

WELCOME

Welcome to *SDO News*, the newsletter of the NHS Service Delivery and Organisation (SDO) R&D Programme. Over the last six months, many exciting and varied SDO projects have begun. We have recently commissioned a scoping exercise on concordance, adherence and compliance in medicines taking and are in the final stages of commissioning another on patient choice. A series of funding opportunities have recently been advertised covering the SDO research themes of change management, workforce issues, and evaluating models of health services delivery. Approximately £5million has been committed to projects over 2004/5. Details of how other SDO projects are developing can be found in the update below. High priority is given to communicating to the Programme's wide range of stakeholders the research findings it generates. As more projects are finishing we are working hard to make the research findings available to as wide an audience as possible.

I would like to thank my colleagues, particularly Stuart Anderson, for taking the Programme forward so well while I was on study leave for six months.

May I also take this opportunity to thank you for your continued interest in the Programme.

Dr Naomi Fulop
Director, NCCSDO

BRIEFING PAPER: HOW MANAGERS CAN HELP USERS TO BRING ABOUT CHANGE IN THE NHS

If managers in the NHS are to tailor services more closely to the needs of the people who use them, asking people what their needs are is just one part of the process. Equally important is the ability of the NHS to change in order to meet those needs.

In order to find out more about what role service users should have in change management in the NHS, the SDO Programme commissioned two literature reviews. The SDO wanted to find out what might be the best way of involving users, and to learn whether other sectors – such as the private health care industry – had discovered different ways of consulting service users.

The first of these studies, by Mike Crawford, Deborah Rutter and Sarah Thelwall of the Department of Psychological Medicine at Imperial College, London, aimed to "review literature on user involvement in change management across a range of sectors in order to identify factors that promote successful user involvement". The second, by Diana Rose, Pete Fleischmann and colleagues at Service User Research Enterprise, at the Institute of Psychiatry, London, examined "literature about user and/or carer involvement in managing organisational change within mental health services", a field of health care in which user involvement is already well developed. Both reports can be viewed in full at www.sdo.lshtm.ac.uk/changemanagement.htm

SDO is committed to developing quality resources which effectively communicate key findings of research to a wide range of people within and beyond health and social care. A key part of this commitment is to ensure that substantial reports, often written in a style more appropriate for academic and technical audiences, are synthesised and communicated for the benefit of wider groups of professionals and non-professionals alike, including community groups.

To this end, SDO produces briefing papers based on the main findings of its research studies. A briefing paper based on the two studies above is available to download at http://www.sdo.lshtm.ac.uk/pdf/changemanagement_roseandcrawford_briefingpaper.pdf. Alternatively hard copies can be requested by emailing sdo@lshtm.ac.uk.

Harry Cayton, Director for Patient Experience and Public Involvement at the Department of Health, drew attention to the briefing paper in his keynote speech at the third national SDO conference on 28 April 2004.



THE THIRD NATIONAL SDO CONFERENCE



Harry Cayton OBE, Director for Patient Experience and Public Involvement at the Department of Health

The third national SDO conference took place on 28 April 2004 at Church House, Westminster. The key note speaker was Harry Cayton OBE, Director for Patient Experience and Public Involvement at the Department of Health. Other key speakers included Professor Roger Ulrich, Director of the Center for Health Systems and Design at Texas A&M University and Ms Sue Osborn, Joint Chief Executive of the National Patient Safety Agency. Professor Ulrich spoke on the relationship between the design of buildings and the delivery of health care

services, and Sue Osborn gave a presentation on organising and delivering services for improved patient safety.

The conference examined ways in which SDO research can help the NHS work better by exploring a wide range of issues around the 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.

Feedback received both formally and informally has been very positive. Planning is already underway for the fourth SDO conference which will be held in April 2005.



From left to right: Professor Gillian Parker, Director SDO Programme and Professor Roger Ulrich, Director of the Center for Health Systems and Design at Texas A&M University

CHIEF EXECUTIVE OFFICERS' (CEOs') FORUM

The SDO Programme has established a CEOs' Forum 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 CEOs' own organisations.

