Centre for Organising Health and Care Research

COHCR Newsletter

Issue 5: October 2026

Dear COHCR Colleagues,

Welcome to our COHCR Newsletter.

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We hope you discover something of value to help develop your work in organising health and care contexts – whether that's a new connection or creating a next step in research. Please let us know any feedback - contact us at cohcr@wbs.ac.uk.

With thanks for your support for COHCR.

Graeme, Ila, Amy





COHCR event updates

COHCR Bernard Crump Memorial Masterclass

The Best at Getting Better: Creating the Conditions for a High-Performing Health and Care System, 10 June 2026



On 10 June, we welcomed over 100 members of our practice and research community to WBS London, The Shard to celebrate the outstanding legacy of Bernard Crump, global leader of healthcare improvement and Professor of Practice at WBS, to explore and apply evidence to improve health and care systems.

Following Graeme Currie's tribute to Bernard, with an invitation to "get to work", Helen Bevan facilitated an inspiring keynote from Göran Henriks, Strategic Advisor, Jönköping Region, Sweden; passionate participant group discussions; and expert reflections from our academic panel: Nicola Burgess, Dan Lasserson, Eivor Oborn, Giovanni Raedelli, and Shivani Sharma.

Göran outlined how he and colleagues developed ingredients to create a "Secret Sauce" that enabled the Jönköping system to consistently achieve health and care system improvements. Resonating with participants and the panel, key takeaways included plans to apply "What is best for Esther", with its emphasis on a relational approach to improve professional co-ordination and patient experience.

Video recordings of Göran Henriks's presentation and the Academic Panel Discussion, and a WBS Core Insights Article providing a full summary of the day's discussions will be available on the COHCR website soon.

We are keen to reflect on how the Masterclass has contributed to embedding Bernard's legacy. If you attended the Masterclass, please email us @ cohcr@wbs.ac.uk to share how you have used the insights from the day.

2027 Masterclass, May, date tbc

To build on the success of the first Masterclass and Bernard's legacy, we are pleased to announce that the WBS COHCR Bernard Crump Masterclass will be held annually, with the details for the 2027 event to be confirmed soon.

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COHCR Seminar Series

2025/6 Seminars

On 7 May 2026, in the final Seminar of the academic year, Vincent Peters, Tilburg University and Tom Aben, WBS presented 'Hybrid care pathway configuration: Operational trade-offs in combining digital and in-person hospital care'. Vincent and Tom outlined operational design choices, coordination mechanisms, and what trade-offs emerge for hybrid care pathways to integrate digital and in-person care elements.



2026/7 Seminars

We are pleased to share that the speakers for our annual Seminar Series are confirmed. Save these dates to join us to discuss emergent research and recent publications.

- **Tuesday 3rd November,1-2.30pm, room 1.007**
  Ann Langley, HEC Montréal
- **Thursday 3rd December,1-2.30pm room 2.007**
  Aylin Baykal, WBS
- **Thursday 14th January,1-2.30pm, room 1.015**
  Graeme Currie, WBS
- **Thursday 11th February, 1-2.30pm, room 1.015**
  Emily Rowe, WBS & Rosie Oswick, Bayes
- **Thursday 11th March, 1-2.30pm, room 1.015**
  Alexei de Bono, WBS
- **Thursday 15th April, 1-2.30pm, room 1.015**
  Giulia Cappellaro, Università Bocconi

More details, including abstracts as they are available are hosted on the COHCR website: https://warwick.ac.uk/fac/soc/wbs/research/cohcr/

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COHCR Early Career Researcher Workshops

Together with Kings and Bayes Business Schools, COHCR is facilitating developmental workshops for early career researchers. Members of the COHCR community will be attending both in participant- and mentorship- capacities.

Society for Studies in Organizing Healthcare Workshop, London, Nov 5-6th 2026

Highlights include:

- Keynotes by Sir David Sloane, drawing on his extensive NHS leadership experience; Professor Ann Langley (HEC Montreal/ Warwick Business School) on doing and publishing qualitative research; Professor Jenny Shand (UCL) on building an impactful research programme in Applied Health Research

- A pecha kucha session with dynamic presentations from early career researchers

- A panel of editors providing publishing advice, including from our COHCR community: Ann Langley, Former Deputy Editor, Academy of Management Journal and former Editor-in Chief, Strategic Organization and Rene Wiedner, Co-Editor, Strategic Organization

- A paper development workshop with feedback from research mentors in our COHCR community including: Helen Bevan, Ila Bharatan, Graeme Currie, Davide Nicolini and Sarah Woolley

COHCR Summer Workshop, Radcliffe, University of Warwick, June 14-15th 2027

We are delighted to announce our Summer Workshop with the theme: *Complexity in Health and Care Systems,* and confirmed speakers:

- **Professor Samer Faraj**, McGill University, whose research is focused on complex collaboration in settings as diverse as healthcare organizations, knowledge teams, and online communities; and how emergent social technologies are transforming organizations and allowing new forms of coordination and organizing to emerge.
- **Professor Roberta Bivins**, University of Warwick, whose research includes a focus on technologies and practices of border control, and their intersections with biomedicine; inclusion and equity in comparative health systems and health environments; and the cultural history of the NHS.

