



ANNUAL REPORT

1 April 2002- 31 March 2003

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Foreword by Professor Gillian Parker

Director, SDO Programme

This year has seen substantial growth in the programme, with annual commissioning growing from £437,866 in 2001/2 to £1.8 million in 2002/3. This signals the increasing maturity of the programme, as it moves on from outlining and scoping the field to starting to populate it with new knowledge through commissioning of larger scale empirical work.

As the annual report shows, all our themes contain new projects that address important issues for the health service, its users and those who care for them, whether formally or informally.

For example, we have projects looking at new ways of solving challenging problems, including two about accident and emergency services – both examining different aspects of waiting times. There is also work on the emerging role of the specialist general practitioner – an innovation that could significantly improve the access of patients to specialised care. Other service innovations that are the focus of research include modernised endoscopy services, new roles for nurses in chronic obstructive airways disease and alternatives to traditional in-patient care for patients in mental health services.

However, much of the new work also recognises that achieving improvement in services often depends as much on the relationships between the actors on the health and social care stage as it does on new services or equipment. So, for example, there are projects that examine how professionals and managers interact in delivering the NHS Plan, how leadership influences change in mental health services, and how users of services can help to drive and implement change.

Getting under full sail has provided us with the opportunity to examine our *own* delivery and organisation. The programme's innovations this year have included commissioning ten rapid response teams to tackle scoping work and literature reviews to very tight timetables, the addition of co-opted academic members to our commissioning groups, and a project to canvass researchers' views and experiences of our commissioning processes. One outcome of the latter has been to pilot a simple feedback form for teams whose proposals are unsuccessful at the outline stage. We also continue to strengthen the input of service users and carers to our commissioning groups and programme board.

I hope you enjoy reading the detailed account of the programme's work in the report. More detail about all the projects and about current calls for proposals can be found on the website at www.sdo.lshtm.ac.uk



Director, SDO Programme

SDO Annual Report

Covering the period 1st April 2002 to 31st March 2003

About the SDO Programme

The NHS Service Delivery and Organisation (SDO) R&D Programme is a national research programme that has been established to consolidate and develop the evidence base on the organisation, management and delivery of health care services.

The Programme aims to:

- ensure that good research-based evidence about the responsiveness, effectiveness, cost-effectiveness and equity of different models of service is available;
- generate the evidence base to encourage health service managers and others to implement appropriate change;
- identify and develop appropriate R&D methods;
- promote the development of expert R&D capacity;
- involve service users and other stakeholders in the Programme.

The National Co-ordinating Centre for NHS Service Delivery and Organisation R&D (NCCSDO) manages the work of the Programme and ensures that its aims are achieved. We are delighted to report that the London School of Hygiene & Tropical Medicine has successfully tendered to host the NCCSDO for a further 5 years from April 2004.

The NCCSDO combines academic excellence in the field of SDO research with effective programme management. Its staff have health service management, clinical, research and administrative backgrounds. The Centre operates within the largest multidisciplinary health services research unit in England, with considerable experience and knowledge not only of a wide range of research methods but also of funding, managing and assessing research.

Staff

SDO Programme Director NCCSDO Centre Director	Professor Gillian Parker Dr Naomi Fulop
SDO Programme Manager SDO Deputy Programme Manager	Pamela Baker Penny Palmer (From July 2002)
Communications Manager	Helena Paxton
Commissioning Manager Commissioning Manager Commissioning Manager Commissioning Manager Commissioning Manager	Daniel Burt (From April 2003) Donna Cox (on maternity leave) Damian O'Boyle (From December 2002) Martin Svehla (From September 2002) Kate Thomas
Centre Co-ordinator / PA Assistant Centre Co-ordinator	Barbara Langridge (From February 2003) Lydia Mounter (From February 2003)
Academic Staff	Dr Pauline Allen Dr Stuart Anderson Dr Aileen Clarke Dr Anne Marie Rafferty
Grant holder	Professor Nick Black

Definition of SDO

The term *health service delivery and organisation* in relation to research is very broad. It could therefore include service delivery and organisation issues for any condition or user group. It potentially includes all health care sectors – preventive, primary, secondary and tertiary.

Areas of SDO research might include:

- service delivery issues and models of care e.g. comparing different models of mental health services; user involvement.
- organisational issues at different levels e.g. at the level of teams (such as primary care); or departments; or whole organisations; and the interfaces between organisations.
- appropriate settings for care, e.g. primary or secondary.
- management of change and implementation issues in health care organisations.

Identifying Research Priorities

The philosophy of the SDO Programme is that it should commission R&D on important, enduring issues in the organisation and delivery of health services, with the aim of creating ‘bodies of knowledge’ around these themes.

There are two main ways the SDO Programme has identified areas of research. The first has been from a national listening exercise - www.sdo.lshtm.ac.uk/listeningexercise.htm - carried out in 1999/2000 and repeated in 2002 (see page 24), and the second from ‘national policy priorities’ whereby key national agencies and policy-makers request the SDO Programme to commission specific research.

Examples of research commissioned or in the pipeline to meet NHS national priorities		
Customer	Topic	Theme
CHD NSF and R&D Portfolio Director for CHD	Evaluation of rapid response chest pain clinics	Access to Health Care
NHS Modernisation Agency	Priority scoring	Access to Health Care
R&D Portfolio Director and Mental Health Director	Carers of people with mental health problems: A scoping exercise	Carers
Configuring Hospitals Project Team – Department of Health	Hospital Reconfiguration	Evaluating Models of Organisation and Delivery of Health Services
R&D Portfolio Director and Mental Health Director	In-patient alternatives to traditional in-patient care	Evaluating Models of Organisation and Delivery of Health Services
National Primary Care Director	Review of primary/secondary interface	Evaluating Models of Organisation and Delivery of Health Services
NHS Modernisation Agency	Sustainability, spread and diffusion- review of the literature	Change Management
Department of Health Strategy Unit	Managing across networks – review of the literature	Organisational Form and Function

Commissioning

It has been an exciting and productive year for the SDO Programme. A brief outline of each programme of research follows, with details of projects commissioned between 1 April 2002 and 31 March 2003, work in the pipeline and under development, and recent research outputs.

Access to Health Care

Access to health care was one of the topic areas emanating from the original Listening Exercise undertaken at the beginning of the SDO programme. It has remained as an important topic area in other consultations.

The programme aims to highlight specific areas of the organisation and delivery of health services which relate to access to health care. It is based around the findings from two scoping exercises: a scoping exercise of current research and future research needs, and a contextual report of the relevant NHS policy context. The other main source generating topic areas for research into access is the NHS Modernisation Agency.

Topics covered

The scoping exercise highlighted the need to look at access issues for disadvantaged groups e.g. carers and minority ethnic groups and the contextual report helpfully differentiated 'entry access' and 'in-system access'.

Our research programme, decided by the SDO Programme Board, includes particular attention to these two facets. So, for example, we are funding research on

- rapid access chest pain clinics (an example of 'entry access')
- GPs with a specialist interest, where we are funding two projects (examples of 'in-system access')

We are funding both primary and secondary research and also further policy context work. An example is secondary research we have commissioned collating research findings on access to health care for disadvantaged groups, and we have a separate secondary research project on access to health care for carers. Two recent calls for research include primary research on waiting in A&E and on innovations to improve access.

As a whole the Access programme covers a wide range of topic areas in primary and secondary care.

Projects commissioned from 1 April 2002 – 31 March 2003

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/23/2002 From the cradle to the grave. A literature review of access to health care for people with learning disabilities across the life span £55,938	Dr Alison Alborz University of Manchester	1 June 2002	31 May 2003
SDO/25/2002 Vulnerable groups and access to health care: a meta-ethnographic literature review £111,543	Dr Mary Dixon-Woods University of Leicester	1 Sept 2002	29 Feb 2004

SDO/26/2002 Balancing the concentration of services needed to meet medical professional training needs with demand and need for local services £119,834	Ms Diane Dawson University of York	1 July 2002	31 Dec 2003
SDO/27/2002 Identification and evaluation of standardised datasets for measuring and monitoring access to health care £121,448	Professor Alison McFarlane City University	1 July 2002	31 Dec 2003
SDO/32/2002 Are rapid access chest pain clinics effective and fair? characteristics and outcomes of 8766 patients from six centres £302,726	Professor Adam Timmis Newham Healthcare NHS Trust	1 Jan 2003	31 Dec 2004
SDO/33/2002 Evaluation of appropriateness methods to define and improve access across primary, secondary and tertiary care among people with angina. £265,051.30	Dr Harry Hemingway Westminster PCT	1 Jan 2003	31 Dec 2004
SDO/34/2002 Evaluation of a primary care dermatology service. £156,246	Dr Chris Salisbury University of Bristol	1 Nov 2002	30 Nov 2004
SDO/35/2002 A study of general practitioner specialist clinics to evaluate their impact to specialist care, costs and patient and clinician satisfaction. £192,924	Dr Rebecca Rosen King's Fund	3 March 2003	31 August 2004
SDO/36/2002 The relative importance, both implicit and explicit, attached to cost-effectiveness, equity and absolute access by people and organisations providing health services. £306,706	Professor Paul Dolan University of Sheffield	6 Jan 2003	30 June 2005

Work in the pipeline

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/49/2003 Investigation of organisational factors influencing waiting times in the Emergency Department £213,646	Suzanne Mason University of Sheffield	1 July 2003	31 May 2005

Work in development

The SDO Programme and Medicines Partnership hope to commission a series of empirical studies to evaluate the impact of a fully concordant process in a few high priority areas. A scoping exercise will also be commissioned to define the ongoing research agenda.

Carers

Origins of the programme

The SDO Programme was asked by the national clinical director of mental health to commission some research on services to support carers of people with mental health problems, as this was a key issue in the National Service Framework for Mental Health.

Topics covered

Work on this theme started with a scoping study to conduct a brief overview of the relevant literature and to consult carers about their views on effective support services (Arksey et al., 2002). This scoping study was regarded as very useful for carers and practitioners and a short briefing paper based on it has been produced for this audience.

Following on from the scoping study a series of short pieces of research have been commissioned to clarify some key issues for carers for people with mental health problems. Once the results of these are known, further substantial research can be commissioned looking further into these issues, and findings can be disseminated to practitioners and carers. These topics are a literature review about services to support carers for people with dementia (Arksey et al.); a survey of the measures available to measure the outcomes of care and support for carers (Burns et al.) and an examination of good practice in practitioners giving information to carers (Huxley et al.).

The national service framework for mental health introduced compulsory assessments of carers' needs. The SDO Programme has commissioned a study of how carers are experiencing these assessments in practice (Nolan et al.).

Projects commissioned from 1 April 2002 – 31 March 2003

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/47/2003 Measuring outcomes for carers for people with mental health problems £64,053	Prof Tom Burns, St George's Hospital Medical School	13 Jan 2003	11 July 2003
SDO/48/2003 Respite services for carers for people with dementia £75,573	Dr Hilary Arksey, University of York	3 Feb 2003	15 Aug 2003

Work in the pipeline

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/53/2003 Evaluation of carers' assessments £300,000	Prof Mike Nolan University of Sheffield	1 July 2003	31 Aug 2006
SDO/54/2003 Professionals sharing information with carers £80,000	Professor Peter Huxley Institute of Psychiatry, King's College London	1 July 2003	31 March 2004

Research outputs

Briefing paper:

Services to support carers of people with mental health problems (October 2002)

Final report:

Services to support carers of people with mental health problems (Arskey et al.)

