

sdo news

No 11 • October 2006

SDO makes an impact

Recent evaluation of the SDO has shown that the Programme has already made a major impact both nationally and internationally. Knowledge generated by the SDO Programme is used extensively in developing policy, the research is cited in practice guidance from professional bodies, and findings have influenced the development of bodies of knowledge around specific topics.

Earlier this year, the national co-ordinating centre for SDO carried out an evaluation of the impact of the first five years of the Programme (2001 to 2006) by looking at the performance of the overall programme, a quantitative assessment of 23 completed projects across the Programme's research themes, and more detailed case studies of 11 of those projects.

For each of the 23 projects, data were collected in two stages, starting with primary outputs (academic publications and 'grey' literature such as books and conference presentations), then continuing in a snowball fashion to capture as much data as possible on secondary outputs (citations of primary outputs). The 11 case studies were based on data from a range of sources, including telephone interviews with researchers and users of the research, such as NHS managers, practitioners and policy makers.

All 23 studies have at least one output published on the SDO website, and 15 of the studies have SDO briefing papers (including one joint briefing paper), with briefing papers planned for two other studies. The briefing papers aim to provide an accessible overview of the research and are disseminated using targeted strategies. For example, the briefing paper 'Sharing mental health information with carers: pointers to good practice for service providers' (SDO/54 Huxley) was disseminated to over 19,000 GPs and practice nurses at the beginning of 2006.

The evaluation looked at SDO website downloads for each of the 23 projects between January and March 2006. The research on reducing waits and attendance at A&E departments (SDO/29 Cooke) had the highest total number of downloads over the quarter – 4871 – while the most frequently accessed briefing paper was 'Sharing mental health information with carers: pointers to good practice for service

providers' (SDO/54 Huxley) with 3236 downloads.

From the 23 research projects, a total of 40 papers had been published in peer-reviewed journals by early 2006, equivalent to 1.7 articles per project. The total number of citations of this SDO-funded research in peer-reviewed journal articles is 154 of which 17 citations were in the *British Medical Journal*. The distribution of citations was across the key fields of management, clinical practice, health services development and policy, and social science (theory and methodology), which shows that there is potential for a wide range of practitioners to access SDO research.

The study identified that 12 of the 23 projects have influenced health and social care policy and practice guidance in the UK, and a total of 24 policy and practice guidance documents cite SDO-funded research. The most common citations are in NICE guidance (five citations).

"As well as providing examples of the outputs, impact and utilisation of SDO-funded research, this report has highlighted ways in which we [the SDO Programme] can build on our successes and continue to deliver high-quality, accessible and useful research for the NHS," said Stephen Davies, Programme Director.

The evaluation of the impact of the SDO Programme will be published later this year.



Book wins award

A book based on SDO research led by Professor Trish Greenhalgh (2004) has won the 2006 Baxter Award. *Diffusion of Innovations in Health Service Organisations: a systematic literature review* (Blackwell Publishing) is a resource for health care researchers and academics that looks at how innovations in health service practice and organisation can be disseminated and implemented.

The Baxter Award is given for an outstanding publication and/or practical contribution to excellence in healthcare management in Europe.

Details of the SDO research (SDO/38 Greenhalgh) and associated publications can be downloaded at www.sdo.lshtm.ac.uk/sdo382002.html

Director's message



The past year has seen significant developments in the strategic context for the SDO Programme. In January, the new strategy for national health

research in England was published, promising an increased commissioning budget for SDO. This was shortly followed by the announcement of the creation of a single health research fund, with ring-fenced funding, in excess of £1bn a year and the launching of the Cooksey Review to consider the institutional arrangements for this single fund.

In our submission to Cooksey, our key message was that whatever institutional arrangements are put in place for a single health research fund these should maintain and strengthen a programme of research commissioning in the field of service delivery and organisation. They should build on SDO achievements to date, maintain the distinctive community of multidisciplinary health services research currently supported by SDO and promote an interactive model of knowledge production and utilisation. We argued that any new arrangements should also explicitly address how research of this type is taken through into improved policy and practice. As supporting evidence for our submission, we produced the first impact analysis of the Programme (see page 1).

Over the summer, we published a plan for the next five years of SDO and re-launched our website. This is, of course, in addition to the ongoing business of research commissioning. All this, and more, is covered in this edition of the newsletter.

Stephen Davies
SDO Programme Director

New look for SDO website



In July this year, the SDO Programme unveiled its re-designed and re-structured website (www.sdo.lshtm.ac.uk). The new look site retains its wealth of information about the SDO Programme and its completed and ongoing research but is more comprehensive, easier to navigate and more attractive to view.

