

Organizational Behaviour in Health Care Series

Series Editor: **Annabelle L. Mark** *Middlesex University Business School, UK*

A series of biennial volumes, published in co-operation with the Society for Studies in Organising Healthcare (SHOC). Each volume is comprised of specially selected papers taken from the biennial conferences held by SHOC and presents a cohesive and focused insight into issues within the field of organisational behaviour in healthcare.

The Society's goals are:

- the promotion of excellence and encouragement of advancement in the organisation of healthcare through research, education and service to the community;
- to support and encourage the advancement through collaboration and when appropriate representative discussions and advice to governments and other communities at both political and administrative levels nationally and internationally;
- to develop and disseminate theory and practice in organising healthcare through the provision of conferences, seminars and associated publications both nationally and internationally;
- to comment on national needs and encourage international co-operation in the development and practice of organising for healthcare;
- to enhance the organisation of healthcare through the recognition and celebration of outstanding contributions; and
- in pursuit of the above to bring together such people and resources as are needed to create sustain and develop the society to achieve its purpose.

Titles include:

Annabelle Mark and Sue Dopson
ORGANISATIONAL BEHAVIOUR IN HEALTH CARE

Lynn Ashburner
ORGANISATIONAL BEHAVIOUR AND ORGANISATION STUDIES IN
HEALTH CARE

Sue Dopson and Annabelle Mark
LEADING HEALTH CARE ORGANIZATIONS

Ann L. Casebeer, Alexandra Harrison and Annabelle Mark
INNOVATIONS IN HEALTH CARE

Lorna McKee, Ewan Ferlie and Paula Hyde
ORGANIZING AND REORGANIZING

Jeffrey Braithwaite, Paula Hyde and Catherine Pope
CULTURE AND CLIMATE IN HEALTH CARE ORGANIZATIONS

Helen Dickinson and Russell Mannion
THE REFORM OF HEALTH CARE

Mary A. Keating, Aoife McDermott and Kathleen Montgomery
PATIENT-CENTRED HEALTH CARE

Susanne Boch Waldorff, Anne Reff Pedersen, Louise Fitzgerald and Ewan Ferlie
MANAGING CHANGE
From Health Policy to Practice

Organizational Behaviour in Health Care Series
Series Standing Order ISBN 978-0-230-34270-5
(outside North America only)

You can receive future titles in this series as they are published by placing a standing order. Please contact your bookseller or, in case of difficulty, write to us at the address below with your name and address, the title of the series and the ISBN quoted above.

Customer Services Department, Macmillan Distribution Ltd, Houndmills,
Basingstoke, Hampshire RG21 6XS, England

Managing Change

From Health Policy to Practice

Edited by

Susanne Boch Waldorff

Copenhagen Business School, Denmark

Anne Reff Pedersen

Copenhagen Business School, Denmark

Louise Fitzgerald

University of Oxford, UK

Ewan Ferlie

King's College London, UK

palgrave
macmillan



Selection, introduction and editorial content © Susanne Boch Waldorff, Anne Reff Pedersen, Louise Fitzgerald and Ewan Ferlie 2015
Individual chapters © Respective authors 2015
Softcover reprint of the hardcover 1st edition 2015 978-1-137-51815-6
All rights reserved. No reproduction, copy or transmission of this publication may be made without written permission.

No portion of this publication may be reproduced, copied or transmitted save with written permission or in accordance with the provisions of the Copyright, Designs and Patents Act 1988, or under the terms of any licence permitting limited copying issued by the Copyright Licensing Agency, Saffron House, 6–10 Kirby Street, London EC1N 8TS.

Any person who does any unauthorized act in relation to this publication may be liable to criminal prosecution and civil claims for damages.

The authors have asserted their rights to be identified as the authors of this work in accordance with the Copyright, Designs and Patents Act 1988.

First published 2015 by
PALGRAVE MACMILLAN

Palgrave Macmillan in the UK is an imprint of Macmillan Publishers Limited, registered in England, company number 785998, of Houndmills, Basingstoke, Hampshire RG21 6XS.

Palgrave Macmillan in the US is a division of St Martin's Press LLC, 175 Fifth Avenue, New York, NY 10010.

