

CPSO Review

The newsletter of the Centre for Public Services Organisations

New beginnings at CPSO



Dr Mark Exworthy,
CPSO Director &
Reader in Public
Management and
Policy at RHUL

It is with regret that we bid farewell to **Professor Ewan Ferlie** (previous Director of CPSO) and wish him all the best in his new post as Head of the Management School, Kings College London. Ewan's vision enabled CPSO to grow and develop into a highly respected centre of research in public management and we shall endeavour to maintain this tradition. He leaves CPSO with our best wishes. However, Ewan remains with us as a research collaborator on two on-going projects (Networks and Transparency).

Dr. Gerry McGivern has also moved from his position as Research fellow at CPSO. He takes up his new post as Lecturer in the Management School at King's College London this autumn. We also remain in close collaboration with Gerry on a number of projects.

As we say goodbye, we also say hello to two new staff at CPSO. **Dr. Eivor Oborn** joins as Lecturer in Public Management from Imperial College London. With a PhD from the Judge Business School (Cambridge University) and recent research with Professor Lord Ara Darzi, she will be involved with teaching under-graduate and post-graduate courses as well as continuing her research on organisational change in health-care.

Dr. Glenn Smith joins CPSO as Senior Research Fellow, also from Imperial College London. With a PhD from Queen Mary, University of London and extensive research experience, he will be involved in conducting the research associated with the ESRC Public Services Programme project (led by Dr. Exworthy; <http://www.publicservices.ac.uk>) "Managing medical performance" which is examining the impact of publishing clinical performance of cardiac surgery at St George's Hospital, south London.

Best Wishes, ME

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Announcements:

Annual Lecture, March 2009: [journalist David Walker](#)



David Walker is the Managing Director of Communications and Public reporting at the Audit Commission, an independent watchdog on the efficiency of local public services. He was the editor of *Public*, the Guardian's monthly magazine for senior public managers and a regular presenter of BBC Radio 4's Analysis programme. David now chairs the communications and information committee of ESRC and is a trustee of Nuffield trust.

Seminars:

"Jurisdictional change and nursing's professionalization: liberating nurses or losing the plot? "

Dr Carole Doherty
Lecturer in Health Care Management
University of Surrey

Wed, 26 November 2008

"Managing human resources in the UK public sector"

Prof. Katie Truss,
Head of Department
Kingston Business School

Wed, 28 January 2009

The seminars will take place in room MX1 at 1pm, School of Management, RHUL.
They will be video-taped and made available through CPSO (www.rhul.ac.uk/management/research/CPSO)
and ILMH websites (www.swlacademicnetwork.ac.uk)

◆◆◆Country Update◆◆◆

New Zealand Health Reforms: a paradox?

by Dr Margaret Brunton



The New Zealand health reforms have long been recognised as having an intensity and enthusiasm that belie the size of a nation of 4.2 million people. Perhaps the word to best describe the reform process over the last 15 years is 'paradox'. On one hand, progress has been made on some fronts to begin to address equal access to health care successfully for the indigenous population and lower socio-economic groups who are over-represented in some areas of disease and higher mortality rates. On the other hand, the cost for GP and specialist medical visits still means barriers to access for others. The NHS experience of fully subsidised GP visits and specialist care is a distinct contrast.

The organisation of the New Zealand health sector is currently in a state of flux with unprecedented levels of industrial unrest spreading across many groups, including senior and junior doctors, nursing staff, medical radiologists and ancillary services, such as orderlies and cleaners. In June 2007, over 2,000 junior doctors went on strike, followed by two further strikes in April and May of this year. Senior medical specialists held stop work meetings and the Minister of Health stepped in to mediate. New Zealand has the highest rate of overseas trained doctors in the OECD, bringing further complexity to a system that provides evidence of being under pressure in a number of areas.

However, after an enlightening two weeks at RHUL, and seeing the evidence of organisational research in the NHS and the subsequent progress being made in addressing complex and systemic organisational dilemmas, there is a glimmer of hope that health in New Zealand may improve if research is adequately funded in the future.



Dr Margaret Brunton visited CPSO in June 2008. Margaret is a Senior Lecturer in Management and International Business at the College of Business, Massey University in Auckland, New Zealand. Whilst visiting us she discussed health reforms in her country and contributed to our newsletter.

