

WELCOME

Welcome to the second edition of *SDO News*, the newsletter of the NHS Service Delivery and Organisation (SDO) R&D Programme. Since our last newsletter in March this year, the Programme has made considerable strides in commissioning and communicating research findings. In this issue we are pleased to bring you news of our first publications, the commissioning of a significant programme of work on the theme of continuity of care, and progress on other themes including change management and access to health care. Many thanks for your continuing interest in the Programme.

Dr Naomi Fulop
Director, NCCSDO

NEW PROGRAMME DIRECTOR



We are very pleased to announce that Professor Gillian Parker became SDO Programme Director on 1 August 2001, taking over from Professor Sir John Pattison. Gillian is Professor of Community Care and director of the Nuffield Community Care Studies Unit (NCCSU) at the University of Leicester, UK. Her current research interests include evaluation of community care policy, boundaries in and between health and social care, disability and informal care, and the relative responsibilities of the state, the family and the individual for providing and paying for long-term care. She has published widely in the field of community care, most recently on attitudes towards paying for long-term care and on where older people are best cared for during acute and sub-acute illness (intermediate care). Gillian has a long-standing interest in the evaluation of health and social care policy and practice and is delighted to be directing this important national programme.

LAUNCH OF "MANAGING CHANGE IN THE NHS" PUBLICATIONS

On Wednesday 13 June 2001, 150 people from a wide range of NHS organisations attended a seminar on 'Managing Change in the NHS' at the London School of Hygiene & Tropical Medicine (LSHTM). The purpose of the event, which was held jointly by the SDO Programme and the *Health Service Journal*, was to launch two publications on change management commissioned by the SDO Programme.

The first publication, **Organisational Change: A review for health care managers, professionals and researchers**, is a review of models of change management to help managers, professionals and researchers find their way around the literature and consider the evidence available about different approaches to change.

The second, **Making Informed Decisions on Change: Key points for health care managers and professionals**, is a booklet, drawing on the review, which aims to encourage managers and professionals to reflect on and share what helps and hinders successful change to improve the quality of services.



From left to right: Dr Naomi Fulop, Director, NCCSDO; Professor Sir John Pattison, Director of R & D, Department of Health; Professor Andy Haines, Dean, LSHTM; Professor Nick Black, Head, Department of Public Health and Policy, LSHTM; Professor Gillian Parker, Director, NHS SDO R & D Programme; Professor Aidan Halligan, Director of Clinical Governance for the NHS, Clinical Governance Support Team.

Sir John Pattison, Director of R & D at the Department of Health, chaired this highly successful event. Four speakers reflected on issues raised in the publications and gave first-hand accounts of their experience of implementing change.

The speakers were:

- Professor Aidan Halligan, Director of Clinical Governance for the NHS.
- Mr Malcolm Lowe-Lauri, Chief Executive, Peterborough Hospitals NHS Trust.
- Ms Kate Grimes, Head of Health Services Development, London Regional Office.
- Dr Chris James, Clinical Lead, Modernisation Directorate, Southampton City PCT.



The publications can be downloaded from the SDO website at: www.sdo.lshtm.ac.uk/whatsnew.htm

Alternatively, hard copies can be obtained from:

NCCSDO

Tel: 020 7612 7980

Fax: 020 7612 7979

Email: sdo@lshtm.ac.uk

To date, over 5000 copies of the publications have been requested. The SDO programme is currently undertaking an impact study designed to gain early feedback from the field about uptake, use and perceived impact of these resources.



Further Research on Change Management

Following publication of the change management review, a programme of commissioned research has been developed. This includes a review of the literature on theory and evidence in relation to the involvement of service users and carers in managing change, and two empirical studies on change management in multi-professional organisations focusing on

relationships and leadership. The call for proposals closed on 2 November 2001 and 70 proposals were received.

RESEARCH METHODS FOR SDO

On 30 October 2001 the SDO Programme and Routledge publishers held an evening event to launch the new book *Studying the Organisation and Delivery of Health Services: Research Methods*.

Edited by Naomi Fulop, Pauline Allen, Aileen Clarke & Nick Black and with chapters written by experienced teachers and researchers, this book introduces research methods from a

wide range of social science disciplines and applies them to health service research.

