

WELCOME

Welcome to *SDO News*, the newsletter of the NHS Service Delivery and Organisation (SDO) R&D Programme. Since the last newsletter in November 2001, the Programme continues to make encouraging progress in commissioning and communicating research findings. In this issue we are delighted to bring you news of the first national SDO conference, an update of work commissioned and details of new programmes of research. Many thanks for your continuing interest in the Programme.

Dr Naomi Fulop
Director, NCCSDO

1ST NATIONAL SDO CONFERENCE



Delivering research for better health services and

Nigel Crisp, Chief Executive, Department of Health and NHS

The SDO Programme held its first national conference on 1st March 2002 at the Royal College of Physicians in London. Three hundred people from a wide range of organisations attended this highly successful event which promoted discussion, highlighted current thinking and raised awareness of ongoing research into the organisation and delivery of health services and social care. Research presented at the conference was reported in *Guardian Society* and the *Health Service Journal*.

The keynote speaker was Nigel Crisp, Chief Executive, Department of Health and NHS and the event was chaired by David Brindle, Editor of the *Guardian Society*. Other speakers included Professor Gillian Parker, SDO Programme Director, Professor John Ovreteit, Professor of Health Management, The Nordic School of Public Health and Helen Bevan, Redesign Director, NHS Modernisation Agency.



From left to right: Nigel Crisp, Chief Executive, Department of Health and NHS and David Brindle, Editor, Guardian Society

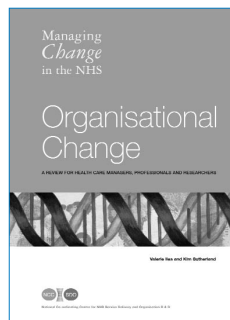


The feedback received both informally and formally from evaluation questionnaires has been very positive. The NCCSDO is already planning the 2nd National SDO conference to be held on 19 March 2003. Details to follow in the autumn.

From left to right: Professor Gillian Parker, SDO Programme Director, David Brindle, Editor, Guardian Society and Professor John Ovreteit, The Nordic School of Public Health

BAMM BOOK AWARD

In June 2002, the SDO publication *Organisational Change: A review for health care managers, professional and researchers* won first prize at the British Association of Medical Managers (BAMM) Book of the Year Award 2002. The award was presented to Valerie Iles (co-author) and Naomi Fulop (Director, NCCSDO) by BAMM's Chairman Dr Chris Bunch at the BAMM annual summer school and AGM. Both author and publisher were delighted to receive such an award.



From left to right: Dr Chris Bunch, Chairman, BAMM, Valerie Iles, Co-author and Dr Naomi Fulop, Director, NCCSDO
Photo, Tim Scott

JOINT METHODS SEMINARS

On 19 April 2002, the SDO Programme held a seminar on Qualitative Methods in Service Delivery and Organisation Research at the London School of Hygiene & Tropical Medicine, in collaboration with Imperial College School of Management, London and the National Co-ordinating Centre for Research Methodology, Birmingham. This event followed the success of the first joint methods seminar in March 2001 led by Professor Stephen Shortell, School Of Public Health, University of California, Berkeley.

The focus of the March 2001 seminar was on quantitative methods for SDO research. The second seminar concentrated on qualitative methods and the speakers were all experts in their particular fields. The keynote speaker was Ann Langley, Professor of Strategy at the University of Montreal, Canada. This interesting and stimulating seminar was aimed at all those who are currently engaged in, or who are planning to undertake, research on the delivery and organisation of health services. It provided participants with the opportunity to extend their understanding of methods in SDO research, as described in Fulop, N., Allen, P., Clarke, A., Black, N. (eds). *Studying the Organisation & Delivery of Health Services*. London: Routledge, 2001.

A third seminar will be held on 5 - 6 November 2002. This seminar will be a collaboration between the SDO Programme and the National Co-ordinating Centre for Research Methodology, Birmingham and is currently in the planning stages.