Change Management and quality improvement

Origins of Programme

Change management was one of the earliest themes taken up by the SDO, and has its origins in national policy priorities. The White Paper *A First Class Service* (DH, 1998) explicitly commissioned NCCSDO to undertake a review of the evidence in the field of change management, in the following terms (Section 5.14):

Change may be an imprecise science, but evidence is available on what works and what does not, and the NHS must make use of this. The NCCSDO will review existing research findings of relevance to change management and quality improvement in the NHS. It will also commission new studies to improve the knowledge base. This work will be made in a user-friendly format for the whole NHS to draw on.

During the autumn of 1999, the SDO Programme carried out a national listening exercise which brought together those who make use of and those who deliver health care services (Fulop and Allen, 2000). Participants were asked to identify what were the most important issues in organising and delivering services. One area of common concern was the implementation and management of change.

The national listening exercise was repeated in 2002 (Cherry and Anderson 2002). The management of change was second highest on the list of priorities of respondents for further research and dissemination of evidence.

Topics covered

Early review exercises resulted in two publications (Iles and Sutherland, 2001 and Cameron, Cranfield, Iles and Stone, 2001). Over 18,000 of each have now been distributed.

Five further studies have since been commissioned within the change management programme. Three of these are literature reviews. Two of these focus on the role of service users in change management, one specifically on user involvement in the management of change in mental health services. The third literature review addresses the issue of the spread, diffusion and sustainability of change in health care.

In addition, two large empirical studies in change management in health care have now been commissioned and are underway. One explores the issue of leadership, specifically in the context of crisis resolution teams in mental health. The other addresses issues around the relationships between different professional groups in health care, in both primary and secondary care, and in a number of different clinical settings, such as diabetes and maternity. An extensive programme of research on change management is planned and is currently under development. Likely topic areas include further work on leadership, team-working, culture change and change management processes.

Projects commissioned from 1 April 2002 – 31 March 2003

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/17/2001 Review of the literature: service user involvement in change management in a mental health context £41,133	Dr Diana Rose Institute Psychiatry King's College London	1 April 2002	30 Sept 2002
SDO/18/2001 Service user involvement in change management: current practice and research needs in the context of NHS modernisation (Literature review) £82,994	Dr Mike Crawford Imperial College of Science, Technology & Medicine	1 April 2002	28 Feb 2003
SDO/21/2002 Roles, responsibilities and relationships between managers and professionals in health and social care settings in the implementation of the NHS Plan £290,173.80	Professor Louise Fitzgerald De Montfort University	1 Oct 2002	31 July 2005
SDO/22/2002 Large-scale change in multi-professional organisations: The impact of leadership factors in implementing change in complex health and social care environments: NHS Plan clinical priority for mental health crises resolution teams £295,612	Dr Matt Muijen Sainsbury Centre for Mental Health	1 Jan 2003	30 Sept 2005
SDO/38/2002 Literature Review: Diffusion, spread and sustainability of innovations in health service delivery and organisation £79,643	Professor Trisha Greenhalgh University College London	1 Oct 2002	30 June 2003

Work in development

An evaluation of the accelerated redesign approach in the Improvement Partnership for Hospitals is to be commissioned on behalf of NHS Modernisation Agency.

There are plans to commission an evaluation of those parts of the National Primary Care Trust Development Programme concerned with strategic leadership.

Plans are also currently in hand to commission a change management Skills Development Resource for Health Professionals and Managers.

The SDO Programme is investigating the possibility of an in-depth empirical research study on a specific innovation in the delivery of emergency services, that of the 'See and Treat' initiative developed by the NHS Modernisation Agency's Emergency Services Collaborative.

Continuity of Care

Origins of the programme

This theme is one of the earliest ones addressed by the SDO Programme. It was an issue which arose from the original national listening exercise carried out in 1999 (Fulop and Allen, 2000), whose continuing relevance was confirmed in the work to refresh the original listening exercise in 2002.

Topics covered

Work on this theme started with a scoping study to look at the meaning of the concept of 'continuity of care' and to conduct a brief overview of the relevant literature. The scoping study (Freeman et al., 2000) concluded that continuity of care is a multi faceted concept used in a series of different ways including continuity across organisational boundaries; continuity of personnel; continuity of information and continuity over periods of time.

Several short literature reviews were commissioned about a series of issues where substantial amounts of research had already been undertaken, in order to bring the relevant knowledge about continuity of care in these areas together. These were in respect of continuity of care across primary and secondary care for people with severe mental health problems (Freeman et al., 2002); continuity of care in the transition from childhood to adulthood for people with chronic illnesses or disabilities (Forbes et al., 2002); and continuity of care for older people between health and social care (ongoing work). In addition to publication in full on the SDO website, short briefing papers have been prepared for use by relevant practitioners and users and carers in respect of the first of two of these topics. A policy analysis about the currently important topic of the effect of human resources policies on continuity of care was also commissioned (Humphrey et al., 2002).

To complement the reviews of existing literature, a series of empirical studies concerning important aspects of continuity of care have been commissioned, and are currently being carried out. Given the importance to the delivery of care of organisational boundaries, the first is a study of the relationship between continuity of care and cross boundary issues between various health and social care organisations. Learning difficulties and stroke services are being used as tracers by the researchers (Wistow et al.). Secondly, the attitudes of different types of patients in general practice to continuity of care is being investigated by Baker et al., as it is hypothesised that not all types of people have the same attitudes to continuity of care. Thirdly, a series of longitudinal studies concerning the lived experience of continuity of care (or its lack) by patients and their carers with a range of chronic conditions has been commissioned, as the scoping study

identified that not enough was known about patients' and carers' actual experiences. These studies are also looking at the relationship between continuity of care and other measurable outcomes for patients and carers. The care groups being studied are seriously mentally ill people (Burns et al.); people with cancer (King et al.); people who have had a stroke (House et al.) and people with diabetes (Gulliford et al.).

Projects commissioned from 1 April 2002 – 31 March 2003

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/14/2001 Patient and provider experiences of continuity and health outcomes in diabetes mellitus £182,770	Dr Martin Gulliford King's College London	1 July 02	30 June 2005

Research outputs

Briefing papers:

The transition from child to adult health and social care (December 2002)
Continuity of care for people with severe mental illness? (March 2003)

Final reports:

Promoting continuity of care for people with severe mental illness whose needs span primary, secondary and social care (Freeman et al.)

Policies affecting human resource management in the NHS and their implications for continuity of care (Humphrey et al.)

E-health

E-health has recently emerged as a priority topic for the SDO Programme from work we have undertaken with our stakeholders.

The area of e-Health is potentially vast, and in the SDO Programme we are defining it broadly. E-health is "the health services organisation and societal approach to health and health services which result from the introduction of, and increasing access to, new digital technologies: including the Internet, other computerised networks and tele- or distant health care facilitated by new digital technologies".

The SDO Programme has initiated a new programme of work on e-Health and has recently invited proposals to conduct two scoping exercises. One is a literature review and conceptual map of the area, and the other is a description of the policy context and a consultation with stakeholders. Using the two scoping exercises we aim to provide a clear indication of areas and themes for a new research programme, which will:

- fit with the aims of the SDO Programme as a whole
- build on ongoing and previous research and evidence in the area
- be relevant to the current NHS policy context
- take account of the expressed needs of stakeholders

Work in the pipeline

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
Literature review and conceptual map of the area of e-health – scoping exercise	TBA	TBA	TBA
E-Health policy context and consultation with stakeholders – scoping exercise	TBA	TBA	TBA

Evaluating Models of Organisation and Delivery of Health Services

Origins of the programme

This theme is a key one for the SDO Programme. The Programme aims to build an evidence base for the NHS on different models of service delivery. This potentially covers the whole range of NHS services. Currently within this theme the SDO Programme has developed three areas of work: evaluating innovations in health care; the organisation and delivery of inpatient mental health services; and models configuring acute hospital services.

Topics covered

Evaluating innovations

The first round of commissioning within this theme focused on evaluating innovations in health care delivery. The concept of innovations in the organisation and delivery of health services covers a very broad area. The SDO Programme aimed to commission research on different ways of organising and delivering services which both challenge traditional practice and which have not yet been adopted on a national scale. The SDO Programme was particularly interested in commissioning evaluations of innovations which clearly relate to NHS priorities and implementation of the NHS Plan.

Within this theme, four reviews of literature have been commissioned. Two are addressing issues of changing and extending professional roles in health care to address workforce challenges. These are reviews of professional roles in anaesthetics and on extending roles for allied health professions. A third study is reviewing the literature on innovations to reduce attendances and waits in A&E departments, and the fourth is on self-assessments by older people to identify their health and social care needs.

The programme is in the process of finalising the commissioning of seven empirical studies.

The organisation and delivery of inpatient mental health services

An R&D priority was identified from the Mental Health National Service Framework to build the evidence on different models of providing acute inpatient psychiatric care. The SDO Programme is in the process of commissioning research on the organisation and delivery of inpatient mental health services. This will include an evaluation of in-patient alternatives to traditional acute inpatient care (such as crisis beds and specialised wards); an evaluation of ward observation procedures; an assessment of inpatient services for young people with mental health problems; and a review of the literature on staff morale on inpatient mental health wards.

Evaluating alternative configurations of acute hospital services

There is currently a wide-ranging debate about how acute hospital services in the NHS should be provided in the future. This debate is influenced by a number of drivers which

mean that alternatives to current provision need to be developed. These drivers include the process of change which needs to take place in order to meet national performance targets on, for example, waiting times; technological and medical advances; and the pressures on the medical workforce as a result of the European Working Time Directive. Many local health communities are discussing how acute hospital services can be redesigned to address these issues and provide high quality care. The Department of Health established a project in 2002 on 'Configuring Hospitals in Health and Social Care Systems'. This project is supporting three pilots which are configuring acute hospital services in different ways. The SDO Programme has been asked by the Department of Health to commission an evaluation of these pilots.

Projects commissioned from 1 April 2002 – 31 March 2003

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/28/2000 Exploring professional boundaries in anaesthetics £82,695	Dr Andrew Smith Royal Lancaster Infirmary	1 Oct 2002	30 Sept 2003
SDO/29/2002 Reducing attendance and waits in A&E departments: A review and survey of present innovations £76,015.82	Dr Matthew Cooke University of Warwick	1 Sept 2002	31 August 2003
SDO/30/2002 User directed assessments (self-assessment) to identify health and social care needs among older people: a multi-method systematic review of literature and practice £79,833	Dr Peter Griffiths King's College London	1 Nov 2002	30 Oct 2003
SDO/31/2002 Enhanced or extended roles for Allied Health Professionals in the NHS £79,718	Dr Kathryn McPherson University of Southampton	1 Nov 2002	30 Oct 2003
SDO/45/2003 Research evaluation of the development, implementation and effectiveness of diagnosis and treatment centres within the NHS £491,223	Prof Paul Bate University College London	1 March 2003	28 Feb 2006

Work in the pipeline

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/40/2003 Improving care at the primary/secondary interface: a trial of community-based support in early labour £404,995	Dr Helen Spiby University of Leeds	1 June 2003	31 October 2005
SDO/41/2003 Multi-centre evaluation of the role of chest pain units in the NHS £477,551	Dr S Goodacre University of Sheffield	TBA	3 years
SDO/42/2003 Evaluating the development and impact of Early Intervention Services (EIS) in the West Midlands £474,434	Dr Helen Lester University of Birmingham	1 June 2003	31 May 2006
SDO/43/2003 The costs and benefits of managing low priority 999 ambulance calls by NHS Direct nurse advisors £235,715	Janette Turner University of Sheffield	17 March 2003	14 March 2005
SDO/44/2003 Evaluating the innovation and implementation of electronic patient records and methods to improve the quality of routine data £343,695	Dr Barnaby Reeves, London School of Hygiene & Tropical Medicine	1 April 2003	30 September 2005
SDO/46/2003 Evaluating innovations in the delivery and organisation of gastroenterology services initiated directly or indirectly by the Modernising Endoscopy Service of the NHS Modernisation Agency £654,884	Prof John Williams University of Wales, Swansea	1 June 2003	31 May 2007
SDO/56/2003 Mental health inpatients Staff morale on in-patient units £59,592	Dr Michael Barkham University of Leeds	1 July 2003	31 Dec 2003
Mental Health inpatients In-patient alternatives to traditional in-patient care – empirical	TBA	TBA	TBA

Mental Health inpatients Ward observation procedures - empirical	TBA	TBA	TBA
Mental Health inpatients Inpatient care for young people - empirical	TBA	TBA	TBA
Evaluating of configuring hospitals pilots	TBA	TBA	TBA
Evaluation of outreach services in critical care	TBA	TBA	TBA

Work in development

The Programme will possibly commission a policy review of the primary/secondary interface.

