

# CPSO Review

The newsletter of the Centre for Public Services Organisations

## Welcome to our newsletter



*Professor Ewan Ferlie,  
Director, CPSO & Head,  
School of Management*

Welcome to the first issue of the *CPSO Review*.

The CPSO is a research group focusing on management issues across public services and is based within the School of Management at Royal Holloway, one of the colleges of the University of London. We are based on the campus at Egham in Surrey.

We have designed this newsletter to be a channel of communication between research and practice. Through our developing programme of research, we engage with policy-makers, managers and practitioners from across the public sector.

A key way in which we work is to foster a two-way dialogue whereby research informs practice, and practice informs research.

This newsletter is a key part of that approach but it also consists of the CPSO Annual Lecture. In 2005-06, it was delivered by Sir Derek Wanless, former chief executive of Natwest bank and adviser to government. On February 15 2007, it will be delivered by Prof Angela Coulter, Chief Executive of the Picker Institute; further details below.

Our approach also comprises a range of seminars on current public management and policy issues, based on our own research and those of others.

We hope you enjoy this newsletter and see it as an opportunity to help us exchange ideas between research and practice.

— Best wishes, Ewan Ferlie

## CPSO Annual Lecture on 15 February 2007: Angela Coulter speaks on “Choice in Healthcare”



This year's CPSO annual lecture will be delivered by Professor Angela Coulter. The event builds on the success of last year's 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: who

wants it and why?” will take place at the Egham campus of Royal Holloway, University of London.

Time: 17:30

Date: 15 February 2007

Venue: Royal Holloway, University of London, Egham, Surrey TW20 0EX

For further information contact: [cpso@rhul.ac.uk](mailto:cpso@rhul.ac.uk)  
[www.rhul.ac.uk/management/research/cpso](http://www.rhul.ac.uk/management/research/cpso)

## CPSO Research in Toronto, Canada



Dr Rachael Addicott (CPSO, School of Management) recently returned from a research trip to Toronto, Canada, where she met with stakeholders from various parts of the Ontario health service about their work and current reform programme.

Similar to the UK's "modernisation" agenda, Ontario public service reform is currently operating to a "transformation" agenda, with an emerging focus on decentralisation (or regionalisation) of decision-making and service provision.

The Ontario Ministry of Health is attempting to realise this objective through the development of 14 Local Health Integration Networks (LHINs).

The purpose of these LHINs is to "plan, coordinate and fund the delivery of health care services in direct response to the district health care needs of communities".

The Ministry will devolve decision-making power to the 14 LHINs, who will then have responsibility for their local health system's planning, funding and integration decisions.

The restructured system will be governed through accountability agreements between the Ministry and LHINs as well as between the LHINs and their funded providers.

This reform extends on an already quite autonomous acute hospital system, where internal governance (e.g. through hospital Boards) takes greater prominence than external governance structures. In one hospital that Rachael visited, the Board was supported by three separate committees – with hospital executives report-

ing to the quality committee on performance data for example. Ontario hospitals are then monitored externally through a balanced scorecard approach. However this Ontario Report Card is spread thinly and not widely referred to and the Ministry is also reforming its accountability and performance measurement systems.



Ontario is the last province in Canada to regionalise its health system in this way, and the LHIN structure is unique from models developed in other provinces. This difference is primarily in the Ontario Ministry's recognition of local independent governance.

Rachael also met with representatives from service provider networks, who are dealing with some quite advanced issues of legal identity and accountability agreements.

These networks have previously encountered many of the issues that Rachael has identified in her studies of cancer networks in the UK (e.g. limited clinical engagement and financial control), however these Ontario networks have been successful in making the most of the resources available and influencing policy through the engagement of senior stakeholders.

Rachael is extending this comparative research with a visit to Australia in December of this year to study networks and changing governance structures within the state of Queensland. Rachael will also be presenting some of this work at the Australia and New Zealand Academy of Management (ANZAM) conference in Northern Queensland.

For further information please contact [rachael.addicott@rhul.ac.uk](mailto:rachael.addicott@rhul.ac.uk)

### **School of Management, Royal Holloway** **MBA for the Public Sector**

For aspiring leaders in and of public services, this course combines the foundations of modern management (as found in an MBA) with courses especially tailored to the specific policy and organisational context of public services.

- Full-time and part-time study
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- Accredited by the Association of MBAs

Applications are invited for entry in autumn 2007

[www.rhul.ac.uk/Management/Prospective-Students/index.html](http://www.rhul.ac.uk/Management/Prospective-Students/index.html)

Contact: Dr. Mark Exworthy, Course Director: [M.Exworthy@rhul.ac.uk](mailto:M.Exworthy@rhul.ac.uk)

## Tackling the Social Determinants of Health



Inequalities in health have become increasingly apparent in recent years in the UK and internationally. Evidence on the differences in, for example, life expectancy and infant mortality across the social spectrum has been accompanied by growing evidence on issues such as obesity.

However, as such evidence mounts, there has been a growing political will in some countries to tackle such issues. Yet, the ways in which strategies and policies can be developed and implemented to tackle such ingrained, 'wicked' social issues has been problematic.

Action to tackle health inequalities and their causes is taking place but it is patchy within and between countries. In some areas, progress has been made; in others, the issue has hardly reached the policy agenda and in some areas, it occupies a precarious position within competing priorities.