Invitees include CEOs from Primary Care Trusts, NHS Trusts (acute hospitals and mental health providers) and Strategic Health Authorities.

The Forum meets every six months for an evening dinner with presentations and discussion. The meetings are very well received and provoke lively discussion.

The latest meeting took place on the evening of 9 June 2004. Professor Kieran Walshe, Professor of Health Policy and Management at the University of Manchester gave a presentation entitled *Managers' use of evidence* and Jan Filochowski, Chief Executive, South East Performance and Delivery Support Team gave a presentation on turning around failing hospitals, key markers etc.

The Forum was a good opportunity to share ideas and to advise the SDO on priorities for organisational research.

COMMISSIONED PROJECTS UPDATE

Patient and carer-centred services

Access to health care

A team of researchers led by Dr Alison Alborz from the University of Manchester carried out a review of research evidence and consultations on access to health care for people with learning disabilities across all groups/levels of disability. Findings from this project are now available to download from http://www.sdo.lshtm.ac.uk/pdf/access_alborz_report.pdf

A briefing paper summarising key findings from this research will be available shortly, and the SDO are also funding an audio CD and 'easy-read' summary based on the research findings, aimed specifically at people with learning disabilities.

The full and supplementary reports of findings from Dr Hilary Arksey et al.'s literature review on problems and barriers to access to health care and effective interventions to remedy variations are now available to download from

http://www.sdo.lshtm.ac.uk/pdf/access_arksey_report.pdf
http://www.sdo.lshtm.ac.uk/pdf/access_arksey_suppl.pdf

Work will begin shortly on a briefing paper summarising key findings.

Concordance

Professor Rob Horne at the University of Brighton, will be leading a review of the evidence base for involving patients in decisions about prescribed medicines. Dr Stuart Anderson, deputy director of the NCCSDO commented, "We are pleased to be commissioning this research on behalf of the Medicines Partnership. Medicine taking is an important part of health care, and this scoping exercise will strengthen the evidence base in an important area of service delivery. The SDO Programme was encouraged to receive a wide range of high quality research proposals, demonstrating both the level of interest and strength of the research capacity in this field."

Patient choice

In response to a request from the Chief Executives' Forum, we are in the final stages of commissioning a scoping exercise on patient choice. The scope will inform the SDO's patient and carer-centred services commissioning group about research priorities in this area, and enable it to commission appropriate secondary and empirical research.

The SDO Programme is interested in the concept of patient choice to the extent that it impacts on the organisation and delivery of services. This includes issues at the:

- system level, such as how the exercise of patient choice may affect the configuration of service providing organisations and the efficiency of service provision;

- organisation level, such as how the exercise of patient choice may affect the range and type of services offered by individual organisations and the equity (or otherwise) of access to services; and
- micro level, such as how the exercise of patient choice may affect the relationship between patients and carers on the one hand, and those professionals providing services to them, on the other.

Conceptual thinking and evidence concerning the following are also important:

- any systematic difference in attitudes to choice amongst different groups of people (such as ethnic minorities and older people);
- the role (and appropriate forms) of information in the exercise of choice, including the extent to which different groups of people are likely to be able to obtain information;
- the way in which patients make trade offs between different choices; and
- the way in which patient choice may affect the quality of services provided (including the outcomes of those services).

Work on this study is due to commence in autumn 2004.

WORKFORCE

The SDO Programme commissioned three scoping exercises on workforce issues in 2003. They covered:

- the relationship between workforce issues and health outcomes, such as mortality, morbidity and length of hospital stay (Hewitt et al.)
- skill mix issues in secondary care (Carr-Hill et al.)
- the impact of local labour market issues on the delivery and organisation of services (Elliott et al.)