Nursing & Midwifery SDO

Origins of programme

The Nursing and Midwifery SDO (NMSDO) programme of research was established in April 2002 as a specific stream of funding to support SDO research into nursing, midwifery and health visiting services. It is intended to dovetail and build synergy with research already commissioned and planned within the national and other programmes and set out a strategic direction and focus for future work in this area. The commissioning group draws its representation from the research, policy, practice and patient communities. It is accountable to and makes recommendations for funding to the SDO Programme Board.

In order to accomplish its objectives a scoping exercise was commissioned. The need for a scoping exercise emerged from the first meeting of the commissioning group in April 2002. The aim of this scoping exercise was to advise the NMSDO commissioning group as to what topics and research should be commissioned in the area of nursing and midwifery care. In particular a map of existing research was needed to identify gaps in research already commissioned and planned which NMSDO could address and which are not already being undertaken by other commissioners.

The exercise had three main parts:

1. A review and update of relevant R&D and health policy literature, building on the work of Kitson et al., 1997 and the Refreshing the national listening exercise.
2. Interviews with key stakeholder groups, research commissioners, policy makers, managers and researchers in the field.
3. Representatives from service users will be invited to participate in the process as part of the stakeholder review process.

Topics covered

The scoping exercise identified five themed areas for research. These were; appropriate, timely and effective interventions; individualised services; continuity of care; staff capacity and quality (Ross et al., 2002). Criteria used to guide the process were; filling a gap in the current research agenda; producing high quality research; differentiated in approach; forming a coherent programme; feasible, realistic, timely and meets service need (Ross et al., 2002). Commissioning briefs are being written for the first tranche of proposals to be taken forward. These will be advertised in early summer 2003.

Projects commissioned from 1 April 2002 – 31 March 2003

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/20/2002 Identifying research priorities in nursing, midwifery service delivery and organisation --a scoping exercise £48,891	Prof Fiona Ross St George's Hospital Medical School	22 April 2002	19 July 2002
SDO/37/2002 Evaluating the effectiveness of innovations involving nurses for people with chronic obstructive airways disease £78,496	Dr Stephanie J. C. Taylor Barts and the London, Queen Mary's School of Medicine and Dentistry	1 Jan 2003	31 Dec 2003

Work in the pipeline

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
A Scoping Exercise: The Nursing, Midwifery and Health Visiting Contribution to Child Health Services	TBA	TBA	TBA
Review of the literature: User Involvement in the Design and Delivery of Nursing, Midwifery and Health Visiting Research	TBA	TBA	TBA
Empirical: The Contribution of Nursing, Midwifery and Health Visiting to Protocol-based Models of Care and its Variants on Organizational, Patient and Staff Outcomes, Quality and Costs of Care	TBA	TBA	TBA

Research outputs

Identifying research priorities in nursing and midwifery service delivery and organisation: A scoping exercise (Ross et al.)

Organisational Form and Function

Origins of the programme

This theme is one of the earliest ones addressed by the SDO Programme. It was an issue which arose from the original national listening exercise carried out in 1999 (Fulop and Allen, 2000), whose continuing relevance was confirmed in the work to refresh the original listening exercise in 2002. The topics are fundamental to the SDO Programme, which is concerned with, among other matters, the organisation of health services.

Topics covered

The concept of organisational form and function is a very broad one, which encompasses

themes such as relationships between organisations and also the relationship between the form and structure of organisations and their performance. The work in respect of this programme has been started with two overviews of the literature. The first concerns relationships between organisations, about which a position paper was written (Ferlie and McGiven 2003) and a seminar of experts held to identify research areas within this broad theme. Two specific aspects of relationships between organisations are being commissioned:

- Centralisation, decentralisation and devolution in publicly funded health services
- Incentive effects of different forms of governance in health and social care

Secondly, a scoping exercise about the relationship between organisational forms and structures and their performance has been commissioned from Manchester.

In addition to the foregoing broad themes, a more focused literature review about managing across networks health care has been commissioned from Goodwin et al.

Under its programme of research on organisational form and function, the SDO Programme is also currently advertising two interrelated research projects on the quality of cancer services.

Projects commissioned from 1 April 2002 – 31 March 2003

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
Relationships between health care organisations: A critical overview of the literature and a research agenda £5,000	Prof Ewan Ferlie Business School, Imperial College London	Oct 2002	15 Jan 2003
SDO/39/2002 Literature review on managing across diverse networks of health care providers: Lessons from other sectors £78,686.10	Dr Nicholas Goodwin University of Birmingham	1 Nov 2002	31 July 2003

Work in the pipeline

SDO/55/2003 A scoping exercise on organisational factors and performance £79,238	Dr Rod Sheaff. University of Manchester	1 June 2003	Feb 29 2004
Centralisation, decentralisation and devolution in publicly funded health services – Literature review	TBA	TBA	TBA
Incentive effects of different forms of governance in health and social care –	TBA	TBA	TBA

Literature review			
Assessment of interrelationships between different measures of the quality of cancer services – Empirical	TBA	TBA	TBA
Prostate cancer care: improving measures of the patient experience - Empirical	TBA	TBA	TBA

SDO Research Methods

Origins of programme

The origins of the research methods programme are rather different from the other themes in the SDO Programme, since the lack of adequate research methods is a problem for the research community rather than the NHS itself.

Nevertheless, a strong message emerging from the national listening exercise carried out during the autumn of 1999 was that the SDO Programme needs to consider and help change the culture towards so-called non-traditional methods for research and development, such as action research and realistic evaluation.

It was recognised at that time that this might involve commissioning work on the development of research methods appropriate for SDO research, in collaboration with the Methodology R&D Group.

Topics covered

A number of workshops and seminars on SDO research methods have been held. An initial multidisciplinary workshop held in May 2000 explored the contributions of a wide range of both qualitative and quantitative disciplines to health care service delivery and organisation research. This led to publication of a book 'Studying the Organisation and Delivery of Health Services: Research Methods' (edited by Fulop et al., Routledge).

Further workshops were held in May 2001 and April 2002 with a view to further clarification of the issues and refinement of the research agenda.

Joint Methodology Seminar 5-6 November 2002

The SDO Programme and the National Co-ordinating Centre for Research Methodology held a workshop in November 2002 to identify priority areas of methodological research in relation to service delivery and organisation. The full list of research topics is available at www.sdo.lshtm.ac.uk/researchmethods.htm A research agenda has now been formulated. Areas to be taken forward by the SDO Programme will include:

- a joint venture with the Canadian Health Services Research Foundation on whether cross-design synthesis (quantitative and qualitative) is appropriate and possible;
- methodological research on organisational culture; and
- measuring access, particularly from a geographical perspective.

Projects commissioned from 1 April 2002 – 31 March 2003

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/3/2000 How to elicit and assess users' views on the processes of health care – a methodological scoping exercise £27,317	Dr Paula Nicolson University of Sheffield	1 Sept 2000	28 Feb 2001
SDO/19/2002 Guidance development £59,954	Dr Anthea Innes University of Stirling	1 May 2002	31 Jan 2003

Workforce issues

Workforce issues was one of the themes which emerged from the original national listening exercise carried out during the autumn of 1999. The issues included recruitment and retention, skill mix and staff expectations.

Workforce issues were not a priority for SDO in its first years, particularly as research on workforce policy issues was already being commissioned by the Policy Research Programme (PRP) at the Department of Health. However, when the SDO's national listening exercise was repeated in 2002, workforce issues were at the top of most respondents' list of priorities.

The SDO's workforce programme focuses on the relationship between workforce issues and the organisation and delivery of health care.

Three scoping exercises on workforce issues in health care have now been commissioned. The topics of these scopes are:

1. the relationship between workforce issues and health outcomes, such as mortality, morbidity and length of hospital stay
2. skill mix issues in secondary care
3. the impact of local labour market issues on the delivery and organisation of services

A workshop on workforce issues in healthcare, run jointly with the LSHTM and the RCN, was held in March 2003. A follow up meeting with research funders (including SDO) is being held in October 2003 with a view to defining and distributing the workforce research agenda. As a result of these initiatives the SDO expects to initiate a substantial agenda of empirical research early in 2004.

Work in the pipeline

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/50/2003 Workforce and Health Outcomes – Scoping Exercise £49,526	Prof Trevor Sheldon University of York	1 April 2003	21 August 2003
SDO/51/2003 The potential for improving the effectiveness of the workforce in secondary care	Prof Roy Carr-Hill University of York	1 April 2003	1 Aug 2003

– What is the evidence? £37,554			
Impact of local labour market factors on the organisation and delivery of health services	Professor Michael Barkham, University of Leeds	1 July 2003	31 December 2003

Developing SDO commissioning processes

Evaluation of SDO commissioning processes

The SDO Programme recently undertook an evaluation of its commissioning processes. Applicants for funding were asked to complete a questionnaire covering the whole of the commissioning process, from the advertising of the call, to the completion of the research and dissemination of findings in the case of successful applicants. We would like to express our thanks to everyone who completed the questionnaire. Comments received were very useful.

Overall there is a high level of satisfaction with the activities and processes of the SDO Programme. However, applicants also expressed a number of common concerns, which the Programme is now addressing. These included the provision of more detailed feedback to unsuccessful applicants. The Programme is currently piloting a feedback form for unsuccessful candidates at the outline stage.

Rapid response mode commissioning

At the meeting of the SDO Programme Board on 3 December 2001 it was agreed that the SDO Programme would set up a panel of research institutions for rapid response mode funding. Through a national advert we were able to recruit ten rapid response teams. We have approached the teams on 5 occasions over the past year inviting between 1-3 teams to submit a proposal. Proposals are subjected to the same rigorous peer review and selection process normally carried out by the SDO Programme. This has proved to be a very successful way of commissioning work that needs to be completed within a six to nine months period. A list of projects commissioned using this method is shown in Annex 6 and details of the selected rapid response teams are in Annex 7.

Co-opted academic members

In order to increase the academic membership of the commissioning groups we successfully recruited through a national advert twenty four members of the academic research community. This has proved to be very successful as they have brought to the commissioning groups a wide range of experience. With the increasing number of projects being commissioned their input has been much appreciated. Membership of the SDO commissioning groups is listed at Annex 4. Co-opted academic members are marked with an asterisk.

User involvement

The SDO Programme is committed to using user representatives in as many areas of prioritisation, commissioning, monitoring and communicating findings as possible. There are currently five user representatives who are members of the Programme Board and Commissioning Groups. They are: Mr Paul Streets, Chief Executive, Diabetes UK; Ms Diana Whitworth, Chief Executive, Carers UK; Mr Gordon Lishman, Director General, Age Concern England; Dr Judith McNeill, Head of Community Links, Macmillan Cancer Relief.

We also have a service user, Juliette Alchin, who is a member of the Carers' commissioning group. Her input into discussions and comments on briefing papers has been invaluable. We are soon to appoint a service user to the Programme Board.

The SDO Programme has also established a user group with a remit to develop a coherent policy for users within the Programme. This group will aim to meet twice a year.

