

sdo news

Newsletter of the Service Delivery and Organisation Programme

No 15 • November 2008

New structures for research commissioning

Joint SDO and HSRN Conference 2008 4-5 June, 2008

Thank you to all of you who attended the 2008 HSRN and NIHR SDO Programme joint annual conference. Held for the first time in Manchester over two days, health services researchers from across the country, and indeed Europe, were treated to a range of high quality research presentations and lively discussion. There was also plenty of networking, especially at the evening reception, which was kindly hosted by the Health Foundation.

Once again, our thanks to all the speakers and poster presenters from the two days.

Congratulations also to the conference prize winners.

Some of the excellent presentations from the SDO day and HSRN day of the conference are now available to download.

SDO day

www.nhsconfed.org/specialist/specialist-3595.cfm

HSRN day

www.nhsconfed.org/specialist/specialist-3596.cfm

After 10 years the secretariat for the SDO programme is changing from the NCCSDO based at LSHTM, to the new NIHR Evaluation, Trials and Studies Coordinating Centre (NETSCC) based at the University of Southampton.

Within NETSCC there will be a support team dedicated to SDO and NETSCC will also be supporting a number of other NIHR programmes in the same way. The move to a shared co-ordinating centre will improve efficiency and consistency in the support provided to programmes.

In planning for this change, we have taken the opportunity to review our commissioning structures and processes and will be adopting a new model with effect from 1st April 2009. In future, we will be using a model in which there are a number of panels, whose focus will be primarily upon the assessment of NHS needs, and a single commissioning board, whose focus will be scientific quality. There will be three new panels:

- A **Priority Areas Panel** will commission research on topic areas that are current and important for the NHS. This will probably involve thematic calls, using a similar approach to that adopted for a number of recent SDO calls.
- An **Evaluations Panel** will commission the evaluation of NHS-sponsored initiatives (for example regional interventions) and any evaluations requested by the Department of

Health. It will also invite proposals for evaluative 'implementation studies' from NHS/Researcher partnerships. These might vary from interventions at the clinical level through to health economy level.

- A **Service Delivery and Organisation studies Panel** will work in researcher-led mode, inviting proposals from researchers on any topic within the SDO remit.

We are very acutely aware of the contribution made by members of our existing commissioning groups and reviewers. Without this input we could not continue to function as a programme and we would not have been able to fund the growing body of research for which we can claim responsibility. We will, therefore, be inviting existing members of the SDO community to express an interest in membership of our new commissioning structures, as well as looking to recruit new members.

Further information about how you can apply to join one of the new advisory panels, deadlines for applications, and the appointment process are now available from the SDO programme website at www.sdo.nihr.ac.uk



DATE FOR THE DIARY
Join us to help celebrate our
10th year anniversary
at our next annual conference,
3-4 June, 2009.

Director's message



Elsewhere in this newsletter we set out or commissioning intentions for the next year and these demonstrate two things.

First, it shows our continuing commitment to funding new research on topics important to those who manage service delivery in the NHS.

Second, it illustrates the fact that we are working to ensure that there is no slow-down in our research commissioning as support arrangements transfer from London to the University of Southampton. This process is now underway and I am confident that the transition will happen smoothly and that we can expect to see positive changes in SDO commissioning practice as a result.

I also draw your attention to SDO's role in providing developmental support to the Collaboration for Leadership in Applied Health Research and Care (CLAHRC) and our intention to commission an evaluation of the CLAHRC. This exciting initiative will provide new opportunities for SDO to develop new links with those organisations leading in the application for research for service improvement in the NHS.

Stephen Davies
SDO Programme Director

Developing knowledge mobilisation through the SDO Programme

As well as commissioning new research, the SDO Programme is interested in stimulating Knowledge Mobilisation (KM) – the interactive exchange of research-based findings and ideas between researchers and managers – and Capacity Building (CP) – the ability to access and use management research within the NHS.

As part of this work, the SDO Programme has funded the SDO Network, hosted by the NHS Confederation. The SDO Network facilitates KM/CB by organising various interactive events, developing local learning sets, facilitating placements and acting as a knowledge broker. More information on the SDO Network can be found at their website www.nhsconfed.org/SDONetwork or by emailing Ganesh.Sathyamoorthy@nhsconfed.org

As well as working with and through the SDO Network, the SDO KM/CB work will be promoted by the development of SDO Management Fellowships. This new scheme offers successful SDO research teams the opportunity to apply for additional funds to allow a local manager to form an integral part of their research project. The placement of practising managers as part of the research team has several potential benefits: it provides direct day-to-day service expertise into the research team as the project is operationalised;

it develops the research knowledge and skills of the managers; and it fosters better linkage and exchange between the local research producers (usually universities) and potential local research users within the NHS. This scheme is being piloted first with the most recent Management Practice in Healthcare Organisations call (MP241), but may be extended to other calls in due course.

