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# **Royal Holloway College School of Management**

**CENTRE FOR PUBLIC SERVICES  
ORGANISATIONS**

**Annual Report for 2007**



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## Introduction



This is the latest annual report from the Centre for Public Service Organisations. 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. The CPSO has been reconstituted as a College Research Centre at Royal Holloway.

The purpose of CPSO is to produce, publish and disseminate high quality research into organisational and management questions within contemporary public services organisations. We seek to undertake both rigorous and relevant research, in particular focussing on our three core themes of organisational change, organisational learning and decision making. Our audiences are local, national and international. Our methods are mainly qualitative and case study based.

We undertake health management research but also increasingly research into management in Higher Education. We seek to turn the outputs of these commissioning research projects into research monographs published by leading academic publishers and articles in high impact journals (RAE 3 or 4 rated). We seek to influence reflective practitioners and policy makers in the public services through such vehicles as the CPSO Annual Lecture and our new Public Managers' Forum. The CPSO intends to continue to develop a strong collective identity, high visibility and reputation in the field, going well beyond what one single researcher could hope to achieve. We emphasise the building of strong networks with key academics and practitioners so as to increase our visibility and influence. We want to link to advanced teaching and doctoral level supervision from a strong research base.

The question of public sector reform is as current as ever, and major investment in the UK public services has been taking place so that organisational and management research in the sector remains a 'hot topic' politically, managerially and academically. Compared to other Business Schools in London, RHUL is distinctive in having such an advanced presence in the field of health/public sector management.

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 current research activities, case examples of dialogue with policy and various CPSO events. 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**

<http://www.rhul.ac.uk/management/research/cpso/>

## 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 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, thus providing

students with 'leading edge' material in the classroom; to offer a regular programme of research seminars at RHUL.

performance measurement and management systems;

### 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

### 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. We have established strong academic links with groups in Paris (University of Vallee La Marne; Sciences Po), Denmark (Copenhagen Business School) and Italy (Bocconi). We plan to develop in the future joint work and writing.

### 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. The new Managers Forum (as part of ILMH) will be a primary vehicle for such dialogue.

### Strategic Alliance: Institute for Leadership and Management in Health Care (ILMH).

CPSO and the School of Management at Royal Holloway are an integral part of the new Tripartite Alliance with St George's Medical School and Kingston University Business School. This is leading to the creation of a joint Institute of Leadership and Management in Health Care as a core activity of the Alliance which will act as a focus for education and research in the field of health care management. Activities in the ILMH will address teaching, research and management development. The teaching component will primarily consist of the new MSc in Leadership and

Management in Health, which will begin in autumn 2008. The research component will convene research-active staff across the 3 institutions in the common themes of organisational change, organisational development and managerial decision-making. It is hoped to run an ILMH seminar series in 2007-08. The management development component will comprise a Managers' Forum, an informal network of health-care managers which will invite leading speakers from the sector.

For more information visit:

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

### **Teaching Activities of the Centre**

Although CPSO is a research centre, its staff has developed a programme of post-graduate and under-graduate teaching within the School and the ILMH.

At post-graduate level, CPSO staff teaches a course called 'International Public Sector Management' on the MBA/MSc in International Management. The course looks at international trajectories of public management in case-study countries and at generic processes (such as decentralisation or private sector involvement). The new MSc in Leadership and Management in Health, as part of the ILMH (see page 5) will enhance greatly the applicability of the Centre's research as it is hoped that most students on this course will also be practising managers.

At under-graduate level, a new two-term course on 'public management' was introduced for 2007-2008. The autumn term course introduces the themes and theories of public management whilst the spring term course will examine public management in a global context (using country and sector case-studies).

## Section 2: Current Research Activities

### Networks in Health Care: A Comparative Study of Their Management, Impact and Performance

**Amount and Source of Funding: £303,910. SDO Programme (2006-2009)**

**Research Fellow: Dr Gerry McGivern**

This project is being conducted in collaboration with colleagues at DeMontfort University and the Said Business School, University of Oxford and will compare different network types in health care – cancer care (a clinical service), elderly care (a client group), public health (a functional activity) and the development of new genetics technologies (a basic science). We seek to identify the characteristics of the identified networks that are likely to lead to “success” within their given context. The findings will provide policy recommendations for more effective network management.

This is a qualitative study, using a comparative case study design of eight network cases. That is, selecting and comparing eight networks across London and the midlands. Data collection methods thus include: (i) analysis of key local policy documents (ii) a range of semi-structured across the various stakeholders identified; (iii) observation at key meetings. Further, we propose to include two consultancy projects, focusing on clinical and user perspectives, to complement the skills and experience of the core research team.

The study will examine the performance and impact of these networks. The basis for this analysis will be formed partly on previous literature, particularly by the research team, and also through consultation with the project advisors.

We have now completed field research on the genetics and cancer network and are currently writing up the cases.

Prof Ewan Ferlie is the Principle Investigator on this study, in collaboration with Dr Gerry McGivern (Research Fellow), Dr Mark Exworthy, at Royal Holloway, Prof Louise Fitzgerald and Melanie Ceppi at DeMontfort University, and Dr Sue Dopson at the Said Business School, University of Oxford.

### Decentralisation and Performance: Autonomy and Incentives in Local Health Economies

**Amount and Source of Funding: 299,000. SDO Programme (2006-2009)**

**Research Fellow: Dr Francesca Frosini**

This project examines the impact of decentralisation upon the performance of ‘local health economies’ – the term commonly used to refer to the community of NHS (and other) organisations in localities. The study analyses the interactions amongst the organisations of the LHE to determine whether their “room for manoeuvre”, the incentives they face and the local context affects the performance of the local NHS.