Suggested articles on NZ:

http://www.nzherald.co.nz/health/news/article.cfm?c_id=204&objectid=10523991

http://www.nzherald.co.nz/health/news/article.cfm?c_id=204&objectid=10525905

◆◆◆CPSO news◆◆◆

CPSO expert invited to give evidence to the Health Select Committee on NHS Foundation Trusts



Dr Mark Exworthy was invited to give oral evidence on 3 July to the House of Common's Health Select Committee

as part of their inquiry into National Health Service (NHS) Foundation Trusts.

Dr Exworthy, the principal investigator, and Francesca Frosini, a Research Fellow also from the School of Management, are currently working on a major three year study of the NHS on decentralisation and the impact on inter-organisational relationships at local levels. The project involves collaborators from the London School of Hygiene, Birmingham University, Durham University and the Open University. Further details of the project entitled, 'Studying health care organisations - Decentralisation and performance: Autonomy and incentives in local health economies', can be found by visiting <http://www.sdo.nihr.ac.uk/sdo1252006.html>

Decentralisation and devolution are major policy objectives for the NHS. Whilst decentralisation in the NHS is not new, its current phase involves yielding significant degrees of autonomy to high performing organisations, in the form of Foundation Trusts. These organisations remain formally part of the NHS but have greater freedom from the Department of Health. Some see Foundation Trusts as essential to creating more locally responsive services, whilst others fear a creeping privatisation.

'Recent evidence suggests that Foundation Trusts have not been as innovative and responsive as the policy objectives had hoped', comments Dr Exworthy. Research led by Royal Holloway is revealing why this might be the case, and is also examining the impact that such levels of autonomy have upon other local organisations such as non-Foundation Trusts and Primary Care Trusts. Using in-depth case studies, the research is highlighting the tension between national policy enhancing local autonomy and the on-going need for local collaboration. 'Some Foundation Trusts are not yet willing to exercise their new-found freedoms as much as they are able to do so', says Dr Exworthy.

The Health Select Committee published its first inquiry into Foundation Trusts in 2003 but since then, nearly 100 Trusts have acquired Foundation status, representing about 40% of all NHS Trusts. The current inquiry is examining the impact of Foundation Trusts so far and exploring the likely consequences of them in the future. Given the potential of Foundation Trusts, this inquiry is likely to shape the direction and pace of future health policy reform in the next few years.

The Health Committee Report has just been released and can be downloaded at:

<http://www.publications.parliament.uk/pa/cm200708/cmselect/cmhealth/833/833.pdf>

◆◆◆CPSO Update◆◆◆

Master in Leadership and Management in Health *Meeting the challenge of healthcare reform*



The new SWAN Leadership & Management in Health MSc had a flying start on 3rd and 4th October 2008 with 28 students enrolled and 26 of those attending the induction providing excellent reviews. The participants were highly motivated and enthusiastic about the programme, which covers all the essential competencies needed to progress in the health sector. Students come from a wide range of backgrounds, covering the entire health sector: primary (including GP practices), secondary, tertiary, mental health and related areas such as the pharmacy industry. This will enable us all to learn from each other and ensure a true community of learning. The blended learning aspect has also been well received, with most students already logging on and taking part in the discussion boards. The new topic guides will lead them through the readings and help them reflect on issues, and assist with developing theory into practice. Watch this space for further reports as the programme progresses. It promises to be an excellent course and is clearly addressing a gap in the market for a high quality programme specifically related to health.

Dr. Stephanie J. Morgan, Chartered Psychologist. Course Director, Leadership & Management in Health, South West London Academic Network (SWAN), www.swlacademicnetwork.ac.uk

Future merger between two colleges of the University of London: St George's and Royal Holloway.



The merger will combine the competitive excellence of the two current universities across bio-medicine, science, social sciences, arts and humanities. The new institution that will be created will work with NHS trusts and other university partners to establish a network of excellence in health research and education in south and west London.

For more information about the merger check the following links:

St Georges: <http://www.sgul.ac.uk/home/home.cfm>

Guardian: <http://www.guardian.co.uk/education/2008/oct/01/universitymergers.highereducation>

SWAN: <http://www.swlacademicnetwork.ac.uk/index.html>

Conferences attended & presentations:

- ◆ Exworthy, M., Frosini, F and Jones, L. “**Autonomy and local relationships in the English NHS.**” Paper presented to the European Health Management Association annual conference (25-27 June 2008) in Athens, Greece. <http://www.ehma.org/>
- ◆ Exworthy, M., Frosini, F and Jones, L. “**Decentralisation and performance: Room for manoeuvre in local health economies.**” Paper presented to the Health Service Research Network / Service Delivery and Organisation (SDO) annual conference (4-5 June 2008) in Manchester. <http://www.nhsconfed.org/specialist/specialist-1808.cfm>
- ◆ Exworthy, M., Macfarlane, F and Willmott, M. “**NHS management in transition.**” Paper presented to the Case-studies in health policy symposium (1-2 September 2008) in Oxford.

