

# Future Organisation

An overview of recent  
healthcare research in  
Strathclyde Business School



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# Future Organisation

An overview of recent healthcare research in Strathclyde Business School



## Evidence-based management and change:

- Policy and programme evaluation
- Economics of new technology in healthcare
- Prioritisation of healthcare interventions
- Work organisation and people management to support engagement and innovation in health care

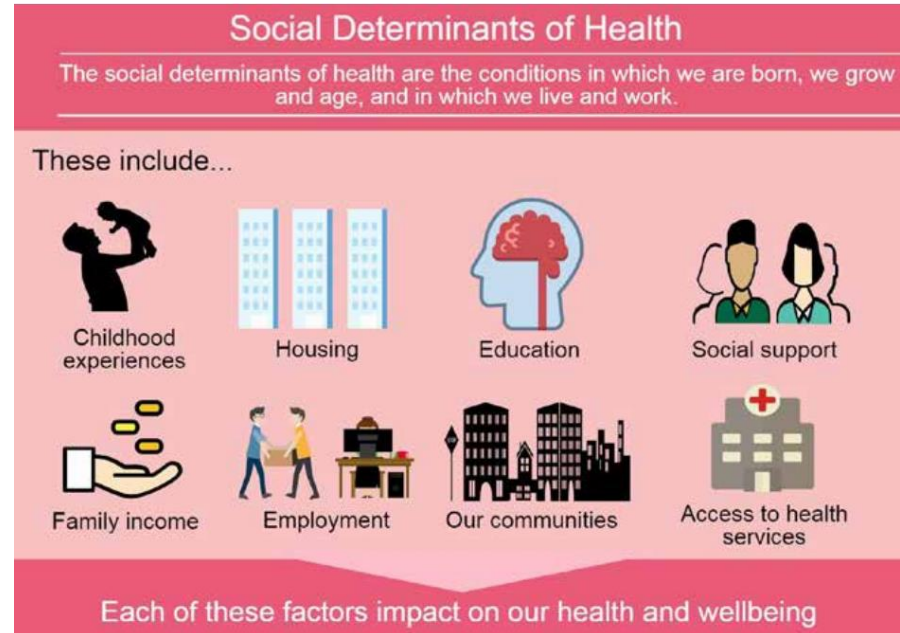
## Methodologies:

- Whole systems modelling and simulation
- Data analytics and forecasting
- Cost effectiveness analysis
- Working with managers, clinicians, staff and patients

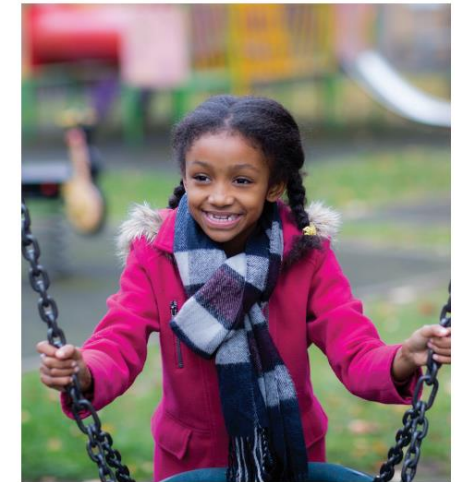
# Policy and programme evaluation



Evaluating the effectiveness of 'sin taxes'



- Relationship between education and health
- Effects of income assistance programmes on health
- Health insurance policies, unintended consequences



Improving Children and Young People's Mental Health and Wellbeing through a Whole Systems Approach