Further details, including how to apply, will be confirmed soon!

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Academic publications

Spotlighting new organising health and care academic publications from the COHCR community.

Title: **Caring for Our Healthcare Workers: Advancing Human Resource Management Research in Healthcare Contexts**

COHCR Author: Graeme Currie

Journal: Human Resource Management Journal

Link: https://doi.org/10.1111/1748-8583.70069

ABSTRACT: In this special issue introduction paper, we seek to advance HRM scholarship by examining how HRM can support the health and wellbeing of the healthcare workforce amid profound economic, socio-cultural and technological change affecting healthcare systems globally. First, we analyse systemic challenges facing the global healthcare sector and their implications for healthcare workers' health and wellbeing. Second, in response, we synthesise insights from contemporary HRM literature on innovative organisational responses to sustain health and wellbeing of frontline healthcare workers. Third, we outline a future research agenda on workforce health and wellbeing in healthcare contexts. We argue for more inclusive, multi-stakeholder approaches to wellbeing-orientated HRM; greater attention to lived experience in the design and delivery of support practices; enhanced training and development for line managers; and the strategic use of AI and digital technologies to reduce workload pressures and strengthen support for frontline staff. When combined, these approaches offer a more sustainable pathway to improving healthcare workers' health and wellbeing.

Title: **Managing how street level bureaucrats make sense of the past: a case study of managerial sensegiving and its limits for policy intervention**

COHCR Authors: Graeme Currie and Ila Bharatan

Journal: Public Management Review

Link: DOI: 10.1080/14719037.2026.2666387

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ABSTRACT: Our study examines how frontline managers attempt to manage how street-level bureaucrats make sense of the past when implementing policy reform, using Family Hubs in England as an empirical case. Drawing on sensemaking theory, we identify three modes of managerial sensegiving: discursive, material, and people management practices. We show how: retrospective anchoring limits discursive sensegiving as professionals remember previous reforms; material inertia limits material sensegiving as legacy infrastructures constrain the credibility of new spatial cues; and normative filtering limits people management sensegiving as embedded professional identities lead staff to selectively resist managerial interventions in roles and routines.

Title: **Making the invisible visible: nurses' stealth work to legitimize their telemedicine coordination role**

COHCR Author: Giovanni Radaelli

Journal: Social Science and Medicine

Link: 10.1016/j.socscimed.2025.118746

ABSTRACT: When new digital technologies are implemented, nurses are usually delegated several new organizing tasks and responsibilities. This accumulation of tasks does not always translate into improved roles for nurses, especially when their organizing work remains invisible to, and underestimated by, physicians. We explore what nurses might do to legitimize their organizing work to physicians. Empirically, we conducted a longitudinal case study of a new telemedicine system in Italy, where nurses appropriated coordination responsibilities. We discovered how nurses enacted 'stealth work' to successfully upgrade their role. Their stealth work included: (i) appropriating organizing tasks when these were understood as scut work by physicians, thus avoiding jurisdictional conflicts; (ii) gatekeeping the organizing domain to develop unique expertise that others could not replicate or replace; and (iii) upgrading 'scut work' into 'heart-sink' work to claim epistemic legitimacy. Our findings contribute to the 'ecological' debate in the sociology of professions, explaining how lower-status professionals can legitimize their 'invisible work' and improve their role in care processes. Stealth work is an affordable relational work for nurses: they can exploit the initial invisibility to appropriate new tasks, gatekeep the jurisdiction, develop unique expert knowledge, and use this as an effective resource for negotiation with higher-status professionals. Our findings also contribute to the 'epistemic injustice' debate in the literature, explaining how nurses can transform physicians' perception of organizing work from 'scut work' (requiring non-expert knowledge) to 'heart-sink work' (i.e., requiring expert knowledge that physicians are 'too late' or 'too busy' to develop).

If you would like to include an Organising Health and Care academic article in our next issue of the COHCR newsletter, please email the DOI link to cohcr@wbs.ac.uk

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New funding awards

Spotlighting new organising health and care awards from the COHCR community.

Graeme Currie is Principal Investigator and Emily Rowe and Jason Madon are Co-Investigators on a £8 million Innovate UK/Eli Lilly evaluation of the implementation of the OPIP intervention, combining weight loss drugs, a digital platform, and behavioural support. More details can be found here.

Daniel Lasserson is Principal Investigator and Graeme Currie and Sarah Woolley are Co-Investigators on a £1.2 million NIHR Health and Social Care Delivery Research (HS&DR) grant, evaluating the implementation of Hospital at Home.