Palgrave Macmillan is the global academic imprint of the above companies and has companies and representatives throughout the world.

Palgrave® and Macmillan® are registered trademarks in the United States, the United Kingdom, Europe and other countries.

ISBN 978-1-349-56561-0 ISBN 978-1-137-51816-3 (eBook)
DOI 10.1057/9781137518163

This book is printed on paper suitable for recycling and made from fully managed and sustained forest sources. Logging, pulping and manufacturing processes are expected to conform to the environmental regulations of the country of origin.

A catalogue record for this book is available from the British Library.

Library of Congress Cataloging-in-Publication Data

Managing change (Boch Waldorff)

Managing change : from health policy to practice / [edited by] Susanne Boch Waldorff, Anne Reff Pedersen, Louise Fitzgerald, Ewan Ferlie.

p. ; cm. — (Organizational behaviour in health care)

The book draws upon the presentations and discussions at the 9th International Organisational Behaviour in Healthcare Conference (OBHC), which took place in Copenhagen in April 2014, hosted by Copenhagen Business School. The conference theme was "When health policy meets every day practices".

I. Boch Waldorff, Susanne, 1964–, editor. II. Reff Pedersen, Anne, 1970–, editor. III. Fitzgerald, Louise, 1945–, editor. IV. Ferlie, Ewan, 1956–, editor. V. Title. VI. Series: Organizational behaviour in health care series. [DNLM: 1. Health Policy. 2. Health Services Administration. 3. Organizational Innovation. 4. Professional Role. WA 525]
RA971

362.1068—dc23

2015020284

Contents

<i>List of Tables and Figures</i>	vii
<i>Preface and Acknowledgements</i>	viii
<i>Notes on Contributors</i>	x
Introduction	1
<i>Susanne Boch Waldorff, Anne Reff Pedersen, Louise Fitzgerald and Ewan Ferlie</i>	
Part I Designing Change Processes	
1 The Ideas and Implementation of Public Health Policies: The Norwegian Case	9
<i>Charlotte Kiland, Gro Kvåle and Dag Olaf Torjesen</i>	
2 The Path from Policy to Practice: Resilience of Everyday Work in Acute Settings	26
<i>Robyn Clay-Williams, Julie K. Johnson, Deborah Debono and Jeffrey Braithwaite</i>	
3 Dealing with the Challenges of Healthcare Reform: American Hospital Systems Strive to Improve Access and Value through Retail Clinics	39
<i>Amer Kaissi</i>	
4 Institutional Logics and Micro-processes in Organizations: A Multi-actor Perspective on Sickness Absence Management in Three Dutch Hospitals	55
<i>Nicolette van Gestel, Daniel Nyberg and Emmie Vossen</i>	
Part II The Role of Professions in Change Processes	
5 The Persistence of Professional Boundaries in Healthcare: A Re-examination Using a Theory of Foundational Values	73
<i>Kathleen Montgomery, Wendy Lipworth and Louise Fitzgerald</i>	
6 Medical Doctors and Health System Improvement: Synthesis Results and Propositions for Further Research	88
<i>Jean-Louis Denis and G. Ross Baker</i>	

7	The Role of the Quality Coordinator: Articulation Work in Quality Development <i>Marie Henriette Madsen</i>	104
8	The Role of Outside Consultants in Shaping Hospital Organizational Change <i>Amit Nigam, Esther Sackett and Brian Golden</i>	121
Part III Leadership and Organizational Change		
9	NHS Managers: From Administrators to Entrepreneurs? <i>Mark Exworthy, Fraser Macfarlane and Micky Willmott</i>	139
10	Opportunity Does Matter: Supporting Doctors-in-Management in Hospitals <i>Marco Sartirana</i>	155
11	A New Approach to Hybrid Leadership Development <i>Charlotte Croft</i>	170
Part IV Change Programmes: Content and Performance		
12	Scotland 'Bold and Brave'? Conditions for Creating a Coherent National Healthcare Quality Strategy <i>Aoife M. McDermott, David R. Steel, Lorna McKee, Lauren Hamel and Patrick C. Flood</i>	189
13	The Social Spaces of Accountability in Hybridized Healthcare Organizations <i>Aris Komporozos-Athanasidou and Mark Thompson</i>	206
14	Culture Shock and the NHS Diaspora: Coping with Cultural Difference in Public-Private Partnerships <i>Justin Waring and Amanda Crompton</i>	222
15	Organizational Healthcare Innovation Performed by Contextual Sense Making <i>Anne Reff Pedersen</i>	238
	<i>Index</i>	254

