

# CPSO

CENTRE FOR PUBLIC  
SERVICES ORGANISATIONS

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## Royal Holloway College School of Management

CENTRE FOR PUBLIC SERVICES  
ORGANISATIONS



**Annual Report for Summer 2003-2004**



## Table of Contents

<b>Introduction</b>	<b>3</b>
<b>Section 1: Rationale and Purpose of the Centre</b>	<b>4</b>
Strategic Academic Vision	4
Aims and Objectives	4
Academic Themes	5
Profile of the Centre	5
Dialogue with Policy and Practice	5
<b>Section 2: Current Research Activities</b>	<b>6</b>
Managing Change & Role Enactment in the Professionalised Organisation	6
Measuring Cancer Services	6
London Patient Choice Project	7
Steering of Universities (SUN)	7
<b>Section 3: Case Examples of Dialogue With Policy – One Recently Completed Study</b>	<b>8</b>
London Managed Clinical Networks for Cancer Evaluation	8
<b>Section 4: CPSO Seminars</b>	<b>9</b>
<b>Section 5: Personnel Associated With the Centre</b>	<b>9</b>
Director	9
Research Assistants	10
Doctoral Students	12
UK Associates	14
International Associates	18

## Introduction



This is the second annual report from the Centre for Public Service Organisations covering 2003 and early 2004. In September 2003, the CPSO moved from its original location at the Business School, Imperial College London to the School of Management at Royal Holloway, University of London. This followed the appointment of its Director, Professor Ewan Ferlie, as Head of Department there. The CPSO has now been reconstituted as a College Research Centre at Royal Holloway.

The CPSO brings together a number of research projects in the field of the organisational analysis of the public services. Our intention is to carry out rigorous and relevant research into contemporary public service organisations, in particular focussing on our core themes of organisational change, organisational learning and decision making.

The purpose of this annual report is to provide information about the research projects we are currently engaged on, the kind of academic and practitioner related publications we are producing and how we seek to inform policy and practice. The report also contains information on who is associated with the centre and their areas of research interest. It is gratifying that our collaborations have more than survived the relocation to Royal Holloway, and indeed new ones have been developed, including at the international level.

This Annual Report starts by outlining the purpose and rationale of the Centre, our overall approach and three mobilising research themes. It then describes the individual research studies we are working on currently, together with one vignette of a recently completed study which illustrates how we have worked with partners in policy and practice. The report finally contains information about partners associated with the centre, together with details of their research interests and recent publications.

I hope you find the report interesting and informative.

**Professor Ewan Ferlie**

**Director – Centre for Public Service Organisations**

## Section 1: Rationale and Purpose of the Centre

The Centre for Public Services Organisations (CPSO) seeks to further rigorous and relevant research into organisational and managerial issues in contemporary public services organisations. There continues to be intense political, policy and academic interest in the question of whether UK public services are likely to be transformed, radically 'modernised' or not within the next five or so years and this interest has, if anything, increased over the last year with the increased interest of the ESRC in this area. The public sector is now growing in size for the first time in a generation: 500,000 new public sector jobs have been created since 1997.

### Strategic Academic Vision

The CPSO continues to seek to produce independent minded, high quality, and scholarly material which engages with significant themes of public and policy concern in relation to the organisation and management of Public Service Organisations (PSO), both within the UK and at the international level. It is first and foremost a research centre. The CPSO should develop into a leading centre undertaking theoretically, methodologically and empirically rigorous research into public service organisations. The Centre seeks relevance as well as rigour, through commenting on broad and enduring issues of public and policy concern which lie within the field of PSOs. It should enter into active dialogue with reflective policy makers and practitioners as well as produce high quality research outputs. Any research centre needs a 'strategic niche' which defines its field and identity. Such a niche should differentiate the centre; be broad enough to allow for real impact across the discipline of public management studies; yet narrow enough to provide a common focus for the group. Such a niche should be intellectually engaging and emerge out of a platform of pre existing work so that it is academically well founded. Three broad mobilising themes continue to inform the work of the centre:

- organisational change;
- organisational learning;
- and decision making, all within public services organisations;

These themes are considered further later in on the report.

### Aims and Objectives

Following this introductory review, the aims and objectives of the centre can be stated as follows:

- (1) to undertake rigorous and scholarly organisational analysis of contemporary PSOs, both within the UK and internationally.
- (2) to undertake primary empirical research on PSOs, including both the NHS and other PSOs where appropriate research opportunities arise;
- (3) to focus on the broad mobilising themes of organisational change, organisational learning and decision making within public services organisations;
- (4) to publish the results of such research in leading academic journals, research monographs published by leading academic presses and in policy orientated journals;
- (5) to create a number of research collaborations, with high quality external research partners, to develop wider impact, strategic alliances and a critical mass;
- (6) to disseminate the results of this research widely to academics, policy makers and reflective practitioners and to enter into sustained dialogue with the worlds of policy and practice on the basis of high quality research and publications;
- (7) to create an national and international network of like minded scholars and centres, and to develop a strong national and international profile

- (8) to use such research and publications to renew and refresh the curriculum within the School of Management, for example the planned MBA for the Public Sector, thus providing students with 'leading edge' material in the classroom; to offer a regular programme of research seminars at RHUL.

### **Academic Themes**

The research agenda will be based on the following three broad themes which provide a distinctive niche for the new centre:

- **organisational change:** the management of change, including strategic service change; the emergence of new organisational forms; the impact of macro changes within the public sector as a whole, such as the New Public Management wave and further reform cycles on individual settings; the rise of the post-NPM governance narrative; the (non) implementation of Evidence Based Medicine; the intended and unintended consequences of desired change strategies; the impact of culture change programmes;
- **organisational learning:** the attempt to create new types of 'learning organisations'; individual and collective learning and HRM interventions; the diffusion of good practice across conventional boundaries; learning flows within managed network forms; new types of 'learning professionals'; the obstacles to effective learning within PSOs;

- **decision making processes:** implementation and implementation deficits; collaboration, conflict and power issues within PSOs; strategic decision making; corporate governance and the role of the Board; PSOs as loosely coupled, multiple stakeholder arenas; boundary crossing; the roles and relationships of clinicians, managers and clinical hybrids; new styles of management and HRM implications; the intended and unintended effects of performance measurement and management systems;

### **Profile of the Centre**

The core academic disciplines represented in the Centre are based on Organisational Behaviour, organisational sociology and also political science. We regard this as a distinctive area of strength, although we are keen to collaborate with others with research skills in different areas). Our methods will typically be based on qualitative work or surveys, and are unlikely to include sophisticated statistical modelling.

