

CPSO Review

The newsletter of the Centre for Public Services Organisations

Welcome to our newsletter



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

I would very much like to welcome you to the latest CPSO newsletter which I hope you will find interesting and informative reading. As well as updating you on the progress of our research projects and writing, it also outlines some of the wider activities that CPSO has been engaged with. This includes our 3rd Annual Lecture with another prestigious external speaker, Prof Sue Richards. The newsletter also records some of the public service and advisory roles that CPSO staff perform.

-Best Wishes, EF

CPSO CENTRE FOR PUBLIC SERVICES ORGANISATIONS

2008 CPSO SEMINARS :

<p>Wed 13 February</p> <p>"Moving towards the market again: the challenges of supply side reform in recent English healthcare policy"</p> <p>Dr Pauline Allen, Ishtm</p>	<p>Wed 30 April</p> <p>"Storytelling - research and consulting perspectives: the construction of minority sexuality in work organisation"</p> <p>Dr Jamie Ward, PA Consulting Group</p>
<p>Wed 5 March</p> <p>"Risk management and regulatory agencies: demonstrating performance as a dimension of public organisations"</p> <p>Dr David Demortain, LSE</p>	<p>Wed 7 May</p> <p>"Guerrilla-mode organization field dynamics: a theory elaboration"</p> <p>Prof. Martin Kitchener, Cardiff Bus. School</p>

Seminars will take place in room MX1 at 1pm, SOM, RHUL.
We will make videos and post them on the web.

"Public Service Reform: Continuity and Change"

CPSO Annual Lecture, 5 November 2007



*Professor Sue Richards,
National School of Govern-
ment & University of Bir-
mingham*

We were extremely fortunate that Prof Sue Richards OBE gave the CPSO Annual Lecture in November 2007. Sue has produced important research on the management of change in the civil service and is now at the Director of Strategic Capability, National School of Government, Sunningdale. The lecture charted significant themes in the recent history of public service reform and reflected on future challenges. The timing was opportune given the transition from Tony Blair to Gordon Brown and enabled the audience to reflect on likely future public services reform strategies.

New [CPSO Annual Report 2007](#) has just been released!

A pdf file is available on <http://www.rhul.ac.uk/Management/Research/CPSO/index.html>

◆◆◆CPSO New Projects◆◆◆

Transition in NHS management: taking the long view



2008 marks the 60th anniversary of NHS. It will also be 25 years since the Griffiths Report which proposed the notion of 'general management' within the NHS replacing the traditional tripartite approach to hospital administration. Mark Exworthy (with Dr. Fraser MacFarlane from Surrey University) is undertaking a project, funded by the Nuffield Trust (www.nuffieldtrust.org.uk) which seeks to explore how NHS administrators-turned-managers interpreted and re-invented themselves during their own career in the face of the changing political / organizational context. Many 'pre-Griffiths' administrators will now be reaching retirement age or have moved into activities. Capturing the narratives of administrators and managers will illuminate how the actions and agency of managers is shaped and constrained by prevailing policies.

This project will document what the key NHS managerial policies were over the last 25 years and will also seek to explore how participants interpreted their own actions in response to these policies. It will explore how managers have coped with constant change and examine whether there are some generalisable approaches to dealing with this. It will also seek to explore what makes excellent NHS managers and leaders and the role of clinicians in leadership over the last 25 years. The project runs from January to September 2008.

Further information: Dr. Mark Exworthy, M.Exworthy@rhul.ac.uk

Institute for Leadership and Management in Health (ILMH)



ILMH is part of the newly formed SouthWest London Academic Network, an innovative Alliance between Kingston University, Royal Holloway and St George's, University of London. Focusing primarily on the health and social care sciences, the Alliance exists to enhance teaching and research opportunities for staff and students locally, nationally and internationally.

