QUESTION
EVALUATE
TRANSFORM

HEALTH RESEARCH AT
ALLIANCE MANCHESTER
BUSINESS SCHOOL
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When the Health Services Research Centre (HSRC) was set up in 2015, thanks to a generous donation from Lord Alliance, its aim was to create a world-leading health services research centre within Alliance Manchester Business School (AMBS), building on the school’s long history of research, capacity and relationships in this field.

Four years on I firmly believe that the Centre has more than delivered on that overarching goal. At the same time it has promoted interdisciplinary and innovative health services research, rapidly established a collective local identity for health researchers, and significantly increased our national and international profile.
NEW CHAPTER
Today, all the work of the HSRC is now part of the new Institute for Health Policy and Organisation (IHPO) at the University of Manchester, a cross-faculty Institute which builds on the success of the HSRC.

At a time when the funding and delivery of effective healthcare is one of the most significant global grand challenges, the University now has a growing reputation as a world leader in the fields of health services organisation and policy research.

I am hugely excited about how we can build on this potential to make a real step-change. The current climate creates the opportunity to develop bold and distinctive new ways to conceive healthcare delivery, and the creation of our new Institute will ensure that we are front and centre of these important debates both nationally and internationally.

ACHIEVEMENTS
As we embark on this new direction I was keen within this publication to share with you just some of the fantastic achievements of the HSRC, which has laid so much of the groundwork for the IHPO.

From the very start the Centre had an important role in shaping the research agenda and increasing research income, in ensuring that ongoing work and high quality publications were produced and disseminated effectively, and in promoting impact and building capacity among early-career researchers.

In this magazine you can read in-depth about all these achievements and about the great work conducted within the HSRC.

Professor Damian Hodgson
Former Director, Health Services Research Centre
Co-director, Institute for Health Policy and Organisation

We would like to thank Lord Alliance for his generous contribution without which the Health Services Research Centre could not have happened, and also Joseph Wright for his substantial contribution and support which made the Urban Villages project possible and which supported our work towards the establishment of the Institute for Health Policy and Organisation (IHPO).

Huge thanks are also due to the convenors of the Researcher Development Network, in particular Daniela D’Andreta, Mhorag Goff and Fay Bradley, for their efforts in building a vibrant community of early career researchers across the University of Manchester.

We must also pay tribute to the vision and hard work of Professor Paula Hyde in setting up the HSRC and in her role as first Director. We would also like to thank Professor Ruth Boaden for her support as Deputy Director in a critical period as we moved towards the establishment of the IHPO.

And a great thank you as well to Professor Martin Kitchener, Dean and Head of Business School at Cardiff University and Professor Lorna McKee, Emeritus Professor at the University of Aberdeen, for their generous advice and guidance as external advisors to the Centre.

We must also thank Kate Lagan and Kristin Trichler for their peerless administrative support and their enthusiasm. And finally, thank you to all the members of HSRC for the spirit of collaboration which has marked HSRC from its inception and which we are sure will continue as we drive forward our research through the IHPO.
Over just four years we became nationally, and globally, recognised as a centre of excellence for health services research.
2018

Successful bid to host 2020 Organisational Behaviour in Health Care conference

Teddy Chester lecture with Martin McKee from the London School of Hygiene

2017

Grigor McClelland annual lecture presented in partnership with HSRC - Anna Dixon, Chief Executive of Ageing Better

Teddy Chester lecture with Jon Rouse from Greater Manchester Health and Social Care Partnership

2019

Formation of the Institute for Health Policy and Organisation

Workshop showcasing HSRC seedcorn projects
IMPACT

Academics within the HSRC have played a major role in a string of policy debates.

CARE HOMES

Professor Paula Hyde was among the co-authors of a report which outlined why good intentions are not enough in the care homes sector and that to implement real change it is necessary to think radically.

The report drew on the concept of the foundational economy established by the Centre for Research on Socio-Cultural Change (CRESC) at the University of Manchester.

The report provided a critique of why those responsible for commissioning care in the home have made uneven and inconsistent progress towards personalisation and outcome-based commissioning. It went on to propose an alternative radical social innovation approach to thinking about ways in which home care can effectively and consistently deliver choice, control and independence across the board.
CARE QUALITY COMMISSION

Professor Kieran Walshe led on a joint research report by The King’s Fund and The University of Manchester exploring Care Quality Commission (CQC) provider ratings and their impact on care quality.

In 2013 the CQC introduced a new approach to inspecting and rating NHS acute hospitals, triggered by several high-profile failures of care that raised questions about regulators’ ability to identify and act on poor performance. The new approach included in-depth inspections by larger, more expert teams and produced ratings and an inspection report for each provider.