We have already developed a number of international collaborators. These associates are listed in Section 5.

### **Dialogue with Policy and Practice**

As well as publishing academic work, we are keen to enter into dialogue with reflective policy makers and practitioners about its possible significance so as to increase its broader impact. Section 3 gives a vignette of a recently completed project which was followed by active dialogue with the world of policy.

## Section 2: Current Research Activities

### Managing Change and Role Enactment in the Professionalised Organisation

**Amount and Source of Funding: £290,173. National Health Service Delivery and Organisation Research and Development Programme (NCCSDO).**

**Research Officer: Rachael Addicott**

This project is a collaboration with the Department of Human Resources Management at De Montfort University, Leicester. Professor Louise Fitzgerald (DMU) is the Principal Investigator and Professor Ewan Ferlie co-investigator. Dr Juan Baeza from Tanaka Business School, Imperial College London is also working closely on the project. The aim of this research is to examine how clinical directors and service managers from non-clinical backgrounds interpret and enact their roles and use them to implement effective service change. The project also recognises that the assessment of 'effective' change will require the use of multiple criteria, and such, the project also seeks to identify what additional factors account for individual or organisational differences in the effectiveness of change implementation.

The design of the study is predominantly qualitative-inductive, comparing and contrasting case studies of ten sites that have been purposefully selected. This design facilitates the construction of a large-scale database with both internal and external validity. The ten sites consist of four primary care sites and six acute sector sites in London and the West Midlands.

In each site, the case focuses on a selected area of care and our design includes three clinical areas of care – cancer; maternity and diabetes (in primary care). These care groups have been chosen in relation to the priorities set out in the National Plan. Case study sites have been purposefully selected using a two-stage process, to assess case contexts as of 'higher' and 'lower' complexity. The rationale for this selection is to enable the researchers to examine

the extent to which complex, contextual pressures affect the interpretation and enactment of roles and relationships. Case analysis involves the gathering of data on the context, roles, interpretation of the roles and the activities undertaken. Data collection methods include archival data, interviews and observations of meetings, but with interviews as a prime data source. Interviews are semi-structured and approximately 200 interviews are targeted. Analysis is an iterative process and is occurring in stages. The final stages of the project consist of local/regional workshops, run collaboratively with professional organisations and user/advocacy organisations, to debate and action plan on the basis of the findings.

It is envisaged that outcomes from the study will help improve the way change is implemented in various settings. We anticipate that the recommendations will cover staff selection; training and development; roles and organisation structuring and outputs relevant to the processes of performance management.

### Measuring Cancer Services (advisory role)

**Amount and Source of Funding: £10,000. NHS R&D SDO Programme (2002-2004)**

**Advisors: Prof Ewan Ferlie and Rachael Addicott**

Ewan and Rachael have been asked to play an advisory role in relation to the study of organisational issues in cancer networks by the Principal Investigator, Professor Mark McCarthy, Dept of Public Health, University College London. They will provide advice and supervision to the Research Assistant to be appointed in this area, working also with Dr Susan Michie, Department of Psychology, UCL. This will keep the theme of organisational issues in NHS cancer networks going. It is also an important collaboration with Public Health and with UCL.

### **London Patient Choice Project**

**Amount and Source of Funding: £219,852. National Health Service (NHS), London Patient Choice Project. March 2003-Sept 2004.**

**Research Associate: Dr Christina Petsoulas**

**Research Assistants: Juliet McDonnell (part time); Sara Rundle-Smith**

The Department of Health wishes to reduce NHS patient waiting times and resources have been made available to NHS London for the London Patient Choice Project to help achieve this in London. NHS London wishes to maximise patient choice in waiting list reduction through providing alternative services, which patients can choose whether or not to take up. It will commission extra capacity from a range of providers, which may include non-NHS (as well as NHS providers) and non-London providers (as well as London based providers). These providers will be given incentives through special contracts to bring new capacity on stream. This is a bold experiment addressing a major issue of health policy concern from which there should be national as well as London wide learning. NHS London has commissioned a three stranded evaluation of the project to cover: (i) the patient level; (ii) the system wide level; and (iii) the organisation and management of the programme. A team at the University of York (led by Diane Dawson) will examine the health systems/health economics aspects and a team at the Picker Institute, Oxford University (led by Angela Coulter) will be looking at patients' perceptions of the services they receive. The CPSO will be examining the organisational strand but will also liaise closely with the other strands. This is also a joint project with the Centre for Primary Care and Social Medicine in the IC Faculty of Medicine, as Professor George Freeman is a co-investigator.

This project is now nearing its end (31 August 2004). The team has so far completed six case studies and conducted fieldwork on two further ones. The London Patient Choice pilot finished at the end of March 2004 and Choice at six months in

secondary care has now been rolled out nationally.

During the final stage of the evaluation, the team is examining the transfer of responsibility for Choice from the central team to the five London Strategic Health Authorities. Special emphasis is placed on the learning that has resulted from the Patient Choice pilot and the ways in which that learning has been transmitted to the five SHAs. Local variation in implementing Choice at six months is also examined. Interim findings from all three strands of the evaluation were presented at a conference in March 2004 which was attended by the central team and other interested stakeholders. The results of the evaluation will be integrated into a final report and they will also be disseminated in the form of academic articles.