The final reports of these scoping exercises are available to download from www.sdo.lshtm.ac.uk/workforce.htm

Findings from the scoping exercises have helped to inform the future research agenda for the workforce programme and SDO has recently advertised a call for proposals for the following four empirical studies:

Who cares? The impact of changing workforce patterns upon staff practice and patient care

The planning, development and implementation of workforce change: the impact on health outcomes and patient experiences

An investigation into the use and effectiveness of target ratios in workforce planning

Specialisation, substitution and the nature of skill-mix: assessing costs and outcomes of changing workforce patterns

Details of the funding opportunities can be found at www.sdo.lshtm.ac.uk/calls.htm The closing date for the call is Wednesday 8th September 2004 at 1.00pm.

EVALUATING MODELS OF HEALTH SERVICES DELIVERY

As part of its programme of research evaluating models of health services delivery, the SDO Programme is currently advertising a call for proposals on services for people with personality disorder. Two studies will be commissioned, the first evaluating aspects of new pilot services for people with personality disorder in community settings and the second evaluating new pilot services for people with personality disorder in forensic settings.

Details of the call can be found at www.sdo.lshtm.ac.uk/calls.htm Applicants are asked to submit full proposals for the above call by Wednesday 15th September 2004 at 1.00pm.

An empirical study on costs, outcomes and satisfaction for in-patient child and adolescent psychiatric services began in April 2004. Professor Paul Lelliott from the Royal College of Psychiatrists is leading the study, which will look at:

1. Which types of in-patient care produce better clinical and social outcomes?
2. Which types of service offering acute treatment and care are preferred?
3. What is the cost effectiveness of adolescent units and adult acute in-patient wards?

Over the past three years, critical care outreach teams, usually led by an experienced critical care nurse, have been established: to help staff identify deteriorating patients; to provide advice or treatment; to ensure swift admission into the critical care unit; and to share skills. Monitoring systems have been created, such that, when the patient's blood pressure, heart rate, breathing rate, temperature or conscious level reaches a certain threshold, the outreach team is called. Outreach teams also monitor the recovery of patients after discharge to the ward from the critical care unit. By increasing communication between critical care unit and ward staff, it is hoped that critical care skills will be shared and that both sides and the patient will benefit.

Three years on, the SDO Programme is interested in whether outreach teams have led to an improvement in care for critically ill patients. Sheila Harvey from the Intensive Care National Audit and Research Centre is leading a team of researchers to address this question. This study is due to complete in autumn 2006.

A study examining whether a home visit by a community midwife when a woman goes into labour has any impact on the rates of caesarean, instrumental births and aspects of women's experiences began in April 2004. Dr Helen Spiby from the University of Leeds is the lead researcher.

For more information on any of the above projects visit www.sdo.lshtm.ac.uk/evaluatingmodels.htm

Nursing and midwifery

A scoping exercise on the nursing, midwifery and health visiting contribution to child health services has recently started. The lead researcher is Professor Alison While from King's College London. For more information on this study visit

<http://www.sdo.lshtm.ac.uk/nursingandmidwifery.htm>

A review of the literature on user involvement in the design and delivery of nursing, midwifery and health visiting research was commissioned at the same time. Professor Fiona Ross from King's College London and her team will carry out this work.

For more information on this project visit www.kcl.ac.uk/nursing/nru/pin.html

An empirical study on the contribution of nursing, midwifery and health visiting to protocol-based care and its variants on organisational, patient and staff outcomes, quality and costs of care is in the final stages of being commissioned and is due to commence late summer 2004.

CHANGE MANAGEMENT

The findings from Professor Trish Greenhalgh's study on *How to spread good ideas: A systematic review of the literature on diffusion, dissemination and sustainability of innovations in health service delivery and organisation* are available on the SDO website at

<http://www.sdo.lshtm.ac.uk/changemanagement.htm#greenhalgh>

A briefing paper summarising key findings from the study is currently being piloted and will be available later in the summer. A larger publication based on the study is planned for publication at the beginning of next year.

The SDO Programme is currently advertising a call for proposals on organizational culture.

Funding is available for the following empirical studies:

Measuring and assessing organizational culture in the NHS

Understanding the dynamics of organizational culture change in the NHS

Details of the call can be found at www.sdo.lshtm.ac.uk/calls.htm

Applicants are asked to submit outline proposals for the above call by Wednesday 22nd September 2004 at 1.00pm.