The research developed a new framework for understanding the impact of regulation and described eight ways in which regulation can affect provider performance. It explored the impact of the CQC’s approach to inspection and rating on providers in four sectors (acute care, mental health care, general practice and adult social care), combining a literature review and qualitative fieldwork nationally with quantitative analyses of national data on provider performance, ratings and activity.
FRANCIS INQUIRY
A report by Professor Naomi Chambers, funded by the Department of Health Research Programme and published in conjunction with the Nuffield Trust and the University of Birmingham, found that hospital leadership has generally changed for the better since the Francis Inquiry which was launched to examine the causes of the failings in care at Mid Staffordshire NHS Foundation Trust between 2005 and 2009. However the report from Professor Chambers concluded that there were worrying signs that current high levels of demand - and the financial, workforce and regulatory pressures in the NHS - were putting recent gains in providing safer and kinder care to patients at risk.

GREATER MANCHESTER PRIMARY CARE
A report by Professor Damian Hodgson and colleagues in the Collaboration for Leadership in Applied Health Research and Care Greater Manchester (CLAHRC GM) on the roll-out of 7-day access to primary care across Greater Manchester, received national coverage. The research explored the uptake of weekday evening and weekend appointments in general practice, how extended access was rolled out and implemented across Greater Manchester, and looked at the impact it had on the use of other services in the area.

Professor Hodgson is now collaborating with colleagues in the University’s Faculty of Biology, Medicine and Health on investigating the impact of changing patterns of employment in GP practices. At the same time, CLAHRC GM, based at Alliance Manchester Business School and closely associated with HSRC, has also been working with Greater Manchester Health & Social Care Partnership since 2013 to evaluate the implementation of 7-day access to general practice across the city.
GRANTS

The HSRC secured funding from a range of health bodies, building on the University’s long and successful history of gaining grants from a range of national funders in the health arena.

DEVOLVING HEALTH AND SOCIAL CARE – LEARNING FROM GREATER MANCHESTER
Funder: The Health Foundation/NIHR CLAHRC GM
Academics: Kieran Walshe, Ruth McDonald
In 2015 Greater Manchester secured an agreement with the government to take what was described as devolved control of the £6bn annual budget for health and social care for the 2.8 million people of the city region. The aim was to improve health outcomes and reduce health inequalities both within Greater Manchester and between Greater Manchester and other areas of England, and to address a growing gap between need and demand for health and social care and available resources.

A report by academics within the HSRC set out to understand how health and social care devolution policy has developed, what changes it brought to governance, accountability and organisational arrangements, and how changes to health and care services for people were planned and implemented.

NHS MANAGERS’ USE OF NURSING WORKFORCE PLANNING AND DEPLOYMENT TECHNOLOGIES
Funder: National Institute for Health Research
Academic: Anne McBride
In the context of increasing healthcare demands and nurse staffing deficits, staff planning and deployment is a challenge for NHS managers. Current guidance recommends that NHS managers use a triangulated approach to make safe staffing decisions, so that there are appropriately trained nurses in sufficient numbers to meet patients’ individual requirements.

This approach entails use of evidence-based workforce planning and deployment tools and technologies (WPTs), professional judgement, and comparison with peers. However little is known about how managers interpret, implement or use WPTs across organisations. This study was specifically interested in understanding how and why WPTs may impact on NHS managers’ decision-making on safe staffing, and to explore the influence of context.
THE NEW MODELS OF CARE VANGUARD PROGRAMME IN ENGLAND: NATIONAL PROGRAMME EVALUATION

Funder: The Department of Health
Academics: Duncan Shaw, Paul Wilson

In 2015 NHS England launched a major programme focusing on the acceleration of the design and implementation of new models of care. Through the New Models of Care programme individual organisations and partnerships, including those with the voluntary sector, were invited to apply to be ‘vanguard’ sites. These organisations had the opportunity to work with national partners to co-design and establish new care models, tackling national challenges in the process. The project brought together researchers from Manchester, Kent and London to conduct a complex evaluation to find out how well Vanguards have been able to implement changes, what has helped or hindered, what they think of the support from the national team, and the effects on service users and NHS costs.

HEALTH CARE REFORM: THE IMPACT ON PRACTICE, OUTCOMES AND COSTS OF NEW ROLES FOR HEALTH PROFESSIONALS (MUNROS)

Funder: Health Economics Research Unit
Academic: Anne McBride

We co-authored a report on service design and professional roles for this project which undertook a systematic evaluation of the impact of new professional roles on practice, outcomes and costs in a range of different healthcare settings within European Union and associate countries. It detailed the nature, scope and contribution of the new professional roles, evaluated their impact on clinical practice and outcomes, and identified their scope to improve the integration of care.