### **Steering Of Universities (SUN)**

#### **Preparatory Work for a Research Proposal**

**Prof Ewan Ferlie and Gianluca Andresani (School of Management, University of Hull and PhD student working with Prof Ferlie)**

The CPSO will be becoming an associate member of the PRIME collaboration which brings together a number of high quality research centres working on aspects of science and technology policy across the EU. PRIME is funded through the EU Framework 6 Programme. As part of preparatory work for a large joint research bid to the ESRC/European Science Foundation, PRIME has made €14,625 available to CPSO to support bid preparation. This research collaboration is being coordinated by Prof Catherine Paradeise of ENS, Cachan, Paris who is now a CPSO External Associate. The team is interested in investigating how Universities are 'steered' by governmental and non-governmental actors, and whether this varies by jurisdiction across the EU. This proposal could help diversify our research out of health care and into related public sector organisations and also strengthen European collaborations. The teams all plan to present papers at the 2005 European Group of Organisational Studies (EGOS) Conference which will be held in Berlin.

## **Section 3: Case Example of Dialogue With Policy – One Recently Completed Study**

### **London Managed Clinical Networks for Cancer Evaluation**

**Amount and Source of Funding: £111,181. Department of Health, London Research and Development Directorate.**

**Research Assistant: Rachael Addicott**

The 'managed Network' model has been developed within NHS cancer services as a novel way of organising and developing cancer services. It is an important management innovation within health care, yet there has been little independent evaluation of the strengths and weakness of this approach. These Networks are being piloted within cancer services, but may be of even wider significance if they are adopted by other clinical areas. The overall aim of this study was to provide an evaluative commentary on the creation, development and impact of the five managed clinical Networks for cancer in London. This study provided an organisational analysis of managed clinical Networks. The objectives of the study were:

- to comment on the processes involved in establishing these Networks
- to provide qualitative managerial information on key themes
- to provide follow up data over time

This qualitative study was based on the methods of organisational process research, defined as the dynamic study of behaviour within organisations. Process research uses comparative case studies, which are tracked through over time and selected to explore variation in outcome. Data collection methods thus included: (i) analysis of key local policy documents; (ii) a range of semi-structured interviews across the various stakeholders identified, and; (iii) observation at key meetings.

The case studies focused on Network wide activities and targeted two specific tumour types – gynaecology and urology. The case studies examined three specific issues (or 'tracers') in order to gain some insight into the operation of managed clinical Networks for cancer. These tracers were:

- centralisation of services;
- budget / resource allocation, and;
- education and training.

The case studies provided an analytic description of the Networks and examined the growth of the Networks as a whole. The case studies focused on the two tumour groups identified and detailed the 'story so far' regarding their development, successes and disappointments. Further, the case studies provided feedback in response to 16 specific success criteria that were identified through a Delphi study.

It was evident from this study that the five cancer Networks studied displayed a mixed pattern of performance and that there was not a clear 'top performer' which emerged across the indicators. This is a significant conclusion as it emphasises the complexity in identifying and diffusing high performance. Rather, this study suggests that high performance was spread across a whole set of organisations in rather different ways.

There was clearly some discrepancy between what the 'remote centre' consider to be indicators of success of cancer Networks, versus the viewpoints of those delivering direct patient care. However, there is little time, resources or flexibility within the current regime to focus on a strategic direction or developments for the Network that are not part of the central edict.

## Section 4: CPSO Seminars

In February 2004, Sue Dopson, Vice President of Templeton College Oxford provided a presentation to the CPSO on *New Genetic Technologies – The Creation and Dissemination of Knowledge*. Also in February 2004, George Frederickson from the University of Kansas and Visiting

Professor at Balliol College, Oxford presented on *Whatever Happened to Public Management? Governance, Governance Everywhere*.

Further seminars are planned for 2004 and will be listed on the CPSO website at [www.rhul.ac.uk/Management/research/cpso](http://www.rhul.ac.uk/Management/research/cpso).

## Section 5: Personnel Associated with the Centre

### Director

#### Prof Ewan Ferlie

Ewan has a first class degree in modern history at Balliol College, University of Oxford, followed by an MSc in Social Research and Social Policy (also at the University of Oxford) and a PhD in Social Policy and Administration at the University of Kent.

Ewan has worked in a number of research posts in the social and health care sectors, first at the Personal Social Services Research Unit at the University of Kent and then at the Centre for Corporate Strategy and Change, Warwick Business School where he was Deputy Director. He has also been a Non Executive Member of Warwickshire Health Authority.

Ewan has held NHS research grants to the value of some £2.6m. His special interest is in organisational and management research in health care. He is co-author of 'Shaping Strategic Change' (London: Sage, 1992) and 'The New Public Management in Action' (Oxford: Oxford University Press, 1996) as well as 50 articles in peer reviewed journals. His current interests include change, innovation and restructuring within health care, with special reference to the changing nature of professional work. He is also developing an interest in the study of organisational change and governance in University settings.

Ewan is a member of the national R & D Methodology Programme which provides advice on methods to the Department of Health R & D function. In 2002 he was appointed as a University of London member to the Management Board of the London School of Hygiene and Tropical Medicine. He is a member of the Research Advisory Group for Macmillan Cancer Relief and a member of the Research Committee of the Health Care Division of the Academy of Management.

Ewan was appointed Professor of Public Services Management and Head of Department of the School of Management, Royal Holloway University of London in September 2003. This year, he was co-organiser of a public sector stream at EGOS, Copenhagen, July 2003 and also on the scientific organising committee for the 4<sup>th</sup> Organisation Behaviour in Health Care Conference held at Banff, Alberta in April 2004. He was co editor of a special edition of the British Journal of Management on Public Services Organisations in December 2003.

#### Published Articles

L. Fitzgerald, E. Ferlie, C. Hawkins (2003) 'Innovation in Health Care – How Does Credible Evidence Influence Professionals?', *Health and Social Care in the Community*, 11(3): 219-228

M. Wood and E. Ferlie (2003) 'Journeying From Hippocrates With Bergson and

Deluze', *Organisational Studies*, 24(1): 47-68

E. Ferlie, J. Hartley and S. Martin (2003) 'Editorial: Changing Public Services Organisations – Current Perspectives and Future Prospects', *British Journal of Management*, Special Issue

L. Locock, S. Dopson, J. Gabbay and L. Fitzgerald. (2003) 'Evidence Based Medicine and the Implementation Gap', *Health*, Special Issue, 7(3): 219-228

#### Paper in Preparation

S. Ormrod, K. Norton, F. Warren and E. Ferlie. (2004) 'Replicating Democratic Therapeutic Communities: Adaptation, Enactment and Ideology', paper under review (revise and resubmit)

#### Conference Papers and Presentations

E. Ferlie, S. Ormrod, K. Norton and F. Warren (2004) 'Replicating Democratic Therapeutic Communities: Some Organisational Issues' Presentation to the NHS R and D Forensic Mental Health Group, LSHTM, London, July.

