

WELCOME

Welcome to *SDO News*, the newsletter of the NHS Service Delivery and Organisation (SDO) R&D Programme. Since the last newsletter in June 2002 we have commissioned some very exciting new projects across our programmes of research, details of which can be found in the update below. In addition we have published two briefing papers, based on research commissioned by the Programme, which are generating a great deal of interest within the NHS. In this issue we are also very pleased to bring you news of the 2nd national SDO conference, a report on the joint methods seminar and details of new programmes of research. Many thanks for your continued interest in the Programme.

Dr Naomi Fulop
Director, NCCSDO

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 will take place on **19 March 2003 at Church House, Westminster**. The aim of the conference is to promote discussion, highlight current thinking and raise awareness of ongoing research into the organisation and delivery of health care services.

The conference will examine the contribution that SDO research can make to the NHS, and explore the following themes:

- Involving service users and carers in the development of health services
- Improving access
- Improving performance
- Workforce

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

The keynote speaker is Nigel Edwards, Policy Director at the NHS Confederation and other speakers include Jonathan Lomas, Executive Director of the Canadian Health Services Research Foundation in Ottawa, Canada, 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.

This conference will be of interest to health care professionals, health service managers, researchers, policy makers and service users.

For more information please contact:

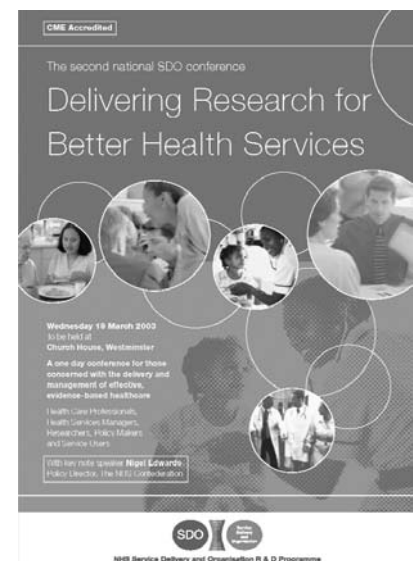
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Places are filling up fast so we advise you to book early to avoid disappointment.



NEW PUBLICATIONS

Briefing paper: Services to support carers of people with mental health problems

This briefing paper is the first in a series of such resources to be produced by the NCCSDO. The papers summarise research which has been commissioned by the SDO Programme and are intended to present findings in a non-technical, easy-to-read manner.



This briefing paper summarises the findings of a review of research evidence and current service provision of support of carers of people with mental health problems. The research was carried out by a team of researchers led by Dr Hilary Arksey from the Social Policy Research Unit at the University of York.

The summary is intended for a wide audience including managers, health care

professionals, policy makers and user and carer groups. It details key findings on interventions and services to support carers, patterns of service provision, principles for how services should be delivered, confidentiality and what is meant by effectiveness and cost-effectiveness. It also details gaps in the research and recommendations for further research.

Hard copies of the briefing paper are available on request from: NCCSDO

Tel: +44 (0)20 7612 7980
 Fax: +44 (0)20 7612 7979
 Email: sdo@lshtm.ac.uk

Alternatively, the briefing paper and full report are available to download at:
<http://www.sdo.lshtm.ac.uk/mentalhealthcarers.htm>

Briefing paper: The transition from child to adult health and social care

A briefing paper summarising the findings of a review of current practice relating to the transition from child to adult health and social care is also now available. The review was conducted by a team from The Florence Nightingale School of Nursing and Midwifery at King's College London, led by Professor Alison While and Dr Angus Forbes. Hard copies of the briefing paper can be obtained by contacting NCCSDO and both the full report and briefing paper are available to download at
<http://www.sdo.lshtm.ac.uk/continuityofcare.htm>



Briefing paper: Promoting continuity of care for people with severe mental illness whose needs span primary, secondary and social care

A briefing paper summarising the findings of a review conducted by a team of researchers led by Professor George Freeman from the Centre for Primary Care & Social Medicine at Imperial College School of Medicine is also being developed. The aim of the review was to find out and understand the mechanisms that enhance continuity of care for people with severe mental illness and to comment on the context where these mechanisms operate. The briefing paper will be available in the new year. The full report is available to download at
<http://www.sdo.lshtm.ac.uk/continuityofcare.htm>

RAPID RESPONSE MODE COMMISSIONING

At the December 2001 meeting of the SDO Programme Board it was agreed that the Programme set up a panel of research institutions for rapid response mode commissioning. These research groups would have sufficient capacity to be able to respond quickly to calls for proposals for service delivery and organisation research, carrying out work to a very high standard and meeting tight deadlines.