This is a qualitative, three-year study using a comparative case-study design of 2 contrasting LHEs. The two case-studies have been selected because they offer contrasting examples of local health economies in terms of the structure of local provider organisations and the pattern of PCT spending. Both case-studies consist of a Foundation Trust. The case-studies will remain anonymous.

‘Tracers’ in each LHE are used as examples of current policy priorities and will provide greater focus for the analysis. The 3 tracers are urgent care, orthopaedics and care of the elderly.

The methods include documentary analysis, a survey of local staff, interviews, and observation of local planning meetings. Analysis determines the effects of coordination mechanisms, autonomy and incentives upon performance by each case-study, organisational type and over time.

The study is highly relevant to the NCC-SDO call for proposals as it addresses the mix of coordination mechanisms within LHEs as sub-systems of the NHS and by tracing the interaction of these with incentives and performance. It addresses issues of current and future relevance to the NHS in England including Foundation Trusts, Patient Choice and earned autonomy. It assesses the implementation of these policies, analyses the pathways by which coordination mechanisms,

autonomy and incentives can facilitate improved performance, and of the conditions for the optimal balance of these. The study generates practical lessons for the NHS.

The research is now half-way through the 3 year project and the first phase of fieldwork in two case-studies is almost complete. Over 30 interviews have already been completed with senior managers and clinicians, and several meetings (such as board meetings and internal management meetings) have been observed. Detailed analysis of the interviews and observations will follow. The emergent findings will be feedback to the case-studies in spring 2008.

Team:

Dr. Mark Exworthy, School of Management, Royal Holloway University of London

Stephen Peckham, Dept of Health Policy, London School of Hygiene & Tropical Medicine Prof. Martin Powell, Dept of Social Policy, Stirling University Dr Ian Greener, Manchester Business School, University of Manchester Dr. Jacky Holloway, Business School, Open University, Dr. Paul Anand, Open University, Dr Lorelei Jones (LSHTM).

### **Managing medical performance. The impact on clinicians and organisations**

**Amount and Source of Funding: £93,000. Source: Economic and Social Research Council (ESRC).**

Interest in measuring and managing performance is widespread across the UK public sector. Performance indicators are used to improve quality, to stimulate comparisons and to identify areas in 'need of remedial action.' In the UK health-care context, performance indicators have traditionally measured organisational dimensions (such as activity or staffing). Assessment of clinical performance (of doctors) has been limited to (medical/clinical) audit; it has usually been the domain of doctors themselves. The definition of standards, measurement of practice and management of poor

performance have remained within professional discretion.

In an era of greater patient choice and competition between health-care providers, clinical indicators have the potential to challenge medical autonomy and power, especially as they are likely to be coupled with greater public openness and transparency. Research on the likely impact of greater use of and public availability of these indicators is limited. However, consequences are likely to be felt in three main areas:

(i) *Clinical/professional autonomy*: Clinical indicators of performance might pose a threat to professional autonomy and change the role of managers and external stakeholders (such as GPs or regulators) vis-à-vis hospital doctors. As a result, new modes of control of clinical performance are likely to emerge.

(ii) *Inter-professional and user/professional relationships*: Any performance 'regime' will be unable to cover performance dimension and convey them appropriately. Performance is difficult to measure where practitioners have discretion. Clinical indicators may erode trust amongst clinicians and between them and their patients. They may be resisted by clinicians if tied explicitly to payment and competition policies.

(iii) *Patient/Consumer behaviour*: Published performance data are hardly used by the public but might begin to shape patient/consumer behaviour as they become more widely available. They might also have a role in promoting accountability (within or beyond the hospital).

St. George's Hospital is one of the first hospitals in the UK to publish clinical performance data by cardiac surgeons collectively (*BBC News, 14.2.05*). However, the Healthcare Commission (the government inspection agency) (*Guardian; 2.1.06*) and the NHS in Scotland (*BBC News, 6.2.06*) have indicated that they shall also publish information about the death rates of individual surgeons. It is thus an opportune moment to examine the impact of such indicators upon clinicians and organizations in terms of clinical autonomy, inter-professional and user-professional relationships, and patient/consumer behaviour, in collaboration with local agencies.

This Faculty-funded project has led to an ESRC (Public Services programme) application, for which the ESRC has recently (October 2007) asked for clarifications. The project looks to develop further the preliminary study by examining the inter-locking impacts of published performance data at micro (inter-professional relations), meso (organisational impacts) and macro levels (regulatory impacts). It has also led to conference presentations at the European Sociological Association (Glasgow, September 2007) and invitations to speak at conference in New Zealand, Canada and Ireland.

*Team:*

Dr. Mark Exworthy, School of Management, Royal Holloway University of London; Professor Jonathan Gabe, Department of Health and Social Care, Royal Holloway- University of London, Professor Ian Rees Jones, Bangor University, Dr. Robin R. Kanagasabay, St. George's Hospital, south London.

**Steering Of Universities (PRIME -SUN)**

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

The CPSO is 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. SUN PRIME is a subgroup which investigates strategic change in the steering of Universities across different countries in the EU. PRIME has made €28,000 available to CPSO to support bid preparation and cross group activity. This research collaboration is coordinated by Prof Catherine Paradeise, University of Marne La Vallee Paris, who is 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 helps diversify our research out of health care and into related public

sector organisations and also strengthen European collaborations. The teams all presented papers at the 2005 European Group of Organisational Studies (EGOS) Conference held in Berlin and at the main PRIME conference in Paris in February 2006. The project has facilitated the movement of PhD students across the EU: The UK fieldwork on doctoral training and research strategy in science departments has been undertaken by Laura Padron from Italy and Felipe Camariti from Paris. A book on the work of the collaboration is being written which will be published by Springer. Some of this material has also been used in a joint paper for the European Higher Education Forward Look project written by Ewan Ferlie, Christine Musselin (CSO, Paris) and Gianluca Andresani.