Neil Cockburn is Principal Investigator; Lisa Dikomitis, Jenny Harlock and Amy Lynch are Co-Investigators, with mentorship provided by Graeme Currie, on a £0.55 million NIHR Policy Research Programme (PRP) grant, evaluating how health practitioners and organisations fulfil new legal responsibilities to support children in care and care leavers.

If you would like to share any organising health and care funding awards for inclusion in the next issue of the COHCR newsletter, please email cohcr@wbs.ac.uk.

Forthcoming conferences

International Association for Business and Society (IABS), 2027

- Theme: Purpose, Sustainability and Impact
- Location: University of Warwick, Coventry, UK
- Dates: 7-8 April (Doctoral Consortium) 8-11 April (Annual Conference)
- Link: Click here
- Deadline: 22 October 2026

European Group for Organizational Studies (EGOS), 2027

- Theme: The Games We Play: Re-Writing the Rules of Organization?
- Location: University of Liverpool Management School, Liverpool, UK
- Date: 8-10 July 2027
- Link: Click here
- Deadline: 15 January 2027 (12:00 CET)

International Symposium on Process Organization Studies (PROS), 2027

- Theme: Processing the Anthropocene
- Location: Minoa Palace Resort, Chania, Crete, Greece
- Date: 24-27 June 2027
- Link: Click here
- Deadline: 1 February 2027

Colloquium on Philosophy and Organization Studies (PHOS), 2027

- Theme: The mystery of the social: Rethinking the invisible. The ineffable, the inaudible and the untouchable in organization studies
- Location: Minoa Palace Resort, Chania, Crete, Greece
- Date: 21-23 June 2027
- Link: Click here
- Deadline: 8 February 2027

Academy of Management (AOM), 2027

- Location: Vienna, Austria
- Date: 30 July – 3 August 2027
- Link: Click here
- Deadline: Tbc

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Calls for submissions: Special issues

Journal: *Social Science and Medicine*

Theme: Digital Spaces and DIY Health

Deadline: 11 December 2026

Call for papers: Link: here

Journal: *BMJ Mental Health*

Theme: Digital Mental Health: Evidence, Implementation and Clinical Impact

Deadline: 10 May 2027

Call for papers: Link: here

Journal: *Journal of Organizational Behavior*

Theme: Chronic Illness at Work: Advancing Theory and Practice in Organizational Behavior

Deadline: 30 June 2027

Call for papers: Link: here

Funding opportunities

Funding Opportunity	Why It May Interest COHCR	Deadline
NIHR: Development of Novel Evaluative Methodologies in Social Care Research	Directly relevant to service improvement, care systems, implementation research and social care innovation.	1 Dec 2026 (Outline)
NIHR: Using 'Big Data' to Impact Health and Health Inequalities	Excellent fit with digital transformation, data-driven healthcare, health inequalities, and NHS partnerships.	8 Dec 2026 (Outline)
NIHR: Housing, place and the built environment for an ageing population	To fund research into the health and health inequality effects of housing and the physical and social aspects of place, on older people's health, including mental health.	8 Dec 2026 (Outline)
Research England Collaboration for Sustainable Future	Supports collaborative projects involving universities, public bodies and external partners. Could align with NHS and regional health partnerships.	7 January 2027 4:00pm UK time
ESRC Grow Awards	New flagship responsive-mode scheme supporting substantial social science research programmes. Potential fit for health services, workforce and system transformation research.	Opens 5 Nov 2026; no closing date
ESRC Challenge Awards	Well aligned with COHCR's focus on addressing major health and care system challenges through interdisciplinary research.	Opening date early 2027 TBC; no closing date

With thanks to Zoe Lottering. For more information or discuss a potential application, please contact research@wbs.ac.uk

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Policy strategy reports and events

Recent policy strategy publications

The single patient record explained: what could it mean for patients and the health and care system (The King's Fund, August 2026)

The public's views on the regulation of AI in health care (The Health Foundation, September 2026)

Breaking the cycle: How to build a more productive NHS (The Health Foundation, September 2026)

Upcoming policy events

The Health Foundation: Common challenges and policy responses: international lessons for the NHS, 26 November 2026, 10am-5pm, Online.

From a report collated by Dr Andrea Gibbons, Somerset NHS FT, September 2026. Monthly QI Hub Healthcare Improvement Evidence Update available here. With thanks to Helen Bevan.

Contact us and contribute to future issues

We'd love to hear from you. If you would like to contribute to the next issue, please let us know about a recently published article or conference presentation, promote a forthcoming event or alert us to forthcoming Special Issues and Conferences with an Organising Health and Care focus.

We are always eager to receive your feedback to help us develop the Newsletter and Events. Please get in touch at cohcr@wbs.ac.uk. To subscribe to our quarterly newsletter – please Click here. If you wish to unsubscribe, please Click here.

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