R. Addicott, and E. Ferlie. (2003) 'Power and Governance – The Example of London Managed Cancer Networks' , European Group of Public Administration, Portugal: Oeiras, September

E. Ferlie. (2003) 'The Long Term Impact of UK Public Sector Reforms: The Case of the 1983 Griffiths Report on the NHS', paper given at 13<sup>th</sup> Colloque International de la Revue 'Politiques et Management Public', Ecole Nationale d'Administration, Strasbourg, November, submitted for consideration for possible future publication and currently under review.

E. Ferlie (2003) 'Health Services Research and Knowledge Transfer in London', NHS Confederation (London) Conference

E. Ferlie 'Organisational Transformation in the Public Services: The Case of BPR', Royal Holloway Seminar (November); Kings College London seminar (December), University of Hull Seminar (June 2004).

J. McDonnell, C. Petsoulas, S. Rundle-Smith, E. Ferlie, G. Freeman (2004) 'The London NHS Patient Choice Project: Some Organisational Issues', Kings Fund

Presentation (March 2004); further presentation at NHS SDO R and D, 3<sup>rd</sup> National Conference, Westminster, April

E. Ferlie and L. Fitzgerald (2004) 'Strategic Change in UK Health Care – An Overview of Recent Research', 4<sup>th</sup> International Conference on Organisational Behaviour in Health Care, Banff, Alberta, April.

G. McGivern and E. Ferlie. (2004) 'Reflecting on Practice and Playing the Tick Box Game' EGOS Conference, Ljubljana, Slovenia, July

R. Addicott, G. McGivern and E. Ferlie. (2004) 'The Neo-Bureaucratic Corruption of Knowledge Management Through Networks' EGOS Conference, Ljubljana, Slovenia, July

G. Andresani and E. Ferlie. (2004) 'Studying governance within the British public sector and without: theoretical and methodological issues' EGOS Conference, Ljubljana, Slovenia, July.

E. Ferlie and R. Addicott (2004) 'Determinants of performance in cancer networks: A process evaluation' ESRC AIM Seminar, Cardiff University, May.

## Research Assistants

### **Rachael Addicott**

Rachael has an Honours Degree in Sociology and Psychology from Swinburne University in Melbourne, Australia. Prior to arriving in the UK, Rachael held a joint appointment between The Alfred Hospital and the Medical School at Monash University, examining quality of health care in developing countries and alternatives to inpatient treatment. More recently, Rachael worked at the Victorian Department of Human Services, assisting in developing strategies to reduce demand on emergency services in public hospitals. Rachael arrived in the UK in September 2001 to work as a Research Assistant at Tanaka Business School, Imperial College London. Under the supervision of Prof



Ewan Ferlie and Dr Juan Baeza, Rachael is also completing a PhD at Tanaka. The PhD research involves an analysis of the interorganisational and interprofessional relationships within managed clinical Networks for cancer and – taking a political science perspective – will examine issues of power, governance and knowledge management. In April of this year, Rachael has taken on a Research Officer role at the School of Management, Royal Holloway College.

### **Juliet McDonnell**

Juliet joined Tanaka Business School at Imperial in 2000 and has worked as a researcher on a number of projects concerned with organisational



learning and change in health care. She moved, as part of Ewan Ferlie's research team, to Royal Holloway College, University of London in 2003. Her current work with CPSO is as part of the research team evaluating the organisational impact of the London Patient Choice Project. She is also part of a research team with Ewan Ferlie, Paul Thomas and Janette McCulloch who have conducted a series of action research projects – concerned with recent organisational reform in the primary healthcare sector – including 'facilitating learning and change in primary care organisations', 'evaluating change management models to achieve 24/48 hour access targets' and 'leadership for Primary Care Trusts'.

Juliet also works as an independent consultant. She is currently working with Continuous Learning Ltd/Thames Valley University and Middlesex University as a Module Leader and Tutor on an MA in Leadership for Health & Social Care as part of the Leadership for London Initiative. She has undertaken evaluations of organisational development strategies and leadership development in PCTs and worked as a research facilitator and mentor for the West London (Primary Care) Research Network.

Juliet's current research interests are the relationship between organisational research and development in the health sector, action learning and inquiry, individual and organisational transitions. Juliet worked as an organisational development manager in the NHS for ten years before joining Imperial. She has a first class honours degree in education & training from Greenwich University and an MA in Management and Organisational Learning from Lancaster University which was awarded with distinction.

### **Christina Petsoulas**

After her BA in Sociology in Athens, Christina came to Oxford where she obtained a Masters in Sociology and a doctorate in Social and Political Thought. Upon finishing her doctorate, she worked briefly as a fundraiser with Oxfam and as a reporter with Reuters news agency in Athens. Subsequently, she became a Research Associate at the Centre for Socio-Legal Studies in Oxford where she organised two international annual conferences on Law and Anthropology and conducted research on human rights and the Human Rights Act '98. In Oxford Christina taught undergraduate students courses in Sociological Analysis and the History of Social and Political Thought. Before joining the Business School at Imperial College London, she was attached to the Oxford Health Care Management Institute where she worked on issues of research design in the field of Genetics. Christina's book, 'Hayek's Liberalism and its Origins' was published in 2001. Christina's current research interests are in sociological analysis, political theory, theories of organisational learning, and changes in public policy, particularly in relation to the Health Service.



## Doctoral Students

### Raheelah Ahmad

Raheelah has previously completed an MSc in Health Services Management from the Health Policy Unit at the London School of Hygiene and Tropical Medicine.



