



Royal Holloway School of Management

**CENTRE FOR PUBLIC SERVICES
ORGANISATIONS**

Annual Report for 2008/9



Centre for Public Service Organisations Report 2008/09

Summary



2008 was another highly successful year in terms of research grants and publications. Its esteem and profile was further enhanced by appearance at a Parliamentary Select Committee, on-going collaboration with the Institute of Leadership and Management in Health (ILMH, a SWAN institute). Despite a major change in staffing (with the departure of the founder and Director – Professor Ferlie), it is anticipated that the strong foundations will ensure a successful 2009.

1. Staffing

2008 saw a major transition for CPSO. Its founder and director (Professor Ewan Ferlie) moved to Kings College London. The directorship passed to the Deputy (Dr Mark Exworthy). Likewise, Dr. Gerry McGivern (Research Fellow) also moved to KCL.

However, CPSO recruited Dr Eivor Oborn as Lecturer in Public Management from Imperial College, London. It also recruited Dr. Glenn Smith as Senior Research Fellow (working on a 12-month ESRC-funded project) also from Imperial College, London.

2. Research grants: update

CPSO was, once again successful in securing research grant income in 2008. Building on the success in previous years, CPSO reaffirmed its position as a leading national centre in public management research with a primary focus on health policy and management. An update on new and on-going projects is presented:

- a. *Decentralisation and performance: autonomy and incentives in local health economies* (SDO-funded, £303,000, 2006-2009). This project continued in 2008 to support Francesca Frosini as Research Fellow in 5-institution collaboration, led by Dr Exworthy, as PI.
- b. *Networks in health-care* (SDO-funded, £299,000, 2006-2009). This project continued to support Dr. Gerry McGivern as Research Fellow in a 3-institution collaboration, led by Professor Ferlie, as PI.
- c. *Managing medical performance* (ESRC-funded, £93,000 (FEC), 2008-2009). This project began in mid-2008 as a collaboration between the School of Management (Dr Mark Exworthy as PI), Department of Health and Social Care (Professor Jon Gabe) and Bangor University (Professor Ian Rees Jones, formerly at St Georges, University of London). It supports Dr Glenn Smith on a 12-month project and is in collaboration with surgeons at St George's Hospital NHS Trust.

The current study has been accepted for the European Sociological Association (ESA) conference in Lisbon in September. The team managed to recruit and shadow several cardiac surgeons and interview key people in the Department of Health. A grant proposal has been developed and it will be submitted to the National Institute of Health Research (NIHR) Patient Benefit Programme looking at how cardiac patients develop trust in their heart surgeon.

- d. *Visible and invisible effects of transparency* (ESRC-funded, £99,000 (FEC), 2008-2009). This project began in 2008, led by Dr Gerry McGivern and involves Professor Ewan Ferlie (now KCL) and Dr. Mark Exworthy.
- e. *Transitions in NHS management: taking the long-view* (Nuffield Trust-funded, £ 56,000, 2007-2009). Led by Dr. Mark Exworthy and involving a collaborator at Surrey University, this project was extended to January 2009. A final report was submitted on time and it is currently under peer review.
- f. Two further projects have been commissioned in 2008 and begin in 2009. First, *Talent Management in the NHS* is a 30 month, SDO-funded project (£250,000 FEC), led by colleagues at Birmingham University and involving Dr. Mark Exworthy as collaborator. Second, *PCT Commissioning Practice and Health System Governance*: This is a 3 year, SDO-funded project (£455,000 FEC) led by colleagues at Plymouth University and involving Dr. Mark Exworthy as collaborator.

3. Research outputs

CPSO contributed strongly to the RAE (School of Management submission). Several articles in international and national peer-reviewed journals were submitted. In the previous 5 years CPSO accounted for 58% of the School's research grant income.

a. **Main publications from core staff:**

Exworthy:

- Exworthy, M. and Frosini, F. (2008) 'Room to manoeuvre? Explaining local autonomy in the English National Health Service.' **Health Policy**, 81, 2-3, pp.204-212
- Peckham, S., Exworthy, M., Powell, M. and Greener, I. (2008) 'Decentralizing health services in the UK: a new conceptual framework.' **Public Administration**, 86, 2, pp.559-580
- Exworthy, M. (2008) 'Policy to tackle the social determinants of health: using conceptual models to understand the policy process.' **Health Policy and Planning**, 23, pp.318-327.
- Exworthy, M. (2008) 'The enduring legacy of Alma Ata, 30 years on.' **London Journal of Primary Care**, 1, pp.81-84.