Tables and Figures

Tables

3.1	Summary of author's research on hospital-related retail clinics	45
3.2	List of interviewees, 2013	46
4.1	A shift from welfare to activation in sickness absence policies	59
4.2	Summary of the data set	61
4.3	Supporting the logic of activation	62
4.4	Reinforcing professional boundaries	64
4.5	Strategies of 'laissez faire', leading to a disconnection of practices	66
5.1	Healthcare-related F-values, A-values and P-values at the macrosocietal and meso (professional) levels	80
8.1	Data structure	124

Figures

3.1	Conceptual model	46
7.1	Illustration of the care pathway	111
10.1	Hospital clinical directorates	160
12.1	The emergence and evolution of Scotland's approach to quality (1983–2013)	192
12.2	Contextual factors influencing the development of Scotland's quality agenda	200
13.1	A tri-dimensional framework of perceived, lived and conceived organizational space	208
13.2	Tri-dimensional indicators for a more sensitive framework for accountability within devolved organizations	217
13.3	Tensions between dimensions of organizational space	218

Preface and Acknowledgements

This book is the result of the 9th Biennial Conference in the Organizational Behaviour in Healthcare (OBHC) conference series, which was held in Copenhagen Business School in April 2014.

The title of the conference was ‘When health policy meets everyday practices’, and the aim of the conference was to explore what happens when macro and top-down health policies – with ambitions for radical reform – meet the micro-work of day-to-day work practices, often strongly embedded in local healthcare practices. The conference was a great success with over 100 attendees coming from many different countries: Denmark, Sweden, Norway, the United Kingdom, Ireland, Germany, the Netherlands, Belgium, Italy, the United States, Canada and Australia. In this book, we have selected a strong collection of chapters from the wider conference papers, all grouped around the specific theme of ‘Managing change – from policy to practice’. All chapters address the main question of how organizational change takes place in local work settings in healthcare, which thereby forms the core of this book.

The conference series is organized by the Society for Studies in Organizing Healthcare (SHOC), which is a learned society and a member of the UK Academy of Social Sciences. SHOC sets up a scientific committee to plan for and oversee each OBHC conference, including our local academic partners. We would like to thank all SHOC members for their active involvement in the conference. We are now very much looking forward to the 10th OBHC conference to be held at Cardiff and hosted by Cardiff University Business School in April 2016, titled ‘Attaining, sustaining and spreading improvement: Art or science?’.

As editors, we would like to acknowledge the various people whose contributions were most helpful in making this book possible. We would like first of all to thank all our contributors for submitting and then revising their chapters, following a process of editorial peer review. Nor would it have been possible without the participation of all the interviewees. Liz Barlow, our Commissioning Editor at Palgrave Macmillan, has been a tireless support of the book and of the wider series which has now built up a sustained and impressive list of editions. Nanna Helene Jensen at Copenhagen Business School has provided invaluable administrative support, keeping the editors to time and task

through her meticulous chapter spreadsheet! We would also like to acknowledge the extensive contribution of Professor Annabelle Mark, who was the original general editor of the series and who has now stepped down. We would also like to thank the CBS Public–Private Platform at Copenhagen Business School and Department of Organization for their support of the conference and the book.

Notes on Contributors

Editors

Susanne Boch Waldorff is an Associate Professor at the Department of Organization, Copenhagen Business School, Denmark, where she is also the Director of the Center for Health Management. She has published research on the organizational perspectives of the public sector, including the translation of policy into organizational practices, the complexity of governance approaches, reforms and professions, and collaborative innovation. Before her academic position, she worked for the Danish government.