The SDO Programme is also supporting KM/CB by working with the newly funded NIHR Collaborations for Leadership in Applied Health Research and Care (CLAHRC). These Collaborations will undertake high-quality applied health research focused on the needs of patients. They are designed to support the translation of research evidence into practice in the NHS, including the trialling and evaluation of initiatives to encourage adoption of evidence based practice. As such, these developing Collaborations provide fertile ground for focusing SDO KM/CB support.

For further information on these – or indeed any other aspect of SDO work on Knowledge Mobilisation and Capacity Building – you are invited to contact Huw Davies (hd@st-and.ac.uk) who is directing this area of work.

SDO Network are working with Knowledge Exchange

The SDO Network, along with the Health Services Research Network, is working in partnership with Knowledge Exchange (KE), an interactive online portal for NHS managers. KE aims to help improve NHS and social care services by being the first choice online service for managers and other health and social care professionals who wish to seek and share work related information and knowledge. Working with KE furthers the SDO Networks aims of promoting the use of research and the exchange of knowledge between the research and management

communities. SDO Network is doing this through using KE viewpoint articles to highlight issues where research has something to say, by making sure SDO research output is available in the website's resource section and through encouraging researchers to join KE and engage in the sharing of knowledge and ideas online. It presents an opportunity for researchers to share their knowledge or point managers in the right direction to find relevant research. It also helps in building useful networks and contacts. To register with KE visit www.theknowledgeexchange.co.uk

Commissioned projects

Since May 2008, the date of the last newsletter, the SDO Programme has contracted the following projects. Further details of each project are available on the SDO website www.sdo.nihr.ac.uk

Workforce issues

- SDO/214 – Topic 1: Enhancing the effectiveness of interprofessional working: costs and outcomes
- SDO/221 – The impact of foundation doctor training: impact on workforce wellbeing and patient care
- SDO/222 – Inpatient care for people with dementia: implications for person-centred practice

E-health

- SDO/224 – Electronic services: implementation and impact
- SDO/225 – A pilot electronic multi-agency information sharing system for mentally disordered offenders
- SDO/226 – Getting the benefit from electronic patient information that crosses organisational boundaries

Use of research

- SDO/220 – Research utilisation and knowledge mobilisation: a scoping review

Patient- and carer-centred services

- SDO/223 – Organisational factors influencing technology adoption in the NHS: a systematic literature review
- SDO/227 – Better mental health care for older people in general hospitals
- SDO/228 – Understanding and improving transitions of older people: a user and carer centred approach
- SDO/229 – The transition from cognitive impairment to dementia: older people's experiences
- SDO/230 – Health and social care services for older adults in prisons
- SDO/231 – A study to develop integrated working between primary health care services and care homes
- SDO/232 – Transitions between services at the end of life for older people – patient and provider perspectives
- SDO/233 – Transitions to palliative care for older people in acute hospitals
- SDO/234 – Can rehabilitation reduce attendance at A&E and promote wellbeing for people with severe epilepsy?

Researcher news

The NCCSDO's academic staff, led by Dr Stuart Anderson – the previous academic director of NCCSDO, have recently published 'Asking the Right Questions: Scoping Studies in the Commissioning of Research on the Organisation and Delivery of Health Services' in *Health Research Policy and Systems*, in July 2008. The article describes the nature of the scoping studies that have been commissioned by the SDO Programme, impact of and uses made of such studies as well as describing the lessons learnt by the SDO Programme in commissioning scoping studies.

Dr Stuart Anderson has also published an article entitled 'An Impressive science: Using evidence to manage change effectively in the NHS' in the *NHS Directory*. This paper describes the SDO programme role in ensuring that research evidence is made available to those responsible for managing change in the NHS.

SDO publications

Since publishing the last SDO newsletter in May 2008 there have been 5 new research summaries added to the SDO publications library. These summaries are available to order online, along with all other SDO publications www.sdo.nihr.ac.uk/pubrequest.php or to download from the SDO website at www.sdo.nihr.ac.uk/researchsummaries.html



May 2008

Scoping exercise on fallers' clinics

A research summary describing how fallers' clinics function, and exploring ways in which their success can be measured so that a much-needed economic appraisal can be carried out (Lamb *et al*, 2007).