STUDYING HEALTH CARE ORGANISATIONS

Four new studies have begun in this research area:

Professor Mark McCarthy from University College London is leading a team of researchers who are looking into measures of quality for the improvement of cancer services. The aim of the study is demonstrate how existing NHS cancer information can be used more effectively to improve cancer services. The study will draw together information about the quality of cancer services, assess it, and make this available to NHS and the public. It will provide measures for comparison between different services and help them decide where improvements can best be made.

Professor Celia Davies and team from the Open University are carrying out a literature review exploring different ways of organising work in the NHS and the effects these have on staff, on service users and on health service performance. This study is due to complete at the end of 2004.

Dr Stephen Peckham from Oxford Brookes University, is undertaking a literature review on decentralisation as an organisational model for health care in England. Peckham and team will investigate how decentralisation and centralisation policies are being implemented in the NHS. They will examine the content of these policies and assesses their impact by means of a review of available evidence.

Professor Richard Baker from the University of Leicester is the lead researcher for a study on prostate cancer care: improving measures of the patient experience. Services for people with prostate cancer are undergoing reform to ensure that effective treatments are delivered quickly to the people who need them, in a way that meets the preferences of the patients themselves. The reforms involve local clinical teams in reviewing their services, making changes, and evaluating whether the changes have improved things for patients. Therefore, it is essential that clinical teams understand patients' experiences of care, and ask patients whether changes do lead to improvements. Different methods can be used for asking patients about their experiences. For evaluating the impact of changes, the chosen method must provide accurate and reliable data. The aim of this study is to develop a measure that fulfils these requirements.

RESEARCH METHODS

A study on methods of synthesis has been commissioned jointly by the SDO Programme and the Canadian Health Services Research Foundation (CHSRF). Three teams of researchers are writing papers on different ways of doing syntheses. The papers will be a valuable resource for researchers, providing guidelines on how to synthesise evidence and present it to meet the specific circumstances of managers and policy makers in the health system. The final product will also summarise the highlights of all three papers and include commentaries by British and Canadian policy makers and managers. It will be useful to any organisations that commission or do syntheses aimed at the medium-term (12-month) needs of health system managers and policy makers. Findings from this study are due to be available in November 2004.

EVALUATION OF SDO COMMISSIONING PROCESSES

The NCCSDO evaluates its commissioning process on an annual basis. Questionnaires were sent to all lead researchers who applied for funding in 2003, covering the commissioning process, from the advertising of the call, to the signing of the contract in the case of successful applicants. Overall there is a high level of satisfaction with activities and processes of the SDO Programme. However, applicants have also expressed a number of concerns, which NCCSDO are addressing. The findings of the evaluation are available at http://www.sdo.lshtm.ac.uk/pdf/commissioningprocessreport_2003.pdf

STAFF UPDATE

Congratulations to Damian O'Boyle, who has been promoted to Deputy Programme Manager, to Barbara Langridge who has been promoted to Commissioning Manager and to Lydia Mounter, who has been promoted to Centre Co-ordinator and PA. Congratulations also Michael Yates who has taken up appointment as a commissioning manager and to Chris Langridge, who is our new Deputy Centre Co-ordinator.

Members of staff

Director, SDO Programme	Professor Gillian Parker
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Director, NCCSDO	Dr Naomi Fulop
Deputy Director, NCCSDO	Dr Stuart Anderson
Senior Lecturer	Dr Nick Goodwin
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Deputy Programme Manager	Mr Damian O'Boyle
Commissioning Manager	Mrs Donna Cox
Commissioning Manager	Mrs Barbara Langridge
Commissioning Manager	Mr Michael Yates
Communications Manager	Mrs Helena Paxton
Centre Co-ordinator / PA	Ms Lydia Mounter
Deputy Centre Co-ordinator	Mr Chris Langridge

ABOUT THE SDO PROGRAMME

The SDO Programme is a national programme of research funded as part of 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, manages the SDO Programme.

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.

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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.