Anne Reff Pedersen is an Associate Professor at the Department of Organization, Copenhagen Business School. Her research field is organizational studies with a particular interest in organization theory, ethnography, narratives, time and the public policy field of healthcare. She has published articles in *Organization*, *American Review of Public Administration*, *M@n@gement* and *Management Learning* and has also published several books about organizational change, public managers and management through the patient. She currently works in a research project about healthcare innovation with a special interest on change practices and narratives.

Louise Fitzgerald is Visiting Professor of Organizational Change at Saïd Business School, University of Oxford, and Emeritus Professor at De Montfort University, UK. Previously, she held management posts in the private sector and academic university posts, for example at Warwick University. Her research has focused on the implementation of organizational change in complex and public organizations, innovation diffusion and the nature of professional work. Her recent research explored issues of knowledge mobilization by managers in healthcare. She has published books and has contributed in journals such as *Human Relations*, *Academy of Management Journal*, *Leadership Quarterly* and *Social Science and Medicine*.

Ewan Ferlie is Professor of Public Services Management at King's College London. His publication interests are in the field of organizational

change and restructuring in the public services, including healthcare. He is currently Honorary Chair of the Society for the Study of Organizing in Healthcare (SHOC), a learned society affiliated to the UK Academy of Social Sciences.

Contributors

G. Ross Baker is a full Professor at the Institute of Health Policy, Management and Evaluation, University of Toronto, Canada, where he teaches and carries out research on patient safety, quality improvement strategies and leadership and organizational change. He led a study of effective governance practices in improving quality and patient safety in 2009. He was a member of the National Steering Committee on Patient Safety, whose report in 2002 led to the creation of the Canadian Patient Safety Institute. He co-chaired a working group on methods and measures for patient safety for the World Health Organization (2006–2010) and chaired the Advisory Committee on Research and Evaluation for the Canadian Patient Safety Institute (2005–2010).

Jeffrey Braithwaite is Foundation Director of the Australian Institute of Health Innovation, Director of the Centre for Healthcare Resilience and Implementation Science and Professor of Health Systems Research, Faculty of Medicine and Health Sciences, Macquarie University, Australia. He has a PhD in Organisational Behaviour from the University of New South Wales, Sydney, Australia. His research examines the changing nature of health systems, patient safety, standards and accreditation, leadership and management, the structure and culture of organizations and their network characteristics, attracting funding of more than AUD\$59 million. He has conducted a great deal of work over two decades on clinical and organizational performance, health systems improvement and patient safety.

Robyn Clay-Williams is a Research Fellow at Macquarie University, Australia. She is a former military engineer and test pilot. Her doctoral work investigated the efficacy of aviation-style Crew Resource Management training in improving patient safety, by evaluating attitude and behavioural changes in multidisciplinary teams resulting from implementation of a teamwork intervention in the Australian healthcare field. She has since expanded her research to include safety and resilience in complex systems and human factors in healthcare. Specific areas of interest are resilience engineering, mathematical modelling of systems

and behaviour, and usability test and evaluation of medical devices and IT systems.

Charlotte Croft is a postdoctoral Research Fellow at Warwick Business School. Her research interests include organizational behaviour in public sector organizations, leadership and issues of identity in professionalized settings. Her work has been published in several high-ranking peer-reviewed journals. Prior to moving into academia, she was a registered nurse in the United Kingdom, specializing in critical care.

Amanda Crompton joined Nottingham University Business School as Lecturer in Public Services Management in September 2013. She is a sociologist with a special interest in applying social theory to real-world policy development and delivery. Following completion of her doctorate (University of Nottingham, 2005), she worked at a number of leading policy research centres including the Centre for Research in Social Policy (Loughborough University) and the International Centre for Governance and Public Management (University of Warwick).

Deborah Debono is a postdoctoral Research Fellow at the Centre for Healthcare Resilience and Implementation Science, Australian Institute of Health Innovation, Macquarie University, NSW, Australia. Her academic qualifications, coupled with nursing experience, provide her with research expertise, as well as a first-hand understanding of clinical settings. Her research interests are quality improvement, patient safety and the influence of context, culture, technology and social relationships on clinicians' practice. Her doctoral research focused specifically on the role of workarounds in the delivery of healthcare.