- Blas, E. et al (2008) 'Addressing social determinants of health inequities: what can the state, civil society and social movements do?' **The Lancet**, 372, 9650, pp.1684-1689
- Exworthy, M. and Greener, I. (2008) 'Decentralisation as a means to re-organise health-care in England: from theory to practice.' Chapter 4 (pp.46-58) in McKee, L., Ferlie, E. and Hyde, P. (eds) **Organising and re-organising: power and change in health-care organisations**. Basingstoke; Palgrave
- Kitchener, M. and Exworthy, M. (2008) 'Models of medical work control: a theory elaboration from English general practice.' Chapter 16 (pp.209-223) in McKee, L., Ferlie, E. and Hyde, P. (eds) **Organising and re-organising: power and change in health-care organisations**. Basingstoke; Palgrave

Ferlie:

Author or co-author of 67 peer reviewed journal articles including:

- Ferlie, E., McGivern, G. and Moraes, A. (forthcoming). Developing a Public Interest School of Management, **British Journal of Management**.
- Ferlie, E., Dopson, S., FitzGerald, L. and Locock, L. (forthcoming). Renewing Policy to Support Evidence based Health Care, **Public Administration**.
- Paradeise, C., Reale, E., Bleiklie, I. and Ferlie, E. 2009. (Eds) University Governance: **Western European Comparative Perspectives**, Springer, pp322.

Books:

Ten co authored monographs and editions including:

- Paradeise, C., Reale, E., Bleiklie, I. and Ferlie, E. 2009. (Eds) University Governance: **Western European Comparative Perspectives**, Springer, pp322.

McGivern:

- Baeza, J., Fitzgerald, L. and McGivern, G. (2009). Change capacity: the route to service improvement in primary care. **Quality in Primary Care**.
- McGivern, G. 2008. Healthcare Organisation and Systems: That's Interesting! (Editorial) **London Journal of Primary Care**. 2: 66.
- Ferlie, E., McGivern, G. and Morales, A. (2009). A Public Interest Business School: Creating & Sustaining Divergence in the Business School Field. **British Journal of Management**.
- McGivern, G., Lambrianou, A., Ferlie, E. and Cowie, M. (2009). Enacting Evidence into Clinical Practice: The Case of Coronary Heart Disease. **Public Money & Management**.
- Reff-Pederson, A. and McGivern, G. 2008. What Difference do Governments Make? Comparative Analysis of New Public Management Rhetoric & Reforms in Danish & British Healthcare. **Politik**, 1 (11) 65-81.

- Fitzgerald, L., Ferlie, E., Addicott, R., Baeza, J., Buchanan, D., and McGivern, G. 2008. Service Improvement in healthcare: understanding change capacity and change context, **Clinician in Management**, 15 (2) 61-74.

Oborn:

Books:

- Oborn E. (2008) Processes of Knowing In Multidisciplinary Team Practice: A Study of Specialist Cancer Care in England. **Verlag; Saarbrücken**, Germany

Refereed Journal Articles:

- Oborn E. (2008) 'Legitimacy of Hospital Reconfiguration: The Controversial Downsizing of Kidderminster Hospitals', **Journal of Health Service Research and Policy** 13 (2) 11-18.
- Oborn E, and Barrett M. (2008) 'The adoption of dispensing technology: an occasion for restructuring hospital pharmacy work', **International Journal of Pharmacy Practice** 16 109-114.

Book Chapters:

- Barrett M, Oborn E. Challenges of Using IT to support Multi-Disciplinary Team Decision Making. Accepted for publication in: **Blackwell Handbook of Decision Making** (Eds. Nutt P and Wilson D) Blackwell Publishing.
- Barrett M, Oborn E. (2008) 'Global Sourcing in a Developing Country Context: Organizing IS Resources to Develop Local Knowledge'. In "**Information Systems Outsourcing Enduring Themes, New Perspectives and Global Challenges**" in Summer/Fall 2008 3rd edition (Eds. Heinzl, A., Hirschheim, R., Winkler, J., Dibbern, J.)
- Barrett M, Hinings C.R., Oborn E. (2008) 'Legitimacy Management and Trust in Offshoring IT Services ', in "**IT in the Service Economy: Challenges and Possibilities for the 21 Century**", (Eds. Barrett, M., Davidson, E., and Middleton, C.)

Refereed Conference Papers:

- Barrett M, Hinings C.R., Oborn E. 'IT and Change in the Service Economy entitled, "Legitimacy Management and Trust in Offshoring IT Services.' Paper presented at IFIP WG 8.2 August 2008 Toronto, Canada.

Smith:

- Treatmentshomosexuality.com (2008) Narratives of the Experiences of Treatments for Homosexuality in the UK from the 1950s to the Present (A website displaying a selection of the oral histories from the **Welcome Trust study** in 2004)
- Low, J., Smith, G., Burns, A., Jones, L. (2008) 'The Impact of End Stage Kidney Failure on Close Persons: a literature review' **Nephrology Dialysis Transplantation** Plus 1: pp 67-79

- Hildon, Z., Smith, G., Blane, D., Netuveli, G (2008) 'Understanding Adversity and Resilience at Older Ages' **Sociology of Health and Illness** Volume 30, Number 5, July, pp 726-740
- Smith, R.G. and King, M. (2008) 'Social Nudity and Sexual Wellbeing: Broadening Our Approach to Sexual Wellbeing' (**Health and Place**, published online).

b. Conferences:

Oborn E, Barrett M, Exworthy M, *IRSPM Conference*, Copenhagen, April 2009 : 'Policy entrepreneurship in the development of public sector strategy'