A call for tenders was advertised in May 2002 and the following teams were chosen for the panel:

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

CO-OPTED ACADEMIC MEMBERS OF THE SDO PROGRAMME COMMISSIONING GROUPS

In June 2002 the SDO Programme sought additional academic expertise to assist its busy commissioning programme. A call was issued for academics to be co-opted members of the SDO Programme commissioning groups. Co-opted members are involved in selecting proposals in accordance with the SDO's commissioning process. For details of the membership of the SDO commissioning groups please visit
<http://www.sdo.lshtm.ac.uk/commissioninggroups.htm>

Information on how SDO research is commissioned is available via the Call for Proposals web page at www.sdo.lshtm.ac.uk/calls.htm

COMMISSIONED PROGRAMMES – UPDATE

Access to Health Care

The SDO Programme has recently awarded funding for a series of literature reviews, policy analysis projects and primary empirical research in the field of access to health care.

Three literature reviews have been commissioned on problems and barriers to access to health care for socially excluded sectors of the population:

- Problems and barriers to access to health care for socially excluded sectors of the population and effective interventions available to address variations (lead researcher: Dr Mary Dixon-Woods, University of Leicester)
- Problems and barriers to access to health care for carers and effective interventions to remedy variations (lead researcher: Dr Hilary Arksey, University of York)
- From the cradle to the grave. A literature review of access to health care for people with learning disabilities across the life span (lead researcher: Dr Alison Alborz, University of Manchester).

Work has also begun on the following policy analysis topics:

- Balancing the concentration of services required for professional training requirements with demand and needs for local services (lead researcher: Diane Dawson, Centre for Health Economics, University of York)
- Identification and evaluation of standardised datasets for measuring and monitoring access to health care (lead researcher: Professor Alison Macfarlane, St Bartholomew School of Nursing and Midwifery, City University).

Primary empirical research has been commissioned in the following areas:

- Evaluation of a Primary Care Dermatology Service (lead researcher: Dr Chris Salisbury, Division of Primary Health Care, University of Bristol)
- The relative importance, both implicit and explicit, attached to cost-effectiveness, equity and absolute access by individuals and organisations providing health services (lead researcher: Professor Paul Dolan, School of Health and Related Research, University of Sheffield).

A call for proposals on the organisational factors that influence waiting times in A&E Departments and what mechanisms are available to improve waiting times was advertised in July 2002. A decision regarding the successful applicant is due to be made by the new year.

Carers

The SDO Programme recently issued a call for proposals to conduct research on the impact on and outcomes for carers of people with mental health problems of having an assessment undertaken of their needs. It is hoped that work commissioned in this area will begin in July 2003.

Three projects are also in the process of being commissioned using the SDO's rapid response mode commissioning:

- Measuring outcomes for people with mental health problems
- Professionals sharing information with carers
- Respite services for carers of people with dementia.

Change Management

The following empirical studies have recently been commissioned:

- Large-scale change in multi-professional organisations: Roles, responsibilities and relationships between managers and professionals in health and social care settings in the implementation of the NHS Plan (lead researcher: Professor Louise Fitzgerald, De Montfort University)
- 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 (The Sainsbury Centre for Mental Health).

Funding for a literature review designed to inform both the SDO Programme and the NHS Modernisation Agency about the extent of theory and evidence in relation to the diffusion, spread and sustainability of innovations in health service delivery and organisation has been awarded to a team of researchers led by Professor Trisha Greenhalgh, Health Services Development Group, University College London.

Continuity of Care

A re-tender for research on patients' and carers' experiences on continuity of care and the relationship of continuity of care to outcomes in respect of people with long-term illness has been awarded to a team of researchers led by Dr Martin Gulliford from Department of Public Health Sciences, King's College London. The research began in July 2002 and is due to be completed in 2005. The project aims to evaluate the experiences and preferences of diabetic patients and carers with respect to several dimensions of continuity of care. The views of health care staff will also be investigated.

Evaluating Models of Organisation and Delivery of Health Services

The following two literature reviews on evaluating innovations in the organisation and delivery of health services have recently been funded:

- Enhanced or extended roles for Allied Health Professionals in the NHS (lead researcher: Dr Kathryn McPherson, School of Health Professions & Rehabilitation Sciences, University of Southampton)
- Reducing attendance and waits in A&E departments: A review and survey of present innovations (lead researcher: Dr Matthew Cooke, Centre for Primary Health Care Studies, University of Warwick).

