



THE SDO PROGRAMME

ANNUAL REPORT

1 April 2004 - 31 March 2005



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Foreword by Professor Gillian Parker

Director, SDO Programme

At the end of August 2005 I finish my four year term as Programme Director to the NHS SDO R&D Programme, so this is my last foreword for the annual report. Annual reports are always a good opportunity for reflection on what has been achieved and, for me, this is particularly the case this year. When I started as Programme Director in 2001, the programme was in an early phase of development and the National Co-ordinating Centre (NCCSDO) had carried out a listening exercise that set the direction of travel for the whole programme. Following on from that there had been scoping exercises that fleshed out the detail of what the streams of work within the programme might look like. But beyond that, the programme was waiting to develop.

Since then we have committed approximately £22m to both primary and secondary, shorter and longer-term research, to answer some of the most difficult questions about health care delivery and organisation within the NHS. Sometimes these questions are those outlined during the listening exercises; sometimes our colleagues in the health service or the Department of Health bring us their pressing concerns. Examples of new work commissioned in the past year include:

- looking at ways of improving access from primary care to specialist mental health services and to surgical services;
- evaluating outreach services in critical care;
- improving the way in which we measure the quality and patients' experiences of cancer care;
- and a randomised controlled trial of new approaches to care in early labour.

We are also seeing a flow of outputs from the earliest commissioning. Projects finished this year include:

- how to improve access to care for people with angina;
- the impact of GP specialist clinics; best practice for professionals sharing information with the family and friends of people who use mental health services;
- scoping exercises on the impact of e-health on service delivery and organisation;
- and the best way of using nurses to deliver care to people with chronic obstructive pulmonary disease.

Next year we look forward to completed work on the organisational factors that affect waiting times in emergency departments; evaluation of advanced access in primary care; and continuity of care in cancer services and in diabetes services, among others.

All the work commissioned has messages for services planners and providers. As the flow of results speeds up we are reviewing our current dissemination processes, in order to ensure maximum impact for the programme's outputs.

I am proud of what the SDO programme has achieved in these early years, and look forward to seeing my successor take it through the next stage of both consolidation and development. None of the programme's achievements would have been possible without the work done by the academic and administrative teams of the NCCSDO. Naomi Fulop's leadership has been crucial to the success of these early years and Pamela Baker and her team have developed rigorous and business-like administration processes. My thanks go to everyone for their hard work and my wishes for continued growth and impact.



Director, SDO Programme

SDO – Working to improve NHS services through expanding the research knowledge base...

2004/05 has been a time of continued growth and innovation for the NHS Service Delivery and Organisation R&D Programme. Not only has the fledgling outfit increasingly begun to stamp its mark as a leading player in the development of the UK's health services evidence base, but also upped its pace in the dissemination of research findings to the benefit of researchers and NHS managers alike.

So what has the SDO Programme achieved since its launch a little more than five years ago?

By the end of the reporting period we had, amongst others:

- set up a representative Programme Board and five professional commissioning groups;
- successfully commissioned 88 projects under five themes;
- steered 35 projects to completion;
- initiated a limited open call around UK Clinical Research Collaboration (UKCRC) priority areas;
- staged three national conferences;
- achieved a healthy 50:50 ratio between review and empirical research;
- produced eight briefing papers to inform NHS staff, with six more in production;
- produced a series of three change management development tools with a combined distribution of close on 30,000;
- published 20 final reports on the SDO website www.sdo.lshtm.ac.uk;
- established a Chief Executive Officer's (CEO) forum;
- grown the stakeholder base to include organisations such as National Institute for Clinical Evidence (NICE), NHS Confederation and NHS Modernisation Agency.

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. The Centre is based at the London School of Hygiene & Tropical Medicine.

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
SDO Deputy Programme Director
NCCSDO Centre Director

Professor Gillian Parker
Professor Huw Davies
Dr Naomi Fulop

SDO Programme Manager
SDO Deputy Programme Manager
Commissioning Manager
Commissioning Manager
Commissioning Manager
Commissioning Manager
Communications Manager
Centre Co-ordinator / PA
Deputy Centre Co-ordinator

Pamela Baker
Damian O'Boyle
Philip Restarick (From September 2004)
Donna Cox
Barbara Langridge
Mike Yates
Helena Paxton/Gary Sutter (from Jan 2005)
Lydia Mounter
Chris Langridge

Academic Staff

Dr Pauline Allen
Dr Stuart Anderson
Dr Nick Goodwin
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 and it could therefore include service delivery and organisation issues for any condition or user group. It potentially incorporates 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 and 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 methods by which the SDO Programme has identified areas of research. The first has been via a national listening exercise (www.sdo.lshtm.ac.uk/listeningexercise.htm) carried out in 1999/2000 and repeated in 2002. The second is via '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

Initiating Body	Project title	SDO Theme
Portfolio Director for Mental Health	Research priorities in mental health and social care	Patient and Carer Centred Services
National Director of Heart Disease	Evaluation of the national infarct angioplasty project pilots	Evaluating Models
NICE	Scoping exercise on faller's prevention services	Studying Healthcare Organisations
Cancer Collaboration	Evaluation of cancer collaboration	Evaluating Models
Economic Social Research Council	Public health and personal choice	Patient and Carer Centred Services

Current SDO research themes

The SDO Programme focuses on commissioning programmes of research to develop bodies of knowledge on key themes.

1) **Patient and carer-centred services**

Includes:

- Carers
- Concordance in medicine taking
- Nursing and midwifery
- Mental health in-patients
- Access to health care

2) **Workforce issues**

Includes:

- Relationship to health outcomes
- Skills mix and substitution
- Local labour markets

3) **Evaluating models of health service delivery**

Includes:

- Current evaluating models work
- E-health
- Nursing and midwifery

4) **Change management**

Includes:

- Leadership in health care
- Relationships between health professionals and managers
- Diffusion and sustainability of change

5) **Studying health care organisations**

Includes:

- Organisational factors and performance
- Centralisation, decentralisation and devolution
- Incentive effects of forms of governance

6) **Methodological research**

Includes:

- Synthesising research findings
- Measures of human resource management
- Organisational culture

Projects completed (1 April 2004 – 31 March 2005)