Each chapter takes a different research method or approach and provides: theoretical background; a description of the method; advice on how to use it; relevant examples; a discussion of the limitations of the method; and a list of further reading.

Research methods covered include: epidemiology; organisational psychology; action research; political science/policy analysis; organisational economics; historical methods and operational research. This book also looks at the issues in synthesising evidence from qualitative research and non-experimental quantitative studies.

It is an invaluable reader for researchers, students and research funders and provides an appropriate text for the growing number of courses in the multidisciplinary field of health services research.



How to order: Routledge books are available from all good bookshops (Hb: 0-415-25762-X: £50.00, Pb: 0-415-25763-8: £16.99.) Alternatively, for credit card orders telephone the Routledge Customer Hotline: +44 (0)8700 768853 or Fax: +44 (0)20 7842 2300 or Email: orders@routledge.co.uk

Further Research on Methods for SDO

The SDO Programme is commissioning R&D on the organisation, management and delivery of health care. It is vital that this research includes consideration of users' views and researchers therefore need to know how best to do this. The NHS Methodology R&D programme has also identified this as an important area for further research.

The NCCSDO commissioned a scoping exercise entitled *Eliciting and assessing users' views on the processes of health care* from a team of researchers at the University of Sheffield (lead researcher: Dr Paula Nicolson, School of Health and Related Research) to understand the extent and quality of existing research in this area. The report, which is available to download at www.sdo.lshtm.ac.uk/elicitingusersviews.htm, was designed to advise both the SDO and the Methodology R&D programmes what further R&D should be commissioned. The report found that a significant proportion of research eliciting users' views is poorly conducted. Their recommendations included the need to develop guidance for researchers undertaking SDO research on 'good practice' in eliciting users' views. The SDO Programme is therefore in the process of commissioning proposals to develop guidance for researchers on eliciting users' views, with specific reference to SDO research.

COMMISSIONED PROGRAMMES - UPDATE

Access to Health Care

The report of a scoping exercise on Access to Health Care undertaken by the Public Health and Health Services Research Group at the Department of Health Sciences, King's College London is available to download from the SDO website at www.sdo.lshtm.ac.uk/access.htm Following the scoping exercise a piece of work entitled *Access to health care - taking forward the findings from the scoping exercise* was undertaken by the King's Fund and is also available to download. Further work will be commissioned on Access to Health Care in December 2001.

Continuity of Care

The SDO programme has recently awarded funding for a series of medium and longer-term projects on the theme of continuity of care:

- *Continuity of care in stroke and its relation to outcomes* (lead researcher: Professor A House, Academic Unit of Psychiatry and Behavioural Sciences, School of Medicine, University of Leeds).
- *Continuity of care: patients' and carers' views and choices in their use of primary care services* (lead researcher: Professor R Baker, Clinical Governance Research and Development Unit, Department of General Practice and Primary Health Care, University of Leicester).
- *Partnership and complexity in continuity of care: a study of vertical and horizontal integration across organisational and professional boundaries* (lead researcher: Professor G Wistow, Nuffield Institute for Health, Leeds).
- *Patient and carers' experiences of continuity of care in long-term conditions and the relationship of continuity of care to outcomes* (lead researcher: Professor T Burns, St George's Medical School).
- *Concern and continuity in care for patients with cancer and their carers: A multi-method approach to enlightened management* (lead researcher: Professor M King, Psychiatry and Behavioural Sciences, Royal Free and University College Medical School).

Brief summaries of each project will be available on the SDO website shortly.

A re-tender of research on patients' and carers' experiences of continuity of care and the relationship of continuity of care to outcomes in respect of people with long-term illness is in the process of being commissioned.

Mental Health and Carers

A scoping exercise on *Research on services to support carers for people with mental health problems* has been awarded to Dr Hilary Arksey of the Social Policy Research Unit at the University of York. The aim of this scoping exercise is to inform the SDO Programme what further R & D should be commissioned in this area.