◆◆◆CPSO Projects◆◆◆

Networks in Healthcare:

A Comparative Study of their Management, Impact & Performance



The project is reaching its final stage, with the fieldwork for the two final Sexual Health and Older People's Networks progressing well. We recently presented preliminary analysis of the cancer cases at the EGOS Conference in Amsterdam, where we received useful feedback which will help us strengthen our analysis. We plan to report on the results of the overall project and all eight cases in the middle of 2008.

Gerry McGivern, Project Research Fellow, gerry.mcgivern@kcl.ac.uk

Decentralisation and performance in local health economies



The project is in its final stage, and the second phase of data collection will be concluded at the end of the year. We provided interim feedback to the organisations involved in the project and presented preliminary analysis at the SDO conference in Manchester and EHMA conference in Athens, receiving positive feedbacks in both forums. We plan to report on the final results of the project in the Summer of 2009.

Francesca Frosini, Research Fellow, Francesca.Frosini@rhul.ac.uk

Managing medical performance



This 12-month project has recently started. In collaboration with Prof. J. Gabe (RHUL) and Prof. R.J. Jones (Bangor University), it examines theoretical perspectives of the disclosure of clinical performance of cardiac surgeons and carries on an empirical study of the motives, meanings and impacts of (published) clinical performance data upon cardiac surgeons.

It's an in-depth qualitative study (2008-09) involving interviews and observation at 3 levels:

- *Micro*: changes to autonomy & working relations in teams;
- *Meso*: use of data by local managers;
- *Macro*: impact of disclosure on regulatory regime (DH, GMC & Healthcare Cm)

Progress so far includes the development of a theoretical framework for a sociology of disclosure based on choice & calculativeness, strategies & tactics, and trust. Papers were presented at ESA (Glasgow, Sept. 07) & AUS-NZ Sociological Assoc (Auckland, Dec.07).

For more information about the project contact Dr. Mark Exworthy M.Exworthy@rhul.ac.uk

PhD Students associated with CPSO

Ailson Moraes – Organisational change in business schools in the UK and Brazil

Kineisha Linton – Diversity in the Metropolitan Police

Mosadegh Ali-Rad – Health-care quality in Iran

Hyung-Tak Yoon – School reform in South Korea

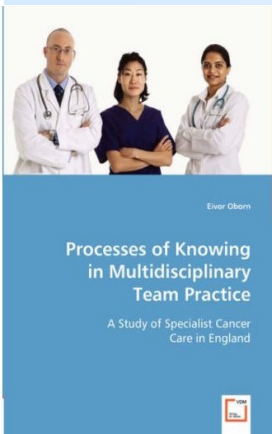
<http://www.rhul.ac.uk/management/About-Us/postgrads/index.html>

◆◆◆Recent Publications◆◆◆

Recent publications from CPSO staff (in bold) have included:

1. **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
2. 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
3. **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.

Processes of Knowing in Multidisciplinary Team Practice by Eivor Oborn (Paperback - 19 Jun 2008)



Reforms in healthcare delivery have been numerous with an explicit focus on improving the efficiency and efficacy of care. One of the consequences of these changes within healthcare delivery in the UK has been the development of organised collaborations between diverse groups of healthcare workers. This study examines the processes of constructing knowledge in a medical team context. Drawing on Polanyi's theory of knowledge, the multidisciplinary patient management meetings are used to examine the processes of knowing. In setting out patient management plans, learning practices are developed, whereby team members share knowledge and manifest their tacit understandings. In these,

privileging processes are also revealed, such that processes of knowing are enabled and constrained by the broader context of medical hierarchies and web of social relations. The social identities held by the various professional groups and which yield depersonalised cognitive categories also serve to shape and direct the processes of knowing and provide a useful basis for understanding conflict during team collaboration.

Dr. E. Oborn is Lecturer in Public Management, SOM,RHUL

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