Core priorities programme evaluation

# Economics of new technology in healthcare (1)



Antibiotics policy

Barriers to vaccination in low- and middle-income countries

Large-scale implementation of pharmacy robotics

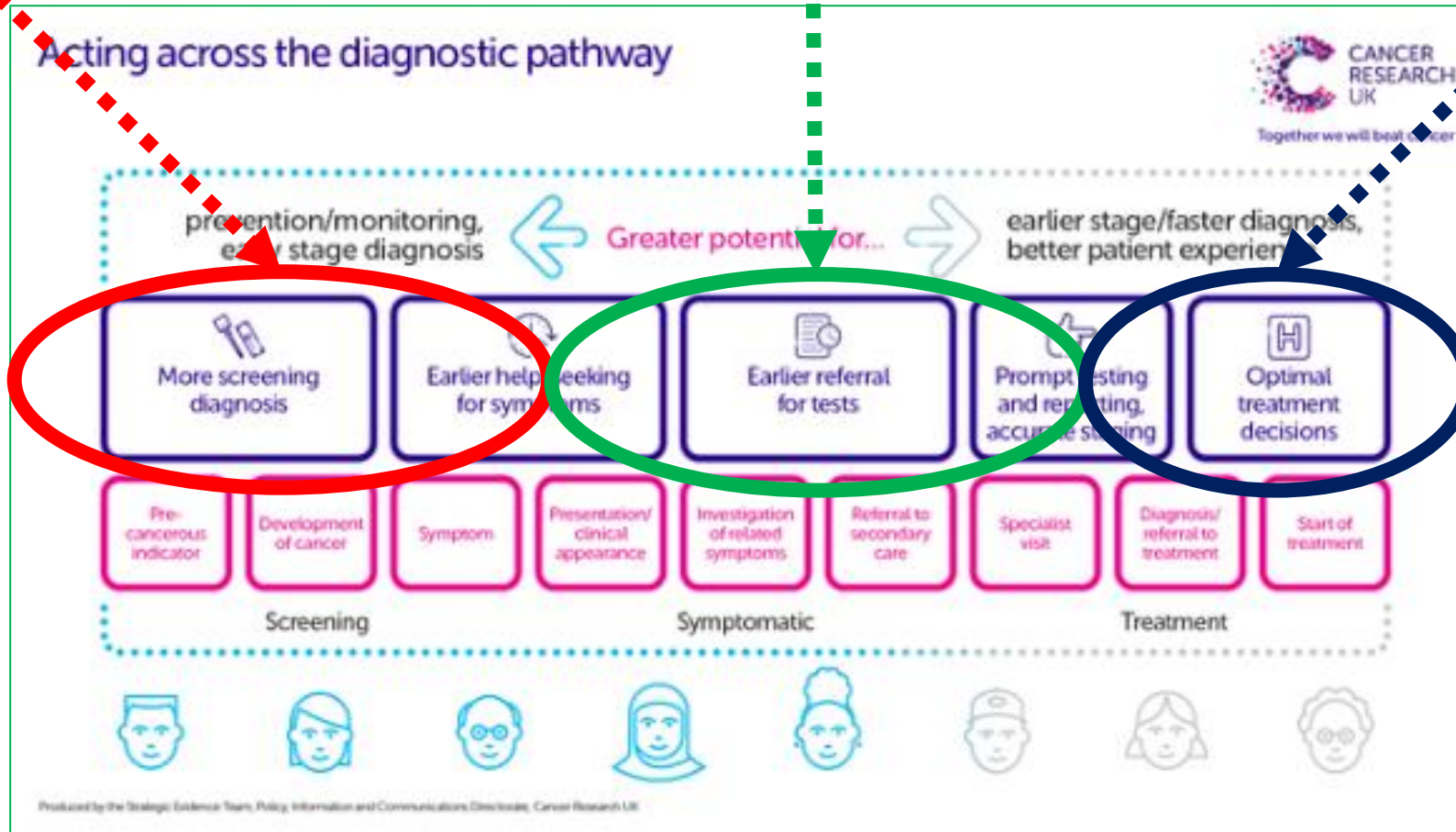


# Economics of new technology in healthcare (2)

- Blood biomarkers for pancreatic cancer:**
  - Early Diagnosis Research Alliance (PCUK)
  - UK Early Detection Initiative (CRUK)

- Patients with non-specific and vague symptoms**
  - Rapid Cancer Diagnostic Services (NHS Scotland)