**The Visible and Invisible Performance Effects of Transparency in Medical Professional Regulation**

**Amount and Source of Funding: £64,882. ESRC Public Services Programme (2008-2009)**

**Principal Investigator:** Dr Gerry McGivern

Gerry McGivern, Mark Exworthy and Ewan Ferlie were recently awarded an ESRC Public Services Programme small grant to investigate the regulation of health professionals.

The project compares the visible and invisible performance effects of transparency in the regulation of two professions discussed in the 2007 White Paper Trust, Assurance and Safety: The Regulation of Health Professionals: (1) medical professions, a well established and statutorily-regulated profession, with a large evidence-based against which to assess practice; and (2) the psychotherapy/counselling profession, a developing profession, with a weak knowledge-based and no statutory regulation. In doing so, we hope to draw lessons for both professionals about the nature of their practice and regulation.

The background to the study is the increasing use of audit, standards and targets in British public services. The project is grounded in previous work on 'the audit society' (Power 1997) and transparency, targets and gaming (Hood 2006; Hood & Heald 2006).

The first stage of the project is to conduct a literature review on professional regulation and transparency. We then assess interviews conducted on the topic with a range of stakeholders involved in professional regulation, including regulators, policy-makers, senior and junior doctors, counsellors and psychotherapists and managers. The project finishes with hold a stakeholder workshop in order to facilitate a conversation between them about regulation.

#### **Transitions in NHS management: taking the long view**

**Team: Dr Mark Exworthy and Dr. Fraser MacFarlane (School of Management, Surrey University)**

Funded by Nuffield Trust

Funding: £56,000

This project seeks to explore how NHS administrators-turned-managers have interpreted and (re-)invented themselves during their own career and in the face of the changing political / organizational context. Capturing the narratives of administrators and managers will illuminate how the actions and agency of managers is shaped and constrained by prevailing policies. This will document what the key managerial policies were but will also look at how key individuals interpret their own actions in response to these policies. This project will also seek to capture the manager's narrative of unfolding health management and policy and its implementation. It will explore how senior managers, and the organizations that they have led, have coped with constant change and examine whether there are some generalisable approaches to deal with this. The project will contribute towards the Darzi Review in terms of management capability, capacity and

engagement. The project starts in January 2008 and will be completed by late summer 2008.

## **International links**

CPSO has been developing several relations with international collaborators. Whilst the Centre has always had strong inter-personal links, it is now moving into a more strategic phase involving institutional collaborations.

Prof. Ewan Ferlie, CPSO Director, is part of the SUN PRIME EU network of research excellence led by Prof Catherine Paradeise of the University of La Marne Vallee, Paris and with collaborators in Italy, France, Switzerland, Netherlands and Norway as well as in the UK. Two collaboration wide meetings took place this year and a research monograph on the steering of Universities across the EU is currently being finalised and is to be published by Springer.

In 2006, CPSO hosted a visit from Masters students from Copenhagen Business School (<http://uk.cbs.dk/>). In 2007, Prof. Finn Borum and Dr. Anne Pedersen from CBS also visited CPSO and delivered a seminar (<http://www.rhul.ac.uk/Management/News-and-Events/seminars.html>). CPSO also hosted a sabbatical visit from Dr, Greta Nasi (Bocconi University, Milan, Italy) in February and March 2007. Dr. Nasi delivered a CPSO seminar and lectured to MBA students.

In 2006-07, CPSO members have also visited both Copenhagen and Bocconi to develop research collaborations and deliver lectures and seminars. Prof. Ferlie, Dr. Addicott and Francesca Frosini visited Bocconi whilst Dr. McGivern spent a few weeks in Copenhagen.

CPSO has hosted Prof. Mohammad Yarmohammadian from Isfahan University,

Iran. Building on existing links with Iran, Prof. Yarmohammadian spent time at CPSO conducting research into Disaster Management in Health Care.

CPSO was also pleased to welcome Dr. Charlotta Levay (Uppsala University, Sweden) in November 2007. In her visit, Dr. Levay delivered a CPSO seminar (with Dr. Caroline Waks, also from Uppsala) on Professions and the pursuit of transparency." She also participated in some under-graduate teaching in public management.

Plans are underway with Copenhagen and Bocconi to hold a three-way case-study visit as part of each institution's Masters course in health management. Though the details have yet to be worked out, it could involve combined visits from to each city (Copenhagen, London and Milan) to understand better the pressures and opportunities in health-care organisations. (See item on ILMH).

## Section 3: CPSO Events

### Seminar Series

Each year, the CPSO hosts a series of seminars, in order to share information on current research activities in the public sector. Further details – including abstracts and presentation material – of all of these seminars are available on the CPSO website. Over the past two years, the CPSO has hosted the following seminars:

#### Feb 2006

**Dr. Mark Exworthy**

*Decentralisation and Performance*

#### March 2006

**Professor Louise Fitzgerald**

De Montfort University

*Hybrids, networks and organizational change: facilitating change in complex organizations*

#### May 2006

**Chris Howorth**

*NHS Reforms: four archetypes?*

#### October 2006

**Dr Lutz Preuss**

*Addressing Sustainability through Local Government Procurement*

#### Nov 2006

**Dr Graham Currie**

Nottingham Business School

*Networks in Public Services Require Networked HR: A Strategic Opportunity for the HR Function?*

#### Dec 2006

**Dr Giovanni Fattore**

Bocconi University, Italy

*Choice, Public Provision & DRGs: 10 Years of Quasi Marketing the Italian Healthcare System*