Communications

Conferences and seminars

The second national SDO conference

Delivering Research for Better Health Services

Following on from the success of the first national SDO conference in March 2002, a second conference took place on 19 March 2003 at Church House, Westminster. Over 320 people from a wide range of organisations attended this popular event. The aim of the conference was to promote discussion, highlight current thinking and raise awareness of ongoing research into the organisation and delivery of health care services.

The conference examined the contribution that SDO research can make to the NHS, and explored the following themes:

- Involving service users and carers in the development of health services
- Research to improve the delivery and organisation of services
- Improving performance
- Workforce

There was also a session providing advice on preparing proposals for the SDO Programme.

The keynote speaker was Nigel Edwards, Policy Director at the NHS Confederation. Other speakers included Professor Jonathan Lomas, Executive Director of the Canadian Health Services Research Foundation in Ottawa; Professor Gillian Parker, SDO Programme Director and Head of Policy Research, Department of Health; and Professor Sir Liam Donaldson, Chief Medical Officer, Department of Health.

The feedback received both informally and from evaluation questionnaires has been very positive.

During the year the SDO Programme exhibited at the following conferences:

NHS Confederation, 22 – 24 May 2002

British Association of Medical Managers (BAMM), Summer School, 12-14 June 2002

Consumers in NHS Research, 7 November 2002

National Institute of Clinical Excellence (NICE), 4-5 December 2002

International Applied Health Funders Meeting, 17-18 March 2003

Following the success of the first international applied health service research funders' meeting in Ottawa in 2002, a second meeting took place at The Nuffield Trust, London, on 17-18 March 2003. The focus of this meeting was knowledge transfer/research uptake.

Each funding agency gave a short presentation on the work of their organisation to complement the overview notes previously supplied for the meeting, and took questions from the other funders.

Professor Huw Davies from the University of St Andrew's gave a presentation entitled Understanding Research Impact. This was followed by case study presentations by Dr

Jacomine Ravensbergen from The Netherlands Organisation for Health Research and Development, and Professor Gillian Parker, Policy Research Programme, Department of Health.

Participants then worked in 3 groups. Each group represented a mixture of participants from different countries and had a facilitator from NCCSDO. The aim of these sessions was to highlight practical ideas to be taken forward for opportunities for implementation of research findings.

All groups identified opportunities and threats to implementation, particular issues raised included:

- Ensuring receptivity of research by policy makers, managers etc.
- Developing strong networks with users of evidence
- Planning research programs in conjunction with users
- Horizon-scanning and “keeping an ear to the ground” as important activities
- Many apparent threats to implementation can be used as opportunities

It is planned that a third meeting will take place in March/April 2004.

SDO logo

The SDO Programme has a new logo, which replaces the 2 separate logos that were used for the Programme and the Centre. This should avoid any confusion between the SDO Programme and the NCCSDO. The new logo is clean, modern and simple:



SDO Publications

Refreshing the national listening exercise

Although the NCCSDO believe the themes identified through the original listening exercise (www.sdo.lshtm.ac.uk/listeningexercise.htm) are ones which have a longevity making them amenable to sustained research, we conducted a follow-up exercise in 2002 given the changes to the NHS in the preceding two years (for example, publication of the NHS Plan), and the importance of an on-going process of securing ownership of the Programme by key stakeholders. We have conducted an email and postal survey of 1000 stakeholders. The results of this were presented to the SDO Programme Board in December 2002 to assist them in advising on the strategy for the Programme for the following 2-3 years. This follow-up survey addressed two main questions: (i) within the themes we are currently commissioning, what further work (if any) should the Programme be commissioning?; and (ii), which new themes should the Programme be developing?

At the time of writing, the key new themes being recommended to the Programme Board are on workforce and e-Health in addition to commissioning further research on themes already established. The new report can be downloaded at: www.sdo.lshtm.ac.uk/listeningexercise.htm

Briefing papers

The SDO Programme commenced publishing briefing papers which summarise research which has been commissioned by the SDO Programme. The papers present findings in a non-technical, easy-to-read manner for a wide audience including managers, health care professionals, policy makers and user and carer groups.

The following papers were published between April 2002 and March 2003:

Services to support carers of people with mental health problems (October 2002)

The transition from child to adult health and social care (December 2002)

Continuity of care for people with severe mental illness? (March 2003)

SDO Newsletter

The fourth edition of *SDO News* was circulated in December 2002 to 4500 people. This edition included an update on commissioned projects, details of two briefing papers based on research commissioned by the Programme, news of the 2nd national SDO conference, a report on the joint methods seminar and details of new programmes of research. The fifth edition of the newsletter is planned for June 2003.

SDO website

Short summaries of each research programme (e.g. access to health care, change management etc.) were added to the website to give stakeholders more background information. The summaries detail the origin of the research programme and topics covered.

Plain language titles

We are currently looking at improving the way we communicate about the themes and projects underway in the Programme, so that those people not closely involved in the process can easily understand what we are doing. An expert communicator has produced plain language titles for many of our research projects. These titles will be used alongside the more formal academic titles. A list of plain languages titles is at Annex 5.

Scientific staff

Publications April 2002 – March 2003

Peer-reviewed journal articles

Abbott S, Florin D, **Fulop N**, Gillam S. The meaning of 'health improvement'. *Health Education Journal* 2002; 61(4):299-308.

Allen P. 'Plus ca change, plus c'est la meme chose: to the internal market and back in the British National Health Service' *Applied Health Economics and Health Policy* 2002; 1: (4) 171-178.

Allen, P. 'A socio-legal and economic analysis of contracting in the NHS internal market using a case study of contracting for district nursing' *Social Science and Medicine* 2002; 54(2) pp 255-266.

Allen, P., Croxson, B., Roberts, J., Archibald, K., Crawshaw, S. and L. Taylor 'The use of contracts in the management of infection disease related risk in the NHS internal market' *Health Policy* 2002; 59(3) pp 257-281.

Allen, P., Croxson, B., Roberts, J., Crawshaw, S., Archibald, K., and L. Taylor 'Health professionals' views of contracting for infection control in the NHS internal market' *Journal of Management in Medicine* 2002; 16 (1) 20-33.

Anderson, S. C. All Change: Researching Change Management In Health Care, *Health Management*, 2003; 7, 1, 12-14.

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Anderson, S.C. The Changing Role of the Community Pharmacist in Health Promotion in Great Britain 1930 to 1995, *Pharmaceutical Historian*, 2002; 32, 1, 7-10.

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Bhavnani V. **Clarke A**, Women awaiting hysterectomy: A qualitative study of issues involved in decisions about oophorectomy. *British Journal of Obstetrics and Gynecology* 2003;109:1-7.

Bhavnani V, **Clarke A**, Kennedy A, Pell I, Dowie J. Women's views of two decision interventions for decisions about prophylactic oophorectomy. *Health Expectations*. 2002;5:2:156-171.

Black NA, Hutchings A. Reduction in use of surgery for glue ear: did national guidelines have an impact? *Quality and Safety in Health Care* 2002;11:121-4.

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- Black NA**. Using clinical databases in practice (editorial) *BMJ* 2003; 1326:2-3.
- Black NA**. Secondary use of personal data for health and health services research: why identifiable data are essential. *J Health Serv Res Policy* (in press).
- Black N**, Payne M. Directory of Clinical Databases: improving and promoting their use. *Quality and Safety in Health Care* (in press).
- Clarke A**. Length of in-hospital stay and its relationship to quality of care. *Quality and Safety in Health care*: 2002;11:209-210.
- Crawford, MJ, Aldridge, T, Bhui, K, Rutter, D, Manley, C, Weaver, T, Tyrer, P, **Fulop, N**. User involvement in the planning and delivery of mental health services: A cross-sectional survey of service users and providers. *Acta Psychiatrica Scandinavica* (in press).
- Crawford M, Rutter D, Manley C, Weaver T, Bhui K, **Fulop N**, Tyrer P. *Does user involvement in the planning and delivery of health care make a difference? A review of the literature. Brit Med J* 2002; 325;1263-65.
- Croxson, B., **Allen, P.**, Roberts, J., Archibald, K., Crawshaw, S. and L. Taylor 'The Funding and Organisation of Infection Control in NHS Hospital Trusts: a Study of Infection Control Professionals' Views' *Health Services Management Research* 2003; 16: 71-84.
- Dieppe, P, **Rafferty, AM**, and Kitson, A The clinical encounter – the focal point of patient-centred care. *Health Expectations*, 2002; 5: 279-281.
- Elston J, **Fulop N**. Perceptions of partnership. A documentary analysis of Health Improvement Programmes. *Public Health*, 2002; 116:207-13.
- Fulop, N., Allen, P., Clarke, A.** and **N. Black** 'From health technology assessment to research on the organisation and delivery of health services: addressing the balance' *Health Policy* 2003; 63 (2): 155-165.
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- Garfield, R, Dresden, E, and **Rafferty AM** (2002) The evolving role of Nurses in Terrorism and War (in press).
- Hutchings A, **Allen P, Fulop N**, King A, Protopsaltis G, Normand C, Walters R. The process and impact of trust mergers in the National Health Service: a financial perspective. *Public Money and Management* 2003; 23(2):103-112.
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Powell J, **Clarke A**. The WWW of the World Wide Web: Who, What and Why? *Journal of Medical Internet Research* 2002; 4(1):e4 <http://www.jmir.org/2002/1/e4/>

Rafferty, AM, Newall, R, and Traynor, M Nursing and midwifery research in England: Working towards establishing a dedicated fund. *NTRResearch*, 2002; 7(4): 243-254.

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Rafferty, AM and Traynor, M Quality of care in early nursing research. *Journal of Health Services Research Policy*, 2002; 8 (2): 118-119.

Rafferty, AM, Traynor, M, Thompson, D, Ilott, I, and White, E Research in nursing, midwifery, and the allied health professions *BMJ*, 2003; 326: 833-834.

Rafferty, AM, Newall, R and Traynor, M Context and capacity building in nursing, midwifery and health visiting R&D *NTRResearch* (in press).

Raine R, Goldfrad C, Rowan K, **Black NA**. Influence of patient gender on admission to intensive care. *J Epidemiol Comm Health* 2002;56:418-23.

Raine R, Haines A, Sensky T, Hutchings A, Larkin K, **Black N**. Systematic review of mental health interventions for patients with common somatic symptoms: can research evidence from secondary care be extrapolated to primary care? *BMJ* 2002; 325:1082-5.

Raine R, Hutchings A, **Black N**. Is publicly funded health care really distributed according to need? The example of cardiac rehabilitation in the UK. *Health Policy* 2003; 63:63-72.

Raine R, **Black N**, Bowker T, Wood D. Gender differences in the management and outcome of patients with acute coronary artery disease. *J Epidemiol Comm Health* (in press).

Thompson R. **Clarke A**. Decision Interventions. *Quality in Health Care* 2002;11: 38-39.

Traynor, M, **Rafferty AM** and Spragg, J Cash backing. *Nursing Standard*, 2002; 17(14-15): 72.

Books/Published reports

Research methods for SDO (Clarke, Allen, Anderson, Fulop)

The NCCSDO academic team are working on a companion volume to the first book on SDO research methods. This will be a reader in SDO research containing examples of key studies in SDO from a range of disciplines and methodological approaches. A proposal for the book has been accepted by Routledge.

Chapters in edited books

Anderson S. C. and Berridge, V.S. Drug Misuse and the Community Pharmacist: A Historical Overview, pp17-35 in *Drug Misuse and Community Pharmacy*, Sheridan J. and Strang, J. (Eds.) London: Taylor and Francis, 2003.

Anderson S. C. Community Pharmacy in Great Britain: Mediation at the Boundary Between Professional and Lay Care 1920 to 1995, pp75-97 in *Biographies of Remedies: Drugs, Medicines and Contraceptives in Dutch and Anglo-American Healing Cultures*, Gijswijt-Hofstra M, Van Heteren GM and Tansey EM (Eds.) Amsterdam: Rodopi, 2002.

