

Dear Colleague

I have reviewed the consultation questions and found it difficult to respond to some of the detail, but would like to share a personal perspective that I hope can be considered. I very much appreciate that clinical research needs to be conducted to ensure that the healthcare (where ever it is delivered) is provided effectively and safely. New treatments and techniques need to be trialled and utilised.

In recent times, much of the changes in the NHS have focused on not only new treatments, but new ways of working using people, processes and technologies. One of the real challenges is providing individuals, teams and organisations with a 'hard' evidence base to change working practices and develop new roles. There is a lack of 'longitudinal' studies supporting cases for change and often organisations are 'shocked' at the costs of undertaking research and end up doing what are often accused of 'superficial' evaluations of workforce changes, which are short term and end up focusing on the results and impact of change 'at the time' rather than the improvements once a new way of working has embedded.

NHS National Workforce Projects and SHAs occasionally get approached to fund longer term studies. I suspect we are not unique in this respect. The work that the SDO undertake is helpful, but is limited by the amount of resources made available to them. It would be helpful to see a stronger emphasis on workforce/change management research included in any recommendations.

There are a number of studies available that demonstrate the limitations of what we currently do in terms of workforce research. The main ones to my knowledge are from University of Manchester and Service Delivery and Organisation Research (link below)

<http://www.sdo.lshtm.ac.uk/index.html>

I hope this doesn't sound too parochial and appreciate that it will be difficult to manage a whole range of organisations expectations from a limited resource.

Best wishes

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