#### Feb 2007

**Dr Greta Nasi**

Bocconi University, Italy

*Information technology and public service delivery: An empirical investigation in Italian municipal governments*

#### March 2007

**Prof. Finn Borum**

Copenhagen Business School

*Theorization in Processes of Institutional Change: Controversies Around Health Centres in the Reform of a Health Care Field*

#### March 2007

**Dr. Fraser Macfarlane**

University of Surrey

*The development of research activity in general practice: Case studies in the diffusion and spread of innovation in the public sector*

#### November 2007

**Dr Charlotta Levay and Dr C. Waks**

Uppsala University, Sweden

*Professions and the pursuit of transparency: two cases of professional involvement*

#### November 2007

**Prof Maxine Robertson, Queen Mary, UoL**

*Time & biomedical innovation: commodification, colonization and conflict*

#### December 2007

**Prof Gabriel Yannis, SOM, RHUL**

*Leadership and better patient care: from idea to practice*

Further seminars are planned for 2008 and will be listed on the CPSO website at:

[www.rhul.ac.uk/Management/research/cpso](http://www.rhul.ac.uk/Management/research/cpso)

## Annual Lectures

### February 2007

#### **Choice in Healthcare: who wants it and why?**

**Prof. Angela Coulter**

The event was built on the success of 2005 lecture, delivered by Sir Derek Wanless.

Professor Coulter has been Chief Executive of the Picker Institute since January 2000. She is an advisor to the Department of Health as well as other policy making bodies related to patient and public involvement. The annual lecture, "Choice in Healthcare: took place at the Egham campus of Royal Holloway, University of London.

### November 2007

#### **Public Service Reform: Continuity and Change**

**Presenter: Prof Sue Richards**

*Director of Strategic Capability at the National School of Government.*

This lecture covered the significant themes in the recent history of public service reform, and reflected on future challenges. It suggested that in the next phase of reform the focus will be on how to meet the challenges of achieving improved outcomes in problematic areas such as childhood obesity, responding to climate change and issues of community cohesion.

**For further information on CPSO annual lectures visit:**

[www.rhul.ac.uk/management/research/cps](http://www.rhul.ac.uk/management/research/cps)  
[o](#)

**or contact:** [cps@rhul.ac.uk](mailto:cps@rhul.ac.uk).

## Other CPSO events

### 4-5 September 2007

#### **SDO Networks and Governance Research Workshop**

**Venue:** SOAS, Brunei Gallery, Central London

The purpose of this successful workshop organised by CPSO was to coordinate better SDO-funded research, compare emergent findings and explore common issues among the 4 projects examining 'networks' (Royal Holloway, St. Andrews, Plymouth and Nottingham) and the 4 projects examining 'governance' (Royal Holloway, Open University, LSHTM and Swansea) in the NHS.

This special event has been funded by SDO, based at the School of Hygiene and Tropical Medicine, University of London:  
[www.sdo.lshtm.ac.uk](http://www.sdo.lshtm.ac.uk)

All the material related to this event is saved on the CPSO webpage, including projects presentations and contact details.

## Newsletters

CPSO regularly produces short 6-months informational bulletins that are distributed to a wide list of CPSO interested professionals. Electronic copies of the CPSO newsletters can be downloaded from the CPSO website. Hard copies can be sent upon request contacting the CPSO administrator at [cps@rhul.ac.uk](mailto:cps@rhul.ac.uk).

## Section 4: 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 over £3m. 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 Research Advisory Group for Macmillan Cancer Relief and is co Membership Secretary for the Health Care Division of the Academy of Management. He has been appointed as a member of the NHS R and D Service Delivery and Organisation commissioning group for Health Care Organisations and of the National Institute of Health Research's new programme on Research for Innovation, Speculation and Creativity.

He is Hon Treasurer of a learned society, the Society for Studying of Organising of Health Care (SSHOC). SSHOC is affiliated to the Academy of Learned Societies in the Social Sciences (ALSISS).

He is co-convenor of a Special Working Group on public services organisations for the European Group of Organisational Studies (EGOS) which ran a programme in the EGOS conference in Vienna, July 2007.

Ewan Ferlie is a co-editor of an edited collection ('Organising and Reorganising in Health Care') to be published by Palgrave Macmillan in spring 2008. These are the best papers from the OB in Health Care Conference held by the Society for Organising in Health Care at the University of Aberdeen in 2006. The other editors are Prof Lorna McKee and Dr Paula Hyde.

Ewan Ferlie was relected as Hon Treasurer of SHOC at its AGM in 2007.

#### Recent Peer reviewed Articles

##### **2006**

Ferlie, E., Freeman, G., McDonnell, J., Petsoulas, C., and Rundle-Smith, S. 'Introducing Choice in the Public Services: Some Supply Side Issues', *Public Money and Management*, 26(1): 63-72

Addicott, R., McGivern, G, and Ferlie, E. (2006) 'Networks, Organisational Learning and Knowledge Management', *Public Money and Management*, 26(2): 87-94

##### **2007**

Addicott, R., McGivern, G and Ferlie, E. (2007) 'The Distortion of a Managerial Technique? The Case of NHS Cancer Networks', *British Journal of Management*, 18, 93-105.

Ormrod, S., Ferlie, E., Warren, F. and Norton, K. (2007) 'The Appropriation of New Organisational Forms within Networks of Practice – Founder Power and Founder Related Ideological Power', *Human Relations*, 60(5): 745-767.

Ferlie, E. (2007) "Complex Organisations' and Contemporary Public Services Organisations', *International Public Management Journal*, 10(2): 153-166.

### **Recent International Presentations**

At Bocconi, Milan, Italy, November 2006.

At Centre for Sociology of Organisations,  
Sciences Po, Paris, Feb 2007.