DOING CARE DIFFERENTLY

Funder: The Wellcome Trust
Academic: Paula Hyde

Home care is a better and more cost effective way of supporting people to live independently for longer in their own homes, but the sector is faced with a number of major issues including financial cuts, care quality, workforce recruitment and retention, and the growing need to avoid preventable hospital admissions and delayed discharges.

In a collaboration with the University of Sheffield, we took part in the ‘Doing Care Differently’ study which aimed to encourage experiments in the design and implementation of new models of funding and providing care. Specifically, the pilot created a network of care recipients, academics, council officers, commissioners and care providers to share knowledge, investigate health outcomes, and assess the implications of alternative care models.

HERU
MANAGING MODERN HEALTH CARE: KNOWLEDGE, NETWORKS AND PRACTICE
By Mike Bresnen, Damian Hodgson, Simon Bailey, Paula Hyde, and John Hassard
Made practical contributions including recommendations for healthcare management practitioners and policy makers to help enhance healthcare management delivery and performance.

CRITICAL LEADERSHIP: LEADER-FOLLOWER DYNAMICS IN A PUBLIC ORGANIZATION
By Paul Evans, John Hassard and Paula Hyde
Attracted attention not only for being an in-depth ethnographic study of power and authority in a large bureaucracy, but for providing a forceful critique of the New Public Management agenda in business strategy.

INSIDE THE COMPASSIONATE ORGANIZATION: CULTURE, IDENTITY, AND IMAGE IN AN ENGLISH HOSPICE
By Alan Baron, John Hassard, Edward Granter Fiona Cheetham and Sudi Sharifi
Examined the cultural changes found within a particular ‘compassionate organization’ - an English hospice.

DECONSTRUCTING THE WELFARE STATE: MANAGING HEALTHCARE IN THE AGE OF REFORM
By Paula Hyde, Edward Granter, John Hassard and Leo McCann
Explored the daily realities of working life for middle managers in the National Health Service during a time of radical change and disruption.

THE PROJECTIFICATION OF THE PUBLIC SECTOR
Edited by Damian Hodgson, Mats Fred, Simon Bailey and Patrik Hall
Drew together research from a range of academic fields to develop an understanding of the causes, nature, and consequences of the projectification of the public sector.

HEALTHCARE MANAGEMENT
Edited by Kieran Walshe and Judith Smith and written by leading experts in the field
This popular book, now in its third edition, covers all key aspects of healthcare management with healthcare managers, professionals and students in mind. It provides an accessible and evidence-based guide to healthcare systems, services, organisations and management.
AWARDS

The HSRC and Alliance Manchester Business School achieved global recognition receiving the prestigious ‘Innovations that Inspire’ award from the Association to Advance Collegiate Schools of Business (AACSB).

The AACSB’s International Innovations that Inspire initiative recognises institutions that stand out as transformative leaders in business education, focusing on innovative approaches to research and the exceptional and effective practices occurring at business schools around the world.

The HSRC won the award under the Engagement Across Disciplines category that recognised the Centre’s interdisciplinary and innovative health services research. The award applauded the co-operation among academics at both the HSRC and the University of Manchester’s Institute for Collaborative Research on Ageing in working with older people, service providers, commissioners and other specialists.

Thomas R. Robinson, President and Chief Executive of AACSB International said: “I would like to thank Alliance Manchester Business School for their tireless pursuit of excellence for the betterment of their communities and society at large. AACSB has announced a new, industry-wide vision for the future of business education and central to this vision is the role innovation plays in challenging old models and embracing new ones to continue moving business education forward to meet the needs of an ever-changing world.”

Professor Ruth McDonald received the Best Paper award at the 2018 European Group for Organization Studies (EGOS) Colloquium in Tallinn, Estonia, for her co-authored paper When recovery is not possible: forensic psychiatrists and serious offenders suspended in time.

Dr Roman Kislov received the Best Paper award at the Academy of Management 2018 Annual Meeting in Chicago in 2018 for his paper Selective Permeability of Boundaries in a Boundary Spanning Team.

Professor Paula Hyde was appointed a Fellow of the Academy of Social Sciences in recognition of her standing in her specialised field, and more generally in business and management.

Dr Daniela D’Andreta was awarded Best Full Paper award for Knowledge and Learning Track at the British Academy of Management (BAM) 2017 Conference for co-authoring a paper Epistemic Influences on Knowledge Translation: the Mediating Role of Social Network.

HSRC members were nominated for Best Paper award at the 2016 Academy of Management (Health Care Management Division). Mike Bresnen, Damian Hodgson, Simon Bailey, Paula Hyde and John Hassard received the nomination for their paper regarding the results from a National Institute for Health Research (NIHR) funded project.
HSRC staff from researchers to professors have been involved in a number of projects funded by CLAHRC GM, a partnership between providers and commissioners from the NHS, industry, the third sector and the University of Manchester.