At the heart of ILMH's work lies research, results of which have been published in leading journals such as The British Journal of Management, Human Relations and Public Administration. Current projects funded by, amongst others, the National Institute for Health Research Service Delivery and Organisation Programme, include: leadership, self-care, clinical networks, decentralisation & performance and medical regulation.

ILMH is an accredited provider of leadership development courses for the NHS. In addition to its flagship MSc Programme (see last page), the Institute offers tailor made, short courses.

For further information, please take a look at the website www.swlacademicnetwork.ac.uk/ilmh or contact us directly, either by email: enquiries@swlacademicnetwork.ac.uk or by phone: 020-8725-0259/0248. The CSPO lead for ILMH work is Dr. Mark Exworthy, M.Exworthy@rhul.ac.uk

ESRC Project on Transparency in the regulation of Healthcare Professionals



Gerry McGivern, Mark Exworthy and Ewan Ferlie were recently awarded an ESRC research grant to examine transparency in the regulation of medical professionals and psychotherapists, relating to the (2007) Government White paper, 'Trust, Assurance and Safety - The Regulation of Health Professionals in the 21st Century'. The project is due to start in November 2008. However, Gerry has already observed some meetings at the Health Professionals Council relating to its development of regulation for psychotherapists/counsellors, as well as carrying out some informal scoping interviews.

Gerry McGivern, Project Principal Investigator, gerry.mcgivern@rhul.ac.uk

Managing medical performance: a pilot study to investigate the impact of surgical performance upon clinicians and managers



Dr. Mark Exworthy is leading a ESRC-funded research project (under the Public Services Programme; www.publicservices.ac.uk), in collaboration with Professor Jonathan Gabe (Royal Holloway) and Professor Ian Rees Jones (Bangor University). The 12-month project starts in April 2008.

There has been a growing interest in recent years in the UK (and especially England) in strategies to improve clinical performance, most notably the publication of performance data. Such publication aims to secure greater accountability of the medical profession and to respond to rising patient expectations. The publication of these data also adjusts the balance of interests among multiple stakeholders at micro, meso and macro levels.

Within teams (micro level), published performance data are likely to influence the organisational culture of teams and the workplace, and to affect the socialisation of junior doctors and other clinical staff. Within organisations (meso level), the role of hybrid managers (such as clinical directors) will help determine the degree to which management/managerialism will be able to use performance data to challenge professional autonomy or to 'protect' clinicians from external 'gaze.' At the meso level, strategies to integrate managerial and clinical domains define the scope and nature of 'clinical governance.' Systematically (macro level), the actions of Royal Colleges and regulators [eg. General Medical Council (GMC)], Healthcare Commission and National Patient Safety Agency) will both shape and be shaped by the initiatives such as that under investigation. Local commissioners of clinical services [such as Primary Care Trusts (PCTs)] might also see published performance data as a lever for improving services at this macro level.

The publication of performance data and its impacts pose many conceptual questions relating to the nature of professions and organisational change.

Particular attention will focus on the organisational culture and socialisation of doctors (here, cardiac surgeons) within clinical teams, professional-managerial relations (especially in terms of hybrid 'clinical managers'), and ways in which (published) performance data is both the subject of and subjected to evolving governance regimes by regulatory agencies. The study will have the benefit of describing and explaining the motives, meanings and impacts of different interpretations of performance, of mechanisms of improving such performance, and of providing a baseline for future studies in this area. This project will undertake a pilot study to investigate the emergent impacts of the publication of performance data relating to cardiac surgery upon principal stakeholder groups mentioned above at micro, meso and macro levels¹.

The study will involve mainly qualitative methods, a unique aspect of which will be the collection of detailed observational data of clinical teams and organisation processes and practices. The site of this investigation will be St. George's Hospital Trust (SGHT) in south London, a major centre of expertise and one of the hospitals leading the publication of performance data in the UK. A preliminary collaboration (funded by Royal Holloway, University of London) in 2006, which involved cardiac surgeons at St. George's, indicated the feasibility of conducting this exploratory study. This study represents a unique opportunity to examine, in collaboration with the NHS Trust, the evolution and impact of a major initiative which will have wider practical and theoretical implications across clinical and managerial domains.

