common type of social purpose entity and have been the primary vehicles that deliver social services in Singapore. Others include social enterprises that are set up with a social mission but may be profit-driven.

Key Principles:

Thrust 2 focuses on building effective social purpose entities that help to change society for the better and deliver services to improve the well-being of individuals and communities. We do this through:

- Optimising service user outcomes by equipping sector professionals with the knowledge and skills to carry out interventions in a person-centred manner, and develop an enterprising mindset to continuously innovate, adapt and learn.
- Building the capability and capacity of social purpose entities, by putting in place processes and practices. These will enable systemic and behavioural changes needed to drive innovative solutions.



¹ Cheng, W., & Mohamed, S. (2015). Doing Good in Singapore; PricewaterhouseCoopers. (2016). Australia's Social Purpose Market: Understanding Funding Flows and Exploring Implications.

Key Thrust 3: Caring, collaborative, and impactful social service ecosystem

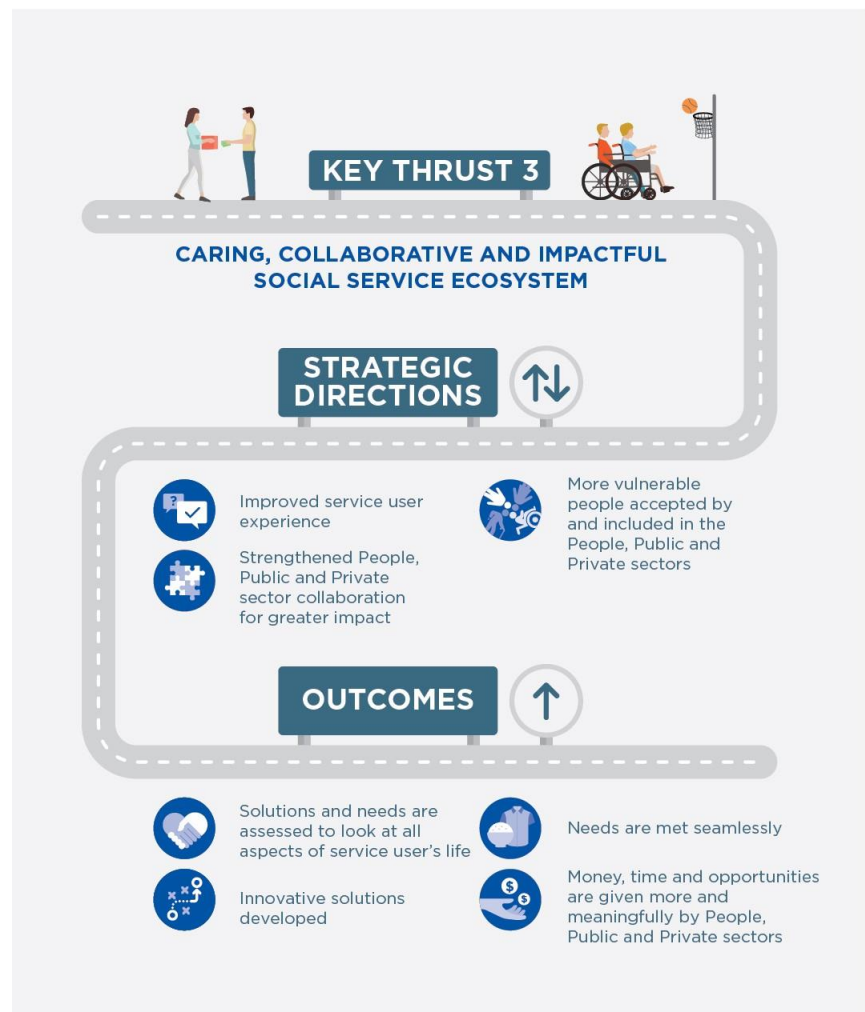
Definition of an Ecosystem:

An ecosystem refers to the broader context in which an entity operates. It is made up of all the relevant players in that space and the environmental conditions that affect, or have the potential to influence, the entity's impact on others².

Key Principles:

Thrust 3 focuses on adopting a holistic assessment of service user needs and having a systems-driven approach to meet those needs. The sector should work towards information transfer, mutual trust and a shared appreciation of the whole care system.

The partnership between the People, Public and Private sectors is also important in providing the necessary social and financial resources (e.g. donations, volunteerism, job opportunities) to promote social participation of vulnerable persons.