Jean-Louis Denis is a full Professor and holds the Canada research chair on governance and transformation of healthcare organizations and systems at the École Nationale d'Administration Publique (ÉNAP). He is a researcher at the Institut de recherche en santé publique de l'Université de Montréal and a visiting professor at the Department of Management, Faculty of Social Science, King's College London. He is a member of the Royal Society of Canada, fellow of the Canadian Academy of Health Sciences and was chair of the advisory board of CIHR's Institute of Health Services and Policy Research (2009–2012), founding academic coordinator of the FORCES/EXTRA training programme (2003–2007) and principal investigator of a CIHR team grant on health system reconfiguration (2008–2013).

Mark Exworthy is Professor of Health Policy and Management at the University of Birmingham, UK. His research interests fall under three themes: (1) governance and implementation relating to policies to tackle health inequalities and other social 'problems'; (2) professionals and managerialism in healthcare organizations (especially relating to management of clinical performance); (3) decentralization in healthcare organizations. His research has been funded by the ESRC, NHS (Department of Health and NIHR), Joseph Rowntree Foundation, NHS Confederation and the Commonwealth Fund of New York.

Patrick C. Flood is Professor of Organisational Behaviour at Dublin City University. He is a fellow of the Academy of Social Sciences and the Royal Society of Arts. He received his PhD from LSE and is a former British Council FCO and Fulbright Scholar. He has worked at London Business School, University of Maryland, Australian Graduate School of Management and the University of Limerick. His books include *Change Lessons from the CEO* and *Persuasive Leadership* (2010 and 2013). He has published some 50 articles in journals such as the *Strategic Management Journal*, *Human Relations* and *Human Resource Management*.

Brian Golden holds a PhD from Kellogg School, Northwestern University and is Vice-Dean, Professional Programs, and the Sandra Rotman Chaired Professor in Health Sector Strategy at the Rotman School of Management, University of Toronto. He is Executive Director of The Collaborative for Health Sector Strategy, a policy, research and leadership development institute funded by the Ontario Ministry of Health. Among his published work are articles in *The Canadian Medical Association Journal*, *The Strategic Management Journal*, *Healthcare Quarterly*, *Healthcare Papers*, *The Annals of Pharmacotherapy*, *Management Science*, *Clinical Oncology*, *Health Policy* and *The Harvard Business Review*.

Lauren Hamel is an Assistant Professor in the Department of Oncology in the Wayne State University School of Medicine and the Karmanos Cancer Institute in Detroit, Michigan, USA. She is a communication scientist with expertise in human communication processes and organizational behaviour. Her research programme is focused on studying healthcare from two levels: the interpersonal communicative level and the organizational system level. Her overall goal is to improve communication and organizational processes in an effort to enhance the quality and efficiency of the delivery of cancer care. Her work is currently

supported by funding from the National Institutes of Health and the National Cancer Institute.

Julie K. Johnson is a Professor at the Department of Surgery and Center for Healthcare Studies at Northwestern University, USA. Her career interests involve building a series of collaborative relationships to improve the quality and safety of healthcare through teaching, research and clinical improvement. She has a Master's in Public Health from the University of North Carolina and a PhD in Evaluative Clinical Sciences from Dartmouth College in Hanover, New Hampshire. Since completing her PhD, she has focused her research on activities related to quality and safety of patient care and qualitative evaluation of clinical micro-systems.

Amer Kaissi joined Trinity University in 2003 after receiving his PhD in Health Services Administration, Research and Policy from the University of Minnesota. Prior to that, he earned a Master of Public Health in Hospital Administration from the American University of Beirut, Lebanon. His research interests include convenient care, retail clinics, leadership, strategic planning, and quality of care and patient safety. He has published extensively on these topics in various administrative and clinical peer-reviewed journals. He has authored *Flipping Healthcare through Retail Clinics and Other Convenient Care Models* (2014), a resource on new delivery models.