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/13b/2001 Patients' and carers' views and choices in their use of primary care services. (£300,969)	Prof Richard Baker University of Leicester	01-Nov-01	21-02-05
SDO/25/2002 Vulnerable groups and access to healthcare: a critical interpretive literature review. (£111,543)	Dr Mary Dixon-Woods University of Leicester	15-Oct-02	21-May-04
SDO/27/2002 Identification and evaluation of standardised datasets for measuring and monitoring access to health care. (£119,834)	Prof Alison MacFarlane City University, London	01-Jul-02	03-Sep-04
SDO/30/2002 User directed assessments (self-assessments) to identify health and social care needs among older people. (£79,833)	Dr Peter Griffiths Kings College, London	01-Nov-2002	30-Jun-04
SDO/35/2003 A study of general practitioner clinics to evaluate their impact on access to specialist care. (£192,924)	Dr Rebecca Rosen King's Fund	01-Mar-03	31-Dec-04
SDO/58/2003 Synthesis Project (£150,000)	Ms Diane Gagnon Canadian Health Services Research Foundation (CHSRF)	01-Nov-03	03-Jan-05
SDO/60/2003 Literature review and conceptual map of the area of e-health. (£98,646)	Dr Claudia Pagliari University of Edinburgh	01-Mar-03	31-Jul-04
SDO/66/2004 Aspects of relationships between organisations: incentive effects of different forms of governance in health and social care. (£79,146)	Prof Celia Davis The Open University	01-Mar-04	30-Nov-04
SDO/67/2004 Aspects of relationships between organisations: centralisation, decentralisation and devolution in publicly funded health services.	Mr Stephen Peckham Oxford Brookes University	01-Apr-04	31-Dec-04

(£80,447)			
SDO/68/2004 A scoping exercise: the nursing, midwifery and health visiting contribution to child health services. (£83,021)	Professor Alison While Kings College, London	01-Jun-04	28-Feb-05
SDO/54/2003 Professionals sharing information with carers. (£79,999)	Professor Peter Huxley Institute of Psychiatry	08-Sep-03	07-Jun-04
SDO/57/2003 Developing change management skills: a resource for healthcare professionals. (£43,740)	Ms Valerie Iles Really Learning	01-Aug-03	31-Jul-04
SDO/59/2003 E-health policy context and consultation with stakeholders. (£80,000)	Prof Ray Jones University of Plymouth	01-Sep-03	31-Jul-04
SDO/47/2003 Measuring outcomes for carers for people with mental health problems. (£64,053)	Professor Tom Burns University of Oxford	13-Jan-03	31-Jan-05
SDO/81/2004 Measuring Outcomes for carers for people with mental health problems. (£10,000)	Professor Tom Burns University of Oxford	24-Aug-04	24-Mar-05

Commissioning

It has been an exciting and productive year for the SDO Programme. At the request of the Department of Health we commissioned research linked to the UK Clinical Research Collaboration's (UKCRC) stated research priority areas of Alzheimer's, stroke, diabetes, mental health and medicines for children under a limited open call. This resulted in 176 proposals being submitted and we hope to make a selection from these in the summer of 2006. We also invited a number of existing lead researchers to submit 'add on' proposals to existing studies. This resulted in some excellent additional work to existing studies. This resulted in a total spend on research projects during the reporting year of approximately £4.8 million. A brief outline of each programme of research follows, with details of projects commissioned between 1 April 2004 and 31 March 2005 as well as work in the pipeline.

Patient and carer centred services

Carers

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/81/2004 Measuring outcomes for carers of people with mental health problems - Continuation of SDO/47/2003 (£10,000)	Professor Tom Burns University of Oxford	1-Mar-05	28-Feb-07

Concordance in medicine taking

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/76/2004 Concordance, adherence & compliance in medicine taking: Scoping exercise. (£77,047)	Professor Rob Horne University of Brighton	01-Jul-04	31-May-05

Nursing and midwifery

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/68/2004 A scoping exercise: the nursing, midwifery and health visiting contribution to child health services. (£83,648)	Professor Alison While The Florence Nightingale School of Nursing & Midwifery King's College London	1-Jun-04	28-Feb-05
SDO/69/2004 Review of the literature: user involvement in the design and delivery of nursing, midwifery and health visiting research. (£81,646)	Prof Fiona Ross King's College London	5-Apr-04	31-Mar-05

Mental health in-patients

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/85/2004 A synthesis of the literature & policy documents for patient & carer-centred mental health research priorities. (£38,789)	Ms Angela Greatley Sainsbury Centre for Mental Health	31-Jan-05	31-Jul-05
SDO/86/2004 A consultation exercise with all the relevant stakeholders. (£90,399)	Ms Angela Greatley Sainsbury Centre for Mental Health	31-Jan-05	30-June-06

Access to health care

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/70/2004 An evaluation of Advanced Access in general practice. (£349,178)	Professor Chris Salisbury University of Bristol	1-Apr-04	21-Feb-05
SDO/71/2004 Evaluation of the Threshold Assessment Grid (TAG) as a means of improving access from primary care to mental health services. (£343,179)	Dr Mike Slade King's College London	1-Jun-04	31-Mar-05
SDO/72/2004 The REEFER Project – Realistic Effective Facilitation of Elective Referral: an assessment of the current use of referral tools for referral from primary to secondary care for elective surgical assessment & design of new tools. (£295,778)	Dr Aileen Clarke Queen Mary School of Medicine & Dentistry	5-Apr-04	4-Apr-07
SDO/80/2004 Patient choice and the organisation and delivery of health services. (£77,398)	Dr Mariana Fotaki University of Manchester	5-Oct-04	3-Jul-05

Workforce issues

Forthcoming work

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/95/2005 The impact of workforce flexibility on the costs and outcomes of older people's services. (£297,266)	Dr Susan Nancarrow The University of Sheffield		
SDO/96/2005 The impact of changing workforce patterns in UK paediatric intensive care services on staff practice and patient outcomes. (£252,500)	Dr Janet Tucker University of Aberdeen		
SDO/97/2005 The impact of changing workforce patterns in emergency and urgent out-of-hours care on inpatient experience, staff practice and health systems performance. (£249,340)	Dr Valerie Lattimer University of Southampton		
SDO/98/2005 A multi centre community intervention trial to evaluate the clinical and cost effectiveness of emergency care practitioners. (£297,818)	Miss Suzaan Mason University of Sheffield		
SDO/99/2005 The process of planning, development and implementation of a general practitioner with a special interest service in primary care organisations in England and Wales. (£200,000)	Dr Hilary Pinnock University of Edinburgh		

Evaluating models of health services delivery

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/62/2003 Costs, outcomes & satisfaction for in-patient child & adolescent psychiatric services. £297,102	Professor Paul Lelliott Royal College of Psychiatrists	05-Apr-04	31-Oct-06