Two other literature reviews are in the final stages of commissioning. The Programme is also in the process of commissioning seven empirical studies.

The SDO Programme wishes to commission research to provide a stronger evidence base on how to improve the effectiveness and quality of in-patient treatment and care for people with mental health problems. Therefore we are currently inviting proposals to conduct a series of research projects on:

- In-patient alternatives to traditional in-patient care
- Ward observation procedures
- In-patient care for young people
- Staff morale on in-patient units

For further information please visit <http://www.sdo.lshtm.ac.uk/inpatient.htm>

Nursing and Midwifery SDO

The scoping exercise *Identifying research priorities for nursing and midwifery service delivery and organisation* has been completed by a team of researchers led by Professor Fiona Ross from the Faculty of Health and Social Care Sciences at St George's Hospital Medical School. It will be available on the SDO website in the new year at www.sdo.lshtm.ac.uk/nursingandmidwifery.htm

Five notable priority areas were identified:

- Appropriate, timely and effective interventions
- Individualised services
- Continuity of care
- Staff capacity and quality
- User involvement and participation.

Work on a literature review entitled *Evaluating the effectiveness of innovations involving nurses for chronic obstructive airways disease* will commence in January 2003. The research team will be led by Dr Stephanie Taylor from the Department of General Practice and Primary Care at Barts and The London, Queen Mary's School of Medicine and Dentistry.

Organisational Form and Function

Under its new rapid response commissioning mode, the SDO Programme has commissioned a review of the lessons for the Department of Health and the NHS on **managing across a diverse network of health care providers**. This review will form part of a new programme of work the SDO Programme is developing on organisational form and function.

The context for the review is the increasing development of a diverse range of provision of health care including the use of public, private and overseas providers. The role of the new Strategic Health Authorities, for example, is to co-ordinate and lead across these different types of provision, creating a new kind of management challenge. Other NHS organisations, and the Department of Health itself, will need to adapt to these new challenges.

The research will be undertaken by a team of researchers led by Dr Nicholas Goodwin from the Health Services Management Centre at the University of Birmingham.

In order to generate ideas for the programme on organisational form and function, the broad topic area concerning **relationships between organisations** is being examined. A critical overview of this topic area, including suggestions for further research has been commissioned.

When complete, the overview will be used as the basis for discussion at a seminar with the SDO Organisational Form and Function commissioning group and other invited academic experts, at which topics for research to be commissioned by the SDO Programme will be identified.

JOINT METHODOLOGY WORKSHOP

On the 5-6 November 2002 the SDO Programme held a joint workshop with the National Co-ordinating Centre for Research Methodology, Birmingham. This event built on previous methods workshops held in May 2000, March 2001 and April 2002. The purpose of this workshop was to identify the priority areas of methodological research in relation to service delivery and organisation research, and to set the research agenda. Presentations were given on behalf of eleven disciplines, each of which identified two or three key methodological issues,

resolution of which might facilitate progress in SDO research. Participants scored the issues on the basis of importance, and the scores were ranked. The nine top ranked issues are now being considered further with a view to possible funding of methodological research.

NEW PROGRAMMES OF RESEARCH AND FUTURE CALLS FOR PROPOSALS

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 eHealth in addition to commissioning further research on themes already established.

ABOUT THE SDO PROGRAMME

The SDO Programme is a national programme of research established and funded by the Department of Health's Research and Development programme.

The SDO Programme has been established to consolidate and develop the evidence base on the organisation, management and delivery of health care services.

The National Co-ordinating Centre for NHS Service Delivery and Organisation Research and Development (NCCSDO), based at the London School of Hygiene & Tropical Medicine, co-ordinates the SDO Programme under contract from the Department of Health's R&D Division.

For further information about the NCCSDO or the SDO Programme visit our website at www.sdo.lshtm.ac.uk or contact:

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NCCSDO hope that you find this newsletter interesting and informative. We would be grateful to receive any feedback you may have. Email sdo@lshtm.ac.uk or telephone Helena Paxton on 020 7612 7985.

Produced by Helena Paxton, designed by Andrea Darlow

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The management of the Service Delivery and Organisation (SDO) programme has now transferred to the National Institute for Health Research Evaluations, Trials and Studies Coordinating Centre (NETSCC) based at the University of Southampton. Prior to April 2009, NETSCC had no involvement in the commissioning or production of this document and therefore we may not be able to comment on the background or technical detail of this document. Should you have any queries please contact sdo@southampton.ac.uk.