Since the Programme was established in 1999, the number of research projects commissioned has grown considerably. Each piece of SDO research now has its own page with project details and links to the commissioning briefs, summaries of the research proposals, final reports and subsequent SDO publications.

New features include an SDO news column on the homepage, all projects categorised by both SDO research theme and UKCRC topic network areas (cancer, mental health, medicines for children, diabetes, stroke and dementia and neurodegenerative diseases), and clickable thumbnail images of all publications.



Furthermore, the site has introduced an online survey for readers to feed back their views on SDO briefing papers – from what they think of the design and content to how the paper may or may not benefit themselves or their organisation. To download the briefing papers and tell us your views, visit www.sdo.lshtm.ac.uk/briefingpapers.html

The new site will continue to develop and undergo further improvements. An enhanced search facility is in the pipeline, which will allow users to search by key words in specific sections of the site, e.g. research projects, SDO publications.

Commenting on the new website, Pamela Baker, Director of the National Co-ordinating Centre said, "Our aims with the new website are to offer clear and up-to-date information on who we are and what we do, and to make the site an essential resource for our audiences – practitioners, managers, policy makers and service users – in the area of health services delivery and organisation."

Conferenced in...



The **SDO Fifth National Annual Conference** took place on 9 May 2006 at Savoy Place, London. The one-day conference attracted

a wide audience who came to discuss, debate and listen to presentations covering topics such as system reform, e-health and research into practice. Keynote speakers were Professor Bernard Crump, Chief Executive of the NHS Institute for Innovation and Improvement speaking about the role of research in the new institute, and Dr David Colin-Thomé, National Clinical Director for Primary Care, speaking about the future of primary care.

In the remainder of 2006, the SDO Programme will be exhibiting at the following conferences:

Institute of Healthcare Management (IHM) Annual Conference and Exhibition
14 and 15 November 2006
Cardiff International Arena www.ihm.org.uk

7th Annual Conference of the International Network of Integrated Care, in association with the **1st Annual NHS Networks Conference**
29 and 30 November 2006 ExCeL, London

NICE Conference 2006
6 and 7 December 2006 International Convention Centre, Birmingham www.nice2006.co.uk

Commissioned projects

Since April 2006, the date of the last newsletter, the SDO Programme has contracted the following projects, listed by theme. Further details of each project are available on the SDO website www.sdo.lshtm.ac.uk

Change management

- SDO/137 – Leadership and better patient care: From idea to practice

Evaluating models of service delivery

- SDO/100 – Liaison mental health services for older people: A literature review, service mapping and in-depth evaluation of service models
- SDO/108 – Evaluation of the mental health improvement partnerships programme
- SDO/110 – Evaluation of intermediate care clinics for diabetes (ICCD)
- SDO/111 – The POSEIDON Trial: Promoting collaborative support and education in diabetes for minority ethnic groups
- SDO/130 – Patients, professionals and the internet: Renegotiating the health care encounter
- SDO/133 – An evaluation of the modernisation of adult critical care services in England
- SDO/135 – Understanding the implementation and integration of e-health services
- SDO/139 – Scoping exercise on fallers' clinics
- SDO/141 – Alternatives to inpatient mental health care for children and young people

Patient- and carer-centred services

- SDO/89 – Concern and continuity in the care of patients with cancer and their carer: Developing the intervention
- SDO/115 – Can the medical management of self-poisoning contribute to suicide

prevention? Confidential inquiry and case control study

- SDO/116 – Attitudes towards and satisfaction with services among deliberate self-harm patients: A systematic review of the literature
- SDO/138 – Continuity of care 2006: What have we learned since 2000 and what are policy imperatives now?

Studying health care organisations

- SDO/125 – Decentralisation and performance: Autonomy and incentives in local health economies
- SDO/126 – The new GMS contract in primary care: The impact of governance and incentives on care
- SDO/127 – Contractual governance in a system with mixed modes of regulation
- SDO/128 – The professional experience of governance and incentives: Meeting the needs of people with complex conditions in primary care
- SDO/129 – Comparative governance arrangements and comparative performance: A qualitative and quantitative study
- SDO/136 – Unplanned hospital admissions of older people (75+): The impact of governance and incentives

Workforce

- SDO/114 – Integration of social care staff within community mental health teams

News in brief



Visit from Chinese Ministry of Health

Representatives from the Chinese Ministry of Health met with SDO to discuss how the Programme works. The meeting was part of a longer tour in the UK and Canada to look at how different groups influence the health policy development of governments. The Chinese Government is establishing a health policy research institute and the study tour organised was supported by DFID and WHO.