COMMISSIONED PROGRAMMES - UPDATE

Access to Health Care

Taking into account the findings from the previously commissioned scoping exercise and contextual report (see www.sdo.lshtm.ac.uk/access.htm), the SDO Programme Board decided to take the following priorities forward in February 2002:

A. A series of reviews of the literature covering the following topic area:

1. Problems and barriers to access to healthcare for socially excluded sectors of the population and effective interventions available to address variations.

B. Policy Analysis Topics:

- B1.** Balancing the concentration of services required for professional training requirements with demands and needs for local services.
- B2.** Availability and adequacy of datasets for monitoring access to health care - both overall, and for socially excluded sectors of the population.

C. Primary Research Topics:

1. The evaluation of innovative approaches to improving access to health care:
 - a) Evaluation of rapid chest pain clinic.
 - b) Evaluation of other innovative approaches to improving access.
2. The relative importance, both implicit and explicit, attached to cost-effectiveness, equity and absolute access by individuals and organisations providing health services.

It is expected that projects in this programme of work will commence summer/ early autumn 2002.

Change Management and Quality Improvement

The SDO Programme has recently awarded funding for two literature reviews on service user involvement in managing change:

- Review of the literature: service user involvement in change management in a mental health context (lead researcher: Dr Diana Rose, Institute of Psychiatry, King's College London).
- Service user involvement in change management: current practice and research needs in the context of NHS modernisation (lead researcher: Dr Mike Crawford, Department of Public Mental Health, Imperial College of Science, Technology & Medicine).

Work on these studies began in April 2002.

Empirical studies on relationships between managers and health care clinical teams and how this will impact on the implementation of the NHS Plan and the impact of leadership style in implementing change in multi-professional organisations are in the process of being commissioned. Work will commence in June 2002.

Under the programme of research on Management of Change, the SDO Programme has recently issued a call for proposals on diffusion, spread and sustainability of innovations in health service delivery and organisation. This work is being commissioned on behalf of the NHS Modernisation Agency in order to inform its work, and it complements the SDO programme of research on evaluating innovations in the organisation and delivery of health services, which was advertised earlier in the year, (see www.sdo.lshtm.ac.uk/evaluatinginnovations.htm).

The aim of this literature review is 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 (including those at the interface between health and social care).

Change Management Evaluation Survey

The two publications 'Organisational Change' and 'Making Informed Decisions on Change' were launched in June 2001 and have been widely distributed nationally in hard copy and accessed in electronic format via the SDO website. Interest in the publications has been high and the NCCSDO continues to process substantial numbers of enquiries and requests about the publications. To date over 12,000 copies of the publications have been requested.

Between December 2001 and March 2002 a telephone survey was carried out to assess the impact of the publications on their intended target audiences. The study was designed and carried out by a team of independent researchers working in collaboration with and assisted by NCCSDO staff.

A total of 21 people were interviewed using a structured questionnaire; respondents were drawn from team, service and organisational leadership levels.

The study gained a range of useful feedback and views about the two publications, highlighting the importance of evaluation in the process of commissioning research. It is very encouraging that several interviewees have used the publications to help them initiate or adapt a specific change process at work and their suggestions for further developing the resources will be very useful to the NCCSDO. The full report is available to download from the SDO website at: www.sdo.lshtm.ac.uk/publications.htm

Continuity of Care

On 6 February 2002 the SDO Programme held a first Symposium on Continuity of Care. Research teams involved in the short and longer-term continuity of care projects were invited to this one-day event to present their work, share ideas and discuss ways of successfully communicating the research findings to appropriate audiences. Members of the continuity of care commissioning group also attended the event. The day promoted useful discussion which will help the SDO Programme in its dissemination of research findings.

Reviews on continuity of care for older people, people with severe mental illness, the users' transition between child and adult services and the effect of workforce policies on continuity of care are close to completion. These findings will be communicated to the relevant audiences in autumn 2002.

Empirical research on relationships between organisations in continuity of care and patients' and carers' experiences of continuity of care in the areas of cancer, mental health, stroke and diabetes are underway. For more information visit www.sdo.lshtm.ac.uk/continuityofcare.htm

Evaluating Models of Organisation and Delivery of Health Services

A call for proposals for literature reviews and empirical studies on evaluating innovations in the organisation and delivery of health services closed 5th April 2002. Nearly 150 proposals were received. Of particular interest will be evaluations which clearly relate to NHS priorities and implementation of the NHS Plan.