SDO/63/2003 Evaluation of configuring hospitals pilots. £469,351	Professor Peter Spurgeon University of Birmingham	05-Apr-04	31-Mar-07
SDO/64/2003 Labouring for better effect: studies of services for women in early labour. (OPAL) £89,152	Ms Helen Spiby University of York	01-Apr-04	31-Mar-07
SDO/74/2004 To undertake a rigorous, scientific evaluation of outreach services in critical care. £255,387	Ms Sheila Harvey Intensive Care National Audit & Research Centre (ICNARC)	01-Apr-04	01-Sep-06
SDO/75/2004 In-patient alternatives to traditional in-patient care. £149,954 (Add-on)	Dr Mike Slade Institute of Psychiatry, King's College London	17-Jan-05	31-Dec-07

Nursing and midwifery SDO

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/79/2004 The contribution of nursing, midwifery and health visiting protocol-based models of care and its variants on organisational, patient and staff outcomes, and quality and cost of care. £50,000	Mr Malcolm Patterson University of Manchester	1-Mar-04	28-Feb-07
SDO/79/2004 The contribution of nursing, midwifery and health visiting to protocol based models of care and its variants on organisational, patient and staff outcomes, and quality and cost of care. £290,238	Dr Jo Rycroft-Malone Royal College of Nursing Institute	1-Aug-04	31-Jan-07

Forthcoming work

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/90/2005 Scoping nurse, midwife and health visitor entrepreneurial activity and patient choice. £87,732	Professor Michael Traynor Middlesex University	1-Apr-05	31-Dec-05

Change management

Forthcoming work

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/91/2005 Measuring and assessing organisational culture in the NHS. £200,000	Dr Russell Mannion University of York	1-Mar-05	29-Feb-08
SDO/94/2005 Changing cultures, relationships and performance in local health care economies. £299,944	Dr Russell Mannion University of York	1-Mar-05	29-Feb-08
SDO/92/2005 Understanding the dynamics of organisational culture change: creating safe places for patients and staff. £299,708	Professor Lorna McKee University of Aberdeen	1-May-05	30-Apr-08
SDO/93/2005 Culture change, organisational performance, and quality of acute hospital care for older people. £290,452	Mr Malcolm Patterson Institute of Work Psychology	1-Jul-05	30-Jun-08

Studying health care organisations

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/65/2003 Measures of quality for the improvement of cancer services. (Cancer Data Sets) £250,956	Professor Mark McCarthy University College London	1-Apr-04	31-March-06
SDO/67/2003 Aspects of relationships between organisations: Centralisation, decentralisation & and devolution in publicly funded health services. £80,447	Mr Stephen Peckham Oxford Brookes University	1-Apr-04	31-Dec-04
SDO/77/2003 Prostate cancer care: improving measures of the patient experience. (Cancer	Professor Richard Baker University of Leicester	1-May-04	30-Apr-07

Data Sets) £347,291			
SDO/82/2004 Outpatient services and primary care. £47,151	Professor Martin Roland University of Manchester	01-Jan-05	30-Oct-05

Research methods

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/73/2003 Review of the validity and reliability of measures of human resource management. £50,000	Mr Malcolm Patterson University of Sheffield	1-Mar-05	28-Feb-07
SDO/87/2004 Eliciting users' views in SDO research: methodological literature review & development of guidance for researchers - Continuation of SDO/19/2002 £20,246	Professor Vicki Entwistle University of Aberdeen	1-Nov-04	31-Oct-05

A summary of projects commissioned by the SDO Programme from 1999 – March 2005 can be found in Annex 1.

Involving users

The SDO Programme remains committed to involving members of the public in all its processes including prioritisation, commissioning, monitoring, piloting briefing papers and communicating findings. There are currently three public representatives on the SDO Programme Board. They are: Derek Stewart (Board Chair Gedling PCT), Hazel Thornton (a service user) and Diana Whitworth (Co-Director Grandparents Plus). Another service user, Juliet Alchin, serves as a member of the Carers' Commissioning Group. Discussions are underway to establish a SDO Public Involvement Group and to develop a coherent policy for public involvement within the Programme. There will also be discussion about the possibility of establishing a SDO Patient's Forum along the lines of the our already successful CEO's Forum. The SDO Programme Manager works closely with INVOLVE and there is a strong possibility of both organisations joining forces to fund a user-led project in the not too distant future.

Programme Board

In order to encourage attendance a new format was agreed for Programme Board meetings. This involves an evening meeting with dinner and a continuation of the proceedings the following morning. Board members also listen to a selection of presentations delivered from researchers leading on SDO Programme-funded project, followed by a discussion on the implications of the findings and future research agenda items. This new formula appears to have improved both attendance and discussion on the work of the SDO Programme.

Chief Executives' Forum

The twice-yearly Chief Executive's Forum, facilitated by King's College Chief Executive Malcolm Lowe-Lauri, continues to prove a useful means not only for introducing the SDO Programme to invited NHS Chief Executives but also as a forum to collect their thoughts on influencing the future research agenda.

The first meeting, which attracted an audience of 20, was held on 9 June. Professor Kieran Walshe, Professor of Health Policy and Management at the University of Manchester, gave a presentation on 'Managers' use of evidence'. This was followed by then Chief Executive of the Surrey & Essex SHA, Jan Filochowski, speaking on 'Turning around failing hospitals, key markets etc'.

We commissioned a special scoping study on '*Patient choice and the organisation and delivery of health services*' (SDO 80) in response to discussions held at this forum.

The 23 guests who attended a second meeting in London on 18 November, were treated to presentations by Dr Rod Sheaff – a senior researcher from Manchester University (Organisational factors and performance: a review of the literature) and Professor Huw Davies – Deputy Director of the SDO Programme (Understanding the spread of good ideas).

The CEO's Forum has been established with three aims in mind:

- to give advice to the SDO Programme and the academic community about priorities for organisational research in the NHS;
- to act as an intermediary body to promote research findings within NHS Trust Boards; and
- to facilitate research activity in CEO's' own organisations.

Synthesising findings for research users

The SDO Programme joins forces with Canadian Health Services Research Foundation (CHSRF)

A joint project between the SDO Programme and CHSRF investigating the synthesis of research evidence will be completed in the summer of 2006. The primary aim of the project is to determine how best one can combine different sorts of research evidence and extract recommendations for healthcare decision-makers, policy officials and managers. With this in mind the CHSRF invited the SDO Programme to partner them in an initiative to advance the science of synthesis. In 2003 three research teams were commissioned to address unresolved issues in synthesising or amalgamating evidence in a way that is useful to decision-makers. It is hoped that the resultant papers will offer a substantive contribution to our understanding of this on-going and complex methodological debate, as well as contribute practical alternatives for researchers and funders engaged in research synthesis activities. The results of the project will be published in a special supplement to the *Journal of Health Services and Policy* entitled: *Synthesising evidence for management and policy-making*. An international seminar to discuss the implications of the research will be held in Canada in the Autumn of 2006.