McCormick J, **Fulop N.** Health Targets: For and Against. In Marinker M (ed). *Health Targets in Europe: Polity, Progress and Promise*. London: BMJ Publishing, 2002.

Protopsaltis G, King A, **Allen P, Fulop N,** Hutchings A, Normand C, Walters R. All pain and no gain? A study of mergers of NHS trusts in London: two year post-merger findings on the drivers of mergers and the processes of merging. In Dopson S (eds) *Organisational behaviour in health care*, Palgrave (in press).

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Rowan K, Jenkinson C, **Black N.** Health-related quality of life, in Angus DC, Carlet J (eds) *Surviving intensive care*. Springer, Berlin 2003.

Research reports

Black N. Identification of priorities for health research. In Proceedings of Basque Country Summer School, Universidad del Pais Vasco, San Sebastian, 2002.

Cherry, C, Anderson, S.C. *Refreshing the National Listening Exercise: Report of the Findings*, London: NCCSDO; 2002.

Cherry, C, Clarke, A. and Anderson, S.C. *Informing Commissioning Priorities: Overview Report*, London: NCCSDO; 2002.

Clarke A. Gladwin J. *Certifying Death: Improving the Health of the Living*. Governmental Fundamental Review of Death Certification and Coroners' Services from the London School of Hygiene & Tropical Medicine April 2002.

Articles in professional or policy journals

Anderson, S.C. The Illusion of Competence, *Pharmacy Management*, 2002; 18, 2, 30.

Anderson, S.C. Three Functions, Three Bodies: How to Split the Royal Pharmaceutical Society, *Pharmaceutical Journal*, 2002; 268, 644.

Black N. Should the NHS be freed from political control? *BMA News* 2002; April 13:12.

Rafferty, AM Modernising regulation: can we still trust health professionals? Risk and Trust in the NHS, *The Smith Institute*, 2002; London 38-41.

Conferences April 2002 – March 2003

Allen P, Fulop N, King A, Protopsaltis G, Hutchings A, Normand C. A study of mergers of NHS trusts in London: interim findings on the drivers of mergers and the processes of merging. Third international research symposium on organisational behaviour and health, Oxford March, 2002.

Anderson S.C. Funding Research on the Service Delivery and Organisation of Health Care, Newham Healthcare NHS Trust, Plaistow, 2002.

Anderson, S.C. Prioritising Research on the Service Delivery and Organisation of Health Care, London Public Health Network Conference, London, 2002.

Anderson, S.C. The Role of the UK's National Co-ordinating Centre for NHS Service Delivery and Organisation Research And Development, User-Driven Health Research Workshop, Alliance for Health Policy and Systems Research, WHO, Geneva, 2002.

Anderson S.C. Managing Change: Theory and Evidence, National Institute for Clinical Excellence Conference, Birmingham, 2002.

Clarke A. Certifying Death: Planning for the Living Public Health Network for London, June 2002.

Clarke A, Gladwin J, Fulop N, Carter S, Black N. Dead Easy? Using death certification data for audit, evaluation and continuing professional development Society for Social Medicine, September 2002.

Clarke A, Pell I, Dowie J, Bhavnani V, Kennedy A. The Resourceful Patient? Designing decision interventions for user involvement in clinical decision making. Faculty of Public Health, June 2002.

Fulop N, Clarke A, Powell J. Service Delivery and Organisation Research in e-Health - the way forward. e-Health Conference. Royal Society of Medicine, 2002.

Rafferty A M

'Quality and Fairness: Clinical Governance Issues'. AINM Conference, Dublin, Ireland, April 2002.

Rafferty A M

'From Famine to Feast? Future funding for Nursing and Midwifery'. RCN Nursing Conference, University of Exeter, April 2002.

Rafferty A M

'Empowering Nurses'. Nursing Studies Association Seminar, University of Edinburgh, May 2002.

Rafferty A M

'The History of the Displaced Person'. Nursing in War, Humanitarian Crises, and Terrorism Conference, Columbia University School of Nursing, New York, May 2002.

Rafferty A M

'Autonomy and Teamwork in Nursing: Are They Associated With Better Care?'. WENRE Conference, Geneva, May 2002.

Rafferty A M

'Outcomes of Research and Outcomes Research in Nursing'. RCN Southwest Research and Quality Network Conference, Taunton, June 2002 (Keynote Speaker).

Rafferty A M

'Methods in Nursing Education'. The Centre for Innovation in Nursing Education in the County of Aarhus, Denmark, August 2002.

Rafferty A M

'The National Agenda for Research'. CPHVA Annual Professional Conference and Exhibition, Harrogate, October 2002.

Rafferty A M

'Promoting Research in Nursing and Allied Health Professions'. 5th Annual Trevor Clay Memorial Conference, Middlesex University, November 2002 (Keynote Speaker).

Rafferty A M

'Promoting Research in Nursing and Allied Health Professions'. Thames Valley University, Ealing, December 2002.

Rafferty A M

'Promoting Research in Nursing and Allied Health Professions' Middlesex University Nursing Group, January 2003.

Rafferty A M

'Ideas, Influences and Innovations'. 8th European Mental Health Nursing Conference, RCN Headquarters, London, February 2003.

Rafferty A M

'The Use of Evidence in Policy Making'. Political Leadership Programme, RCN, March 2003.

Research grants April 2002 – March 2003**Black, N**

Support for DoCDat
2002, NCHOD, DoH, £105,000

Black, N

Post-doctoral fellowship (Mark Dobrow)
2002, Economic and Social Research Council, £28,000

Black, N

NCCSDO (extension)
2002, DoH/NHS R&D, £742,000

Black, N

Doctoral and post-doctoral training programme for nurses and allied health professionals (jointly with Anne Marie Rafferty)
2002, PPP Foundation, £800,000

Black, N

Evaluation of appropriateness of methods to define and improve access across primary, secondary and tertiary care among people with angina (jointly with Harry Hemingway, Gene Feder, Paul Shekelle, Connie Jurghans, Katie Featherstone).
2002, NHS R&D SDO Programme, £260,000.

Black, N

Clinical Effectiveness Unit, Royal College of Surgeons
2002, RCS Engl, £920,000.

Black, N

NCCSDO (extension)
2003, DoH/NHS R&D, £776,000.

Black, N

Support for DoCDat
2003, DoH, £85,000.

Berridge V, Clarke A

Wellcome Trust
The establishment of cancer as a public health issue: the role of gynaecology 1900 -
1960
2002-2005, £127,057

Clarke, A

Home Office
Fundamental Review of Death Certification and Coroners' Services
2001-2002, £73,200

Clarke, A, Soljak, vander Meulen

North Central London Strategic Health Authority
Literature review and Investigation of Priority Scoring for Elective Surgery in West
London
2002-3, £15,000

Fulop, N

Evaluation of the London Learning Partnership
NHS Executive London Region Organisation and Management R&D Programme
Jan 2001-Jan 2003, £99,204

Fulop, N

Turnaround management: what lessons can be drawn from changing the management of
'failing' organisations?
NHS Confederation
July-October 2002, £13,000. Funding extended for a further year, £45,000, March 03-
Feb 04

Fulop, N, Allen, P, Normand, King, Hutchings

Impact of trust mergers in London
NHS Executive London Region Organisation and Management R&D Programme
Feb 2000 – Aug 2002, £189,308

Fulop, N, Reeves, B, Clarke, A

Evaluating the innovation and implementation of electronic patient records
SDO Programme
1 April 03 - 30 Sept 05, £343,695

Powell, Clarke, A

NHS R&D SERO
HSR Fellowship
An assessment of the health information needs of users of mental healthcare – will
developments in electronic information help?

2000-3, £135,000

Rafferty, A M

PPP Foundation Research Fellowship Partnership Scheme for Nurses and Allied Health Professions

2003, £2.1 million with City University, Queen Mary College and University of Hertfordshire

Annex 1 Commissioned projects from 1999 – 31 March 2002

Access to Health Care

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/5/2000 Access to Health Care Services – A Scoping Exercise £28,878	Dr Martin Gulliford King's College London	1 Oct 2000	31 Jan 2001
SDO/12/2001 Taking Forward the Findings from the Scoping Exercise £9,590	Dr Rebecca Rosen King's Fund	22 March 2001	30 May 2001
SDO/24/2002 Review of the literature on the problems and barriers to access to health care for carers, and effective interventions available to address variations £52,339	Dr Hilary Arksey University of York	1 March 2002	31 May 2003

Carers

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/15/2001 Mental Health Scoping Exercise Research on Services to Support Carers for People with Mental Health Problems £76,763	Dr Hilary Arksey University of York	1 Oct 2001	31 March 2002

Change Management and Quality Improvement

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/1/2000 Change Management Review PHASE 1 £9,854	Kim Sutherland Judge Institute of Management Studies University of Cambridge	7 Feb 2000	7 June 2000
SDO/4/2000 Change Management Review PHASE 2 £83,865.62	Marsaili Cameron Consultant London	1 June 2000	8 March 2001

Continuity of Care

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/2/2000 Continuity of Care Scoping Exercise £29,778	Professor George Freeman Imperial College School of Medicine	1 June 2000	31 Dec 2000
SDO/8/2001 Literature Review: Promoting Continuity of Care for Older People across Health and Social Care £59,700	Dr Andrew Bebbington University of Kent	1 Feb 2001	31 Jan 2002
SDO/9/2001 Literature Review: Promoting Continuity of Care for people with Severe Mental Illness whose needs span Primary, Secondary and Social Care £60,038	Professor George Freeman Imperial College School of Medicine	1 Feb 2001	31 Oct 2001
SDO/10/2001 Policies affecting human resource management in the NHS and their implications for continuity of care £59,601	Professor Charlotte Humphrey King's College London	1 March 2001	31 Oct 2001

SDO/11/2001 A multi-method review to identify components of practice which may promote continuity in the transition from child to adult care for young people with chronic illness or disability £58,733	Professor Alison While King's College London	1 March 2001	31 Oct 2001
SDO/13/2001 (A) Partnership and complexity in continuity of care: a study of vertical and horizontal integration across organisational and professional boundaries (relationships between organisations) £288,311	Professor Gerald Wistow Nuffield Institute for Health Leeds	1 Jan 2002	31 Dec 2004
SDO/13/2001 (B) Patients' and carers' views and choices in their use of primary care services £300,969	Professor Richard Baker University of Leicester	1 Nov 2001	31 Oct 2004
SDO/13/2001 (C) Continuity of care in stroke and its relation to outcomes £528,805	Professor Allan House University of Leeds	1 Feb 2002	30 Jan 2007
SDO/13/2001 (D) Patients' and carers' experiences of continuity of care in long-term conditions and the relationship of continuity of care to outcomes (mental health) £749,993	Professor Tom Burns St George's Hospital Medical School	2 Jan 2002	31 Dec 2006
SDO/13/2001 (E) Concern and continuity in care for patients with cancer and their carers: A multi-method approach to enlightened management £398,688.07	Professor Michael King Royal Free and University College	1 Feb 2002	31 March 2005

SDO Research Methods

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/3/2000 How to elicit and assess users' views on the processes of health care – a methodological scoping exercise £27,317	Dr Paula Nicolson University of Sheffield	1 Sept 2000	28 Feb 2001

Implementation Methods Programme – overview of projects

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/7/2000 Implementation Methods Programme – overview of projects £1,950	Ms Rhiannon Walters Specialist in Public Health & Health Promotion	1 Dec 2000	11 Jan 2001
SDO/16/2002 Implementation Methods Programme Review of Implementation Methods Programme £20,000	Professor Martin Buxton, Brunel University	1 April 2002	1 Oct 2002