Charlotte Kiland is a PhD student in Organization Theory and Management at the Department of Administration and Organization Theory, University of Bergen, Norway. She is currently an Assistant Professor at the Department of Public health, Sport and Nutrition, University of Agder, Norway. She has participated in research projects on government agency reform, inter-municipal co-operation and the management of health and welfare organizations. She has published articles on organizational change and management and inter-municipal co-operation.

Aris Komporozos-Athanasίου is Postdoctoral Research Associate in Social Science at King's College London School of Medicine, where he also co-leads the course 'Engaging publics in health research: theory, politics and practices'. He has a Bachelor's in Economics and a Master's in Organization Studies and Public Policy from the universities of Warwick and Cambridge. His work is eclectic and draws on the

sociology of organizations, social theory as applied to public policy and ethnographic methodologies. He has published in major social science journals such as *Organization Studies* and *Public Administration* and in media outlets such as the *Guardian*.

Gro Kvåle is Associate Professor of Organization Theory and Management at the Department of Political Science and Management, University of Agder, Kristiansand, Norway. She has participated in national research projects on school reforms and on the management of health and welfare organizations. Furthermore, she has published books and articles on school management, on co-operation in and between health organizations and on organizational identity and reputation.

Wendy Lipworth is a Senior Research Fellow at the Centre for Values, Ethics and the Law in Medicine, University of Sydney, Australia. She is a medically trained bioethicist and qualitative researcher. Her research focuses on the ethics of health technology innovation. She is currently a National Health and Medical Research Council (NHMRC) Career Development Fellow and Lead Chief Investigator on grants focused on (1) funding high-cost cancer medicines and (2) managing conflict of interest in biomedicine. Methodologically, her work is best described as empirical bioethics in which empirical research into the values of all key stakeholders is used in conjunction with theoretical analysis in order to address real-world problems.

Fraser Macfarlane is a retired academic. He worked as a Senior Lecturer at the University of Surrey where he was programme leader for the MSc in Health Care Management. His research interests included talent management, diffusion of innovation and leadership skills within the public sector. His PhD looked at the organisational development of primary care within the UK with a particular focus on GPs' research activity. Prior to working in academia, he was a partner in a management consultancy specialising in providing human resource support to the NHS. He has an MBA from the London Business School. Before working as management consultant, he trained as a biochemist studying at Kings College London. He is a Fellow of the Chartered Institute of Personnel and Development.

Marie Henriette Madsen is a PhD student at the Department of Organization, Copenhagen Business School. Her research interest is especially related to the new conditions for the work, management and

organization of healthcare, given the many recent initiatives of quality and safety improvement. Since 2005, she has been employed at KORA, the Danish Institute for Local and Regional Government Research (former Danish Institute for Health Services Research), performing analysis of the Danish healthcare sector.

Aoife M. McDermott is Senior Lecturer in Human Resource Management at Cardiff Business School, where she coordinates the Cardiff Health Organization and Policy Studies group (CHOPS). Her research explores the role of people and change management in supporting service delivery and improvement. She is particularly interested in professional and public sector research contexts.

Lorna McKee is Professor of Management and Programme Director of the Delivery of Care Programme within the Health Services Research Unit, University of Aberdeen, UK. Her current research interests include healthcare management and the management of change and innovation.

Kathleen Montgomery is a Professor at the Graduate Division and Emerita Professor of Organizations and Management at the University of California, Riverside. She has been a visiting scholar at Oxford University, Stanford and UCLA and is a long-time honorary associate of the Centre for Values, Ethics, and the Law in Medicine at the University of Sydney. She received her PhD in Sociology from New York University, where she began her research on the medical profession and relationships between professionals and their environment. Her current research continues this stream, now focusing on issues of trust, integrity and behavioural norms.

Amit Nigam is Senior Lecturer in Management at the Cass Business School. He received his PhD in a joint programme in Management and Sociology from Northwestern University and completed a post-doctoral fellowship at the Rotman School of Management at the University of Toronto. His primary research interests include organizational change, institutional change and the role of professions and occupations in change processes. His research has been published in a mix of management, medical sociology and health services journals including *Organization Science*, *Academy of Management Review*, *Organization Studies*, *Social Science & Medicine* and *Medical Care Research & Review*.

