



UNIVERSITY OF LEEDS

This is a repository copy of *Business models as a facilitator of organizational change: Telehealth in the NHS*.

White Rose Research Online URL for this paper:
<http://eprints.whiterose.ac.uk/103703/>

Version: Accepted Version

Conference or Workshop Item:

Hughes, HPN orcid.org/0000-0001-8454-8206, Davies, KL, Hotchkiss, S et al. (3 more authors) (Accepted: 2015) Business models as a facilitator of organizational change: Telehealth in the NHS. In: European Association of Work and Organization Psychology 2015, 20-23 May 2015, Oslo, Norway.

This is an author produced version of 'Business models as a facilitator of organizational change: Telehealth in the NHS'.

Reuse

Unless indicated otherwise, fulltext items are protected by copyright with all rights reserved. The copyright exception in section 29 of the Copyright, Designs and Patents Act 1988 allows the making of a single copy solely for the purpose of non-commercial research or private study within the limits of fair dealing. The publisher or other rights-holder may allow further reproduction and re-use of this version - refer to the White Rose Research Online record for this item. Where records identify the publisher as the copyright holder, users can verify any specific terms of use on the publisher's website.

Takedown

If you consider content in White Rose Research Online to be in breach of UK law, please notify us by emailing eprints@whiterose.ac.uk including the URL of the record and the reason for the withdrawal request.



eprints@whiterose.ac.uk
<https://eprints.whiterose.ac.uk/>

Business models as a facilitator of organizational change: Telehealth in the NHS

Helen P.N. Hughes, Socio-Technical Centre, University of Leeds, UK
Katharine L. Davies, Socio-Technical Centre, University of Leeds, UK
Stephanie Hotchkiss, Socio-Technical Centre, University of Leeds, UK
Lucy Bolton, Socio-Technical Centre, University of Leeds, UK
Lauren Beaumont, Socio-Technical Centre, University of Leeds, UK
Duncan Ross, Socio-Technical Centre, University of Leeds, UK

Purpose

Changes to the architecture of a business model affect not only how it delivers value but also necessitate organizational change (e.g., to job roles, organizational structures, culture). This paper takes a socio-technical perspective in order to develop current understanding of business models, using a case study from the implementation of telehealth in a healthcare context. It will a) illustrate the value of applying socio-technical systems thinking and scenario planning techniques in this context; b) reframe understanding of what a business model is; and c) present some illustrative findings from the area of telehealth.

Design/Methodology

Researchers worked with 4 NHS sites (UK) and 23 industrial partners, over a 3 year period, undertaking interviews (n= 146) and scenario planning workshops (n=10) with a cross section of all stakeholders (e.g., industry suppliers, commissioners, NHS professionals, patients, carers). Template analysis within a socio-technical framework enabled alternative business and service models to be explored.

Results

Unsuitable business models are currently a barrier to mainstreaming telehealth. By collaborating to develop future scenarios, stakeholders were able to develop alternative future business and service scenarios to better meet their needs.

Limitations

The new scenarios are yet to be implemented.

Research/Practical Implications

Existing business models for mainstreaming telehealth within the NHS are not viable or sustainable. A socio-technical approach, involving all key stakeholders can help organizations to collaboratively realise alternative ways of delivering service.

Originality/Value

This paper argues that business and service models are inextricably linked, which has implications for those involved in organizational change.

(246 words)