Investigating and evaluating existing NHS SDO R&D projects

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/6/2000 Investigating and evaluating existing NHS SDO R&D projects £7,800	Ms Rhiannon Walters Specialist in Public Health & Health Promotion	30 Oct 2000	3 Jan 2001

Annex 2 Commissioning Budget

BUDGET EXPENDITURE FOR 2002/2003 AND PROJECTED EXPENDITURE FOR 2003/2004

Project	2002/03			2003/04		
	Status 1	Status 2	Status 3	Status 1	Status 2	Status 3
Change Management and quality improvement	307,656		35,000	228,706	86,666	50,000
Continuity of Care	561,715			724,125		
Access to health care	536,842		52,500	806,692	272,221	
Carers			80,000	79,408	155,000	
Evaluating Models of organisation and delivery of health services	157,756		225,000	1,036,499	393,000	
Organisational Form & Function			55,000	35204	270,276	
SDO Research methods	59,954		30,000			100,000
E-Health			40,000		140,000	
Workforce			5,000	87,080	100,000	
Other Commissioning Work TBA			1,367,617			100,000
Project Totals	1,623,923	0	1,890,117	2,997,714	1,417,163	250,000
Programme Board Expenses		34,000			40,000	
SDO Conference		20,000			20,000	
SDO Seminars		30,000			30,000	
Communications		200,000			200,000	
Total Including Admin	1,623,923	284,000	1,890,117	2,997,714	1,707,163	250,000
Total for Each Year excluding N&M			3,798,040			4,954,877
Nursing & Midwifery SDO	86,609	37,500	325,891	52330	250,000	200,000
Total including N&M			4,248,040			5,154,877
Budget	4,268,040			5,450,000		

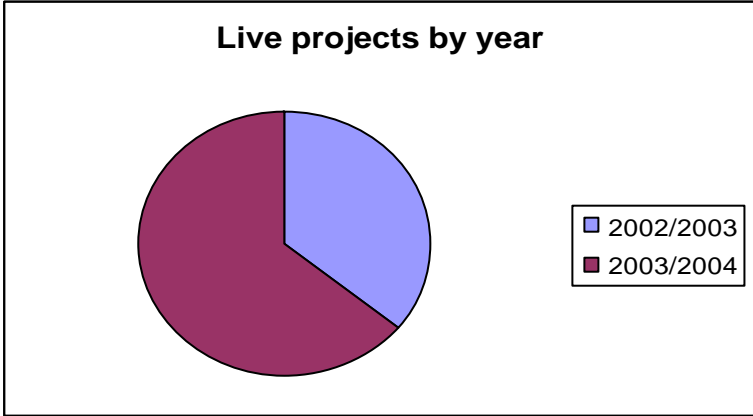
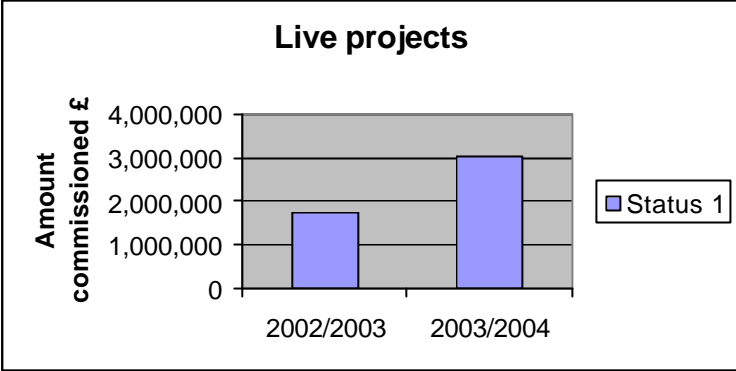
Over/Under spend

Status 1 ('Live') = Contracted commitments that have started and are being funded within year

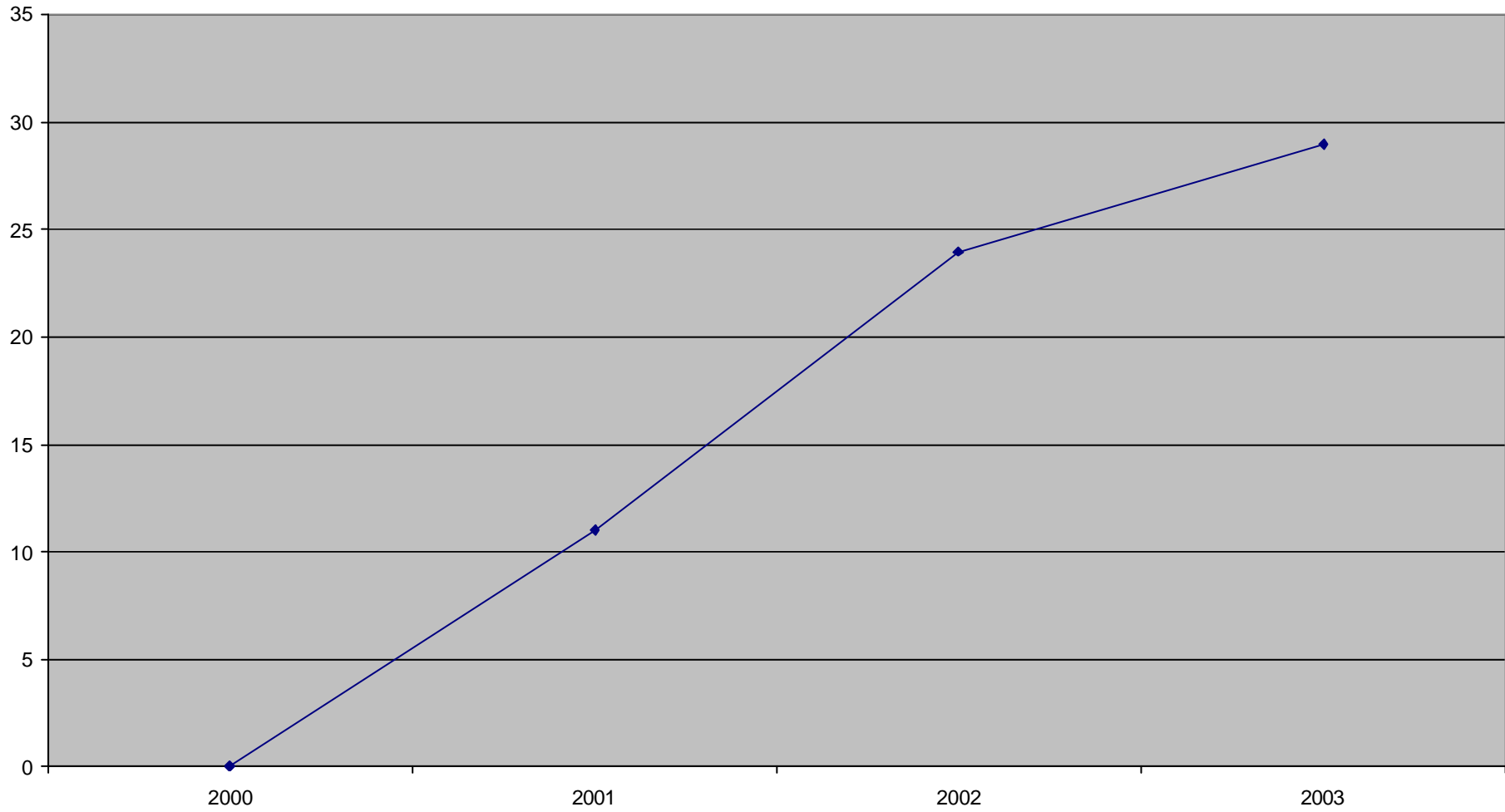
Status 2 ('Agreed but not yet live') = An item for which financial support has been agreed but that has not yet become 'live'

Status 3 ('planned') = Work which is still in the planning stage, that is money has been set aside but decisions have yet to be made

N&M = Nursing and Midwifery



Number of projects commissioned by year



Annex 3 SDO Programme Board membership 2002 - 2003

CHAIR: Mr Alan Burns
Chief Executive, Trent Strategic Health Authority

CO-VICE-CHAIRS: Professor Trevor Sheldon
Head of Department, Health Sciences, University of York

Professor David Cohen
Professor of Health Economics
School of Care Sciences, University of Glamorgan

MEMBERS:

Service User Representative Organisations

Mr Gordon Lishman Director General, Age Concern England

Dr Judith McNeill Head of Community Links, Macmillan Cancer Relief

Mr Paul Streets Chief Executive, Diabetes UK

Ms Diana Whitworth Chief Executive, Carers UK

NHS Managers

Dr Peter Carter Chief Executive, CNWL NHS Mental Health Trust

Mr Alan Doran Director of Operations, Department of Health

Dr Chris James Clinical Lead, Modernisation Directorate, Southampton City PCT

Dr Peter Kennedy Director, Northern Centre for Mental Health

Mr Malcolm Lowe-Lauri Chief Executive, King's College Hospital

Mr Stephen Moss Director of Nursing and Patient Services
Queens Medical Centre, Nottingham

Ms Joanna Wallace Chief Executive, Christie Hospital NHS Trust

Mr Colin Watts Director of Human Resources, St George's Healthcare NHS Trust

NHS Managers' Organisations

Mr Nigel Edwards Policy Director, The NHS Confederation

Mr Stuart Marples Chief Executive, Institute of Healthcare Management

Dr Jenny Simpson Chief Executive, British Association of Medical Managers (BAMM)

Health Care Professionals

Professor Raman Bedi Chief Dental Officer, Department of Health

Mrs Avril Imison National Project Lead – Orthopaedics
Department of Health

Dr David Patterson Consultant Cardiologist, Whittington Hospital
NHS Trust

Ms Angela Turner Senior Project Manager
Directorate of Health & Social Care Midlands
and East of England

Social Services

Ms Jane Ashman Director of Social & Housing Services, Bath &
North East Somerset Council

Academics

Professor Huw Davies Professor of Health Care Policy &
Management, St Andrews University

Professor Louise Fitzgerald Professor of Human Resource Development,
De Montfort University

Dr Lorna McKee Director of Research, Department of
Management Studies, University of Aberdeen

Dr Anne Marie Rafferty Reader in Nursing Policy, London School of
Hygiene & Tropical Medicine

Professor Bonnie Sibbald Deputy Director, National Primary Care
R & D Centre, Manchester

Communications

Mr David Brindle Editor, Guardian Society, The Guardian

Ex-Officio

Professor Cliff Bailey Director of Research & Development,
Directorate of Health & Social Care North

Professor Helen Bevan Redesign Director
NHS Modernisation Agency

Dr Jonathan Boyce	Acute Health Care Lead, Audit Commission
Dr Joan Box	Clinical Research Liaison Manager, Medical Research Council (MRC)
Mr Chris Caswill	Director of Research, Economic and Social Research Council (ESRC)
Professor Peter Littlejohns	Clinical Director, National Institute for Clinical Excellence (NICE)
Ms Susan Lonsdale	Senior Research Officer, Department of Health Policy Research Programme (PRP)

Annex 4 SDO commissioning group membership 2002 – 2003

* = co-opted academic member via national tender

+ = expert advisor

Access to Health Care

Dr Chris James (Chair)	Clinical Lead, Modernisation Directorate, Southampton City PCT
Mr Alan Burns	Chief Executive, Trent Strategic Health Authority
Dr Paramjit Gill *	Clinical Senior Lecturer, Department of Primary Care & General Practice, University of Birmingham
Prof Ian Harvey *	Professor of Epidemiology and Public Health, University of East Anglia
Mrs Avril Imison	Project Lead - Orthopaedics, Department of Health
Prof Michael Kelly +	Director of Research and Information, Health Development Agency
Dr Myfanwy Morgan *	Reader in Sociology of Health, King's College London
Mr Stephen Moss	Director of Nursing and Patient Services, University Hospital NHS Trust, Nottingham
Dr David Patterson	Consultant Cardiologist, Whittington Hospital NHS Trust
Prof Trevor Sheldon	Head of Department of Health Sciences, University of York
Dr Ursula Wells +	Principal Research Officer, PRP
Dr Sally Wyke *	Director, The Scottish School of Primary Care