Mental Health and Carers

A review of research on services to support carers for people with mental health problems has recently been completed by Dr Hilary Arksey, Social Policy Research Unit, University of York. Findings from this review will inform future research in the area of mental health and carers.

SDO Research Methods

Funding has been awarded to team led by Dr Anthea Innes from the Department of Applied Social Science at the University of Stirling to develop guidance for researchers seeking to elicit users' views in service delivery and organisation research. This research will begin in May 2002 and is due to complete in January 2003.

Nursing and Midwifery SDO R&D

In April 2002 the SDO Programme took on responsibility for the management of a new programme of nursing and midwifery aspects of SDO research. The objective of this programme is to commission research to support the delivery of high quality, evidence-based nursing and midwifery care. To achieve this the programme will be aligned with strategic developments within nursing and midwifery and other R & D programmes, such as those within the Department of Health's Policy Research Programme (PRP).

A commissioning group was established in April 2002 (see www.sdo.lshtm.ac.uk/commissioninggroups.htm) and the need for a scoping exercise emerged from this first meeting. The aim of this scoping exercise, which will be undertaken by a team of researchers headed by Professor Fiona Ross, from the Faculty of Health and Social Care Sciences at St George's Hospital, is to advise the commissioning group as to what topics and research should be commissioned in the area of nursing and midwifery SDO. The map of existing research will need to identify gaps in research already commissioned and planned which this programme could address and which are not already being undertaken by other commissioners.

Refreshing the National Listening Exercise

In 1999, the NCCSDO undertook a National Listening Exercise of all key NHS stakeholders. Ten themes were identified from this process, as detailed in the report *National Listening Exercise - Report of the Findings* (March 2000) available to download at <http://www.sdo.lshtm.ac.uk/listeningexercise.htm>

These themes have shaped the first two years of the Programme. It is vital that NHS SDO research & development remains closely aligned to the concerns of NHS stakeholders in order to produce results that are relevant to policy and practice. To achieve this the NCCSDO is conducting a second Listening Exercise to identify if the research areas prioritised in the first exercise have changed in any way or if greater emphasis is required on specific topics already identified. A full report will be available in autumn 2002.

Rapid Response Groups

At the December 2001 meeting of the SDO Programme Board it was agreed that the Programme would set up a panel of research institutions for rapid response mode funding. A call for tenders was recently advertised and it is planned that this new commissioning process will be in place by September 2002.

NEW PROGRAMMES OF RESEARCH AND FUTURE CALLS FOR PROPOSALS

A programme of research is currently being developed on the **relationship between organisational form, function and outcomes**. Instead of using a scoping exercise to identify areas for research, a new method will be piloted. This will involve convening an 'expert' seminar that bases its discussion on two or three overviews of the field written by selected academics.

In the near future research questions on **inpatient mental health** will be commissioned under the programme of research on Evaluating Models of Organisation and Delivery of Health Services.

As part of the programme of research on Access to Health Care, the SDO Programme will shortly be commissioning an empirically based project on the **organisational factors that influence waiting times in A&E Departments**. It is envisaged that research in this area will start early 2003.

PEER REVIEW

The NCCSDO would like to extend a warm thanks to all those people who have undertaken peer review for the SDO Programme. Their input is invaluable to the SDO commissioning process.

We are always looking for new peer reviewers. If you are interested in becoming a peer reviewer for the Programme please contact:

Kate Thomas
Commissioning Manager
Tel: 020 7612 7981
Email: sdo@lshtm.ac.uk

Peer reviewers will be called upon no more than once a year to review a maximum of 5 proposals and / or one final report. Unfortunately we are currently unable to offer payment for the peer review of proposals, but do offer payment for the review of final reports.

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 Directorate.

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 NHS Executive R&D Directorate.

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 Ward on 020 7612 7985.

Produced by Helena Ward
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.