² Bloom, P. N., & Dees, J. G. (2008). Cultivate Your Ecosystem.

Section 2: Definitions on Empowerment

What is 'Empowerment'?³

Empowerment is to...

- Increase a person's ability to participate in and influence matters that affect his or her life
- Be characterised by strength, choice, ability to make decisions, control and dignity
- Own issues and take charge of one's own life

Why is 'Empowerment' important?^{4,5}

- Increases independence which leads to a positive sense of well-being and improved quality of life
- Increases service users' perceived quality of services received
- Reduces costs as it increases contributions from service users and lessens the need for costly institutional support
- Promotes sustainable social change through self-responsibility and ownership which decreases reliance on external resources

How can we operationalise 'Empowerment'?^{6,7,8}

- Changing mindsets by seeing service users as participants and contributors rather than passive recipients of care
- Providing an environment that facilitates service users' understanding of their role, knowledge and skill acquisition, and participation
- Accepting service users' definition of the problem and helping them articulate personal goals clearly
- Identifying and building on service users' strengths
- Co-producing with service users as it contributes to change in relationships that come with empowerment

³ Poverty Reduction Group, World Bank. 2002. A Framework for Empowerment: Summary.

⁴ Rogers et al., 2010. In Cyril, S. et al, 2015. Systematic review of empowerment measures in health promotion. Health Promotion International, 31: 809-826.

Cyril, S., Smith, B.J. & Renzaho, A.M.N. (2015). 'Systematic review of empowerment measures in health promotion', Health Promotion International, 31, 809-826.

⁵ Alpay, L.L., Henkemans, O.B, Otten, W., Ing, A.J.M.R. & Dumay, A.C.M. (2009). 'E-health applications and services for patient empowerment: Directions for best practices in The Netherlands', Telemedicine and e-Health, 16, 7, 787-791.

⁶ World Health Organisation. 2009. Patient empowerment and health care.

⁷ Masterson, S., & Owen, S. (2006). 'Mental health service user's social and individual empowerment: Using theories of power to elucidate far-reaching strategies', Journal of Mental Health, 15, 1, 19-34.

⁸ Busch, N.B., & Valentine, D. (2000). 'Empowerment Practice: A focus on battered women', Sage publications, Inc, 82-95.

Section 3: Frameworks, Models and Guides

Co-production framework

Co-production is a relationship where professionals and citizens share power to plan and deliver support together, recognising that both partners have vital contributions to make in order to improve quality of life for people and communities. – *Nesta, 2012*



Source: Slay and Stephen (2013)'s adaptation of Arnstein (1969)'s Ladder of Participation

Client empowerment model

The client empowerment model has been increasingly adopted by the social and health care sectors in many countries as it leads to better outcomes, sustainable social change and reduced costs. Research shows that an increased level of independence as a result of empowerment leads to an enhanced psychological sense of well-being and quality of life. Taking a more active role in managing one's life may also mean less pressure on external resources and interventions.

Empowerment can take place at both the individual and collective levels, as they are often mutually reinforcing. A person's capacity will influence the effectiveness of collective action. At the same time, the groups surrounding him or her can provide the environment necessary for his or her empowerment. Hence, the process of empowerment involves all parties in an individual's ecosystem.

Person-centred approach

A person-centred approach operates on the belief that an individual has the capacity to understand, articulate and work through his or her problems and make decisions on how to overcome them. It also recognises that the ecosystem plays an instrumental role in supporting the person. When this approach is applied, problems will be addressed more effectively as meaningful linkages between parts of a person's life which are seemingly unrelated are uncovered. Understanding these linkages is an important element to improving a person's overall quality of life.

'Empowerment Deconstructed!' guide

The ***Empowerment Deconstructed!*** Guide breaks down the concept of empowerment into practical and relatable terms. The guide consists of a recommended 4-step process together with tools and frameworks to help you practise empowerment.

This is recommended for track 1 participants to read, and is optional for other track participants.

Click [here](#) to access the guide.