Carers

Ms Diana Whitworth (Chair)	Chief Executive, Carers UK
Mrs Juliet Alchin +	Carer
Dr Marian Barnes *	Reader and Director of Social Research, University of Birmingham
Dr Jane Barlow *	Primary Care Career Scientist, University of Oxford
Professor Clair Chilvers	Head of R & D, Midlands & East of England
Prof David Cohen	Professor of Health Economics, University of Glamorgan
Prof Peter Huxley *	Professor of Social Work, Institute of Psychiatry
Ms Camilla Parker +	Legal and Policy Consultant
Prof Bonnie Sibbald	Deputy Director, National Primary Care R & D Centre, Manchester

Change Management

Ms Joanna Wallace (Chair)	Chief Executive, Christie Hospital NHS Trust
Dr Ruth Boaden *	Senior Lecturer in Operations Management, Manchester School of Management, UMIST
Dr Huw Davies	Professor and Director of Healthcare Policy and Management, University of St Andrew's
Dr Mary Ann Elston *	Senior Lecturer in Sociology, Royal Holloway, University of London
Ms Valerie Iles +	Honorary Senior Lecturer in Health Management, London School of Hygiene & Tropical Medicine, and independent academic consultant
Dr Chris James	Clinical Lead, Modernisation Directorate, Southampton City PCT
Dr Diane Ketley +	Research into Practice Programme Leader, NHS Modernisation Agency - National Patients' Access Team
Professor Peter Littlejohns	Clinical Director, National Institute for Clinical Excellence
Ms Angela Turner	Senior Project Manager, Directorate of Health & Social

Prof Trevor Sheldon Dr Michael Traynor *	Care, Midlands and East of England Head of Department of Health Sciences, University of York Senior Lecturer, Health Services Research Unit, London School of Hygiene & Tropical Medicine
Mr Colin Watts	Director of HR, St. George's Healthcare NHS Trust

Continuity of Care

Mr Alan Burns (Chair) Dr Jonathan Boyce Dr Lorna McKee	Chief Executive, Trent Strategic Health Authority Associate Director - PSR, Audit Commission Director of Research, Department of Management Studies, University of Aberdeen
Prof Trevor Sheldon Ms Diana Whitworth	Head of Department of Health Sciences, University of York Chief Executive, Carers UK

E-Health

Dr William Maton-Howarth + (Chair) Mr Alan Doran	Research & Development Division, Department of Health Chief Operating Officer (Acting Director), Department Board, Department of Health
Prof Justin Keen *	Professor of Health Politics and Information Management, Nuffield Institute for Health, Leeds
Prof Richard Lilford *	Professor of Clinical Epidemiology, University of Birmingham
Mr Mark Outhwaite + Dr David Patterson Prof Paul Wallace +	National IT Programme Lead, NHS Modernisation Agency Consultant Cardiologist, Whittington Hospital NHS Trust Department of Primary Care and Population Sciences, Royal Free Hospital and University College Medical School, London
Professor Jeremy Wyatt +	Associate Director of R&D, National Institute for Clinical Excellence
Ms Sue Ziebland +	Senior Research Fellow, General Practice Research Group, Institute of Health Sciences

Evaluating Models of Organisation

Prof Bonnie Sibbald (Chair)	Deputy Director, National Primary Care R & D Centre, Manchester
Sube Banerjee *	Senior Lecturer and Section Head, Mental Health and Ageing, The Institute of Psychiatry, King's College London
Dr Helen Bevan	Redesign Director, NHS Modernisation Agency
Prof David Cohen	Professor of Health Economics, University of Glamorgan
Prof Martin Eccles *	Professor of Clinical Effectiveness, University of Newcastle
Prof Richard Lilford *	Professor of Clinical Epidemiology, University of Birmingham
Mr Gordan Lishman	Director General, Age Concern England
Prof Carl May *	Professor of Medical Sociology, University of Newcastle
Dr David Patterson	Consultant Cardiologist, Whittington Hospital NHS Trust
Prof Edward Peck *	Director, Health Services Management Centre, University of Birmingham
Dr Anne Marie Rafferty	Reader in Nursing Policy, London School of Hygiene & Tropical Medicine
Dr Chris Salisbury *	Reader in Primary Health Care, University of Bristol

Nursing and Midwifery

Dr Anne Marie Rafferty (Chair) Dr Davina Allen +	Reader in Nursing Policy, London School of Hygiene & Tropical Medicine Senior Lecturer / Director, Nursing, Health and Social Care Research Centre, University of Wales College of Medicine
Dr Carol Borrill +	Lecturer, Aston Business School

Prof James Buchan + Dr Ruth Chadwick +	Queen Margaret University College Head of Research Commissioning, Policy & Development Directorate, Commission for Health Improvement
Prof David Cohen Prof Celia Davies + Prof Ron De Witt +	Professor of Health Economics, University of Glamorgan Professor of Health Care, The Open University Chief Executive Designate, North West London Strategic Health Authority
Ms Wendy Garlick + Mr David Moore + Dr Pauline Pearson +	Principle Policy Advisor - Health, Consumers' Association Assistant Chief Nursing Officer, Department of Health Head of Department of Primary Health Care, University of Newcastle-upon-Tyne
Prof Mary Renfrew +	Director, Mother and Infant Research Unit, University of Leeds
Ms Angela Turner +	Senior Project Manager, Directorate of Health & Social Care, Midlands and East of England
Dr Elizabeth West * Prof Anne Williams + Dr John Wilkinson +	Senior Research Fellow, Royal College of Nursing Professor of Nursing, University of Wales Swansea Principal Research Officer, Department of Health Policy Research Programme

Organisational Form and Function

Mr Malcolm Lowe-Lauri (Chair)	Chief Executive, King's College Hospital
Prof David Cohen	Professor of Health Economics, School of Care Sciences, University of Glamorgan
Prof Huw Davies	Professor of Health Care Policy & Management, St Andrews University
Prof Paul Dolan * Dr Janet Harvey *	Professor of Health Economics, University of Sheffield Senior Research Fellow, Nuffield Community Care Studies Unit, University of Leicester
Prof Justin Keen *	Professor of Health Politics and Information Management, University of Leeds
Dr Judith McNeil Dr Kieran Walshe *	Head of Community Links, Macmillan Cancer Relief Director of Research and Reader in Public Management, University of Manchester

Workforce Issues

Mr Colin Watts (Chair)	Director of Human Resources, St. George's Healthcare NHS Trust
Prof Andy Alaszewski *	Director and Professor of Health Studies, University of Kent at Canterbury
Ms Karen Bloor * Prof Jenny Firth-Cozens * Mr Malcolm Lowe-Lauri Ms Angela Turner	Senior Research Fellow, University of York Professor of Clinical Psychology, University of Northumbria Chief Executive, King's College Hospital Senior Project Manager, Directorate of Health & Social Care, Midlands and East of England
Dr Elizabeth West *	Senior Research Fellow, Royal College of Nursing

Annex 5 Plain language titles

Access to health care

SDO/5/2000

Access all areas

What new information do we need if NHS services are to be made more easily accessible to patients?

Dr Martin Gulliford, King's College London

SDO/12/2001

Opening doors

What key stakeholders in the NHS think is important in terms of access

Dr Rebecca Rosen, King's Fund

SDO/23/2002

Excluded from cradle to grave?

What research tells us about how people with learning disabilities access health care

Dr Alison Alborz, University of Manchester

SDO/24/2002

More caring than cared for

What research tells us about the barriers to carers accessing health services

Dr Hilary Arksey, University of York

SDO/25/2002

How do vulnerable groups access health care?

Messages from research

Dr Mary Dixon-Woods, University of Leicester

SDO/26/2002

For doctors, or patients?

Can the requirements placed on NHS services for doctor training be balanced with meeting patient needs?

Diane Dawson, University of York

SDO/27/2002

The means to monitor

Which data systems are best for measuring how easy it is for patients to access health care?

Professor Alison Mcfarlane, City University

SDO/32/2002

Is access to chest pain clinics fair?

Dr Adam Timmis, Newham Healthcare NHS Trust

SDO/33/2002

To the heart of the matter

How effective are appropriateness ratings in getting the right care for the right patients with angina?

Dr Harry Hemingway, Westminster PCT

SDO/34/2002

Community skin clinics

Are GPs' surgeries better than hospitals for treating skin problems?

Dr Chris Salisbury, University of Bristol

SDO/35/2002

Specialist clinics in general practice

What impact do they have on specialist care, costs and patient satisfaction?

Dr Rebecca Rosen, King's Fund

SDO/36/2002

A question of priorities

How much importance do health care providers attach to access, costs and effectiveness?

Professor Paul Dolan, University of Sheffield

SDO/49/2003

Towards faster treatment

Factors influencing waiting times in A&E

Suzanne Mason, University of Sheffield

Priority scoring systems:

developing tools to improve referral for surgery

Lead researcher to be confirmed

Carers

SDO/15/2001

Services to support carers of people with mental health problems

Dr Hilary Arksey, University of York

SDO/47/2003

To the benefit of carers

Measuring effectiveness of services for carers of people with mental health problems

Professor Tom Burns, St George's Hospital Medical School

SDO/48/2003

More than a break

Effective respite services for carers of people with dementia

Dr Hilary Arksey, University of York

SDO/53/2003

Tailored to need

Assessing the implementation and impact of assessments for carers of people with mental health problems

Professor Mike Nolan, University of Sheffield

SDO/54/2003

Positive and inclusive?

Effective ways for professionals to involve carers in information-sharing
Professor Peter Huxley, Institute of Psychiatry, King's College London

Change management and quality improvement

SDO/4/2000

Organisational Change

A review for health care managers, professionals and researchers
Valerie Iles, Really Learning and LSHTM
Dr Kim Sutherland, Judge Institute of Management Studies

SDO/17/2002

Agents of change?

Mental health service users' involvement in transforming the NHS
Dr Diana Rose, Institute of Psychiatry, King's College London

SDO/18/2002

Leading from the frontline

How service users can be involved in NHS modernisation
Dr Mike Crawford, Imperial College of Science, Technology & Medicine

SDO/21/2002

Pulling together?

Relationships between managers and professionals in implementing the NHS Plan
Professor Louise Fitzgerald, De Montfort University

SDO/22/2002

The right stuff

Leading change effectively in multi-professional organisations
Dr Matt Muijen, Sainsbury Centre for Mental Health

SDO/38/2002

Spreading the word

How health service innovation is disseminated and sustained
Professor Trisha Greenhalgh, University College London

Continuity of care

SDO/2/2000

Report of a Scoping Exercise

Professor George Freeman, Imperial College School of Medicine

SDO/8/2001

Spanning the divide

Promoting care continuity for older people
Dr Andrew Bebbington, University of Kent

SDO/9/2001

Towards a seamless service

Continuity of care for people with severe mental illness

Professor George Freeman, Imperial College School of Medicine

SDO/10/2001

People matter

How human resource issues affect care continuity

Professor Charlotte Humphrey, King's College London

SDO/11/2001

Rites of passage

What promotes a smooth transition between child and adult care for young people with chronic illness or disabilities

Professor Alison While and Dr Angus Forbes, King's College London

SDO/13a/2001

Perfect partners

How organisational complexity and professional relationships affect care continuity

Professor Gerald Wistow, Nuffield Institute for Health, Leeds

SDO/13b/2001

The care trade off

How important is continuity of primary care to patients and their carers?