At Copenhagen Business School and  
Aarhus, Denmark, April 2007.

Co-organiser of symposium on the  
diffusion of new clinical genetics  
technologies in health care, Academy of  
Management Conference, Philadelphia,  
Aug 2007.

## Academic Staff

### Mark Exworthy

Mark is Senior Lecturer in Public Management and Policy in the School of Management at Royal Holloway. Mark is Deputy Director of CPSO and also Deputy Director of MBA programmes. He is the Course Director of the 'MBA for the Public Sector' which was launched in 2005.



Mark has previously held a Harkness Fellowship in health-care policy at the University of California San Francisco and funded by the Commonwealth Fund of New York. He has also held research positions at Oxford Brookes University, University College London, London School of Economics and Southampton University.

His interests focus on health policy and management and his research has included decentralisation, professionalism, primary health-care, policy relating health inequalities and international comparisons. Mark's recent published work includes:

Exworthy, M. and Freeman, R. 'The United Kingdom: health policy learning in the NHS.' Chapter in Marmor TR., Freeman R. and Okma, KGH. (eds) *Learning from comparison in health policy*. Yale University Press. Forthcoming.

Exworthy, M. and Washington, AE. (2006) 'Organisational strategies to tackle health-care disparities in the US.' *Health Services Management Research*, 19, pp.44-51.

Exworthy, M., Bindman, A. and Davies, HTO. and Washington, AE. (2006) 'Evidence into policy and practice? Measuring the progress of policies to tackle health disparities and inequalities in the US and UK.' *Milbank Quarterly*, 84, 1, pp.75-109.

Exworthy, M. and Peckham, S. (2006) 'Access, choice and travel: the implications for health policy.' *Social Policy and Administration*, 40, 3, June, pp.267-287.

Peckham, S., Exworthy, M., Powell, M. and Greener, I. (2007) 'Analysing health services: decentralisation in the UK.'

Chapter 3 (pp.27-40) in Hann, A. (ed) *Health policy and politics*. [Aldershot; Ashgate]

### Gloria Agyemang

Gloria is a Lecturer in Accounting at Royal Holloway. She holds a first class degree from University of Ghana and an MBA from McGill University, Montreal, Canada. Gloria has several years experience working in Professional Accounting firms in Africa and the UK. She has held academic posts in Ghana, Zimbabwe and the UK. She joined Royal Holloway from the University College Worcester where she was responsible for teaching public sector management and finance to undergraduate, post graduate and local government managers. Her main research interests are in the effects of government funding regulations on the management processes of educational organisations. She is currently finishing of her PhD under the supervision of Professor Jane Broadbent. In her doctoral thesis she has concentrated on the UK schools sector studying the impact of Fair Funding and the School Standards and Framework Act 1998 on the management processes of Local Education Authorities. In future she would like to extend her work to consider the university sector considering the impact of Full Economic Costing on university decision-making.



## Lutz Preuss

Lutz Preuss teaches sustainability, business ethics and European business at the School of Management of Royal Holloway, University of London. He holds a PhD from King's College London in addition to undergraduate and postgraduate qualifications from Humboldt University Berlin and the University of Reading. His research interests lie in the areas of sustainable development, corporate social responsibility, CSR, and business ethics, particularly in a European context. Building on his work on environmental issues in the manufacturing supply chains, he is currently working on a research project into the ways in which procurement by UK local government authorities can foster sustainable development in their areas. This project is supported by WestFocus. Other research projects concern the role of employee representative bodies across Europe in shaping the CSR agenda of their companies. From 2002 to 2005 he served as Treasurer and Membership Secretary on the Executive Board of EBEN-UK, the UK Association of the European Business Ethics Network. He also organised the society's 2005 annual conference, which brought together some 60 delegates from 12 countries.



## Research Fellows and Affiliated Researchers

### Gerry McGivern

Gerry joined the School of Management at Royal Holloway, University of London, as a Research Fellow to conduct research on networks in health care. He previously worked at Warwick University, also as a Research Fellow, engaged in short applied research projects. Gerry received a PhD from the Tanaka Business School, Imperial College London, for a fieldwork-based thesis on the introduction of NHS consultant appraisal. While at Imperial College, he was also involved in research on cancer networks, co-authored a report for the



Department of Health Strategy Unit on measuring quality change, and spent time in the Groupe D'Analyse Politiques Publiques at the Ecole Normale Supérieure de Cachan, France. Before the PhD, Gerry worked as a HR consultant to NHS, public and private sector organisations, for a technology research consultancy and a then 'big 6' consultancy. He holds a BSc (Hons) in Economics and Politics from Bath University and a MA in Organisational Analysis and Behaviour from Lancaster University Management School.

### Francesca Frosini

Francesca has joined the School of Management at Royal Holloway University of London, as a research Fellow to conduct research on decentralization and performance in Local Health Economies. Francesca is a PhD candidate at the Robert F. Wagner School of Public Services of New York University, United States, specializing in Management and Health Policy. Her dissertation will be closely linked to the research project at Royal Holloway College with a particular focus on the horizontal/network dimensions of decentralization in Local Health Economies.

Prior to her PhD, Francesca worked for the School of Management of Bocconi University in Milan, Italy, where she was involved in research analyzing the introduction of the accreditation system in the Italian NHS. More recently she was involved in two research projects at Bocconi University, analyzing the determinants of public networks effectiveness and the impact of social networks in primary care. Francesca has a BA in Public Administration from Bocconi University and an MPhil from New York University. Francesca's research interests include networks for the delivery of public services, knowledge transfer and diffusion in healthcare, and social networks of healthcare professional.

### **Rachel Addicott**

Dr Addicott left the Centre and Royal Holloway this year to take a post as Senior Evaluator at the King's Fund, London. We thank Rachael for her contribution to CPSO and wish her well for the future.