June 2008

An evaluation of approaches to improving access to general practitioner appointments

A Research Summary presenting the findings of the largest ever

study of GP appointments and in particular, into Advanced Access as introduced in the UK. It compared general practices that did or did not introduce Advanced Access as a method of improving access to appointments.



August 2008

The costs and benefits of managing patients attending NHS hospitals with acute chest pain in chest pain units

A research summary evaluating whether CPU care is acceptable to patients and is more cost-effective than routine care (Goodacre *et al*, 2007).



August 2008

Rehabilitation services for long term neurological conditions: what works and what is available?

A research summary based on a literature review and mapping exercise on specialist rehabilitation services for people with long term neurological conditions.



September 2008

Improving patients' experience of prostate cancer care

A research summary that looked at developing valid, reliable and usable measures of patient experience of prostate cancer (Baker *et al*, 2007).

New priorities for research: advance notice of future calls for proposals

The SDO programme advisory board met in June 2008 and agreed four new priority areas for calls for proposals which will be advertised over the coming months. It also decided to carry forward work on one priority area from 2007 which had not yet been commissioned. In each of these priority areas, a thematic call for proposals will be developed and issued, with an outline total budget of around £2-3 million. We will seek outline proposals initially, and after shortlisting will ask some applicants to develop full proposals. The five areas are:

Health and social care integration – a call which will seek research evaluating innovative integrated approaches to managing and delivering health and social care services together. There is already a well established literature on partnerships and joint working arrangements between healthcare organisations and social care providers/commissioners (local authorities, third sector organisations etc). This call will focus more directly on investigating the joint delivery, management or coordination of health and social care services, and we will particularly be interested in evaluations of promising local innovations. **The call for proposals is likely to be advertised in December 2008.**

Primary and ambulatory care – a call which will seek research evaluating innovations in service delivery and organisation in primary care, which may arise both from local initiatives or as a result of national changes and reforms in this area. It will focus on areas such as the transfer of services from secondary to primary care, and the development of new service models and delivery arrangements for traditional primary care services. **The call for proposals is likely to be advertised in December 2008.**

Quality and safety in organisations – a call which will seek research exploring the organisational dimensions of quality and safety measurement and improvement, with a particular focus on the implementation and evaluation of improvement methodologies, techniques and approaches. It will be important that this research complements existing research in this area,

including the work of the Health Foundation and the NIHR Patient Safety and Service Quality Research Centres. **The call for proposals is likely to be advertised in March 2009.**

Knowledge mobilisation – a call which will seek new empirical research exploring how managers (clinical and non-clinical) acquire, integrate and use new knowledge as part of their day-to-day work. A key focus here will be explorations of the ways in which research-based findings are accessed, interpreted and assimilated. This work will build on previous reviews in this and related areas (e.g. diffusion of innovation; knowledge management; knowledge transfer & exchange), as well as drawing on review work in progress, funded by SDO, by a team led by Ewan Ferlie. **The call for proposals is likely to be advertised in March 2009.**

System management – a call which will seek research exploring the management of health systems at a community or health economy level, with a particular interest in the developing roles of strategic health authorities, regulatory bodies, healthcare commissioners and healthcare providers and in the processes by which service planning, management and coordination, and conflict resolution are enacted across and within health communities or economies. **The call for proposals is likely to be advertised in May 2009.**

In addition, there will be a call in December 2008 for empirical examinations of the development and impact of the new Collaborations for Leadership in Applied Health Research and Care (CLAHRC). Now that nine of these collaborations have been funded across England, the SDO Programme is interested in learning as much as possible about how these collaborations are coming together to address building research capacity, supporting implementation and promoting effective knowledge mobilisation. Several evaluation projects are likely to be funded through a single stage process, with an emphasis on early delivery of formative lessons for CLAHRC development, as well as on identifying wider lessons for the NHS on knowledge mobilisation and implementation.

ABOUT THE SDO PROGRAMME

The Service Delivery and Organisation Programme is part of the National Institute for Health Research.

The SDO Programme improves health outcomes for people by:

- commissioning research and producing research evidence that improves practice in relation to the organisation and delivery of health care; and
- building capacity to carry out research amongst those who manage, organise and deliver services and improve their understanding of research literature and how to use research evidence.

The National Co-ordinating Centre for the SDO Programme (NCCSDO) is based at the London School of Hygiene & Tropical Medicine and manages the SDO Programme.

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

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In order to produce a newsletter that is both informative and newsworthy your feedback would be greatly appreciated. Please email comments, suggestions or ideas to: sdo@lshtm.ac.uk



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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.