Professor Richard Baker, University of Leicester

SDO/13c/2001

Making the connection

What continuity of care means to stroke patients and what impact it has

Professor Allan House, University of Leeds

SDO/13d/2001

Mind the gap

What continuity of care means to people with mental health problems and their carers and what impact it has

Professor Tom Burns, St George's Hospital Medical School

SDO/13e/2001

The care journey

What continuity of care means to cancer patients and their carers and what impact it has

Professor Michael King, Royal Free and University College Medical School

SDO/14/2002

A long road

Does better continuity of care lead to better health in people with diabetes?

Dr Martin Gulliford, King's College London

E-Health

Mapping E-Health: the literature

Lead researcher to be confirmed

Mapping E-Health: the NHS context

Lead researcher to be confirmed

Evaluating models of organisation and delivery of health services

SDO/28/2002

A conscious decision

Exploring how other professionals might take on some of the roles of anaesthetists

Dr Andrew Smith, Royal Lancaster Infirmary

SDO/29/2002

Clear points of entry

New ways to reduce attendances and waiting times at A&E

Dr Matthew Cooke, University of Warwick

SDO/30/2002

We speak for ourselves

Reviewing the use of care self-assessments with older people

Dr Peter Griffiths, King's College London

SDO/31/2002

Building a stronger team

Developing the role and contribution of Allied Health Professionals

Dr Kathryn McPherson, University of Southampton

SDO/40/2003

Safe labour:

are some interventions during a first labour unwarranted?

Dr Helen Spiby, University of Leeds

SDO/41/2003

Improving acute chest pain management:

an evaluation of Chest Pain Units

Dr Steve Goodacre, University of Sheffield

SDO/42/2003

Improving recovery?

What is the impact of Early Intervention Services (EIS)?

Dr Helen Lester, University of Birmingham

SDO/43/2003

A direct and rapid response?

Does transferring some 999 calls to NHS Direct nurses provide a safe and effective alternative to sending an emergency ambulance?

Janette Turner, University of Sheffield

SDO/44/2003

A true record?

What happens when electronic patient records are introduced?

Dr Barnaby Reeves, London School of Hygiene & Tropical Medicine

SDO/45/2003

A new design for local treatment

How successful are NHS Diagnosis and Treatment Centres?

Professor Paul Bate, University College London

SDO/46/2003

Innovation in gastroenterology

Is the Modernising Endoscopy Service making a difference?

Professor John Williams, University of Wales, Swansea

SDO/56/2003

Well wards

Reviewing ways to support staff morale on mental health in-patient units

Dr Michael Barkham, University of Leeds

Widening choices in hospital

Providing mental health inpatients with alternatives to traditional care

Lead researcher to be confirmed

Observed observers

Reviewing ward observation procedures on mental health units

Lead researcher to be confirmed

Safety first

Which types of in-patient setting provide effective care for young people with mental health problems?

Lead researcher to be confirmed

New hospitals for small communities

An evaluation of the Department of Health's Configuring Hospitals pilots

Lead researcher to be confirmed

Nursing and midwifery SDO

SDO/20/2002

An agenda for excellence

Identifying priorities for research in how nursing and midwifery services are organised and delivered

Professor Fiona Ross, St George's Hospital Medical School

SDO/37/2002

Vital capacities

Evaluating the effectiveness of innovations involving nurses for people with chronic obstructive airways disease

Dr Stephanie Taylor, Barts and the London, Queen Mary's School of Medicine and Dentistry

Organisational form and function

(Not so) joined-up?

A critical overview of relationships between health care organisations
Professor Ewan Ferlie, The Business School, Imperial College London

SDO/39/2002

Networking to effect

What lessons can the NHS learn from other sectors about managing across networks?
Dr Nicholas Goodwin, University of Birmingham

SDO/55/2003

Fertile ground?

How organisational factors affect performance
Dr Rod Sheaff, University of Manchester

SDO research methods

SDO/3/2000

Look, listen learn

Ways of finding out what users think of health care – a scoping exercise
Dr Paula Nicolson, University of Sheffield

SDO/19/2002

Terms of engagement

Guidance on methods for researchers to use to elicit users' views
Dr Anthea Innes, University of Stirling

Workforce issues

SDO/50/2003

The skills for the job
How do workforce issues affect health outcomes?
Professor Trevor Sheldon, University of York

SDO/51/2003

Mix and match
What impact does skill mix have on hospital care services?
Professor Roy Carr-Hill, University of York

SDO/52/2003

The human factor

What impact does the local labour market have on health services?
Professor R Elliott, University of Aberdeen

Reviewing the SDO Programme

Implementation Methods Programme – overview of projects

SDO/7/2000

IMP Overview - Projects

An overview of the Implementation Methods Programme projects

Rhiannon Walters, London

SDO/16/2002

IMP Overview – Programme

An evaluation of the Implementation Methods Programme

Professor Martin Buxton, Brunel University

Investigating and evaluating existing NHS SDO R&D projects

SDO/6/2000

Putting the jigsaw together

Investigating and evaluating existing NHS SDO R&D projects

Rhiannon Walters, London

Annex 6 Projects commissioned using rapid response mode commissioning

Carers

SDO/47/2003

Measuring outcomes for carers for people with mental health problems

Professor Tom Burns

St George's Hospital Medical School

Start date: 13 Jan 03, end date: 11 July 03

£64,053

SDO/48/2003

Respite services for carers for people with dementia

Dr Hilary Arksey

University of York

Start date: 3 Feb 03, end date: 15 August 03

£75,573

Organisational form and function

SDO/39/2002

Managing across networks

Dr Nick Goodwin

University of Birmingham

Start date: 1 Nov 2002, end date: 31 July 2003

£78,686

Workforce issues

SDO/50/2003

Workforce and Health Outcomes

Professor Trevor Sheldon

University of York

Start date: 1 April 2003, end date: 21 August 2003

£49,526

SDO/51/2003

Potential for improving the effectiveness of the workforce in secondary care

Professor Carr-Hill

University of York

Start date: 1 April 03, end date: 31 July 03

£37,554

Annex 7 Rapid response mode teams

Lead Applicant	Institution
Prof Sally Baldwin	Department of Social Policy and Social Work, University of York
Prof John Bond	Centre for Health Services Research, University of Newcastle
Dr Carol Borrill	Aston Business School, Aston University
Prof Stirling Bryan	Health Service Management Centre, School of Public Policy, University of Birmingham
Prof Tom Burns	Department of General Psychiatry, St George's Hospital Medical School
Dr Jennifer Burr	School of Health and Related Research, University of Sheffield
Prof Brian Ferguson	Nuffield Institute for Health, University of Leeds
Prof Philip Hannaford	Medical School, University of Aberdeen
Prof Jennie Popay	The Institute for Health Research, Lancaster University
Dr Kieran Walshe	The Manchester Centre for Healthcare Management University of Manchester

Annex 8 Analysis of proposals received January 2000 – April 2003

PROGRAMME OF RESEARCH	PROCESS	CLOSING DATE	TOTAL RECEIVED	TOTAL SHORTLISTED	TOTAL FUNDED
Access to health care	Scoping exercise – one stage	30/08/00	19	N/A	1
Access to health care	Contextual work – closed	N/A	3	N/A	1
Access to health care	Lit. review (problems and barriers) – one stage	15/02/02	19	N/A	3
Access to health care	Policy analysis (professional training needs) – one stage	15/02/02	1	N/A	1
Access to health care	Policy analysis (datasets) – one stage	15/02/02	5	N/A	1
Access to health care	Empirical (rapid access chest pain clinics) – two stage	15/02/02	3	2	1
Access to health care	Empirical (evaluating innovations) – two stage	15/02/02	51	14	3
Access to health care	Empirical (cost-effectiveness & equity) – two stage	15/02/02	4	3	1
Access to health care	Lit. review (waiting times in A&E) – one stage	02/10/02	6	N/A	1
Access to health care	Empirical (evaluating innovations) – two stage	26/02/03	45	15	tbc
Access to health care	Empirical (priority scoring tools) – two stage	26/02/03	4	2	tbc
Change management	Scoping exercise – closed	N/A	3	N/A	1
Change management	Lit. review (service user involvement) – one stage	02/11/01	23	N/A	2
Change management	Empirical (relationships) – two stage	02/11/01	27	6	1
Change management	Empirical (leadership) – two stage	02/11/01	17	5	1
Change management	Lit. review (diffusion, spread, sustainability) – one stage	24/04/02	9	N/A	1
Continuity of care	Scoping exercise – closed	N/A	9	N/A	1
Continuity of care	Short-term (severe mental illness) – one stage	13/12/00	15	N/A	1

Continuity of care	Short-term (work force issues) – one stage	13/12/00	5	N/A	1
Continuity of care	Short-term (transitions: child to adult health) – one stage	13/12/00	8	N/A	1
Continuity of care	Short-term (older people) – one stage	13/12/00	18	N/A	1
Continuity of care	Empirical (collaborative linkages) – one stage	25/04/01	16	N/A	1
Continuity of care	Empirical (primary care) – one stage	25/04/01	9	N/A	1
Continuity of care	Empirical (long term illness) – one stage	25/04/01	27	N/A	3
Continuity of care	Empirical (chronic illness) – one stage (retender)	07/11/01	23	N/A	1
Eliciting & assessing users views	Scoping exercise – one stage	04/08/00	24	N/A	1
Eliciting & assessing users views	Short-term – one stage	29/08/01	11	N/A	1
Evaluating models of SDO	Lit. review (evaluating innovations) – one stage	05/04/02	31	N/A	4
Evaluating models of SDO	Empirical (evaluating innovations) – two stage	05/04/02	124	25	7
Evaluating models of SDO	Empirical (mental health inpatients: alternatives) – two stage	22/01/03	5	0	0
Evaluating models of SDO	Empirical (mental health inpatients: observation) – two stage	22/01/03	7	2	tbc
Evaluating models of SDO	Empirical (mental health inpatients: younger people) – two stage	22/01/03	3	1	tbc
Evaluating models of SDO	Lit. review (mental health inpatients: staff morale) – one stage	22/01/03	16	N/A	tbc
Evaluating models of SDO	Empirical – (configuring hospitals) – two stage	16/04/03	4	3	tbc
Carers	Scoping exercise (mental health carers) – one stage	02/08/01	26	N/A	1
Carers	Mental health carers: outcomes – rapid response	15/11/02	3	N/A	1

Carers	Mental health carers: information – rapid response	15/11/02	1	N/A	0
Carers	Mental health carers: dementia – rapid response	15/11/02	2	N/A	1
Carers	Mental health carers: assessments – two stage	04/2/02	26	3	tbc
Carers	Mental health carers: information – one stage	12/03/03	17	N/A	tbc
Carers	Evaluating carers assessments - empirical	12/03/03	11	3	tbc
Nursing & midwifery	Scoping exercise – closed	N/A	1	N/A	1
Nursing & midwifery	Lit. review (evaluating innovations) – one stage	05/04/02	1	N/A	1
Nursing & midwifery	Empirical (evaluating innovations) - two stage	05/04/02	2	1	0
Organisational form and function	Lit. review (managing across networks) – rapid response	04/10/02	2	N/A	1
Organisational form and function	Scoping exercise – one stage	12/02/03	17	11	tbc
Workforce issues	Scoping exercise (health outcomes) – rapid response	31/01/03	2	N/A	1
Workforce issues	Scoping exercise (skill mix in secondary care) – rapid response	31/01/03	2	N/A	1
Workforce issues	Scoping exercise (local labour market factors) – rapid response	31/01/03	0	N/A	0
Workforce issues	Scoping exercise (local labour market factors)	02/04/03	6	4	tbc

KEY: **N/A**: not applicable - the research was commissioned as a one-stage process **tbc**: to be confirmed – the commissioning process is still underway

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