The central aim of CLAHRC GM, one of 13 CLAHRCs across England, is to improve the health of people in Greater Manchester and beyond through carrying out research and putting it into practice.

CLAHRC has an ongoing partnership with the Stroke Association and HSRC staff have carried out qualitative research as part of the OSCARSS (Organising Support for Carers of Stroke Survivors) study, evaluating the effectiveness of approaches to identify and support the needs of informal carers of stroke survivors.

Approaches to improvement through facilitation developed by HSRC staff also informed the development of the Greater Manchester Stroke Assessment Tool (GM-SAT) which encompasses a wide range of potential post-stroke care needs. Most recently it has been updated for use in a range of care settings, and continues to be used widely by the Stroke Association across England, delivering six month post-stroke reviews.

Professor Ruth Boaden, Director, CLAHRC Greater Manchester, said: “CLAHRC has funded staff in HSRC and the range of research skills here has without doubt enhanced our work and impact. I’m particularly pleased that CLAHRC funding for research staff has underpinned the development of the Researcher Development Network.”

Alliance Manchester Business School has been involved in delivering the NHS Management Training Scheme almost continuously since the inception of the Scheme in 1956, with many of the most senior leadership roles in the NHS having been held by University of Manchester alumni.

Led by Professors Ann Mahon and Naomi Chambers the University will, with partners, continue to provide the NHS Leadership Academy’s core programmes for middle and senior leaders (the Elizabeth Garrett Anderson and Aneurin Bevan programmes) for the next five years. These programmes form one of the largest and most significant investments in management training and development in the history of the NHS, with thousands of participants since 2014.
TEDDY CHESTER LECTURES

The annual Teddy Chester lecture is held at Alliance Manchester Business School in memory of the first professor of social administration at the University of Manchester.

Teddy Chester was also involved in founding and leading the NHS Graduate Training Scheme, and in founding Manchester Business School back in the 1960s.

The event was the annual highlight of the HSRC lecture series, attracting some of the leading names in healthcare as guest speakers.

2015: POLICYMAKING

How policymaking can be made more effective to tackle the huge challenges facing the NHS was the subject of our lecture in 2015 where guest speaker was Jennifer Dixon, Chief Executive of the Health Foundation.

Dr Dixon shared her observations of a career in the NHS as she sought to “make sense of the noise” around the extremely complex health service. She spoke at length about the importance of recognising and developing long run change against the backdrop of short-term challenges and political cycles. She also discussed the new leadership structure of the NHS, the role that business education can play in terms of driving policymaking, and the prospects for health and social care devolution in Greater Manchester.
2016: NHS CHALLENGES
In 2016 our guest speaker was Simon Stevens, Chief Executive of NHS England, who laid out the challenges and opportunities facing the health service.

He said that while there was great pride in all the good things that the NHS was doing, one also had to recognise the pressures that frontline staff and services were under in the face of a growing and ageing population, and an ever-increasing range of new treatments. And, as he added: “All this is playing out against the backdrop of the most sustained constraint in public funding for the NHS that we have had since it was founded in 1948.”

However Stevens said alongside pride and pressure there was also the “possibility” of what health services could offer over the next five to ten years. He added that a huge effort was underway to redesign the way different parts of the health service and social care system interacted in what he described as a “triple integration agenda”.

This meant better linking primary and secondary care, physical and mental health, and health and social care. “We have got to overcome some of the design features which were hard-wired into the NHS at the time it was founded,” he said.

2017: DEVOLUTION
In 2017 we welcomed Jon Rouse, Chief Officer of Greater Manchester Health and Social Care Partnership, who reflected on the progress made - and challenges encountered - since Greater Manchester signed a devolution deal with the government in 2015.

In his lecture he outlined the origins of the Greater Manchester experiment with health and social care devolution, and some of the early developments since the new arrangements went live in April 2016.

He also set out the long view on health and social care devolution, outlining the history of tensions between healthcare and local government, and between local and national governance in health and social care, from the origins of the NHS in 1948 right through to the present day.

His message was clear. Namely, that finding a new way forward to integrate health and social care to provide both local and national democratic accountability, and to focus on the present and future needs of people and populations, was essential.
2018: AGEING BETTER
The subject of health was also under the microscope at the 2018 Grigor McClelland lecture held in memory of the founder and first Director of Manchester Business School.

Guest speaker Anna Dixon, Chief Executive of the Centre for Ageing Better, said changes in life expectancy were radically going to change our whole experience of ageing and we needed to wake up to the huge challenge. She cited how someone born in 1914 had only a 1% chance of reaching 100, yet children under ten today have more than a 50% chance of reaching the milestone. “But it is critical that those extra years are lived well.”