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. She is currently working on projects, including an evaluation of the Global Fund (GFATM) and Quality monitoring in Bosnia, through the Centre for Health Management at Imperial College London.

### **Fulvia Fiorenzi**

Fulvia Fiorenzi joined the CPSO as a part-time Research Administrator. She provides support to the CPSO key research projects on Decentralisation & Performance, and Networks in Healthcare.



Fulvia holds an MSc in Development Economics from the School of Oriental and African Studies (SOAS) and has several years of experience within two agencies of the United Nations, Food and Agriculture Organization and World Food Programme.

### **Michael Fischer**

Michael is an organisational consultant and researcher with a professional background as a consultant psychoanalytic psychotherapist and group analyst. He has extensive organisational development experience with public sector health and social care organisations, and he is an expert adviser to the Healthcare Commission. Michael is completing a PhD at Tanaka Business School, Imperial College London, using psychoanalytic ethnography to examine interorganisational relations in a problematic policy domain. He is a member of the Institute of Group Analysis, the College of Psychoanalysts, and the UK Council for Psychotherapy.



## **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 is the final year of her PhD research, aiming to conceptualise health care quality in the developing country context, using a qualitative, inductive approach. Raheelah is 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



### **Ali Mohammad Mosadegh Rad**

Ali is a doctoral researcher under the supervision of Prof Ewan Ferlie at the School of Management, Royal Holloway University of London. He has completed a MSc in Health Care Services Management in 2001.



Ali's PhD research examines the strengths and weaknesses of Total Quality Management in health care organisations, multi-stakeholders perspectives about quality of health care, introducing, developing, implementing and testing a new model of quality management in the field of health care using quantitative, qualitative, and participatory action research approaches.

Ali's research interests are related to health policy and management. His current research interests are related to strategic quality management in health care systems.

### **Ailson Moraes**

Ailson is a Teaching Fellow and final year PhD researcher at the School of Management, Royal Holloway, University of London. Ailson is member of the SRHE (Society for Research into Higher Education), BAM – British Academy of Management, IAM (IBERO-American Academy of Management) and the CPSO. His research seeks to understand more about the role of leadership in the strategic management of higher education organisations, particularly in Business School.



Business Schools are of particular interest because they have expanded rapidly and are now frequently large scale departments with large budgets; because they are often critical to the financial viability of their host universities; they are more market orientated and 'firm like' than other departments and also because they teach and research strategic management and leadership as subject areas.

Ailson's research design is qualitative and based on comparative case studies of four sites (UK and Brazil). He is supervised by Professor Ewan Ferlie, Head of the School of Management and Director of the CPSO. Ailson holds a BSc in Behaviour Sciences (Psychology and Sociology) from Andrews University, USA; a MA in Business and Culture from City University, London and a Postgraduate Diploma in Skills of Teaching to Inspire Learning (insTIL) from the Educational Development Center, Royal Holloway.

Ailson is presently working as a Teaching Fellow at Royal Holloway, School of Management and as a Project supervisor for the Bridging Diploma for international students at Royal Holloway International. Ailson is also Associate Marketing Editor for the JGM, Journal of General Management, Braybrooke Press Ltd.

### **Kenisha Linton**

Kenisha is researching into Transcultural Competence: A comparative analysis of how cultural differences influence the management of public sector and private sector organisations by British expatriates in developing countries.



Her study applies a qualitative research approach to explore the dynamics of cultural differences with a primary aim to identify key competences that are pertinent to enable successful management by expatriates in both, public and private sectors. Most of the analytical literature concerning cultural differences has sought to understand and explain it within mainly private sector contexts.

Thus, the evidence-based public sector context of this phenomenon will be explored. The research also aims to retrieve comprehensive data that could inform the next level of research on cross-cultural management, transnational policing and New Public Sector Management (NPSM). Current literature is critically evaluated with a view to identify any gaps or potential areas for adding to the body of knowledge. The proposed organisations for this study include national health services, the police, British Gas Group, Cable & Wireless Ltd., and Digicel Group. The selected countries with British expatriates in two or more of these organisations include Jamaica, India and Trinidad and Tobago.

## UK Associates

### Juan Baeza

Juan's research focuses on health policy analysis. He has worked on various projects that have examined the impact of health reform programmes upon various levels of different health systems. Although much of his work has focused on the British NHS he has also carried out research in Chile, Mexico, Russia and most recently Australia. He is particularly interested on the impact of health reform upon on the medical profession and how the medical profession influences health policy. He has published *Restructuring the medical profession through the Open University Press*.

Juan is currently at King's College on sabbatical from the Tanaka Business School at Imperial College at the University of Melbourne where he is a research fellow studying the policy process in Indigenous health.

His publications include:

Atun, R A, Baeza, J, Drobniewski b , F, Levicheva c , V & Coker , R J (2005) "Implementing WHO DOTS strategy in the Russian Federation: stakeholder attitudes." *Health Policy*. 74, 122-132.

Cunningham, J. & Baeza, J I. (2005) "An 'experiment' in indigenous social policy: The rise and fall of Australia's Aboriginal and Torres Strait Islander Commission (ATSIC)." *Policy and Politics*. 33, 461-473.

Baeza, J I. (2005) *Restructuring the Medical Profession: The Intraprofessional Relations of GPs and Hospital consultants*. Open University Press: Buckingham

### Jane Broadbent

Professor Jane Broadbent is now Deputy Vice-Chancellor of Roehampton University. She was formerly Senior Vice-Principal (Academic Affairs) at Royal Holloway, University of London, 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.

She had two research projects:

Broadbent J and Laughlin R. 'Public Services: Performance Management of Higher Education: An Analysis' which is part of the Public Services: Quality, Performance and Delivery Programme. From 1/5/05 to 30/6/06 ESRC, £46,165.