Raheelah also has 10 years of NHS management experience in the primary care sector. Raheelah's PhD research examines multi-stakeholder perspectives of quality in the developing country context, using a qualitative, inductive approach. Asking, what are the incentives for providers and management? By assessing the evidence of impact of quality management programmes in maternal health in urban and rural Pakistan. On the consumer side, the research aims to define the role of consumer perceptions of quality in care seeking behaviour through the therapeutic network, with an explanatory model for the extensive existing quantitative observations of utilisation trends. An embedded case study design is being developed to fully understand the inner and outer context. Raheelah's research interests include international diffusion of quality programmes and inequities in health service provision and utilisation.

### Gianluca Andresani

The aim of Gianluca's research project (which is almost completed) is to contribute – both theoretically and empirically – to the longitudinal study of organisational change. For the theoretical aspect, a conceptual framework is built by linking together streams of literatures concerned with issues of corporate governance, and social and organisational theory. For the empirical aspect, the area chosen for the fieldwork is the British National Health Service where three organisations – a Hospital Trust, a Primary Care Trust and a Strategic Health



Authority - have participated in the project. Public sector organisations more generally and health care ones in particular have recently been under considerable pressure to change from being professionally-led organisations to more managerially oriented and business-like. Making sense of the processes of organisational change undergone by the three organisations has required 'theoretical lenses' powerful enough to allow the observation of such phenomena. By drawing on critical social theory and in particular on the contributions of four social theorists – Michel Foucault, Anthony Giddens, Jürgen Habermas and Niklas Luhmann – a conceptual framework is suggested. The assumption underlying the project is that for the above organisations to attempt any radical change, they must involve their governing bodies. The focus is on the latter's participation in the mechanisms which allow their organisations to maintain – and indeed to change – their identities. A constructivistic, reflexive and qualitative methodology is adopted which has required the mutual and reflexive construction of theory and empirical data. Semi-structured interviews, observations of meetings in situ and analysis of relevant documents are the research techniques used. The key finding is that governing bodies do contribute (in differing degrees) to keep consensually stable over time within factually relevant contexts (or otherwise change) the reflexive expectations which structure the routines and actions of their organisations and enable them to function in the face of internal and external complexity. Last year, Gianluca began a lectureship at the University of Hull.

### Kiran Aggarwal

Kiran is a final year PhD student and has extensive previous NHS and industry experience.



In a rapidly changing environment where new technological developments drive existing technology to become outmoded very quickly, technology transfer through collaborations

is viewed as an important means for learning and broadening of firm capabilities for sustained competitive advantage. The phenomenon of technology transfer has received much interest in the strategic management literature in explaining the factors that lead to success or failure. Empirical research has generally focussed on either determining factors or mechanisms that lead to effective transfer outcomes or those that cause difficulties. But the approach is usually linear in nature and uses cross-sectional methodology at single points in time, implying either an instantaneous transfer or a steady state throughout the transfer process; ignoring the role of external context on transfer process. Scant attention seems to have been paid to the process of transfer as it unfolds and develops over time in a dynamic sense, and how it influences the final outcome. In addition, much of the existing literature has looked at transfers between two or three partners but the area of multi-partner collaborative technology transfer, as a complex setting has been under-researched. Kiran's empirical research fills these gaps, in that it is processual in nature and applies a dynamic process theory of learning adjustments in a complex setting of multipartner collaborative project.

### Michael Fischer

Michael is a consultant adult psychotherapist, group analyst and organisational development consultant. He has worked extensively with public and voluntary sector organisations, including primary care, specialist services, high secure hospitals, NHS commissioners and education establishments. He continues to work part time as a consultant adult psychotherapist within the NHS and as an organisational consultant with the Institute of Applied Health and Social Policy. Michael is completing a PhD in interorganisational collaboration, supervised by Prof Yiannis Gabriel and Prof Ewan Ferlie. His research examines the management of



organisational boundaries between services for people with severe personality disorders, who have long-term and complex social and health needs. Using an ethnographic methodology, the research examines relations between agencies in the health, social care and criminal justice sectors, focusing on the role of competing organisational ideologies.

### Andreas Lambrianou

Andreas' research seeks to understand more about the process of adoption of new practices and technologies by healthcare practitioners (such as doctors, nurses and managers). In particular Andreas is studying the adoption of 'best practice' in the treatment of Heart Failure. The research is a joint project between Tanaka Business School and the Department of Cardiac Medicine (National Heart & Lung Institute) within Imperial College London. Andreas' research design is qualitative and based on comparative case studies of eight sites (hospitals, GP practices etc) within the North Central London Coronary Heart Disease Collaborative. North Central London CHD Collaborative have kindly given their support to the research.



### Gerry McGivern

Gerry is a final-year ESRC sponsored PhD student at the Tanaka Business School, Imperial College London and a member of CPSO. He is conducting field research on the introduction of appraisal for NHS consultants, to understand how it can contribute towards effective management of knowledge within professionalised organisations, at two major NHS teaching hospitals. He is supervised by Prof Ewan Ferlie and Dr Gill Gaskin, a Clinical Director at one of the research sites. Gerry holds a BSc (Hons)



in Economics and Politics from the University of Bath and a MA in Organisational Analysis and Behaviour from Lancaster University Management School. Before beginning his thesis he was employed as a HR consultancy, working with a variety of private, public and NHS organisations, and a technology research consultancy. Gerry recently co-authored a report for the Department of Health Strategy Unit on measuring quality change and spent spring 2004 as a guest researcher in the Groupe D'Analyse Politiques Publiques at the Ecole Normale Supérieure de Cachan, France.

## UK Associates

### Juan Baeza

Juan is lecturer in Health Policy at Tanaka Business School, Imperial College London. He was awarded a PhD in Social Policy and Administration in 2002, the title of his thesis was *The intraprofessional relations of hospital consultants and general practitioners in the NHS in England*. Juan has worked a number of research projects in both primary and secondary health care. Juan is currently engaged in a study that is evaluating the implementation of sustainable TB services in Russia, a Department of Health funded study that is evaluating a Patient Choice pilot programme in North West London and a Department of Health Service, Delivery and Organisation funded study into change management in the NHS. Juan's other research interests include intraprofessional relations within health care, the development of clinical governance, the management of poor performance and professional self-regulation in health care. Juan will shortly be beginning a two year sabbatical at the University of Melbourne, researching Aboriginal health.