She said there was a need to completely rethink our fixation on the three stages of life – education, work and retirement – while there was also a need to shift to a much more positive narrative around older people and to discard negative stereotypes.

In terms of what makes for a good later life, Dixon said it boiled down to good health, financial security, good social conditions and a sense of purpose. And she added that more needed to be done to encourage people to stay in work longer and to tackle age bias in the workplace. “Ageism is not recognised in the same way as sexism or racism. It is very pervasive in our culture and will need a whole range of actions to address it.”

2018: FAKE NEWS AND HEALTH
In 2018 the dangers of fake news and its impact on global health came under the spotlight from guest speaker Martin McKee, Professor of European Public Health at the London School of Hygiene.

He was blunt in his appraisal of the damage that fake news can cause well beyond the political arena. “To put it bluntly fake news can kill, as we saw with the spread of fake news and disinformation during the recent ebola epidemic in West Africa.”

Professor McKee, who has been working in health and health policy for 30 years, recently conducted with colleagues a systematic review of the role of fake news in health, and said fake news undermined trust in public authorities. “Sometimes fake news is spread precisely to do that, by people who have no interest in health at all. There has always been an overlap between politics and public health, but what we are seeing now is how the attack on some public health messaging is being used to erode trust in government as a political weapon.”

He admitted that if he had given a lecture on fake news even a few years ago it would have been met with “complete incomprehension”. “In the space of a few years we have seen this term achieving widespread usage.”
SEMINARS

The monthly HSRC Seminar Programme began in 2016, building on and extending the previous seminar programme organised by the AMBS Health Management Group.

Specifically aimed at researchers, the programme supported the key aims of the HSRC in terms of helping establish a strong research community, strengthening its research capacity, and developing links with health services across the wider University and externally. Some particular seminar highlights included:

In 2018 we held an annual lecture in partnership with the Work and Equalities Institute at Alliance Manchester Business School. The event featured presentations from two Hallsworth Visiting Professors from Cornell University in the US. Rosemary Batt, Professor of Human Resource Studies and International and Comparative Labor, spoke about how the crisis in healthcare has led hospitals to shift from fee-for-service care to preventative care based on population health management. Ron Applegate, Professor of Law and Industrial and Labor Relations at Cornell, focused on strategies to enable community organisations to share power in defining and implementing local development initiatives.

Leading Canadian professor Trish Reay, Professor in Strategic Management and Organization at the University of Alberta School of Business, presented her new work investigating how a northern Canadian health authority is collaborating with communities in an effort to improve health. She also discussed her recent work on mobilising knowledge in healthcare, which looks at how health professionals and managers engage in innovation and organisational change.

Following the seminar Professor Reay met members of the HSRC Researcher Development Network and held one-on-one sessions in Alliance Manchester Business School with professors and researchers developing research papers and ideas for research collaborations.

Martin Marshall, Professor of Healthcare Improvement at UCL and Vice-Chair of the Royal College of General Practitioners, spoke about the experiences of the Researcher-in-Residence model that his university and others are developing in order to promote better working relationships between academia and managers. As a practicing GP in East London who straddles both academia and practice, Professor Marshall – a former clinical academic at the University of Manchester – was well placed to comment on the dynamics of this relationship.

Professor Marshall, who has had more than 200 papers published in the field of quality of care, said he believed the world was now shifting towards the practitioner view. “Why is this? Well, the government wants to fund research which has immediate impact with the REF increasing that focus, while researchers are rewarded for having been seen to make a difference. At the same time the public is questioning traditional researcher assumptions.”
**CONFERENCES**

In 2016 we co-hosted a major international conference on care for older people entitled ‘Fairer Futures? Reshaping Care for Older People’.

During the conference we heard from academics, journalists, barristers, service providers and older people from across the world on the common challenges facing older people, care workers and service providers.

Among the keynote speakers was writer Madeleine Bunting who said the political and financial issues we see around care today stem from the fact that we are not recognising the fundamental importance of care to human wellbeing. “It is becoming more important to ensure that various people make enough money out of it, or that various people do or don’t pay for it. It has become an argument around finance rather than a debate about what is it to be human and what are our responsibilities to each other to ensure the adequate provision of good quality care.”

Fellow speaker Rosemary Batt, Professor of Women and Work at Cornell University, focused on how US cities now increasingly outsource the provision of public services to Private Equity (PE) firms which have become an institutionalised part of the healthcare system.

Meanwhile, In 2017 we ran a panel event at the ESRC Festival of Social Science in collaboration with MICRA (the Manchester Institute for Collaborative Research on Ageing). Entitled ‘Good Care-giving in Care Homes for Older People’, HSRC Director Professor Paula Hyde made a presentation on organising and providing quality care in residential settings, followed by an audience Q&A.

