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

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Newsletter of the Service Delivery and Organisation Programme

No 16 • March 2009

The future for SDO: setting a new agenda

As the new programme director, my job is both to review what SDO has achieved over the last ten years and to look forward and plan for the future.

Over the last 12 months, we have spent a lot of time dealing with the transition in secretariat arrangements for SDO, from the London School of Hygiene and Tropical Medicine to the University of Southampton, but with that transition nearly complete, we can get back to thinking about what really matters – how we commission good research, that leads to change and improvement in the way that healthcare organisations work and health services are delivered.

The SDO programme has been really successful in research production – getting good research commissioned and done, and building up both health services research capacity and a foundation of robust research findings in many areas. I think we have been less good at two other key tasks – working out what research the NHS needs; and closing the gap between research and practice.

Both these tasks require us to have a close, interactive and continuing dialogue with those who manage and lead NHS organisations. I think our new commissioning panel structures will help us to get the practitioner community much more involved in setting the research agenda, and to focus on doing research to tackle questions that the NHS views as important and worthy of investigation. We plan to have a more open and rigorous approach to gathering, sifting and prioritising research ideas. When it comes to closing the gap between research and practice, the most exciting developments are in our new programme of knowledge mobilisation initiatives, led by Huw Davies. We want to see the outputs of research not just as weighty final reports on our website and academic papers in important journals, but also as tools and techniques which managers can use. We want to see researchers directly engaged in working in and with healthcare organisations, and healthcare managers gaining a much more real and meaningful involvement with research and researchers. Fundamentally, it means getting managers and researchers sitting in the same room, talking the same language, and recognising the contribution each other can make to improving health services.

Elsewhere in this newsletter you will find plenty of evidence that we are starting to tackle this agenda, and if you come to our joint SDO network/HSRN conference on 3/4 June in Birmingham, you will hear more about our plans for the future. If you have ideas or views you want to contribute – please come along, or feel free to email me at kieran.walshe@mbs.ac.uk

Thanks to NCCSDO

Professor Kieran Walshe
Programme Director

As the job of administering the SDO programme moves from NCCSDO at the London School of Hygiene and Tropical Medicine to NETSCC at the University of Southampton, I would like to thank everyone at NCCSDO who has been involved in working for SDO over the last ten years. The SDO programme is a brave and ambitious endeavour, regarded as a pioneering enterprise by health researchers and funders in other countries, and I know that both I and past programme directors have relied heavily on the enthusiasm, commitment and dedication of the staff who have run the secretariat.

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1999-2009
The NIHR Service Delivery and Organisation Programme
10th Anniversary

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

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Thank you from NCCSDO

Over the last ten years many people have helped the National Co-ordinating Centre develop and run the SDO Programme. We are grateful to all of you for your time, expertise and support that helped us develop this key national research programme. Over the years many members of the academic and NHS communities have been involved in the SDO Programme and work of the National Co-ordinating Centre serving on the Programme Board or on Commissioning Groups or acting as peer reviewers. Without you the Programme could not have flourished and we at the Centre could not have delivered the growing research programme. We have commissioned over 250 research studies and from small beginnings we now support over 80 current research projects. We have enjoyed working with you and hope that many of you will continue to support the work of the SDO Programme in the future and help the new team at NETSCC.

To celebrate the work of the SDO Programme and the National Co-ordinating Centre we will be producing a special annual report that looks back over the last ten years reflecting on the development and success of the SDO Programme and highlighting some of the work funded by the SDO.

Stephen Peckham
Academic Director

Martin Waller
Programme Manager

SDO publications

Since publishing the last SDO newsletter in November 2008 there have been 6 new research summaries and a readers digest to the SDO publications library. These summaries are available to order online, along with all the 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

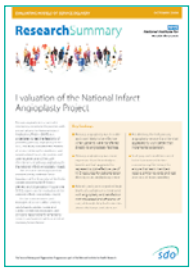
January 2009
Critical care outreach services in the NHS
A research summary presents the results of a programme of research that addresses the benefits of Critical Care Outreach Services (Rowan *et al*, 2008).