Guthrie J, English L, Broadbent J & Laughlin R. 'Developing a Model for the Evaluation of Australian Public Private Partnerships'. From 1/8/05 to 31/7/08 Australian Research Council. A\$1,125,188.

### Angela Coulter

Angela Coulter is Chief Executive of Picker Institute Europe. A UK-registered charity, the Picker Institute works with patients, professionals and policy-makers to promote understanding of patients' needs at all levels of healthcare policy and practice.

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 Visiting Professor in Health Services Research at the University of

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.

### **Sue Dopson**

Sue is Director of Research Degrees and The Rhodes Trust Reader in Organisational Behaviour at the Saïd Business School, 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.

### **Christine Edwards**

Professor Christine Edwards of Kingston University Business School is head of one of the largest academic departments of Human Resource Management in Europe. She has been teaching, researching and writing on issues of management and employee relations for over thirty years, working with policy makers and managers to analyse and resolve workplace problems. Her earlier work investigated the management of employee relations in coal mining and the railways, and several private sector companies including Cadbury-Schweppes, Black and Decker and British Airways. Her current research concerns the transfer of HRM best practice and the issues surrounding work/life balance. She is currently evaluating the operation of flexible working policies in the NHS, local authorities and the police, and the role of management in the public sector. Articles published on this work can be found in the *British Journal of Industrial Relations*, *The Journal of Human Resource Management*, *Employee Relations* and the *Health Services Journal*.

### **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**

Appointed as Foundation Professor of General Practice at Charing Cross and Westminster in 1993 George was 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 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. He has now retired from Imperial College and is an Emeritus Professor there. He is Visiting Professor of General Practice at St George's (University of London) since 2005.

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 writing up a major study of the patient's view of continuity of primary care, again with Richard Baker and Mary Boulton (Oxford Brookes). Also writing up are projects on patient-doctor partnership in relation to asthma and to information sharing led by Josip Car and Richard Ashcroft, and a recent partnership with Ewan Ferlie (School of Management, Royal Holloway) evaluating the London Patient Choice Project. Decisions on further Continuity of Care research bids in the UK and Canada are awaited at the time of writing. Meanwhile George is continuity of care consultant for Profs Chris Salisbury in Bristol and Andrew Murphy in Galway.

### **Mark McCarthy**

Mark McCarthy is professor of public health at UCL, and previously director of public health in the NHS for Camden and Islington Health Authority. He undertakes research concerned with public health practice, both quantitative using primary and secondary data sources and qualitative using survey and policy analysis methods. His current specific fields include organisation of cancer services, environmental health impact assessment and strengthening public health research across Europe. For more information, please visit [www.ucl.ac.uk/public-health](http://www.ucl.ac.uk/public-health).

### **Paul Thomas**

Paul is Professor of Research, Training and Education for Primary Care at Thames Valley University. He also chairs the Research Governance Management Steering Group. He 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 and practice based commissioning in North West London.

## **International Associates**

### **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.

### **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*.

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

Dr Jenny Lewis is Senior Lecturer in Public Policy and the Director of the Master of Public Policy and Management program in the Department of Political Science, University of Melbourne. She also holds an adjunct position at the University's Centre for Health and Society. She held a Senior Research Fellowship funded by VicHealth and the Department of Human Services (state government) from 2001-2005. She teaches public policy, and health politics, policy and governance. Jenny has published widely in academic journals on governance, health policy, networks and professions, and has worked for state government in a number of different roles and as a consultant. Her most recent publications include a book entitled: *Health policy and politics: networks, ideas and power*.

Jenny's current research is centred on network theories and methods in a number of different settings, including: social connectedness in communities; innovation inside government; health policy networks; partnerships for health; and capacity building in indigenous health policy. She is on the Editorial Board of *Public Administration Review*, and the *Journal of Health Services Research and Policy*, and a founding board member of a new on-line journal *Australian and New Zealand Health Policy*.

**Catherine Paradeise, Université de Marne La Vallée, France**

Catherine Paradeise is a sociologist by training. She was trained in France (Institut d'Études Politiques de Paris, Ecole des Hautes Études en Sciences sociales), and in the US (University of Michigan at Ann Arbor), and holds a *thèse d'État* 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. She is presently at the Université de Marne la Vallée.

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*.

**Charlotta Levay and Caroline Waks, Uppsala University, Sweden.**

Charlotta Levay and Caroline Waks have just edited a volume on the pursuit of transparency in Swedish healthcare. The book treats the increased pressures for clarity and accountability regarding costs, procedures, and outcomes of different health service providers, and it has met with great interest from managers, professionals, and policy makers in Swedish healthcare. The presentation at the CPSO seminar concerned the reaction of health professionals and reported from

two empirical studies that showed an unusual involvement on the part of professionals in rendering their work transparent to outside observers.

**Greta Nasi, Bocconi University, Italy.**

Greta Nasi is Assistant Professor of Public Management at Bocconi University in Milan, Italy, where she also manages the Master of Science in Economics and Management of Public Administrations and International Institutions. In 2002 she was a Fulbright Scholar at the Maxwell School of Citizenship and Public Affairs, Syracuse University where she took a Master of Public Administration, with concentration in Information Technology Policy and Management from the Maxwell School of Citizenship and Public Affairs, Syracuse University, USA. In 2004 she earned her Ph. D. in public management from the University of Parma, Italy discussing a dissertation about e-government strategies in local governments.

Her main research and teaching interests are: E-government, Collaborative Public Management. Management and Provision of Public Services, Electronic health, Change Management in the Public Sector, Information technology and organization design in public agencies.