**INTERNATIONAL VISITORS**

Michael D Fischer  
Professor of Organisational Behaviour and Leadership at Australian Catholic University

Cynthia Connolly  
Associate Professor and Senior Research Fellow of Nursing, Health Economics and History at the University of Pennsylvania

Rosemary Batt  
Alice Cook Professor of Women and Work at Cornell University (Hallsworth Visiting Professor)

Ron Applegate  
Professor of Law and Industrial and Labor Relations at Cornell University (Hallsworth Visiting Professor)

Anita Kothari  
Associate Professor of Health Studies at the University of Western Ontario

**HONORARY FELLOWSHIPS**

Alan Baron  
CEO Hospice Care

Madeleine Bunting  
Journalist and activist

Gill Harvey  
Professorial Research Fellow at the University of Adelaide
CELEBRATION

We held a drinks reception to mark the first year of the Health Services Research Centre at the Whitworth Art Gallery at The University of Manchester. The event was attended by colleagues from across the University, as well as guests from local hospital trusts, charities, and industry.

The reception was used to showcase the breadth and quality of the research being undertaken by staff at the HSRC, and many of our outputs – research reports, public interest reports, academic papers, posters and professional journal articles – were on display.

Welcoming guests, HSRC Director Professor Paula Hyde described how the challenges facing health and social care services have perhaps never been greater given the turbulence in the policy environment, increasing demand for services, and constraints on funding. However she said that the opportunities for social innovation and “for doing things differently” in Manchester have also perhaps never been greater.

In particular, she described how HSRC’s work with local health and social care providers meant that knowledge was transferred readily into practice, and that having the Centre for Leadership in Applied Health Research and Care (CLAHRC) associated with the Centre had strengthened and accelerated this process.
Seedcorn funding through a donation from Lord Alliance has helped further health services research across a number of areas.

**ACCOUNTING TECHNOLOGY**

Christos Begkos has been studying accounting technology adoption across the NHS, and the main focus of his study has been how clinical and medical directors in the NHS are using accounting information and performance information in their day-to-day clinical decision-making.

The seedcorn-funded study builds on his previous research in this area. Dr Begkos says that the implementation of accounting technologies in the NHS have destigmatised the use of accounting information in healthcare, and that more and more medical directors use accounting and performance information in their everyday decision-making to meet financial targets, redesign pathways, and improve financial performance.

He is now embarking on two large-scale surveys of finance directors and clinical and medical directors in the NHS, looking at how they use accounting information, and what the impact of accounting information is in their own specialties.

**LOCUM DOCTORS**

While working on a Department of Health study looking at the regulation of doctors, Jane Ferguson noted a recurrent issue regarding locum (temporary) doctors and the challenge of regulating locums. She embarked on a project to explore the subject further, supported by HSRC seedcorn funding.

As she says: "Locums cost a fortune to the NHS, around £1.3bn a year. We did an international study and brought together all the evidence about locum working, and found that the evidence was really thin. Seedcorn funding bought us time to write the bid
and go and speak to people in the region to see how they assess the quality and safety of doctors who come to work for them on a temporary basis. We looked at how they record information and how they know what locums are prescribing.”

This has now supported a major bid to the National Institute for Health Research (NIHR) to explore this vital topic.

**PHARMACY SERVICES IN CHINA**

A project by **Li-Chia Chen** and **Fay Bradley** compared hospital pharmacy workforce and service models in both China and the UK by reviewing the literature from both countries, and then carrying out structured observations at Peking University Third Hospital. A workshop was also held in Manchester with Chinese and UK stakeholders supplemented by interviews with Chinese clinical pharmacists.

Said Chen: “This was a pioneering project exploring the clinical pharmacy workforce in China and looking at roles, responsibilities and regulation, as well as the healthcare system needs, so that we could try to see whether the UK’s evaluation framework could be applied in China. We found that although there are a huge shortage of clinical pharmacists in China, their roles and responsibilities and their input into patient care is highly recognised by physicians. But due to policy and funding cuts a lot of their time is directed towards research rather than direct patient care.”

The researchers now hope that the project has laid a strong foundation for further collaborative international research in the area.

**RESILIENCE**

**Ricardo Twumasi** developed an educational video game to try and improve resilience within healthcare teams. He says a multi-disciplinary team includes clinicians, surgeons and occupational therapists, and he wanted to help them understand the roles of other people within the team and understand how they would react to difficult and stressful situations.

As part of the project he interviewed clinicians and came up with new scenarios which were then tested. “One of the things we found from the testing was that this resilience challenge video game could be used both within teams, but also within education and training. For instance we interviewed medical students and they said it would be really interesting to use this as part of their training for the situational judgement test. There are a lot of situations where there isn’t the perfect answer, there is only a best practice answer.