January 2009
Measuring and assessing organisational culture in the NHS
A research summary evaluating tools that are used currently in the NHS to assess organisational cultures and how well these tools meet the practical requirements and needs of those interested in assessing and changing cultures (Mannion *et al*, 2008).

January 2009
Continuity of care in stroke and its relation to outcomes
A research summary which discusses the scope and structure of existing stroke services from the point of view of the patients who use them and the staff who work in them (House *et al*, 2008).

December 2008
Effective Mental Health Services
A research digest which reports of evidence concerned with core services in mental health care.

November 2008
Evaluating services for people diagnosed with personality disorder
A research summary based on two studies, one evaluating the development of pilot services in the community and the other services in prisons (Moran and King *et al*, 2008).



October 2008
Evaluation of the National Infarct Angioplasty Project
A research summary which evaluates the models of service delivery, the workforce and organisational issues, the patient and carer experience and the cost effectiveness of primary angioplasty in the National Infarct Angioplasty Project (Goodarce *et al*, 2008).

October 2008
Alternatives to inpatient care for children and adolescents with complex mental health needs
A research summary which reviews international research evidence to identify the different organisational structures and therapeutic approaches described in literature as alternatives to inpatient mental health services (Sheppard *et al*, 2008).

Commissioned projects

Since November 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

Management practice

- SDO/236 – Models of medical leadership and their effectiveness: an exploratory study
- SDO/237 – Allied Health Professionals (AHPs) and management
- SDO/238 – How do they manage?
- SDO/239 – Mobilizing identities: the shape and reality of middle and junior managers' working lives
- SDO/240 – Management practice in PCTs: the role of middle managers
- SDO/241 – Roles and behaviours of middle and junior managers: managing new organizational forms of health care
- SDO/242 – Increasing the motivation and ability of health care managers to access and use management research
- SDO/243 – Explaining health managers' information seeking behaviour and use
- SDO/244 – Evidence in Management Decisions (EMD): advancing knowledge utilization in health care management
- SDO/245 – Understanding the dynamics of clinical/managerial relationships
- SDO/246 – Continuity and tension in the definition, perception and enactment of the first-line management role
- SDO/247 – Talent management in the NHS managerial workforce

Patient- and carer-centred services

- SDO/248 – Synthesis and conceptual analysis of the SDO Programme's research on continuity of care
- SDO/235 – Evaluation of community rehabilitation service delivery in long-term neurological conditions
- SDO/249 – The organisation and delivery of diabetes services in the UK: a scoping exercise
- SDO/250 – Evaluation of the Advancing Quality Pay for Performance Programme in the NHS North West

Developing knowledge mobilisation through the SDO Programme

As well as commissioning new research, the SDO Programme is interested in stimulating **knowledge mobilisation** – the interactive exchange of research-based findings and ideas between researchers and managers – and **absorptive capacity building** – the local capacity to access and use management research within the NHS.

A key agent for **knowledge mobilisation** is the **SDO Network**, hosted by the NHS Confederation. The SDO Network facilitates better engagement with research 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

One way of fostering the development of **absorptive capacity** is the funding of SDO **management fellows**. Management Fellows are drawn from the local NHS and are attached to SDO-funded research teams. The aims of these Fellowships are three-fold: first, to improve the quality and relevance of the research itself, through greater managerial involvement; second, to develop capacity in the managerial community for using research evidence; and third, to encourage greater linkage and exchange between the research and practice communities in health care management. The first six of these Fellowships have now been funded attached to projects exploring Management Practice in the NHS, but it is expected that additional Fellowships will come on-stream over 2009 alongside other SDO-funded research projects. The SDO Programme intends to facilitate learning across these Fellows to ensure the spread of good practice and enhance professional networks for knowledge mobilisation.