**Anne Reff Pedersen, Copenhagen Business School, Department of Organization, Denmark**

Anne is an associate professor at Department of Organization and the previously associate dean of Master of Health Management (MHM) at CBS. She held a master in public administration and a Ph. D in Social Science at Roskilde University, Denmark. Her research concerns studies of public organizations and narrative studies of organisations. In 2000 she won a prize from the national boards of health for her thesis. She is a member of Centre of Health Management (CHM) at Copenhagen Business School and her current research projects are about: mergers in health organizations, NPM reforms, a network approach to the structural reform in Denmark, websites in health care and patient centred health

care. She also holds a strong interest of narrative methods and theories in studies of organizations. She is currently at visiting scholar at SCANCOR at Stanford University, US.

## Section 5: All CPSO Publications

### 2008

McKee, L. Ferlie, E. and Hyde, P. **'Organising and Reorganising in Health Care'** Basingstoke: Palgrave Macmillan forthcoming.

Exworthy, M. and Freeman, R. **'The United Kingdom: health policy learning in the NHS.'** Chapter in Marmor TR., Freeman R. and Okma, KGH. (eds) *Learning from Comparison in Health Policy.* Yale University Press. forthcoming.

### 2007

Peckham, S., Exworthy, M., Powell, M. and Greener, I. (2007) **'Analysing health services: decentralisation in the UK.'** Chapter 3 (pp.27-40) in Hann, A. (ed) *Health policy and politics.* [Aldershot: Ashgate]

Addicott, R., McGivern, G and Ferlie, E. (2007) **'The Distortion of a Managerial Technique? The Case of NHS Cancer Networks'**, British Journal of Management, 18, 93-105.

Ormrod, S., Ferlie, E., Warren, F. and Norton, K. (2007) **'The Appropriation of New Organisational Forms within Networks of Practice – Founder Power and Founder Related Ideological Power'**, Human Relations, 60(5): 745-767.

Ferlie, E. (2007) **'Complex Organisations' and Contemporary Public Services Organisations'**, International Public Management Journal, 10(2): 153-166.

McGivern, G & Ferlie, E (2007) **"Playing Tick Box Games: Interrelating Defences in Professional Appraisals"**, Human Relations 60 (9):1361-1385

### 2006

Addicott R & Ferlie E (2006) **"A Qualitative Evaluation of Public Sector Organizations: Assessing Organizational Performance in Healthcare"**, for inclusion in a Cambridge University Press edited volume. Forthcoming April 2006.

Addicott R, McGivern G & Ferlie E (2006) **"Networks, Organizational Learning and Knowledge Management: NHS Cancer**

**Networks "** Public Money and Management. Forthcoming summer 2006.

Addicott R, McGivern G & Ferlie E (2006) **"The distortion of a managerial technique? The case of clinical networks in UK health care"**, British Journal of Management.

Exworthy, M. and Peckham, S. (2006) **'Access, choice and travel: the implications for health policy.'** Social Policy and Administration, 40, 3, June, pp.267-287.

Exworthy, M. and Washington, AE. (2006) **'Organisational strategies to tackle health-care disparities in the US.'** Health Services Management Research, 19, pp.44-51.

Ferlie, E., Freeman, G., McDonnell, J., Petsoulas, C., and Rundle-Smith, S. **'Introducing Choice in the Public Services: Some Supply Side Issues'**, Public Money and Management, 26(1): 63-72

Exworthy, M., Bindman, A. and Davies, HTO. and Washington, AE. (2006) **'Evidence into policy and practice? Measuring the progress of policies to tackle health disparities and inequalities in the US and UK.'** Milbank Quarterly, 84, 1, pp.75-109.

### 2005

Ferlie E, FitzGerald L, Wood M and Hawkins, C. (2005) **'The (Non) Diffusion of Innovations: The Mediating Role of Professional Groups'**, Academy of Management Journal, 48(1): 117-134

Ferlie, E co-author of chapter in: (Eds) Dopson, S. and FitzGerald, L. (2005) **From Knowledge to Action? Evidence Based Health Care in Context Oxford:** Oxford University Press

Ferlie, E co-author of chapter in: Ferlie, E., Lynn, L. and Pollitt, C. (2005) **Oxford University Press Handbook of Public Management,** Oxford: Oxford University Press

Lavis J, Davies, H., Oxman, A., Denis J-L, Golden-Biddle, K. and Ferlie, E. (2005) **'Towards Systematic Reviews That Inform Health care management and Policy making'**, Journal of Health

Services Research and Policy, 10(3): S1, 35-48

Peckham S, Exworthy M, Greener I and Powell M. (2005) '**Decentralising health services: more local accountability or just more central control?**' Public Money and Management, Aug 2005, pp.221-228

Peckham S, Exworthy M., Powell M and Greener I. (2005) **Decentralisation, centralisation and devolution in publicly funded health services: decentralisation as an organisational model for health-care in England.** Report to the NHS NCC-SDO research and development programme. Available at: <http://www.sdo.lshtm.ac.uk>

Thomas P, McDonnell J, McCulloch J, While A, Bosanquet N and Ferlie E. (2005) '**Increasing Capacity for Innovation in Bureaucratic Primary Care Organisations - A whole system participatory action research project**' Annals of Family Medicine 3(4): 312-317

## 2004

Exworthy, M. and Powell, M. (2004) '**Big windows and little windows: implementation on the congested state.**' Public Administration, 82, 2, pp.263-281.

Exworthy, M. and Scott, T. (2004) '**Evidence ideas: the human touch.**' Health Service Journal, 4 Nov 2004, pp.18-19.

McNulty T and Ferlie T (2004) '**Organisational Transformation in Health Care?**', Organisational Studies, 24: 1381-1412

## 2003

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

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

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