“Through the game you are put into the perspective of a member of a multi-disciplinary team and given options depending on a situation you are given. One situation, for instance, might be an aggressive patient, and you are then given options about how you would react. Depending on the option you select you are given feedback in terms of the strengths and weaknesses of that particular option.”
The Researcher Development Network (RDN) is open to any researchers and postgraduates at the University of Manchester who are involved in health services research.

“The RDN has helped to mobilise researchers by giving them a voice within the school, and has encouraged researchers to lead their own development more actively.”
The RDN is an interdisciplinary network of early career, mid-career and postgraduate health service researchers which aims to create a positive and supportive culture for health services research staff by promoting researcher-led activity and interests.

Dr Mhorag Goff, Research Associate, said the RDN has helped to mobilise researchers by giving them a voice within the school, and has encouraged researchers to lead their own development more actively. “Through working collectively and sharing knowledge within the network RDN members have been able to identify and pursue development opportunities that would not have been possible for them as individuals.”

She added that the RDN model can be translated to other centres and schools because it is researcher-led. “The RDN has provided various opportunities for researchers and has enabled researchers to raise their profiles with senior academics at both a centre and school level and brought researchers together around a core purpose of researcher development. In doing so this has generated informal mentoring, knowledge sharing, and better understanding of existing resources and processes for researcher development.”

Despite no active recruitment of members the network has experienced rapid growth and today has more than 80 members from across the University of Manchester based at Alliance Manchester Business School, the School of Health Sciences, or the School of Social Sciences.

Whilst RDN members may also be affiliated with other networks within their own schools or disciplines, the cross-disciplinary and researcher-led nature of the RDN means that the added value of the RDN has been important for those participating.

By engaging with early to mid-career research staff across the university, the RDN has also developed a successful cross-faculty model for researcher support and development, which will now be continued and extended in the new Institute for Health Policy and Organisation.

With the advent of the new Institute for Health Policy and Organisation, she added that the RDN would continue to play a central role in further developing cross-faculty academic relationships, and activity between Alliance Manchester Business School, the wider Faculty of Humanities, and the Faculty of Biology, Medicine and Health.
URBAN VILLAGES

The HSRC worked with the Manchester Institute for Collaborative Research on Ageing (MICRA) on a major community project.

Research leads: Professor Chris Phillipson (lead), Professor Paula Hyde and Professor Ken McPhail.

This project supported older residents in two Manchester localities by helping them come together to shape local services with the aim of creating a better quality of health, community life and local wellbeing for people over 50.

The research was conducted over two years in two low income neighbourhoods in Manchester - Brunswick and Levenshulme - with the aim of better understanding how local communities themselves can decide upon, and set up, local initiatives to facilitate older people’s ageing in place.

The need for strengthening communities amongst elderly populations is particularly important in the context of demographic change and the implementation of government devolution initiatives. Research has shown that many older people want to stay living in their own home and neighbourhood as they get older, but there are often significant barriers to this in reality when individuals also face impairments to their health and mobility.

“Being involved in the Urban Villages research project has enabled us to pilot some new ideas to benefit older people, such as Meal Buddies, Inspire the Choir and intergenerational cooking sessions...Mhorag Goff, our academic researcher accompanying the grant, has been invaluable in supporting us.”

Kate Williams, Inspired Peoples Project, Levenshulme Inspire
AWARENESS

Dr Mhorag Goff, Research Associate, said the project has raised awareness of issues related to ageing and older people that are part of their everyday experiences. “It has fostered connections not only within each area but between neighbourhoods and projects, expanding peer support networks for those leading projects. The research has generated legitimacy for resident-led activities through capturing, sharing and reflecting them back to participants.”

She added that the projects also provided additional opportunities to engage older residents in new or extended social networks, particularly in terms of expanding projects to reach more isolated or less engaged individuals. “For example it offered the chance for volunteer gardening visits to be combined with welfare checks. Also, peer and intergenerational volunteering relationships have developed into more enduring friendships. Collaboration, negotiation and testing out project ideas have led to new partnerships between service providers and community groups.”

PROJECTS

Neighbourhood level projects were set up in Brunswick and Levenshulme around local place-based needs. In Brunswick these included a ‘Men’s Arts’ project, a ‘Neighbourly Gardening’ project where volunteers helped maintain gardens of older residents, and ‘Women’s Footprints’ which involved intergenerational storytelling among multi-ethnic groups of local women and with local schools.

In Levenshulme the team put together an ‘Inspire the Choir’ older people’s choir where members were able to choose songs that have meaning or memories for them. Another project was ‘Meal Buddies’ which provided social eating through regular shared meals for housebound older people who eat with a volunteer befriender to both combat social isolation and improve eating and nutrition.