### Jane Broadbent

Jane Broadbent is a Professor of Accounting at Royal Holloway College. Since 2002 Jane has been Vice Principal (Academic Affairs), with responsibility for quality enhancement and assurance, student admissions and widening participation, and human resource

strategy. Jane's main teaching interests are in the area of Management Control Systems and Management Accounting. Jane's research interests are related to the general theme of control in organisations, especially in the public services. She is interested in the extent to which the value and cultures of organisations impacts on controls and see accounting as a technology representing various interests rather than a neutral technical measurement system. Jane has two ongoing research projects:

*PFI in the National Health Service in the UK (funded by CIMA)*. This project has explored the nature and effects of PFI in the UK NHS and has particularly engaged with the possibilities for Post Project Evaluation. The work has been presented in a number of international contexts and in the academic and professional journals. A comparative project with the Australian equivalent of Public Private Partnerships is at the planning stage.

*Governance and Performance in the UK Higher Education Sector*. This project is in the planning stage, but will consider the overall impact of performance management systems and governance requirements on the Higher Education system.

### Angela Coulter

Angela Coulter is Chief Executive of Picker Institute Europe. A UK-registered charity, the Picker Institute works with European health care providers to obtain feedback from patients and promote patient-centred care.

A social scientist by training, Angela has a doctorate in health services research from the University of London and has published widely on health policy topics. She is Honorary Professor in Health Services Research at the University of Oxford, Visiting Fellow at Nuffield College, Oxford, a Governor of Oxford Brookes University, an Honorary Fellow of the Faculty of Public Health and a lay member of the Postgraduate Medical Education and Training Board of the UK. Her books include *The European Patient of the Future* (with Helen Magee, Open University Press 2003), *The Autonomous Patient* (Nuffield Trust 2002), *The Global*

*Challenge of Health Care Rationing* (with Chris Ham, Open University Press 2000), *Informing Patients* (with Vikki Entwistle and David Gilbert, King's Fund 1998) and *Hospital Referrals* (with Martin Roland, Oxford University Press 1992). Angela is the founding editor of *Health Expectations*, an international peer-reviewed journal of public participation in health care and health policy.

From 1993-99 Angela was an Executive Director of the King's Fund in London leading their work on health policy analysis, research and service development. Prior to that she worked for ten years at the University of Oxford where she established and directed the Health Services Research Unit.

#### **Martin Cowie**

Martin is Professor of Cardiology (Health Services Research) at the National Heart & Lung Institute, Imperial College, and Honorary Consultant Cardiologist at the Royal Brompton and Harefield NHS Trust. Martin's main areas of research interest are heart failure epidemiology and health service impact – but he is also responsible for several ongoing multicentre clinical trials and surveys of modern methods of diagnosis and treatment of heart failure. Martin collaborates with the CPSO (Professor Ewan Ferlie) on the diffusion of knowledge in the NHS. He acts as clinical advisor to the NICE commissioned national guidelines on heart failure (published in Summer 2003). Martin Chairs the guidelines committee of the British Cardiac Society, and sits on the European Society of Cardiology's Committee for Guidelines and Policy.

#### **Diane Dawson**

Diane is an economist who, through most of her academic career at the Universities of Glasgow and Cambridge, worked in the fields of industrial economics, public economics and law and economics. Since 1997 she has been Senior Research Fellow in the Centre for Health Economics at the University of York. Research has focused on contracting for and pricing of NHS services and the impact on the NHS of judgments from the European Court of Justice. Current research includes the examining the consequences of changes

to post graduate medical education on concentration of hospital services, devolution of NHS capital expenditure and system wide impacts of the London Patient Choice project.

#### **Sue Dopson**

Sue is Vice President at Templeton College, University of Oxford. In 1994 Sue was awarded a PhD from the University of Leicester on *Managing Ambiguity. A Study of the Introduction of General Management in the NHS*. Sue teaches elements of the University's degree programme in management, is a tutor for post-graduates of the College and teaches on management development programmes for various companies. As a member of the Oxford Health Care Management Institute she is involved in the development of courses for the NHS and a number of research projects, including the evaluation of projects aimed at improving clinical effectiveness, exploring issues of getting the results of medical research evidence into clinical practice and more general research in the area of NHS management. She has published on the changes in the management of the NHS, the changing nature of middle management, management careers leadership, the changing employment relationships and developments in public sector management.

#### **Mark Exworthy**

Mark will shortly take up the position Senior Lecturer in Public Services Management in the School of Management at Royal Holloway College. Mark is presently a Senior Research Fellow in the Department of Sociology and Social Policy at Oxford Brookes University. Mark previously held a Harkness Fellowship at the University of California San Francisco in health care policy, and has also held research positions at University College London, London School of Economics and Southampton University. Mark's research interests include health policy, professionalism and health inequality.

#### **Louise Fitzgerald**

Louise took up her Chair in Organizational Development in the Department of Human

Resource Management, DeMontfort University in 1999. The main focus of her work is research into the implementation of organisational change in professionalised organisations, especially health care. Currently, she is leading a research project funded by the Service Delivery and Organization (SDO) Research and Development Programme to examine the roles and relationships of clinical managers in managing change. She is also engaged in working as 'expert' support to the Research into Practice Programme in the Modernisation Agency. Within the university, she is engaged in teaching postgraduate students on specialist masters courses and supervising research.

Throughout her career, Louise has had extensive experience of organising and facilitating training and learning for senior managers and clinical professionals. In conjunction with clinical colleagues, she ran the management development programmes for clinicians for the NW Thames Region for five years. Since then, she has led strategy development workshops for Health Authorities and general practices. She has been active in the design and delivery of the General Management Training Scheme in the NHS since its outset.

### **George Freeman**

Since being appointed Foundation Professor of General Practice at Charing Cross and Westminster in 1993 George has been active in developing the new Imperial Faculty of Medicine undergraduate curriculum, specifically in expanding general practice clinical experience. After undertaking research in the introduction of primary care units in A&E departments George has now returned to a major interest in the patient-doctor relationship, in particular in Continuity of Care, the quality of GP consultations, the concepts of partnership and trust and in multicultural issues.