Researcher news

New research on knowledge mobilisation and research utilisation

Understanding how knowledge is created and used within the NHS is so important that the SDO Programme plans to commission fresh empirical research in this area. Such research is required to help understand and improve managerial behaviours and decision making through better use of relevant evidence, especially that from research. We also need better guidance on how managers can facilitate and support evidence-informed clinical practice alongside quality improvement and safety enhancement. An advert for submissions under this commissioning call is likely to be issued by early summer 2009.

Supporting implementation in the CLAHRCs

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. The SDO Programme is running interactive events to help the CLAHRCs engage with the evidence on implementation, sustainability and spread. The first of these events – 'Learning Together' – will be held 1-2 April 2009. Attendance at this event is restricted to collaborators in CLAHRCs who are engaged in supporting implementation. If this means you, and you would like to attend, please contact your local CLAHRC Director as soon as possible. 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 update

The last quarter has been an exciting time for the SDO Network, with planned initiatives going live and future events being planned.

SDO Network, in partnership with the London School of Economics' Health and Health Services Research Network, has won a funding bid to provide knowledge exchange seminars between Europe and England. European experts will present relevant learning on key issues for NHS managers and policy makers.

Deborah Halliday became the first academic placement fellow to be appointed through the SDO/ESRC scheme. Deborah started with the East of England SHA in February and will be developing a research framework to underpin the Productive Ward Programme.

To enable managers to take full advantage of new technologies and innovations, the SDO Network and the NHS Technology Adoption Centre held a one day conference called Embracing health care technology and innovation in February. Future events include:

- An interactive learning seminar focusing on staff morale on in-patient acute psychiatric wards is planned for Spring 2009.
- An urgent care interactive learning seminar focusing on modernising the emergency and urgent care workforce and the way they work together for Spring 2009.

The SDO Network is running two action learning sets. Zoran Blackie an action learning set member in the northwest describes below why he gives up his valuable time to attend the sets and what he gets out of it:

"Action Learning may indeed conjure up images of Bond-esque style NHS managers charging through academic institutions in the relentless pursuit of knowledge. In reality it's an altogether more sedate, but just as interesting opportunity to share knowledge in confidence with peers from across the spectrum of the NHS."

Read more and find our more about the SDO Network:
www.nhsconfed.org/SDONetwork

Health Services Research Network

THE NHS CONFEDERATION

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NHS
National Institute for Health Research

The premier UK conference for health services research

Delivering better health services

The Health Services Research Network and National Institute for Health Research Service Delivery and Organisation Network joint annual conference

3 and 4 June 2009, Birmingham

Keynote speakers include:

Steve Shortell – Dean and Blue Cross of California Distinguished Professor of Health Policy and Management at the School of Public Health

Mark Britnell – Director General of Commissioning and System Management, Department of Health

Bruce Keogh – NHS Medical Director, Professor of Cardiac Surgery and former Secretary and President of the Society for Cardiothoracic Surgery in Great Britain and Ireland

Ray Fitzpatrick – Professor of Public Health and Primary Care, University of Oxford and Director, NIHR Health Services Research Programme

John Ovretveit – Director of Research and Professor of Health Innovation, Medical Management Centre, The Karolinska Institutet, Stockholm

Jason Leitch – National Clinical Lead for Safety and Improvement, Scottish Government

Allan Best – Past President, Canadian Association for Health Services and Policy Research, and Senior Scientist, Vancouver Coastal Health Research Institute

Kevin Woods – Director General Health, and Chief Executive, NHS Scotland, Scottish Government

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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.**

From April 2009 the NIHR SDO Programme will be managed by NETSCC, Service Delivery and Organisation – part of the NIHR Evaluation, Trials and Studies Coordinating Centre at the University of Southampton.

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

or write to:
NETSCC
Service Delivery and Organisation
Alpha House
University of Southampton Science Park
Southampton SO16 7NS
Tel: +44(0)23 8059 4347
Fax: +44 (0)23 8059 5639
Email: sdo@southampton.ac.uk

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@southampton.ac.uk

www.signgraphicdesign.co.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.