- Treatment decisions in pancreatic cancer:**
  - Predictive analysis of treatment responses (NHS Greater Glasgow and Clyde)



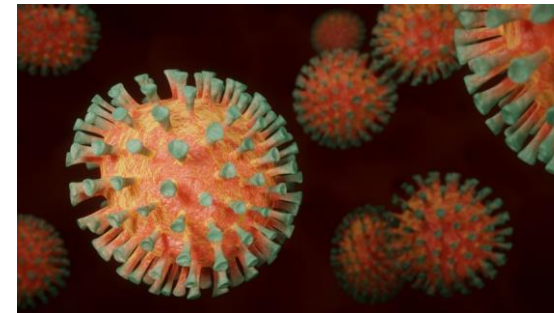
# Prioritisation of healthcare interventions (1)



Systems simulation



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Health Intervention and Technology Assessment Program



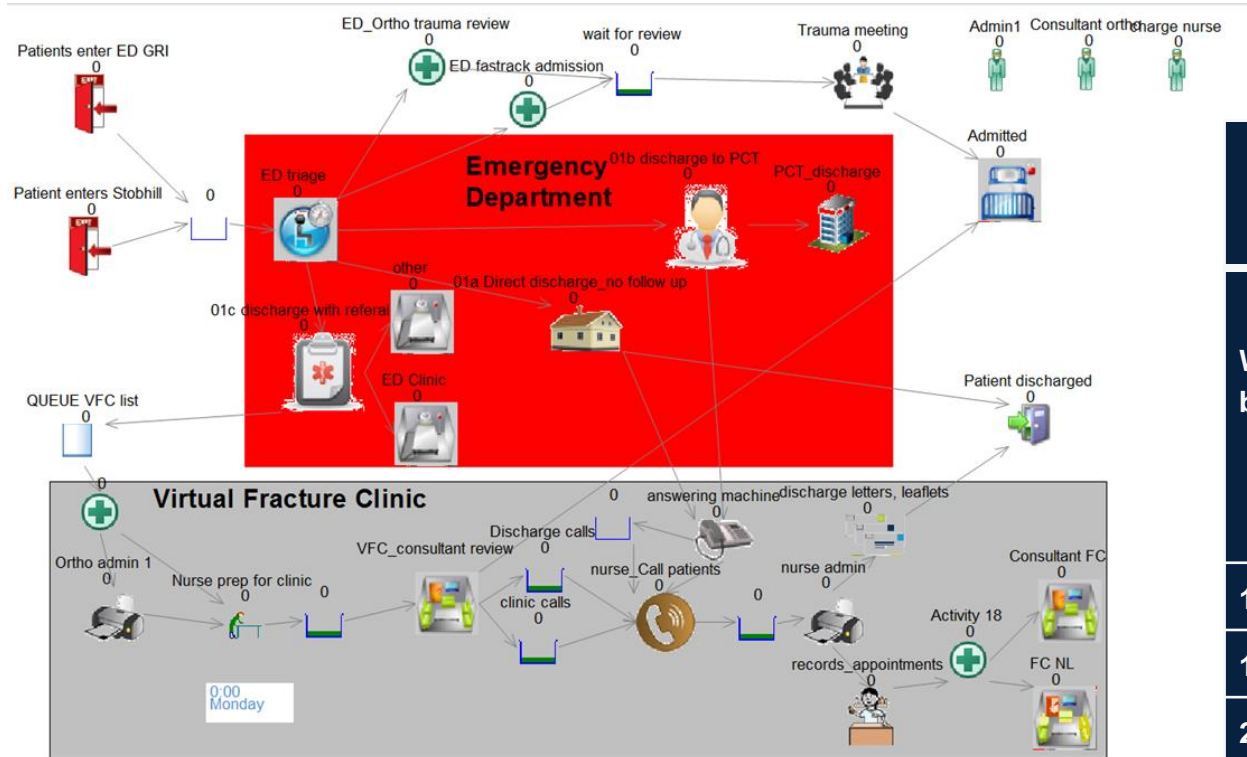
SAGE Social care working group



Supporting decisions on the financing of interventions

Modelling COVID-19 interventions in Scottish care homes

# Prioritisation of healthcare interventions (2)



	'Low' Scenario		'Mid' Scenario		'High' Scenario	
Week beginning	Max number ICU & HDU beds occupied concurrent	Max number of beds occupied concurrent (TOTAL)	Max number ICU & HDU beds occupied concurrent	Max number of beds occupied concurrent (TOTAL)	Max number ICU & HDU beds occupied concurrent	Max number of beds occupied concurrent (TOTAL)
11/04/2022	1	198*	3	261*	3	305*
18/04/2022	1	186	2	198	3	231
25/04/2022	1	119	2	138	3	222

Pathway redesign using simulation modelling:  
Virtual Fracture Clinic,  
Glasgow Royal Infirmary

Hospital capacity modelling:  
COVID-19 bed utilisation forecasts  
for NHS Lanarkshire



# Work organisation and people management

**NHS SCOTLAND STAFF GOVERNANCE** A FRAMEWORK FOR NHS SCOTLAND ORGANISATIONS AND EMPLOYEES

HOME WHAT IS STAFF GOVERNANCE? IMPROVING EMPLOYEE EXPERIENCE **MONITORING EMPLOYEE EXPERIENCE**

CORONAVIRUS (COVID-19) PARTNERSHIP

HEALTH AND SOCIAL CARE  
STAFF EXPERIENCE REPORT

IMATTER

EVALUATION REPORT

### EVALUATION REPORT

Staff experience and engagement have been central themes of policies developed by the Scottish Government in recent years to modernise NHSScotland and the wider public sector. Supporting engagement is a priority for NHSScotland and Health and Social Care Partnerships (H & SCPs), as a route to improving the experience of employees (for example, in relation to motivation, commitment and empowerment), contributing to organisational goals and delivering positive health and care outcomes for patients and service users.