Dr Goff says some projects, such as Meal Buddies, will now be integrated into the core offering to older people in Levenshulme through the Inspire community centre, while other projects will seek out funding to continue their work.
GLOBAL REACH

The HSRC has helped further drive the number of prestigious international links between Alliance Manchester Business School and other institutions.
The wider links between Australia and health academics at the University of Manchester are now very well established and we will build upon these further as part of the new Institute for Health Policy and Organisation.”

HSRC has co-funded two research and networking trips to Australia undertaken by Dr Roman Kislov, HSRC Senior Research Fellow. These trips resulted in showcasing the work of the HSRC through a series of seminars, scoping out the Australian health services research and policy landscape, and establishing research collaborations with Australian researchers.

As a result Dr Roman Kislov and Paul Wilson from the HSRC were invited to become UK co-investigators on FLAME (Facilitators and Leaders Actively Mobilising Evidence), an international study of nursing leadership for knowledge mobilisation across Australia, Canada, Sweden and the UK.

The findings of the study were published in the International Journal of Nursing Studies and Public Administration Review, world-leading academic journals in their respective scientific fields.

VISITING FELLOW
In 2017 Dr Kislov was also offered an Adjunct Visiting Fellow appointment at the Australian Centre for Health Services Innovation (AusHSI), Queensland University of Technology. As part of this appointment, he developed a programme of seminars on implementation and knowledge mobilisation for healthcare managers, clinicians and researchers. He was also invited to give a keynote address at the biannual conference run by the Health Services Research Association of Australia and New Zealand.

He says there is tremendous interest in Australia in the UK health system and, in particular, in its success in translating research into clinical practice. “Australia faces the same health challenges as every developed country, namely how to drive efficiencies while dealing with an ageing population and increased demand for services. I never stop being surprised at how open and receptive Australians are to learning from the UK experience of using research to address these major challenges.

“The wider links between Australia and health academics at the University of Manchester are now very well established and we will build upon these further as part of the new Institute for Health Policy and Organisation (IHPO).”

CONFERENCE
Meanwhile Dr Kislov, who is co-lead for knowledge mobilisation at IHPO, is already planning his next trip down under when he makes an invited plenary presentation at the joint Guidelines International Network and Joanna Briggs Institute conference to be held in Adelaide in October 2019.
The new Institute for Health Policy and Organisation at the University of Manchester builds upon and takes forward many of the achievements and ambitions of the Health Services Research Centre.

The Institute brings together 15 leading professors and around 50 additional academic staff from the University’s Faculties of Humanities and of Biology, Medicine and Health. The combined efforts of this research community have secured £31m in awards and donations for the University since 2011 covering research infrastructure and grants, including major funding to undertake evaluations of a number of large-scale national programmes and reforms in the National Health Service.

The Institute’s academics have extensive and recognised expertise in the full range of policy-related topics, including health system organisation, leadership and management, governance and regulation, and implementation and evaluation. Few competitor institutions have comparable strength across the broad range of relevant disciplines.

The Institute’s co-directors are Professor Damian Hodgson and Professor Kath Checkland.
The IHPO will influence healthcare and organisation through world-leading inter-disciplinary research. The Institute is built around three broad themes:

**ORGANISATION AND WORKFORCE**
Health and care policy and its impact upon service organisation and the health and care workforce.

**REGULATION AND LEADERSHIP**
How health and social care is led and governed, including internal and external systems of regulation for holding organisations and individual professionals to account for the quality and safety of services.

**HEALTH AND CARE IN THE WIDER CONTEXT**
How health and care policy are impacted by social, political and economic contexts.

**GLOBAL PRESSURES**
This initiative could not be more timely as global demand for high quality healthcare continues to grow, while governments are increasingly pressured by resource constraints to transform the way they deliver services.

Recognising sustainable health care as a global challenge, the Health Assembly of the World Health Organisation recently published a five-year plan calling on countries to view the health and social care workforce as an investment, rather than a cost, and take advantage of the economic benefits of growth in the health and social care sector.

Here in the UK an ageing population and increasing costs of treatment have exacerbated pressures on the NHS as they have outstripped healthcare funding, while funding for social care and public health has been reduced. Recent efforts to confront this challenge include reorganisation and restructuring of healthcare, in the form of new models of care, local devolution of health and care, and efforts to integrate health commissioning and delivery. Indeed, Greater Manchester stands at the forefront of such efforts, taking regional responsibility for health and social care budgets of more than £6bn and redesigning care for 2.8 million residents.

As such, researchers across our University are ideally placed to inform, shape and support responses to this pressing global challenge at a regional, national and international level.

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