Daniel Nyberg is Professor of Management at Newcastle Business School, Australia, and an honorary professor at the University of Sydney. His research investigates how global and societal phenomena are translated into local organizational realities.

Esther Sackett is a PhD student in Management and Organizations at the Fuqua School of Business, Duke University, USA. She has a BA in Anthropology from Ithaca College and an MPA in Health Policy and Management from the Wagner School of Public Service, NYU. Prior to her doctoral studies, she worked in the healthcare industry for several years, developing, managing and evaluating interdisciplinary programmes in hospital settings. As a doctoral student, her research utilizes mixed-method approaches to investigate how individuals and teams manage the attentional demands that accompany complex work.

Marco Sartirana is a PhD student at Utrecht University, the Netherlands, with a research project on the organizational antecedents of doctors' involvement in management. He is interested in research topics at the intersection of organization studies and healthcare management, including medical management hybrids, HRM, organizational design, clinical pathways and clinical networks. He is also a research fellow at the Centre for Research on Health and Social Care Management (CeRGAS) at Bocconi University, Italy, and teaches HRM and organizational design in healthcare at SDA Bocconi School of Management. He has published articles and book chapters in international and Italian journals in the fields of healthcare management and public administration.

David R. Steel is a Research Fellow at the University of Aberdeen, UK. He has worked for 25 years in NHS management and was Chief Executive of NHS Quality Improvement Scotland from its creation in 2003 until his retirement in 2009. He chaired the Prioritisation Panel of the National Institute for Health Research Health Services and Delivery Research Programme until 2014. In 2008, he was awarded an OBE for services to healthcare.

Mark Thompson is Senior Lecturer in Information Systems at Cambridge Judge Business School and Strategy Director of Methods Group. His interests include the implications of process-based and affective ontologies for the study and practice of organizing, with a special focus on the public sector. He has undertaken a range of teaching and

public policy roles and has published in journals such as *Journal of Public Administration, Research and Theory, Organization Science, Academy of Management Review* and *Human Relations*.

Dag Olaf Torjesen is Associate Professor of Health Management and Public Policy at the Department of Political Science and Management at the University of Agder, Kristiansand, Norway. His research and teaching are related to organization, governance and management in health and welfare organizations. He heads a Master's programme in Health Management at the University of Agder. At the moment his research is related to the research project 'The global financial crisis and the public sector in the Nordic countries'.

Nicolette van Gestel is Professor of New Modes of Governance in Social Security and Employment Services at Tilburg University, the Netherlands. Her research interests include public sector reform and its effects on organizations and professionals. She has published many books, chapters and articles in *Public Administration, Public Money & Management, Organization Studies* and *Personnel Review*, among others. She is co-chair of the EGOS Standing Working Group 'Organizing the Public Sector: Public Governance and Management' and a Crown Member of the Social and Economic Council (SER) of the Dutch government.

Emmie Vossen is a PhD candidate at Radboud University, Institute for Management Research, Nijmegen, the Netherlands. She has a disciplinary background in psychology and business administration from Radboud University, Nijmegen, and Tilburg University, the Netherlands. Her research investigates the ways in which employers in the Netherlands and Denmark translate national activation policies into local practices of sickness absence management.

Justin Waring studied Sociology and Social Policy at the University of Liverpool and then Healthcare Policy and Management at the University of Birmingham. After working at Aston University, he completed his doctorate at the University of Nottingham on 'The social construction and control of medical errors'. Following postdoctoral research at the University of Manchester, he was appointed Lecturer in Medical Sociology (2005–8) and then Associate Professor in Public Management (2009–11) at the University of Nottingham. After a short spell with Warwick University (2011–12), where he was Professor of Public Management, he is now Professor of Organisational Sociology at Nottingham University Business School.

Micky Willmott is a Research Associate in the School of Social and Community Medicine, University of Bristol, UK. She has experience of working at a local and national level in public health, health services and policy research in the United Kingdom and the United States. She has a particular interest in health policy analysis, and her recent research includes investigating the role of non-governmental organizations in local policy making in the United Kingdom and the experiences of Directors of Public Health in influencing decision-making in local government in England.