Oborn E, Barrett M *AOM Conference*, Chicago Aug 2009: 'IT adoption and use in multidisciplinary healthcare Teams'

Smith G, *Oral History Society Conference*, Birmingham, June, 2008: 'An Oral History of Aversion Therapy in the UK'

Smith G, *British Transplant Society Conference*, Glasgow, April, 2008: 'Organ Donation and Ethnicity'.

c. Annual lecture and seminars:

- *CPSO Annual Lectures:*
 1. Professor Sue Richards, National School of Government "Public service reform";
 2. David Walker, Managing Director of Communications and Public reporting at the Audit Commission, "The performance of public services: how much does the public really want to know?".
- *CPSO Research Seminars:*
 1. "Managing human resources in the UK public sector", Katie Truss, Head of Department, Leadership, HRM and Organisation, Director, Kingston Business School, January 2009;
 2. "Evidence-based professionalism: operational measures and occupational honour", Dr Charles Bosk, Professor of Sociology, University of Pennsylvania, USA, January 2009;
 3. "Jurisdictional change and nursing's professionalization: liberating nurses or losing the plot?", Carol Doherty, Lecturer in Health Care Management, University of Surrey, 26 November 2008;
 4. "Managing medical performance", Dr Mark Exworthy, RHUL, May 2008
 5. "Guerrilla-mode organization field dynamics: a theory elaboration", Prof. Martin Kitchener, Cardiff Business School, May 2008;

6. **"Risk management and regulatory agencies: demonstrating performance as a dimension of public organisations"**, Dr David Demortain, London School of Economics and Political Science, March 2008;
7. **"Moving Towards the Market Again: The Challenges of Supply Side Reform in Recent English Healthcare Policy"**, Dr Pauline Allen, London School of Hygiene and Tropical Medicine, February 2008.

d. CPSO Newsletters:

CPSO regularly produces short 6-months, informational bulletins that are distributed to a wide list of CPSO interested professionals. In 2008 two newsletters were released (February and October issues). Electronic copies of the CPSO newsletters can be downloaded from the CPSO website at <http://www.rhul.ac.uk/Management/cpso/> .

e. New CPSO website:

In 2008 the CPSO website was completely transformed with the help of Julia Charlton, IT Officer and Webmaster, SOM, in order to be more user-friendly, modern and in line with RHUL webpage format. Our new site provides extensive information on research projects, newsletters, publications and events and it has become an important repository of all work related to the Centre.

f. Esteem:

- *Parliamentary Select Committee*: Dr. Exworthy was invited to give oral evidence to the Health Select Committee hearing on Foundation Trusts in July 2008
- *Department of Health review*: Dr. Exworthy was invited to be a member of the Department of Health's Strategic Review into Health Inequalities post-2010 (Marmot Review) which started in 2008

4. Collaborations and developments

- a. *Institute of Leadership and Management in Health (ILMH)*: 2008 was a period of growth for ILMH, one of the SWAN institutes to which CPSO plays a key role in RHUL's contribution.
 - *Leadership Forum*: An informal network of academics and NHS leaders' (managers and clinicians) focused on a periodic meeting, with an invited speaker of note/expertise. Three were held in 2008/09 on the subjects of: clinical leadership (by Professor Julie Dent; see 4b), career transitions into leadership (by 2 women NHS chief executives) and lessons from the Learning lessons from outside the NHS? What can the NHS learn from other public services (by two NHS Chairs).
 - *MSc in Leadership and Management in Health*: 2008 saw the launch of the ILMH post-graduate course which attracted 28 part-time students in its first cohort. CPSO staff teach half the modules.

- SWAN PhD: CPSO staff submitted proposals which were shortlisted for the SWAN PhD studentships. They were not successful.

- b. *DRIVE (Distributed Research in a Virtual Environment, <http://drive.rhul.ac.uk/> :)*
CPSO (Fulvia Fiorenzi, CPSO Research Administrator) has been instrumental in establishing an internet file sharing facility, based on the Moodle platform but for research purposes. We understand that we are the first in college. It is proving extremely useful in sharing files across multi-institution research collaborations.

- c. *Video-recording:*
With the aid of SWAN, CPSO has begun to video-record (with the aid of the AV team), all its public engagements, viz. the research seminars and annual lectures. These are available on the updated CPSO website.

- d. *Visiting Professor Julie Dent:*
Following the appointment of Julie Dent as Visiting Professor in the School of Management, she has contributed to the academic life of CPSO by advising research projects and acting as a collaborators on various ventures including grant applications and ILMH activities.

5. Future

2008 was a period of transition for CPSO. New staff and new/on-going projects will change the focus of CPSO but the format will largely remain the same: strong emphasis on research grant income to support, leading to high quality research outputs. CPSO will also strengthen its engagement and esteem with user communities through its dissemination and engagement (such as the ILMH Leadership Forum). However, challenges will be presented in the form of balancing efforts to secure research grant and producing high quality articles for publications. Given recent success in the former, it is imperative to ensure that focus on the latter is not lost.

Dr. Mark Exworthy
Director
CPSO
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