

# Improving the capabilities of NHS organisations to use evidence: A Process Model

NHS commissioning organisations (CCGs) are under huge pressures to ensure high quality of healthcare services and to achieve better value with regard to the deployment of healthcare resources. An important associated challenge is to delineate how CCGs might develop and improve their organisational capabilities for redesigning and recommissioning healthcare



services. It is also notable that multiple evidence-based products and authoritative recommendations for improvements in service delivery (e.g. NICE guidelines) are increasingly being supplied to NHS commissioning bodies to assist them in making complex redesign and recommissioning decisions.

## WHAT IS THE PURPOSE OF OUR STUDY?

The study aims at specifying how the process of service redesign in NHS commissioning organisations (CCGs) might be improved with a focus on NICE guidelines use. Our approach will be to investigate comprehensively redesign projects focusing on the same area of care across 8 CCGs.

## WHAT ARE THE RESEARCH METHODS?

To achieve our objectives, we will use well-known qualitative methods (observations, semi-structured interviews) to study redesign projects and the journeys of NICE guidelines within these decision-making processes. By adopting a comparative research strategy, we will attempt to explain holistically **how** variations in processes of service

redesign and of mobilising authoritative evidence occur and under what organisational conditions.

## WHAT DO WE HOPE TO ACHIEVE?

The chief objective of this project is to provide resources for benchmarking and self-assessment of organisational capabilities to accomplish service redesign and use NICE guidelines within such processes. The planned output of this project is a set of practical improvement methods – a process roadmap and associated diagnostic/ benchmarking tool, which will enable CCGs to identify opportunities for improvement.

## WHO IS ORGANISING THIS RESEARCH?

This research is conducted by a multi-disciplinary team from Warwick University, NICE and the NHS. Funds are provided by the National Institute for Health Research through the Health Service and Delivery Research programme.

## PROJECT WEBPAGE:

<http://www.nets.nihr.ac.uk/projects/hsdr/12500220>

## Project team

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