Communications

Conferences and seminars

During the year, the SDO Programme exhibited at the following events:

Primary Care 2004 Conference, 6 – 7 May 2005, NEC Birmingham.
NHS Confederation 2004 Conference, 23-25 June 2004, ICC Birmingham
HTA Conference, 15 October 2004, Church House, Westminster
NICE Conference, 1- 2 December 2004, ICC, Birmingham

National Conference

SDO conference – 27 April 2005, Church House, Westminster.

The fourth national SDO conference was held in central London on 27 April and attracted a capacity audience of close to 300 people. There was an almost equal mix of academic researchers and NHS managers who attended the event. This provided a varied audience who could examine ways in which SDO research could be used to help the NHS reach its targets. Break-out sessions were grouped around the SDO themes of workforce, evaluating models of health services delivery, access to health care, patient and carer-centred care, change management and organisational factors in health care.

The keynote speaker was Healthcare Commission Chairperson Sir Ian Kennedy. Other plenary speakers included Professor Gillian Parker, SDO Programme Director and Professor Edward Wagner, Director Group Health Co-operative Centre for Health Studies, Seattle, USA.

Copies of all available presentations are available off the SDO Programme website at: www.sdo.lshtm.ac.uk

SDO publications

Briefing papers

The SDO Programme continues to publish briefing papers which summarise research which has been commissioned. 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 briefing papers were published during the reporting year:

- How managers can help users to bring about change in the NHS, downloadable at: www.sdo.lshtm.ac.uk/changemanagement_rose Crawford_briefingpaper
- Spreading and sustaining innovations in health service delivery and organisation, downloadable at: www.sdo.lshtm.ac.uk/changemanagement_greenhalgh_briefingpaper.pdf
- Key lessons for Network Management in Health Care, downloadable at: www.sdo.lshtm.ac.uk/studyinghealthcare_goodwin_briefingpaper.pdf
- A proper break: effective respite services for carers of people with dementia, downloadable at: www.sdo.lshtm.ac.uk/carers_respite_briefingpaper.pdf

- Access to health care for carers, downloadable at:
http://www.sdo.lshtm.ac.uk/pdf/accesstohealthcare_carers_briefingpaper.pdf
- Developing change management skills: a resource for health care professionals and managers, downloadable at:
www.sdo.lshtm.ac.uk/changemanagement_developingskills.pdf

SDO Newsletter

The seventh edition of the newsletter was distributed in June 2004, and given a total design revamp for the eighth edition (March 2005) which was distributed to all 6000 people on the SDO Programme database. In this issue, among others, we championed the call for action to be taken to streamline unwieldy and bureaucratic processes which lead to considerable delays in research project delivery.

SDO website – www.sdo.lshtm.ac.uk

The website was redesigned during 2003 to incorporate the new logo, new research themes and a search facility. The SDO Programme makes the full text of published reports freely available through electronic download. With well over 2000 visits each month the website is a popular, well-used resource.

Links with other agencies

We have continued to hold twice-yearly meetings with the NHS Modernisation Agency and the Social Care Institute for Excellence (SCIE) at which we have been able to explore and debate future directions for the SDO Programme research agenda. Plans are also afoot to meet with MONITOR (Foundation Hospitals Regulator) to discuss areas of possible future co-operation and commissioning research on its behalf. We are also in the process of commissioning projects to evaluate a number of National Institute for Clinical Excellence (NICE) initiatives. The SDO Programme relationship with the NHS Confederation was further cemented earlier this year when we produced a joint paper highlighting research governance issues which was submitted to the Warner Committee. We continue to collect data and evidence from our lead researchers on the impact bureaucratic processes are leading to considerable delays in research project delivery. A number of SDO-sponsored research projects will be showcased at the annual NHS Confederation Conference scheduled for Birmingham in June 2005.

Scientific staff

Publications April 2004 – March 2005

Peer-reviewed journal articles

Fulop, N, Protopsaltis, G, King, A, **Allen P**, Hutchings A and C. Normand (2005) *Changing organisations: a study of the context and processes of mergers of health care providers in England. Social Science & Medicine* 60 (1): 119-130.

Rutter, D, Manley, C, Weaver, Crawford, MJ, **Fulop, N**. *Patients or partners? Case studies of user involvement in planning and delivery of adult services in two recently-formed London Mental Health Trusts. Social Science and Medicine* 2004; 58: 1973-1984.

Anderson, SC. *Individual capacity strengthening: doctoral and postdoctoral training in international health. Networking the networks: European Science and Training for the Promotion of Health in Developing Countries*. Antwerp: Institute of Tropical Medicine, 2004, 59-60

Anderson, SC, and Homan, P. 'Teaching pharmacy's history: the 2003 survey of UK Schools of Pharmacy. *Pharmaceutical Historian*, 2004, 34, 2, 34-26.

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Goodwin N, *Strengthening PCT commissioning,* paper to *The Changing Face of Commissioning*, Barbican Centre, London, 10 February, 2005.

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Fulop N. Evaluating the innovation and implementation of electronic patient records. Joint PI with Dr Barney Reeves. (funded by the NHS Service Delivery and Organisation R&D Programme, £343,695 over 30 months, from 1 October 2003).

Fulop N. An evaluation of the configuring hospitals pilot (principal investigator: Prof Peter Spurgeon, Health Services Management Centre, University of Birmingham, funded by the NHS Service Delivery and Organisation Programme, 1 April 2004 – 31 March 2007, £465,073 total, £156,685 for LSHTM element of project.)

Black NA. Support for DoCDat DoH, £48,000.

BLACK NA. NCCSDO (extension) DoH/NHS R&D, £1.104m.

Black NA. NCCSDO (additional) DoH/NHS R&D, £112,500.

Black NA. Impact of modernisation on critical care services (pilot study) DoH Policy Research Programme, £11 000.

Black NA. Patient-related outcome measures for evaluating NHS Treatment Centres DoH Policy Research Programme, £67 000.

Black NA. Development of prostate biopsy guidelines NHS National Screening Programme, £9,000.