The Scottish Government Directorate for Health Workforce, Leadership and Service Reform in conjunction with the Health and Social Care Analysis Division commissioned a review of the implementation of iMatter in 2018. The review aimed to provide evidence to support and inform ongoing work to ensure that there is a meaningful, effective and cost-effective approach to staff engagement in health and social care.

The review was undertaken by the Scottish Centre for Employment Research, University of Strathclyde and concluded in May 2019. Click [here](#) to view report.

Staff Governance in  
NHS Scotland

**FAIR WORK**

Fair Work in Scotland's Social Care Sector 2019  
Prepared by the Fair Work Convention

The infographic features a central circular graphic with various icons representing different aspects of work and care, such as a handshake, a house with a plus sign, a person, a magnifying glass, and a network of nodes. A circular inset shows two women smiling and talking.

Fair Work in Scotland's  
Social Care Sector

**ProPEL Hub**

MANAGING PEOPLE IMPROVING WELLBEING ENGAGING EMPLOYEES BOOSTING INNOVATION

HOME / MANAGING PEOPLE

## Spotlight on Health and Social Care

ProPEL Hub

The COVID-19 outbreak has highlighted the extent to which society depends upon essential workers, with health and social care workers in particular playing a critical role in pulling us through the crisis.

Last year people took to the streets to applaud their heroic work. But what happens now that the clapping has stopped? What is the aftermath of COVID-19 on the health and social care workers who have spent the last year working under extreme pressure, in sometimes dangerous conditions? What lessons from before and during the pandemic should we take forward into the post-covid era?

In partnership with the Healthcare People Management Association, we have developed a "Spotlight on Health & Social Care" video series which draws on evidence gathered before and during the pandemic to explore the implications of Covid-19 for employment relations in the sector across the 4 UK nations.

Spotlight on Health and  
Social Care



# Executive Education



# RECKSTER

NO RULES. NO LIMITS.

NHS GJ Board Development Masterclass,  
September 2022

*“What will it take to maximise elective care  
across Scotland?”*

