



# ILMH

Annual Report  
2008/2009



### **About ILMH**

ILMH is one of three Institutes in the SouthWest London Academic Network. Its members come from the Faculty of Business & Law at Kingston University, the School of Management at Royal Holloway and from St George's, University of London.

### **What does ILMH offer?**

ILMH aims to advance the evidence base of leadership and management practice in health through research, consultancy, knowledge transfer and teaching across interdisciplinary boundaries. It is a centre for excellence to meet the growing demand for high quality organisational, management and leadership research and education, in the UK and internationally.



## Communications Strategy and Activity

ILMH is a new entrant in the health area and a major objective this year has been to promote SWan and the Institute and the MSc in Leadership and Management in Health (LMH), and to build a network of teachers, researchers and practitioners. This has entailed considerable activity aimed at internal and external target groups. To support this activity we designed and distributed brochures for ILMH and the MSc, ran SWan/ILMH stands at two HSJ conferences and invested in a “Google optimisation” exercise which ensured that the MSc and ILMH came near the top of web searches.

A large number of meetings were held with groups of academic staff from Kingston University (Faculty of Business and Law, CISM, the Joint Faculty of Health & Social Care) and Royal Holloway (The Management School and Health, Social Work and Security Management groups) and at St George’s. All have proved very effective in terms of building a community of researchers and teachers: ILMH now has more than 40 researchers wanting to collaborate.

Establishing a presence in ILMH’s immediate healthcare sector community, especially with Academic Health and Social Care Network members, has been a priority. In addition to attending numerous networking events, the Director met with senior staff (CEOs, Chairs of Governors, clinical leads and HR Directors) of seven local NHS Trusts, three SHAs and NHS London. The Leadership Forum has also proved to be a very effective means of engaging senior staff from Trusts.

## The Leadership Forum

The Leadership Forum draws together senior managers, directors and academics to discuss leadership issues. The three events held so far have attracted senior staff, including CEOs and Chairs of Governors. Good working relationships have been formed, with offers to host the Forum, to contribute to the MSc programme, and to collaborate on research.

## National/International Profile

ILMH has quickly established a national presence, demonstrated for example, by requests for the Director to join a research advisory board (UEA) and to sit on a validation panel for the MSc in Health Management (UWE), and by its ability to secure high profile members for its advisory board. Tangible results include excellent recruitment to the MSc Leadership and Management in Health and a number of researchers and consultants seeking to work with us.

ILMH’s international profile is also growing. The prestigious European Academy of Business in Society (EABIS) has made an award of €5000 to establish an international network of teachers and researchers in health management. Founding members will include staff from business schools in Copenhagen, Dublin, Bocconi (Italy), Manchester and Madrid. There have been visits of senior staff from the top Thai Chulalongkorn University and KLEO (a leadership centre in the Netherlands), and the Institute of Health Care at the University of Malta is also keen to collaborate on research and teaching.

## Joint Planning with IPI

IPI and ILMH have overlapping interests and will work together where synergies exist. Two areas in which we are already collaborating are the development of a community of social science doctoral students in health and social care, and a research group around issues of equality and diversity. It is important to note that SWan members are invited to engage in all the opportunities offered by both Institutes.



## MSc: Recruitment and Delivery

The MSc was the first postgraduate programme to be developed specifically for SWan and it is designed to meet the needs of health and social care professionals. It draws on the expertise of the Management School of RHUL and Kingston's Faculty of Business and Law.

The MSc attracted 28 part-time students in its first year and 23 are continuing to masters level this year. Recruitment for 2009/10 has also been far in excess of targets with 15 students enrolled on the full-time course and 35 on the part-time mode.

Course Director, Dr Stephanie Morgan, who is an expert in blended learning, was appointed in May 2008. Course team events and training have been highly effective in creating a cohesive, enthusiastic team. The team has delivered to a very high standard with excellent student feedback and evaluation. The MSc has benefitted significantly from a SWan award to support its development as a blended learning course. The project is completed, independent evaluation undertaken and the final report submitted. All objectives were achieved within budget and to deadline. Course team members are now expert advocates of blended learning and

student feedback has been very positive. There is a plan for longer term evaluation, including comparative research with the University of Minneapolis. Kingston University's Internal Subject Review panel praised the MSc for the quality of its management and student experience, and recommended it as a model for good practice in blended learning.