Annex 1 - Commissioned projects summary (1999 – March 2005)

Patient and carer-centred services

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 Guy's, King's and St Thomas'	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/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/24/2002 Access to health care for carers: Barriers and interventions. (£52,339)	Dr Hilary Arksey University of York	1 March 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	15 Oct 2002	13 April 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 March 2004
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	30 June 2004
SDO/32/2002 Are rapid access chest pain clinics effective and fair? characteristics and outcomes of 8766 patients from six centres (£302,726)	Dr 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)	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 April 2005
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	28 October 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 Sept 2005
SDO/49/2003 Investigation of organisational factors influencing waiting times in the Emergency Department (£213,646)	Suzanne Mason University of Sheffield	21 July 2003	20 July 2005
SDO/70/2004 An evaluation of Advanced Access in general practice. (£349,178)	Professor Chris Salisbury University of Bristol	1-Apr-04	21-Feb-05
SDO/71/2004 Evaluation of the Threshold Assessment Grid (TAG) as a means of improving access from primary care to mental health services. (£349,179)	Dr Mike Slade King's College London	1-Jun-04	31-Mar-05
SDO/72/2004 The REEFER Project – Realistic Effective Facilitation of Elective Referral: and assessment of the current use of referral tools for referral from primary to secondary care for elective surgical assessment & design of new tools. (£295,778)	Dr Aileen Clarke Queen Mary School of Medicine & Dentistry	5-Apr-04	4-Apr-07
SDO/80/2004 Patient choice and the organisation and delivery of health services	Dr Mariana Fotaki University of Manchester	5-Oct-04	3-Jul-05

(£77,398)			
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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
SDO/47/2003 Measuring outcomes for carers for people with mental health problems (£64,053)	Professor 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
SDO/53/2003 Enabling partnerships in carer assessments: the way forward (£299,144)	Prof Mike Nolan University of Sheffield	1 July 2003	30 Sept 2006
SDO/54/2003 Professionals sharing information with carers (£79,999)	Professor Peter Huxley Institute of Psychiatry King's College London	8 Sept 2003	7 June 2004
SDO/81/2004 Measuring outcomes for carers of people with mental health problems. (Continuation of SDO/47/2003) (£10,000)	Professor Tom Burns University of Oxford	1-Mar-05	28-Feb-07

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	Professor George Freeman Imperial College School of Medicine	1 Feb 2001	31 Oct 2001

(£60,038)			
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)	Professor Michael King Royal Free and University College	1 Sept 2002	30 Sept 2005
SDO/14/2002 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

Concordance in medicine taking

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/76/2004 Concordance, adherence & compliance in medicine taking: Scoping exercise. (£77,047)	Professor Rob Horne University of Brighton	01-Jul-04	31-May-05

Nursing and midwifery

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/68/2004 A scoping exercise: the nursing, midwifery and health visiting contribution to child health services. (£83,648)	Professor Alison While The Florence Nightingale School of Nursing & Midwifery King's College London	1-Jun-04	28-Feb-05
SDO/69/2004 Review of the literature: user involvement in the design and delivery of nursing, midwifery and health visiting research. (£81,646)	Professor Fiona Ross King's College London	5-Apr-04	31-Mar-05

Mental health in-patients

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/85/2004 A synthesis of the literature & policy documents for patient & carer-centred mental health research priorities. (£38,789)	Ms Angela Greatley Sainsbury Centre for Mental Health	31-Jan-05	31-Jul-05
SDO/86/2004 A consultation exercise with all the relevant stakeholders. (£90,399)	Ms Angela Greatley Sainsbury Centre for Mental Health	31-Jan-05	30-June-06

Workforce issues

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/50/2003 Workforce and Health Outcomes – Scoping Exercise (£49,526)	Professor Trevor Sheldon University of York	1 April 2003	30 Sept 2003
SDO/51/2003 The potential for improving the effectiveness of the workforce in secondary care: What is the	Professor Roy Carr-Hill University of York	1 April 2003	31 July 2003

evidence? A scoping exercise (£40,804)			
SDO/52/2003 The impact of local labour market factors on the organisation and delivery of health services. A scoping exercise (£49,988)	Professor R F Elliott University of Aberdeen	30 June 2003	31 October 2003

Evaluating models of health services delivery

Evaluating models

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/28/2002 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)	Dr Matthew Cooke University of Warwick	1 Sept 2002	31 Dec 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 June 2004
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/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	tbc	tbc
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/45/2003 Research evaluation of the development, implementation and effectiveness of diagnosis and treatment centres within the NHS (£491,223)	Professor Paul Bate University College London	1 March 2003	28 Feb 2006

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 (£654,844)	Professor John Williams University of Wales, Swansea	1 Oct 2003	31 Aug 2007
SDO/56/2003 A literature review of staff morale on mental health in-patient units (£59,592)	Professor Michael Barkham University of Leeds	1 July 2003	31 December 2003
SDO/61/2003 The City 128 study observation and outcomes on acute psychiatric wards (£298,529)	Professor Len Bowers City University	31 July 2003	31 May 2006
SDO/62/2003 Costs, outcomes & satisfaction for in-patient child and adolescent psychiatric services. (£297,102)	Professor Paul Lelliott Royal College of Psychiatrists	05-Apr-04	31-Oct-06
SDO/63/2003 Evaluation of configuring hospitals pilots. (£469,351)	Professor Peter Spurgeon University of Birmingham	05-Apr-04	31-Mar-07
SDO/64/2003 Labouring for better effect: studies of services for women in early labour. (OPAL) (£89,152)	Ms Helen Spiby University of York	01-Apr-31	31-Mar-07
SDO/74/2004 To undertake a rigorous, scientific evaluation of outreach services in critical care	Ms Sheila Harvey Intensive Care National Audit & Research Centre	01-Apr-04	01-Sep-06

(£255,387)	(ICNARC)		
SDO/75/2004 In-patient alternatives to traditional in-patient care- add on (£149,954)	Dr Mike Slade Institute of Psychiatry King's College London	17-Jan-05	31-Dec-07

E-health

Title of Project & Project Ref.	Lead Researcher	Start Date	End Date
SDO/60/2003 Literature review and conceptual map of the area of E-health (£98,826)	Dr Claudia Pagliari University of Dundee	1 Sept 2003	30 June 2004
SDO/59/2003 E-health policy context and consultation with stakeholders in the NHS. A scoping exercise (£76,299)	Professor Ray Jones University of Plymouth	1 Sept 2003	30 June 2004