Public health meeting

The SDO programme organised a consultation workshop with representatives of public health practice (NHS and local government), policy and academia to help develop specific research themes and commissioning priorities. Participants expressed considerable concern about the impact of current NHS reforms in England on the organisation and delivery of public health services. The SDO Programme advertised a call for research on public health in October.

Chief Executive's Forum

At the Chief Executive's Forum in May 2006, Professor Naomi Fulop, Chair of Health and Health Policy, King's College London gave a presentation on *Re-designing Hospital Services: Emerging results from the Department of Health's Configuring Hospital Pilots*. The next Forum meeting is scheduled for 16 November 2006.

Listening exercise 2006

In 1999, a national listening exercise was carried out to enable the SDO Programme to understand the issues most important to those delivering and organising services and to those receiving them. The areas of particular concern and relevance that emerged from this exercise evolved into the existing SDO research themes.

The SDO Programme is going to refresh the listening exercise to determine whether these areas of concern and relevance have changed,

and what important issues concerning the organisation and delivery of NHS services are anticipated over the next few years. This will assist the Programme in shaping its research agenda for the future.

The exercise will be completed via an electronic survey that will be accessible to all from the SDO website. The survey is planned to go live in November 2006 for one month only. Visit www.sdo.lshtm.ac.uk for further details.

New SDO publications



The access/relationship trade off: how important is continuity of primary care to patients and their carers?

This briefing paper summarises the main findings of a study undertaken by Baker *et al* (2005)

that was commissioned to explore the current role of continuity in primary care – to determine the views of patients and carers about the importance of continuity compared to other aspects of care.



An assessment of the clinical effectiveness, cost and viability of NHS General Practitioners with Special Interest (GPSI) services

A briefing paper presenting the main findings of two separate

studies of GPSI services by Salisbury *et al* (2005) and Rosen *et al* (2005). The research aimed to assess the cost-effectiveness of GPSI services and their impact on hospital referral rates and waiting times for appointments.

These and other SDO briefing papers are available to download at www.sdo.lshtm.ac.uk/briefingpapers.html



Annual Report 2006

The SDO Programme's annual report 2006 is a 20-page colour, printed publication highlighting the Programme's annual expenditure, commissioned projects 2005/06 and research

impacts of the year. Hard copies are available upon request and electronic copies can be downloaded from the SDO website www.sdo.lshtm.ac.uk/annualreports.html



A plan for developing the SDO Programme: Building evidence for improvement

An outline of the direction that the SDO Programme will take over the next five years, following a strategic review

involving the Programme board and staff at SDO. This publication presents the context for the review and proposes a refreshed vision, mission and strategic objectives for the SDO Programme. It is available to download from the SDO website www.sdo.lshtm.ac.uk/5yearplan.html

New SDO calls advertised

PUBLIC HEALTH LIMITED OPEN CALL SCHEME (PHA202)

Through this scheme, the SDO Programme is now seeking outline applications from researchers interested in developing projects that address issues of service delivery and organisation in the national research priority area of public health.

Full details of this call, and all other calls for proposals are available on the SDO website www.sdo.lshtm.ac.uk/currentcalls.html

The next call for proposals is planned for 7 February 2007.

The Sixth National SDO Conference

CME Accredited

Wednesday 9 May 2007 Church House, Westminster, London

A one-day conference for those concerned with the delivery and management of effective, evidence-based health care – service users, health service managers, health professionals and policy makers.

With keynote speaker:

David Blumenthal MD

Director of the Institute for Health Policy, Massachusetts General Hospital/Partners HealthCare System, Boston

Other keynote speakers to be confirmed.

Updated details will be posted on the SDO website as soon as they are available www.sdo.lshtm.ac.uk/conference2007.html

For further information, please contact Healthcare Events on 020 8541 1399 or email katie@healthcare-events.co.uk



ABOUT THE SDO PROGRAMME

The NHS Service Delivery and Organisation (SDO) R&D Programme is a national programme of research funded as part of the Department of Health's research and delivery agenda. It is a constituent of the National Institute for Health Research (NIHR).

The SDO Programme has been established to produce and promote the use of research evidence about how the organisation and delivery of services can be improved to increase the quality of patient care, ensure better strategic outcomes and contribute to improved public health.

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.lshtm.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: emma.hawkriddle@lshtm.ac.uk or call 020 7612 7984.

This document was published by the National Coordinating Centre for the Service Delivery and Organisation (NCCSDO) research programme, managed by the London School of Hygiene & Tropical Medicine.

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.