## Masters Developments

Several meetings have been held with staff from SWan to consider pathways through existing programmes and new awards. A number of resource efficient opportunities were identified including an MSc in Leadership and Management in Health and Social Work, and Public/Community Health.

## Research

ILHM's research focuses on leadership and management in the general area of organisational development and the management of change. It is committed to producing excellent research relevant to health management practice. Three broad research interest groups have formed. A research conference to initiate the **Equality and Diversity Research Group** run jointly with IPI was held in June 2009. There were over 40 participants including both practitioners and researchers. A conference to launch the **Employee Engagement and Quality of Patient Care Network** will be held December 15th 2009. A workshop to bring together researchers and practitioners in **The Management of E-health and Knowledge Management** is planned for late spring summer 2010 (budget permitting).

ILMH has been quick to capitalise on the combined research strengths of the three institutions, drawing together teams to bid for external funding. A total of twelve bids have been made this year to the highly competitive NHS NIHR Service Delivery and Organisation programme. Eight successfully made the second stage, two were funded, and the outcomes

of four bids are awaited. Of particular note is a two year SDO funded project that aims to explain Health Manager's Information Seeking Behaviour and Use as it is the first "ILMH badged" research project to win external funding. It also is among the first in the UK to gain funding for a SDO management fellow seconded from a local trust whose role is to facilitate relevance and impact. Other examples of externally funded research projects include:

- 'Leadership and better patient care: From idea to practice' (SDO)
- 'Decentralisation and performance: Autonomy and incentives in local health economies' (SDO)
- 'Networks in healthcare: A comparative study of their management impact and performance' (SDO)
- 'Understanding the barriers and facilitators of effective implementation of self-care in mental health trusts' (SDO)
- 'Managing medical performance: disclosure of surgical performance' (ESRC)



### Short course activity review

ILMH was a late entrant to this market and while it has been successful in gaining NHS recognition and reaching final stage selection, commissioners tend to stick with existing providers. The market has become much more competitive as demand for CPD in the private sector has dried up. Having discussed the CPD market extensively with Faculty Business Development Managers, Trusts, SHAs and consultants, it was concluded that ILMH should concentrate on its unique strengths as a provider of research informed and accredited programmes at middle management level. Discussions have been held with two Trusts about a Modern Matrons programme. An open programme on clinical leadership is in draft form.

### SWan PhD Studentships and the new MSc in Health Management Research

There were nine very good ILMH projects submitted by staff for the SWan Studentships, and three students were successful in winning a scholarship. They will be researching self-care in mental health; employee engagement and the quality of patient care, and the transfer of performance management practice from the UK to China.

The new MSc in Health Management Research was validated this year and also qualifies as the first year of the Faculty of Business and Law doctoral training programme. It is resource efficient using existing modules from the KU ESRC accredited Masters in Business and Management Research, and modules from the MSc LMH. Two students are enrolled so far and other PhD students from Royal Holloway and St George's will attend some modules.

There are currently only a few students in the health management area across SWan, but the number is expected to grow with the launch of the MSc in Health Management Research. ILMH plans to improve the student experience, working with IPI to develop a strong research training community.

### Governance

The Steering Group met three times in 2009 to discuss operational matters. The Advisory Board met September to comment on progress and consider the future strategic direction of the Institute. Its members bring a wealth of executive experience from the private, public and health services sector.

### The Future

ILMH has met the goals it set itself last year. It has established a presence both nationally and internationally; completed the development of the MSc LMH as a fully blended learning programme and recruited well above target both at home and overseas, developed a new research training masters in health management, and won external funding for research and its international network.

### Activities Planned for 2009/10

- MSc overseas marketing and recruitment
- Leadership Forum
- Offer one open CPD programme
- Build on growing relationship with AHSCN
- Support health social science PhD community
- Research conference in engagement and the Quality of Patient Care
- International network meeting
- Research bids
- Workshop on the management of E-health and Knowledge Management

**If you're interested in collaborating with ILMH in any of its activities, please contact Prof. Christine Edwards ([c.edwards@kingston.ac.uk](mailto:c.edwards@kingston.ac.uk)) on 020 8417 5265 ([www.swlacademicnetwork.ac.uk](http://www.swlacademicnetwork.ac.uk)).**