Nursing & midwifery SDO

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	1 Jan 2003	31 Jan 2004
SDO/79/2004 The contribution of nursing, midwifery and health visiting protocol-based models of care and its variants on organisational, patient and staff outcomes, and quality and cost of care. (£50,000)	Mr Malcolm Patterson University of Manchester	1-Mar-04	28-Feb-07
SDO/79/2004 The contribution of nursing, midwifery and health visiting to protocol-based models of care and its variants on organisational, patient and staff outcomes, and quality and cost of care. (£290,238)	Dr Jo Rycroft-Malone Royal College of Nursing Institute	1-Aug-04	31-Jan-07

Change management

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)	Marsaili Cameron Consultant London	1 June 2000	8 March 2001
SDO/17/2002 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/18/2002 Service user involvement in change management: current practice and research needs in the context of NHS modernisation (£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)	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 The 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
SDO/57/2003 Putting Theory into Practice: A Change Management Skills Development Resource for Health Care Managers and Professionals (£43,740)	Valerie Iles Really Learning and LSHTM	1 Aug 03	31 July 04

Studying health care organisations

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)	Professor Ewan Ferlie Imperial College Management School	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)	Dr Nicholas Goodwin University of Birmingham	1 Nov 2002	31 July 2003
SDO/55/2003 Organisational factors and performance: A scoping exercise (£79,238)	Dr Rod Sheaff Manchester University	1 July 2003	31 March 2004
SDO/65/2003 Measures of quality for the improvement of cancer services (£250,956)	Professor Mark McCarthy University College London	1 Jan 2004	31 Dec 2005
SDO/66/2003 Links between Governance, Incentives and Outcomes: A review of the literature (£79,146)	Professor Celia Davies The Open University	1 March 2004	30 Nov 2004
SDO/65/2003 Measures of quality for the improvement of cancer services. (£250,956)	Professor Mark McCarthy University College London	1 April 2004	31 March 2006
SDO/67/2003 Aspects of relationships between organisations: Centralisation, decentralisation & devolution in publicly funded health services. (£80,447)	Mr Stephen Peckham Oxford Brookes University	1 April 2004	31 Dec 2004
SDO/77/2003 Prostate cancer care: improving measures of the patient experience. (£347,291)	Professor Richard Baker University of Leicester	1 May 2004	30 April 2007
SDO/82/2004 Outpatient services and primary care. (£47,151)	Professor Martin Roland	01 Jan 2005	30 Oct 2005

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	Dr Paula Nicolson University of Sheffield	1 Sept 2000	28 Feb 2001

(£27,317)			
SDO/19/2002 Seeking users' views in service delivery and organisation research (£59,954)	Dr Anthea Innes, University of Stirling	1 May 2002	31 Jan 2003
SDO/73/2003 Review of the validity and reliability of measures of human resource management. (£50,000)	Mr Malcolm Patterson University of Sheffield	1 March 2005	28 Feb 2007
SDO/87/2004 Eliciting users' views in SDO research: methodological literature review & development of guidance for researchers - Continuation of SDO/19/2002 (£20,246)	Professor Vicki Entwistle University of Aberdeen	1 Nov 2004	31 Oct 2005

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

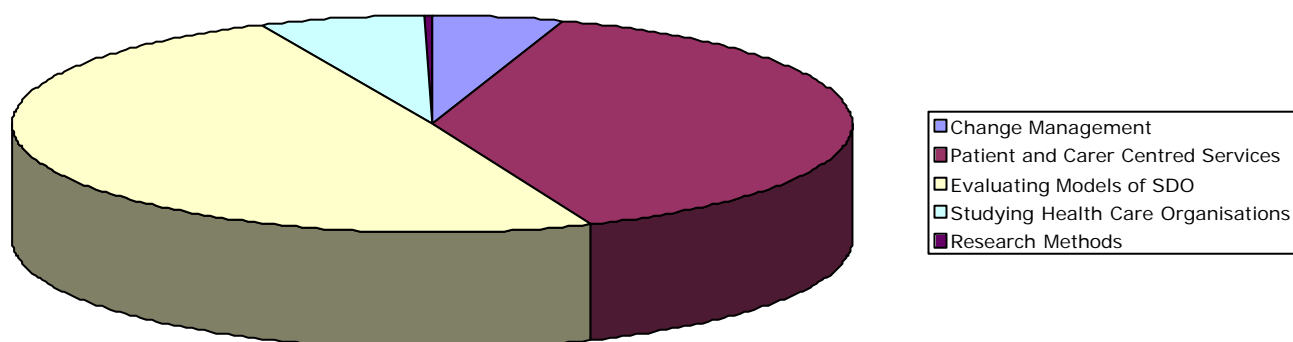
Annex 2 - Commissioning expenditure by theme (2004/05)

Total committed spend by theme as of 31 March 2005

Research theme	Total spend (£)
Patient and carer-centred services	5,070,260
Workforce	190,318
Evaluating models of health services delivery *	7,516,701
Change management	946,728
Studying health care organisations	522,714
SDO research methods	207,756

* Includes Nursing and Midwifery R&D

SDO spend by theme 2004/05



Annex 3 - Commissioning expenditure (2004/05) and projected expenditure (2005/06)

PROJECTS	2004/05			2005/06			
	1	2	3	1	2	3	
						a	b
Change Management	231,920			87,590		70,000	
Leadership							
Patient and Carer Centred Services	1,756,171			1,100,530		200,000	
Mental Health Priorities						100,000	
CUES							
Evaluating Models of SDO	1,880,798			1,716,270	170,000		
Liaison Psychiatry					150,000		
Angioplasty					120,000		
Birth Centres							80,000
Change management in mental health							70,000
Faller's Clinics					120,000		
E-Health					200,000		
Studying Health Care Organisations	293,911			114,360			
Performance					500,000		50,000
Implementing NICE guidelines							70,000
Clinical Governance						20,000	
Research Methods	10,000						
Culture					300,000		
Workforce Issues				300,000	100,000		
Project Totals	4,172,800			3,318,750	1,660,000	390,000	270,000
Comm Board Expenses	40,000			40,000			
SDO Conference	20,000			30,000			
SDO Seminars	30,000			38,000			
Communications	200,000			300,000			
Total Including Admin	4,462,800			3,726,750	1,660,000	390,000	270,000
Total (excluding N&M)			4,462,800				6,046,750
Nursing & Midwifery R&D	360,108			297,917	200,000	250,000	
LOC					1,000,000		
Status totals				3,616,667	2,860,000	640,000	
GRAND TOTAL			4,822,908				7,794,667
LEGEND							
Status 1 ('Live') = Contracted commitments that have started and are being funded within year							
Status 2 ('Agreed') = The call has been advertised and projects are in the selection process							
Status 3 ('Consideration') = Money has been set aside and an advert is planned - a = brief underway, b = under discussion							
N&M = Nursing and Midwifery							
GRAND TOTAL shows complete commissioning expense. Status totals show project costs only (i.e. does not include commissioning expenses)							