Section 4: Additional Pre-read Resources by Track

Track 1: Future of Service Delivery for User Empowerment

The Future of Elderly Care – Healthcare Denmark

This video shows how new, innovative assisted living technologies can help to enhance efficiency in elderly care through the following ways:

- New assisted living technologies and virtual rehabilitation solutions help empower elderly citizens, enabling them to live safely, independently, with dignity, while at the same time saving nursing resources.
- Quality of life of elderly citizens increases as a result
- Innovative technology used to monitor risks and detect frailty early
- Use of innovative technology helps staff free up time and reduces administration burden and instead focus more on roles that require human touch and personal contact with elderly
- Public-private cooperation contribute to bringing innovation faster from research to daily use. E.g. Living labs used to test solutions

Evolution of McDonald's into a customer-centric brand

This video details the future of personalisation in service delivery that McDonald's has undertaken. E.g. enabling customers to take charge of the ordering process which at the same time enables more customer-centricity by offering table service and freeing up more staff to interact with customers in a meaningful way.

Track 2: Sector Leadership – Defining the Social Purpose Entities of the Future

Videos

[The Role of Microboards](#) (as one example of an alternate “business model” for the social services)

This video explains how Microboards work, as used in the Vela Microboard Association of British Columbia. In short:

- Microboards are small, incorporated nonprofit associations formed to help support the end user’s decisions on how to thrive as a member of society.
- Those who sit on the board of the Microboard must have mutual relationships with the end user. There are minimally 5 persons on the Microboard.
- Microboards help to customise individualised care and services to the user’s needs. As a nonprofit association, they can also help to apply for individualised amounts of funding for the end user.

Articles

[Reimagining the Post-Pandemic Organisation](#)

This article describes how the post-pandemic organisation should continue to answer these 3 questions:

A. Who are we?

- a. Take a stand on purpose: Let a shared sense of purpose guide your choices
- b. Reimagine value creation: Assess and allocate talent based on what creates future value
- c. Get intentional about your culture; Consider the collective practices to use to accelerate performance

B. How do we operate?

- a. Move beyond a hierarchy of ‘bosses’: Move to more agile working structures
- b. Turbocharge decision making: Understand what types of decisions are made, and what practices matter for each type
- c. Treat talent as your scarcest resource: Get the right people in the right roles, and connecting meaningfully with them

C. How will we grow? These changes will help nurture resilience, while waiting for the crisis to recede.

- a. Adopt an ecosystem mindset: Rely on your networks and relationships for help
- b. Embrace data-rich technology platforms: Use facts and insights to drive decision-making
- c. Learn how to learn: Equip employees with the meta-skill of learning how to learn, adapt and change quickly

Track 3: Sector Leadership – High Tech x High Touch

Videos

[What will tomorrow's hospitals be like?](#)

This video describes how hospital visits and hospital stays might change in the next decade, through the following ways:

- Care will be delivered through video consultation.
- Enhanced interactions between patients in the hospital and their family members through virtual reality.
- More interactions between patients and artificial intelligence enabled programs.
- Digitally customised experience of staying at the hospital according to individual preferences.
- Increased precision in surgeries involving robots.

[Hospitality from a New Angle](#)

Short video on how the hotel sector leverages technology to improve service delivery by adopting technology for manual tasks and enabling staff to free up time for tasks that require a human touch to improve customer service delivery.

Articles

[5 Change Management Strategies for Digital Transformation](#)

This article details what organisations can do to help create a viable and successful change management strategy in the current digital transformation landscape. This includes:

1. Starting change from the top (i.e. C-suite, leadership level)
2. Making sure the change is necessary and desirable
3. Minimising disruption
4. Promoting communication
5. Recognising that change is the norm, not the exception

Track 4: Partnerships in the Sector – Exploring Collaborations and Competition

Articles

[Building Capacity for Sustained Collaboration](#)

This article **highlights the growing demand for sustained collaborations among nonprofits** and shares **how foundations can help nonprofits build their capacity to execute sustained collaborations.**

Research from the Lodestar Foundation’s Sustained Collaboration Network (SCN) shows four typical characteristics of the most successful collaboration initiatives:

1. **Community responsiveness**
2. **Pooled funds of patient capital**
3. **A neutral, trusted initiative**
4. **Third-party technical expertise**

It also provides 2 case studies of initiatives and additional tips for those who seek to build local capacity for sustained collaboration.

[A Transformative Moment for Philanthropy](#)

This article shares how philanthropy can lock in practices sparked by the COVID-19 pandemic to become more responsive, engaged and nimble. It can do so by:

1. **Reducing the burden on grantees**
2. **Accelerating the pace and volume** of giving
3. **Partnering with other donors** to go further faster
4. Investing more in **local communities**
5. Supporting the **public sector**