George has had fruitful collaboration with groups in Edinburgh, Brunel, Leicester, Nijmegen and Oslo. After leading a successful multidisciplinary 'scoping exercise' in continuity of care for the Service Delivery & Organisation (SDO) panel of NHS R&D, and a review of

continuity in severe mental illness with Mike Crawford (Psychiatry) and Tim Weaver (SSM), George is now undertaking a major study of the patient's view of continuity of primary care, again with Richard Baker and Mary Boulton (Oxford Brookes). Also in progress are projects on patient-doctor partnership in relation to asthma and to information sharing led by Josip Car and Richard Ashcroft, and an existing partnership with Ewan Ferlie (School of Management, Royal Holloway) evaluating the London Patient Choice Project.

### **Naomi Fulop**

Naomi Fulop trained in social sciences at the Universities of Bristol and London, and in public health at Harvard. For six years she worked in the English National Health Service (NHS) as a public health specialist, involved in implementing the reforms of the early 1990s. She is currently senior lecturer in the Department of Public Health and Policy at the London School of Hygiene and Tropical Medicine where she is also Director of the National Co-ordinating Centre for Service Delivery and Organisation R&D programme. This national programme, funded by the English Department of Health, aims to produce and promote the evidence base for the organisation and management of services within the NHS by funding research in this area.

Naomi's research interests are in the area of service delivery and organisational issues in health care, most recently on relationships between, and configurations of, health care organisations. Recent and current topics include the process and impact of vertical and horizontal integration (mergers) of health care providers, learning within and between health care organisations, and the concept of organizational 'failure' and 'turnaround' in health care organisations. Naomi also has a keen interest in the relationship between research and policy/practice. She is a member of the Advisory Board of the Canadian Institutes of Health Research (CIHR's) Institute of Health Services and Policy Research. She also serves as a non-executive director on the board of a large acute hospital trust in London.

### **John Gabbay**

John Gabbay qualified in medicine at Manchester in 1974. Between 1976 and 1983 he worked in the Department of History and Philosophy of Science, University of Cambridge where his teaching and historical research focused on the social construction of medical knowledge. He trained in public health (community medicine) in the Oxford Region from 1983-7, and undertook an MSc in Community Medicine at the London School of Hygiene and Tropical Medicine. Between 1985-7 he was a Research Fellow at Templeton College Oxford, part of a team studying the newly emerging health service general managers. After completing his training in public health in London, his research at St Mary's Hospital focused on the development and critical evaluation of clinical audit. During this period he was also non-executive director of one of the first wave trusts, Central Middlesex Hospital.

He was appointed in 1992 to the chair of public health, University of Southampton, and directorship of what is now the Wessex Institute of Health Research and Development. WIHRD now houses the National Coordinating Centre for Health Technology Assessment (NCCHTA), which he directs. His recent research has focussed on the evaluation of organisational programmes to improve the quality of clinical care. He is currently researching the use of medical knowledge in the delivery of health services, including a study of communities of practice in the design of care for the elderly, an ethnographic study of knowledge management in primary care, a qualitative study of GP and patient views on depression, and an evaluation of the development of Diagnosis and Treatment Centres.

### **Louise Locock**

Louise Locock is an experienced qualitative researcher in health care, with particular interest in health policy decision-making and implementation, and the interaction between health policy and the organisational structure, culture and professional power relationships of the NHS. Following a career in NHS

management (1984-92), she completed a PhD on explicit rationing and the NHS market at the London School of Economics in 1998. Between 1994 and 2000, Louise was a Research Associate at Templeton College, University of Oxford, where her research included evaluations of two initiatives set up to implement evidence-based medicine, and a study of the effectiveness of commissioning in achieving strategic change. She joined the Health Services Management Centre at the University of Birmingham in 2000 as a Research Fellow, where her research focused on various aspects of NHS reorganisation, modernisation and quality improvement. Since October 2002, she has been a Lecturer in Social Policy at the University of Oxford, and current research includes work on waiting times (with the King's Fund and Birmingham) and quality improvement (with University College London and research partners in the US and the Netherlands). Louise is co-author, with Sue Dopson, Louise Fitzgerald, Ewan Ferlie and John Gabbay of 'The Myth of Rationality' (forthcoming, Oxford University Press), a study of the implementation of evidence-based medicine.

### **Janette McCulloch**

Janette is an organisational development consultant with a particular interest in new and innovative organisations; the engagement of clinicians in managing change; and education. She has a law degree from Southampton University and an MSc in Organizational Behaviour from City University. Janette has twenty years experience of working at Board level in the NHS and the not-for-profit sector. Early in her career she spent six years with Age Concern, and retains an interest in the not-for-profit sector, working with board members and staff on managing change, and on governance issues. Since 1990 Janette has specialised in primary care, as Director of Commissioning at Enfield & Haringey Family Health Service Authority, and Chief Executive of the Central London Multi-Fund. Freelance since 1995, she has worked with numerous primary care organisations, and individual GP practices; and for the last three years as Head of Applied Research and Development with the West London primary care Research Network (WeLReN). Janette is a member

of the Imperial College London Business School research team, which in 2002 produced a guide for the NHS Facilitating Learning & Innovation in Primary Care Organisations. Other research interests include capacity-building for research and leadership in primary care; life-long learning; and the learning organisation. Janette teaches at several universities in London, including Imperial College London. In her spare time, she is a Business Mentor for the Prince's Trust.

#### **Paul Thomas**

Paul is a general practitioner who has worked in deprived areas of Liverpool and London for 17 years. He has been involved in many primary health care research and development projects both as researcher and as founder director of the West London Research Network (WeLReN).

His research interests are in whole systems - whole systems of care and whole systems of health. This leads to an exploration of the relevance of the 'new sciences' – how to work with ideas about organisational learning that explain how diverse, interacting factors become relevant to each other; how a rich picture of complex phenomena can be crystallised from complementary research paradigms; what leadership approaches within complex organisations facilitate emergence and sense-making.