Annex 4 - SDO Programme board membership (2004/05)

Chair

Mr Alan Burns
Chief Executive
Trent Strategic Health Authority

Co-Vice-Chairs

Professor Lorna McKee
Professor of Management Studies
University of Glamorgan

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

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

Members

Service User Representative Organisations

Mr Derek Stewart	Chairman of PCT Board, Gedling PCT
Ms Hazel Thornton	Service User
Ms Diana Whitworth	Chief Executive, Carers UK

NHS Managers

Dr Chris James	Clinical Lead, Modernisation Directorate, Southampton City PCT
Mr Malcolm Lowe-Lauri	Chief Executive, King's College Hospital

Dr Peter Carter	Chief Executive, CNWL Mental Health NHS Trust
Mr Paul Streets	Chief Executive, Health Development Agency
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

Dr Jenny Simpson	Chief Executive, British Association of Medical Managers (BAMM)
Mr Nigel Edwards	Policy Director, NHS Confederation

Health Care Professionals

Dr Sheelagh Richards	Chief Executive, College of Occupational Therapists
Dr David Patterson	Consultant Cardiologist, Whittington Hospital NHS Trust

Social Services

Ms Amanda Edwards	Head of Knowledge Services, Social Care Institute for Excellence(SCIE)
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Academics

Professor Huw Davies	Professor of Health Care Policy & Management, St Andrews University
Professor David Guest	Professor Organisational Psychology & Human Resource Management, King's College London
Dr Philip Candy	Director, The NHS Institute
Professor Martin Eccles	Professor of Clinical Effectiveness, University of Newcastle-upon-Tyne
Professor Chris Ham	Health Services Management Centre, University of Birmingham

Professor John Ovretveit	Director of Research, Karolinska Institute, Stockholm, Sweden
Professor Trevor Sheldon	Pro Vice Chancellor, University of York
Communications	
Mr David Brindle	Editor, Guardian Society, The Guardian
Ex-Officio	
Dr Peter Sneddon	Head of National Programmes, Department of Health Research & Development Directorate
Professor Helen Bevan	Redesign Director NHS Modernisation Agency
Dr Joan Box	Clinical Research Liaison Manager, Medical Research Council (MRC)
Dr Jonathan Boyce	Acute Health Care Lead, Audit Commission
Dr Ros Rouse	Associate Director of Research, Economic & Social Research Council (ECRC)
Professor Jeremy Wyatt	Associate Director of Research, National Institute for Clinical Excellence (NICE)
Mr Nick Jones	Deputy Head of Strategy, Healthcare Commission

Annex 5 - SDO commissioning group membership (2004/05)

* = 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
Prof Michael Kelly +	Director of Research and Information, Health Development Agency
Dr Myfanwy Morgan *	Reader in Sociology of Health, King's College London
Dr David Patterson	Consultant Cardiologist, Whittington Hospital NHS Trust
Prof Trevor Sheldon	Head of Department of Health Sciences, University of York
Dr Sally Wyke *	Director, The Scottish School of Primary Care
Ms Joanne Shaw+	Director, Medicines Partnership
Professor Richard Himworth+	Director, Institute of Public Health
Dr David Black+	Medical Director, Queen Mary's Sidcup NHS

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
Ms Amanda Edwards#	Head of Knowledge Services, Social Care Institute for Excellence (SCIE)
Dr Ros Rouse#	Associate Director of Research, Economic & Social Research Council (ESRC)

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
Mr Derek Stewart#	Chairman of PCT Board, Gedling PCT
Dr Michael Traynor *	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)	Chief Executive, Trent Strategic Health Authority
Dr Lorna McKee	Director of Research, Department of Management Studies, University of Aberdeen

Prof Trevor Sheldon Head of Department of Health Sciences,
University of York

Ms Diana Whitworth Chief Executive,
Carers UK

E-health

Dr William Maton-Howarth + Research & Development Division,
(Chair) Department of Health

Mr David Brindle Public Services Editor,
The Guardian

Prof Justin Keen * Professor of Health Politics and Information
Management, Nuffield Institute for Health, Leeds

Mr Mark Outhwaite + National IT Programme Lead
NHS Modernisation Agency

Dr David Patterson Consultant Cardiologist
Whittington Hospital NHS Trust

Prof Paul Wallace + Department of Primary Care and Population
Sciences, Royal Free Hospital 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 health services delivery

Prof Edward Peck* (Chair) Director, Health Services Management Centre,
University of Birmingham

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

Dr David Patterson	Consultant Cardiologist Whittington Hospital NHS Trust
Mr Nigel Edwards#	Policy Director, NHS Confederation
Dr Chris Salisbury *	Reader in Primary Health Care, University of Bristol

Nursing and midwifery

Prof Fiona Ross+ (Chair)	Professor of Gerontological Nursing, King's College, London
Dr Davina Allen +	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 +	Queen Margaret University College
Prof David Cohen	Professor of Health Economics University of Glamorgan
Prof Celia Davies +	Professor of Health Care The Open University
Prof Ron De Witt +	Chief Executive Designate, North West London Strategic Health Authority
Mr David Moore +	Assistant Chief Nursing Officer Department of Health
Dr Pauline Pearson +	Head of Department of Primary Health Care, University of Newcastle-upon-Tyne
Prof Mary Renfrew +	Director Mother and Infant Research Unit, University of Leeds
Dr Anne Marie Rafferty+	Dean of Nursing and Midwifery, King's College London
Dr Elizabeth West *	Senior Research Fellow, Royal College of Nursing
Prof Anne Williams +	Professor of Nursing, University of Wales Swansea
Dr John Wilkinson +	Principal Research Officer, Department of Health Policy Research Programme

Studying health care organisations

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
Dr Janet Harvey *	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 Kieran Walshe *	Director of Research and Reader in Public Management, University of Manchester
Ms Maria Goddard+	Assistant Director Centre for Health Economics University of Glamorgan
Prof Chris Ham#	Health Services Management Centre, University of Birmingham