Implementation Methods

The SDO Programme manages the national R & D programme on the evaluation of methods to promote the implementation of research findings. Thirty-five projects were originally commissioned by this programme, thirty-one of which have

been completed. The executive summaries are available on the following website:

<http://www.doh.gov.uk/ntrd/rd/implement/index.htm>

FUTURE CALLS FOR RESEARCH

Calls for research in two areas - access to health care and evaluating innovations - are due to be advertised in December 2001 and the new year respectively. Calls will be advertised in the Guardian, the Health Service Journal and on the SDO website - www.sdo.lshtm.ac.uk/calls.htm.

SDO National Conference - Delivering Research for Better Health Services and Social Care

1 March 2002

Royal College of Physicians, 11 St Andrews Place, Regent's Park, London NW1 4LE



The first national SDO conference aims 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, the role of evidence in health and social care, research to improve the delivery and organisation of services, managing change and researching modernisation.

The keynote speaker is Nigel Crisp, Chief Executive, Department of Health and NHS and other confirmed speakers include Professor Gillian Parker, SDO Programme Director, Professor John Ovretveit, Nordic School of Public Health and Helen Bevan, Redesign Director, Modernisation Agency.

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

For more information please contact NCCSDO on 020 7612 7980 or email sdo@lshtm.ac.uk

VIEW FROM THE COMMISSIONING BOARD

A commissioning board for the SDO Programme was established in July 2000. The membership of the Board reflects the Programme's commitment to involving important stakeholders in all aspects of its work and future development and comprises service users, health care professionals, health service managers and policy makers.

Below, we hear from board member Diana Whitworth, Chief Executive of Carers UK, an organisation whose aims include raising awareness of carers, reaching out to hidden carers and involving carers in their research, policy development and lobbying.

Diana Whitworth, Chief Executive, Carers UK

When I joined the SDO Commissioning Board I found it very useful that the Programme had already undertaken a Listening Exercise to inform it of the issues most important to those delivering and organising services, and to those receiving them. It meant that there was already a clear focus on thinking about research and development with regard to users and carers. In fact, the diverse backgrounds of the various members of the Board means that the views of many different sections of people are constantly raised.

I am a member of the sub group of the Board that deals with the programme of research on Continuity of Care. It has been very helpful to be involved in detailed thinking about research in this area and to ensure that carers and users are involved at all stages. Patients are now at the forefront of people's minds but the wider context of families and carers is often not as high on people's consciousness. It's very gratifying that I had input into the structure of the call, and that good research has been commissioned. I am looking forward to the results coming in. I feel that the Board's thinking on issues such as users and carers is quite advanced and hope that researchers will be equally forward in their thinking.

One thing that has been very useful for me as Chief Executive of a relatively small charity that does some research itself, is seeing the "other side" of the research process. The links I have made between the Commissioning Board and other projects I work on e.g. the Mental Health Taskforce and the OSCA Programme have also been helpful.

Being a member of the Board has been a steep learning curve, but very beneficial. As with most other projects you get out what you put in. If you're prepared to make the time to attend meetings and get involved, it's a satisfying job.

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:

Donna Cox
Commissioning Manager
Tel: 020 7612 7986
Email: donna.cox@lshtm.ac.uk

Peer reviewers will be called upon no more than once a year to review a maximum of 5 proposals.

WELCOME TO NEW MEMBERS OF STAFF

The NCCSDO would like to welcome several new members of staff:

Pamela Baker – Programme Manager

Pamela has a background in the Civil Service, NHS Management and Research Management. Her last post was as Administrator to the ICRF General Practice Group in the Department of Primary Health Care at the University of Oxford.

Nicole Fathers – Deputy Programme Manager

Previously Nicole worked as a Commissioning Manager for the East London and City Health Authority and prior to that as a Contracts Manager for the Health Funding Authority, New Zealand.

Dr Stuart Anderson – Senior Lecturer

Stuart is Senior Lecturer in Organisational Behaviour at the London School of Hygiene & Tropical Medicine. His principal research interests are organisational studies in health care, and his publications include comparative studies of public and private provision of health care, performance measurement, and prescribing at the interface between hospital and general practice.

Claire Cherry – SDO Research Fellow

Claire will be starting on 1 January 2002. She is currently assistant director of planning with East Kent Hospitals NHS Trust.

NCCSDO would also like to congratulate **Kate Thomas** on promotion to the post of SDO Commissioning Manager. Kate was previously the NCCSDO Co-ordinator.

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.

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.