¹It is hoped to address patient and public perspectives in a subsequent study where hypotheses generated in this study can be tested.

For further details, contact: Dr. Mark Exworthy, M.Exworthy@rhul.ac.uk

◆◆◆ CPSO Update ◆◆◆

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



The NHS NIH SDO funded research project compares four different kinds of network in British healthcare in the South and Midlands, forming eight qualitative case studies in total. The aim of the project is to decipher the factors associated with successful health networks.

The project is progressing well. We have now completed field research on the two genetics network and two cancer network cases and written up the cases; field research on a sexual health network in the South has begun; and the second sexual health network in the Midlands and older people's networks will commence shortly.

There has been some staff turnover on the project. Rachael Addicott took up a new post at the King's Fund and is therefore no longer able to participate in the research. Melanie Ceppi resigned as Researcher to return to her native Argentina and we have since recruited two new researchers in the Midlands: Dr Rod Griffin to conduct the older people's network case and Chris Bennett to do the sexual health network case.

We presented a conference paper about one of the genetics cases at the EGOS conference in Austria in 2007, which is currently being written up for publication in a journal.

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

"Professions and the pursuit of transparency in Swedish healthcare: two cases of professional involvement" CPSO Seminar, 14 November 2007



This seminar was related to a book that Dr. Charlotta Levay and Dr. Caroline Waks from Uppsala University have just edited. The publication treats the increased pressures for clarity and accountability regarding costs, procedures, and outcomes of different health service providers in Sweden. The presentation at CPSO concerned the reaction of health professionals to this new tendency and reported from two empirical studies that showed an unusual involvement on the part of professionals in rendering their work transparent to outside observers. We thank Charlotta and Caroline for this interesting seminar. The Power Point slides are available on our website: <http://www.rhul.ac.uk/Management/Research/CPSO/index.html>

'Organising and Reorganising in Health Care' – Edited Collection (eds) Lorna McKee, Ewan Ferlie and Paula Hyde

Basingstoke: Palgrave Macmillan, Spring 2008.

This edition will be appearing in Spring 2008. It brings together some of the best papers from the Organisational Behaviour in Health Care Conference held at the University of Aberdeen in 2006, together with a commentary from the editors.

The next OBHC Conference will be held at Sydney, Australia, in April 2008 (<http://www.obhc2008.org/>).

Advisory Appointments

Ewan Ferlie has been appointed as an academic member of the NIHR Service Delivery and Organisation R and D programme (Management Practice Group).

He has also been re-elected as Hon Treasurer of the Society for the Study of Organising in Health Care which is a learned society affiliated to the Academy of Learned Societies in the Social Sciences.

Postgraduate Diploma / MSc in Leadership and Management in Health

A new and unique course specifically designed to meet the needs of those working in the health and social care services in the public, private and voluntary sectors in the UK and abroad. The course will provide practitioners in the field with the skills and knowledge they need to meet the challenges of today and of the future through:

- Developing their leadership competency
- Analysing developments in healthcare management
- Applying this understanding to their own and others' organisations.

The flexible, modular programme is offered on a full-time (1 year) and part-time basis (2 years). Course attendance for full-time students is 3 days per week; for part-time students is 20 days per year.

This MSc is offered by the Institute of Leadership and Management (ILMH), part of the SouthWest London Academic Network, and an accredited provider of leadership development courses for the NHS. ILMH draws on the teaching and research expertise of three universities: Kingston, Royal Holloway and St George's, University of London.

For further information on this course please visit:
www.kingston.ac.uk/pghealthleadership T: 020 8547 7441

For details on ILMH, please check out the website:
www.swlacademicnetwork.ac.uk/ilmh T: 020 8725 0259

Kingston University London

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