Workforce

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 *	Senior Research Fellow, University of York
Prof David Guest#	Professor of Organisational Psychology & Human Resource Management, King's College London
Mr Malcolm Lowe-Lauri	Chief Executive, King's College Hospital
Dr Elizabeth White*	Group Head: Research and Development, British Association/College of Occupational Therapists
Dr Elizabeth West *	Senior Research Fellow Royal College of Nursing
Dr Philip Candy#	Director The NHSU Institute

Annex 6 – Analysis of proposals received (Jan 2000 – April 2005)

PROGRAMME OF RESEARCH	PROCESS	CLOSING DATE	TOTAL RECEIVED	TOTAL SHORTLISTED	TOTAL FUNDED
Patient and carer-centred services					
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	2
Access to health care	Empirical (priority scoring tools) – two stage	26/02/03	4	2	1
Access to health care	Scoping exercise (patient choice) – one stage	12/05/04	11	N/A	1

Carers

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 (sharing 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 (carer assessments) – two stage	12/03/03	26	3	1
Carers	Mental health carers (sharing information) – one stage	12/03/03	17	N/A	1

Continuity of Care

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	Empirical (chronic illness) –	07/11/01	23	N/A	1

care	one stage (re-tender)				
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Concordance

Concordance	Scoping exercise – one stage	28/01/04	15	N/A	1
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Workforce Issues

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) – two stage	31/01/03	6	2	1
Workforce issues	Empirical (staff practice and patient care) – two stage	08/09/04	14	5	1
Workforce issues	Empirical (outcomes and patient experiences) – two stage	08/09/04	5	2	1
Workforce issues	Empirical (target ratios) – two stage	08/09/04	4	2	1
Workforce issues	Empirical (skill mix) – two stage	08/09/04	21	6	1

Evaluating models of health services delivery

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	8
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: alternatives) - one	10/09/03	10	N/A	tbc

	stage – re-tender				
Evaluating models of SDO	Empirical (mental health inpatients: observation) – two stage	22/01/03	7	2	1
Evaluating models of SDO	Empirical (mental health inpatients: younger people) – two stage	22/01/03	3	1	1
Evaluating models of SDO	Lit. review (mental health inpatients: staff morale) – one stage	22/01/03	16	N/A	1
Evaluating models of SDO	Empirical - Evaluation of configuring hospitals pilots – two stage	16/04/03	4	2	tbc
Evaluating models of SDO	Empirical - Evaluation of outreach services in critical care – two stage	18/06/03	15	9	tbc
Evaluating models of SDO	Empirical - Personality disorder 1 (PD1) – one stage	15/9/04	5	N/A	1
Evaluating models of SDO	Empirical – Personality disorder 2 (PD2) – one stage	15/9/04	2	N/A	1
Evaluating models of SDO	Rapid Response – mental health priorities	15/11/04	2	N/A	1
Evaluating models of SDO	Empirical – liaison mental health services – two stage	13/04/05	32	N/A	tbc
Evaluating models of SDO	Rapid response	07/12/04	1	N/A	
Evaluating models of SDO	Evaluation of national infarct angioplasty – two stage	28/04/05	1	1	tbc

Nursing & midwifery SDO

Nursing & midwifery SDO	Scoping exercise (identifying research priorities) – closed	N/A	1	N/A	1
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Nursing & midwifery SDO	Lit. review (evaluating innovations) – one stage	05/04/02	1	N/A	1
Nursing & midwifery SDO	Scoping exercise (contribution to child health services) – one stage	09/07/03	6	N/A	1
Nursing & midwifery SDO	Lit. review (user involvement) – one stage	09/07/03	13	N/A	1
Nursing & midwifery SDO	Empirical (protocol based models of care) – two stage	09/07/03	6	4	tbc
Nursing & midwifery	Scoping exercise – the contribution of nurse entrepreneurs to patient choice	07/12/04	7	1	tbc
Nursing & midwifery	Empirical – evaluating professional contributions to networks – two stage	07/12/04	2	8 (combine below)	Tbc
Nursing & midwifery	Empirical – evaluating professional contributions to chronic disease management	07/12/04	10	8 (combine above)	tbc

E-Health

E-health	Lit review (conceptual)– one stage	28/05/03	23	N/A	1
E-health	Scoping exercise (policy context) – one stage	28/05/03	19	N/A	1
E-health	Empirical – internet as health info tool – two stage	20/04/05	24	3	tbc
E-health	Empirical – attitudes of health care professionals to e-Health technologies – two stage	20/04/05	26	5	tbc
E-health	Empirical – e-Health technologies in management of disease – two stage	20/04/05	13	3	tbc

Change management

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
Change management	Development work - closed	N/A	1	N/A	1
Change management	Empirical (measuring and assessing organisational change – OC1) – two stage	22/09/04	6	2	1
Change management	Empirical (understanding the dynamics of organisational change – OC2) – two stage	22/09/04	32	9	3

Studying health care organisations

Studying health care organisations	Critical overview of the literature and a research agenda	N/A	1	N/A	1
Studying health care organisations	Lit. review (managing across networks) – rapid response	04/10/02	2	N/A	1
Studying health care organisations	Scoping exercise (organisational factors and performance) - one stage	12/02/03	17	N/A	1
Studying health care organisations	Lit. review (centralisation, decentralisation, devolution) – one stage	25/06/03	7	N/A	1
Studying health care organisations	Lit. review (governance,	25/06/03	9	N/A	1

	incentives, outcomes) – one stage				
Studying health care organisations	Empirical (measures of quality for the improvement of cancer services) – one stage	25/06/03	4	N/A	1
Studying health care organisations	Rapid response – outpatient services and primary care	21/04/04	1	1	1
Studying health care organisations	Empirical – networks research – two stage	08/12/04	21	8	tbc
Studying health care organisations	Empirical – impact of governance on incentive arrangements – two stage	13/04/05	32	N/A	tbc
Studying health care organisations	Literature review – structure and performance of not-for-profit health care organisations – two stage	01/12/04	4	2	tbc
Studying health care organisations	Empirical – understanding professional partnerships and non-hierarchical organisations – two stage	15/12/04	4	2	tbc
Studying health care organisations	Empirical (prostate cancer care) – two stage	25/06/03	6	2	tbc

SDO research methods

SDO research methods	Scoping exercise – one stage	04/08/00	24	N/A	1
SDO research methods	Guidance – one stage	29/08/01	11	N/A	1
SDO research methods	Methods of synthesis – closed	N/A	1	N/A	1

Limited open call scheme

LOC	Empirical – two stage	26/01/05	176	30	tbc
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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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