Completed work includes case studies of primary care research networks, exploration of the factors that facilitate learning and innovation within primary care organisations and a variety of participatory action research projects. He is Chair of the North-West London faculty of the RCGP and Deputy Chair of the RCGP Health Inequalities Standing Group and he is presently helping to devise policy that will embed applied research in the activities of Primary Care Trusts in North West London.

## **International Associates**

### **Prof Jean Louis Denis, HEC, University of Montreal, Canada**

Jean-Louis is a Professor at the Department of Health Administration and researcher at the Department of Health Administration and GRIS at Université de Montréal. He holds the Chair on Governance and Transformation of Health Care Organizations from the Canadian Health Services Research Foundation and the Canadian Institutes for Health Research. He has been involved in the training of managers and researchers in the health care sector for almost fifteen years. Author of many scientific publications on strategic change and leadership and the regulation of health care organisations, he currently carries out research on regionalisation and integration of health care, on the reorganisation of the university hospitals and on the role of scientific evidence in the adoption of clinical and managerial innovations. He is also a member of the Royal Society of Canada.

### **Prof Peter Kragh Jespersen, University of Aalborg, Denmark**

Peter is associate professor in Organisational Sociology at the Department of Economics, Politics and Public Administration, Aalborg University, Denmark. His research interests include – institutional dynamics in organisational fields, management and development of professional organisations, implementation of New Public Management reforms in hospitals and post NPM organisational forms in public administration. He is leading the Master of Public Administration at Aalborg University, including specialisation in organisation and management in health care. Peter conducts empirical research in hospital organisation and management (quality development, new management models and contracting).

### **Prof Ann Langley, HEC, University of Montreal, Canada**

Ann Langley is Professor of Strategic Management and Research Methods at HEC Montreal, Canada and Director of the PhD. and MSc programs. From 1985-2000, she was a faculty member at

Université du Québec à Montréal. She obtained her undergraduate and masters degrees in the UK and her PhD in administration at HEC in 1987 after working for several years as an analyst both in the private sector (Mars Ltd., UK) and in the public sector (health systems consultant). Her early research was inspired by these work experiences, and dealt with the role of analysis in organisations. Since then, she has pursued her interest in strategic management processes, focusing particularly on complex organisations with multiple goals and ambiguous authority. Her recent work deals with strategic decision-making, innovation, and leadership and strategic change in the health care sector. She is currently working on a major project in two teaching hospitals that examines the management of implementation of hospital mergers. Her work has appeared in journals such as *Academy of Management Review*, *Administrative Science Quarterly*, *Organization Studies*, *Organization Science*, *Journal of Management Studies*, *Canadian Journal of Administrative Sciences* and *Sloan Management Review*. She also has several French language publications in journals such as *Sciences Sociales et Santé*, *Revue Française d'Administration Publique* and *Revue Internationale de Gestion*.

**Dr Jenny Lewis, Department of Political Science, University of Melbourne, Australia**

Dr Jenny Lewis is a Senior Research Fellow in the Department of Political Science at The University of Melbourne, with a five year fellowship funded by VicHealth and the Department of Human Services (state government). She also has an adjunct appointment in the University's Centre for the Study of Health and Society. She spent five years working in state government in Victoria and has been at the University of Melbourne since returning from London in 1998, where she was a Visiting Fellow at the King's Fund while undertaking research on a National Health and Medical Research Council Post Doctoral Fellowship.

Jenny has published widely in academic journals, including *Public Administration*

*Review*, the *Journal of Health Services Research and Policy*, and *Social Science and Medicine*, and received the Marshall E Dimock award for the best lead article in *Public Administration Review* for 1999, with Mark Considine. She is working on a book on the politics and governance of health, which is due to be completed in mid 2004.

Jenny's current research is centred on network structures and theory in a number of different settings. This includes examining collaborative approaches to governing and delivering services, and analysing policy networks and strategic partnerships in health. Her current research projects cover innovation inside government, social connectedness in communities, and capacity building in indigenous health policy. Jenny is on the Editorial Board of *Public Administration Review* - the journal of the American Society for Public Administration. She currently teaches 'Health Policy and Governance' in the Master of Public Policy and Management.

**Catherine Paradeise, ENS (Cachan) Paris, France**

Catherine Paradeise is a sociologist by training. She was trained in France (Institut d'Etudes Politiques de Paris, Ecole des Hautes Etudes en Sciences sociales), and in the US (University of Michigan at Ann Arbor), and holds a *thèse d'Etat* from La Sorbonne. She has been teaching in a variety of universities (Paris X-Nanterre, Nantes, Lyon) and 'grandes écoles' (HEC, ENSAE, CNAM, IEP de Paris, ENS de Cachan) in France and abroad (UQAM, University of Montreal, Canada). She held important positions as a science and higher education manager, as deputy director of the social sciences department at the National Center of Scientific Research (CNRS) in the 1990's, deputy director of the Ecole Normale Supérieure de Cachan at the beginning of the 2000's, and scientific counsellor for several French scientific organisations.

As a researcher, she specialised in the sociology of labour markets, professions and occupations, and industrial relations. More recently, she developed an interest in science policies and STS. She is member of the PRIME NoE executive

committee. She is presently working at several empirical research works dealing in a comparative manner with the organizational aspects of science production. She acts as an occasional referee for several journals or book publishers. She is presently a senior editor at *Organization Studies* and *Sociologie du Travail*.

**Prof Jean Claude Thoenig, ENS (Cachan) Paris, France**

Jean-Claude Thoenig is a *directeur de recherche* at the French *Centre National de la Recherche Scientifique*. He is the founder of the *Groupe D'Analyse Politiques Publiques* which is located at the *Ecole Normale Supérieure de Cachan*.

He also is a professor of sociology at INSEAD (*Fontainebleau*). He graduated from the University of Geneva (CH) as a sociologist. He chairs the advisory board of Organisation Studies and has been the first chairperson of EGOS. He also has been the president of the French Council for Evaluation. His current research interests are: public R&D policies and institutions, management of human resources in the public sector, sociological theories of the firm, cognitive management in organisations.