A recent initiative has been launched by the World Health Organisation (WHO) to address the social factors leading to ill health and focus on health inequities. The Commission on Social Determinants of Health (CSDH) supports countries and global health partners in drawing the attention of society to the social determinants of health that are known to be among the worst causes of poor health and inequalities between and within countries ([www.who.int/csdh](http://www.who.int/csdh)).

The work of the Commission comprises country case-

studies, support for civil society organizations and knowledge networks. The CSDH work continues until 2008.

Dr Mark Exworthy (CPSO, School of Management) has been appointed to the Knowledge Network (concerned with Measurement). This Knowledge Network is addressing the development of methodologies and tools for measuring the causes, pathways and health outcomes of policy interventions.

### "Health in All Policies" conference, Finland

Separately, Mark addressed the "High-level expert conference: Health in All Policies", held in Kuopio, Finland, 20-21 September.

This conference formed part of Finland's EU Presidency and was attended by over 250 policy-makers from over 30 European countries, the European Commission and the World Health Organization.

Mark spoke about the UK's policy approach to tackling health inequalities. Drawing on 10 years of research in this field in the UK and internationally, he examined the goals and mechanisms of these UK policies, commented on progress and identified the challenges for policy-makers across Europe. For further information contact: [m.exworthy@rhul.ac.uk](mailto:m.exworthy@rhul.ac.uk)



## World Class CPSO Research Recognised

The world class research being conducted in the CPSO was recognised this month at the annual conference of the Academy of Management which was held in Atlanta, Georgia, USA and was attended by 7,500 people.

Along with his co-authors, Louise Fitzgerald (De Montfort), Martin Wood (York), and Chris Hawkins (Warwick), Professor Ewan Ferlie, won the Best Paper Award for a paper published in the Academy of Management Journal in 2005 entitled "The nonspread of innovations: the mediating role of professionals". It is rare for a non US author to win this award.

The paper looked at why evidence based innovations did not spread in health care and found that the social and cognitive barriers between different health care professions played an important role. There are important lessons for policy and practice arising in terms of multi-professional education and training.

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terms of multi-professional education and training.

The Chair of the Awards Panel, Professor Jean Bartunek, highlighted the rigorous and creative use of a qualitative methodology in the paper in her speech of nomination.

Commenting on the award, Professor Ferlie said: "It is a great honour to receive this award and it should prove of great encouragement to other UK researchers, particularly those working with qualitative methods and on public sector settings, that they can be recognised in the top American journals."

The Academy of Management is a leading professional association for scholars dedicated to creating and disseminating knowledge about management and organizations. Today, the Academy is the professional home to over 17,000 members from 99 nations.

For the complete paper, see: Ferlie E. et al, *The Nonspread of Innovations: The mediating role of Professionals*, Academy of Management Journal Feb 2005, Vol. 48 Issue 1, p117.

## ◆◆◆CPSO PROJECT UPDATE AREA◆◆◆

### Networks in Healthcare: A Comparative Study of their Management, Impact & Performance

This project, funded for 3 years by the NHS Service Delivery and Organisation R& D Programme, is a comparative study of four different professional and clinical network types in health care: cancer; elderly care; public health; genetics.

It will derive empirical and theoretical findings, policy recommendations for effective network management and identify the network characteristics that are likely to lead to “success” within their given context.

The study’s main objectives are:

- To identify key network characteristics
- To investigate the differences between more and less formed networks
- To describe the origin and evolution of different types of networks

- To ascertain the factors which contribute to network performance
- To identify promising lessons for policy and practice

This qualitative study uses a comparative case study design, including a private cancer network based in London and a NHS cancer networks based in London and the Midlands; public health and elderly care networks based network based in London and in the Midlands; and two genetics networks based in Oxford.

The principal researchers on the project are Professor Ewan Ferlie, Dr Gerry McGivern, Dr Mark Exworthy and Dr Rachael Addicott at Royal Holloway, University of London; Professor Louise Fitzgerald and Melanie Ceppi at DeMontfort University, and Dr Sue Dopson at Oxford University. For further information contact [gerry.mcgivern@rhul.ac.uk](mailto:gerry.mcgivern@rhul.ac.uk).

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*We will shortly be launching a service on our website for colleagues to subscribe to forthcoming events and our newsletter. Please check back regularly for updates.*

#### CPSO Autumn Seminar Series

**12:30 – 13:45, Horton Building H321  
Royal Holloway, University of London**

##### **Dr Lutz Preuss (School of Management, RHUL)**

Wednesday 18th October

*Addressing Sustainability through Local Government Procurement*

##### **Dr Graham Currie (Nottingham Business School)**

Wednesday 29<sup>th</sup> November

*Networks in Public Services Require Networked HR*

##### **Assoc Prof Giovanni Fattore (Bocconi University, Italy)**

Wednesday 13<sup>th</sup> December

*Italian Healthcare Reform*

#### New Staff at the CPSO

**Francesca Frosini** joins the CPSO as a research fellow working on Decentralisation and Performance in Local Health Economies. Francesca has a BA in Public Administration from Bocconi University and an MPhil from New York University. She is presently a PhD candidate at the Robert F. Wagner School of Public Services of New York University, United States, specializing in Management and Health Policy.

**Kaleem Ashraf** joins the CPSO as a part time research administrator. He is tasked with administering the CPSO’s key research projects on “Decentralisation & Performance”, and “Networks in Healthcare”. Kaleem is a PhD student in literature and linguistics at the University of Sheffield.