University of Birmingham

Dr Hugh McLeod MSc, PhD

Research Fellow

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About

Hugh has published research across a range of fields, including health reform policies, payment incentives, commissioning, service redesign, and quality improvement programmes and methods. He has received major grants from funding bodies including the NIHR.

Hugh leads the 'Policy and Economics of Healthcare Delivery' module of the MSc in Health Economics and Health Policy, and undertakes a wide range of teaching.

Qualifications

- PhD in Health Services Management, University of Birmingham, 2004
- MSc in Health Economics and Health Policy, University of Birmingham, 2000
- BSc(Econ) in Economics, University College London, 1989

Biography

Hugh graduated from UCL in 1989 with a BSc(Econ) in Economics, and then worked in three different industries, including the private healthcare sector. As Administrator and Company Secretary, Hugh led the development of the Droitwich Knee Clinic during a period of unprecedented growth between 1991 and 1995.

On joining the Health Economics Facility at the University of Birmingham in 1997, Hugh's first research evaluated the impact of the total purchasing pilots (TPPs) on hospital services. This work with James Raftery informed the Labour Government's decision in 1997 to endorse primary care budget holding.

Hugh's subsequent work in this area has spanned the evolution of primary care organisations. In 2004, he was a member of the leading group of researchers on primary care-led commissioning, which was commissioned by The Health Foundation to review the evidence on the impact of commissioning across the four countries of the UK.

More recently, he worked on an evaluation of the impact of the health reforms on six case-study PCTs, which was commissioned by the DH's Policy Research Programme.

Another main research activity has been the evaluation of the impact of a range of major innovations in the delivery of healthcare services intended to improve quality via process-orientated methods.

Hugh's early work on evaluating a number of high profile quality improvement programmes provided the only independent assessment of the outcomes experienced in the type of quality improvement programme subsequently advocated by the 2000 White Paper *The NHS Plan*, and widely implemented under the auspices of the NHS Modernisation Agency

This evaluative research formed the basis of Hugh's PhD *Assessing outcomes: the role of quantitative analysis in the conduct and evaluation of NHS redesign programmes.* He wrote the thesis during a sabbatical in 2003, and is proud of its Official Degree status.

Current research includes major studies of hospital redesign which are being undertaken under the auspices of the Birmingham Collaborations for Leadership in Applied Health Research and Care (CLAHRC) programme commissioned by the NIHR.

Teaching

Hugh leads the 'Policy and Economics of Healthcare Delivery' module of the MSc in Health Economics and Health Policy.

Hugh also lectures on the Quality and Service Improvement specialist option of the MSc in Health Care Policy and Management, at the Health Services Management Centre.

He also lectures on the MPH programme and courses for medical and economics undergraduates.

Postgraduate supervision

Hugh is interested in supervising doctoral research students in the following areas: health reform policies, payment incentives, commissioning, service redesign, and quality improvement programmes and methods.

If you are interesting in studying any of these subject areas please contact Hugh on the contact details above.

Research

RESEARCH THEMES

Health reform policies, payment incentives, commissioning, service redesign, and quality improvement programmes and methods.

RESEARCH ACTIVITY

A main interest is the evolution of policies intended to incentivise quality improvement, and in particular initiatives focused on process-orientated quality improvement methods and those undertaken in response to financial incentives. Current research provides opportunities to study the interaction between both these types of policy initiative, including major studies of hospital redesign which are being undertaken under the auspices of the Birmingham Collaborations for Leadership in Applied Health Research and Care (CLAHRC) programme commissioned by the NIHR.

Recent work includes an evaluation of the impact of the health reforms on six case-study PCTs, which was commissioned by the DH's Policy Research Programme, and undertaken with researchers at the Health Services Management Centre and the King's Fund.

In 2006, Joanna Coast and Hugh were commissioned by the DH's Policy Research Programme to undertake an economic evaluation of six of the national 'closer-to-home' demonstration sites, as part of a wider study of the policy advocated by the 2006 *'Our health'* White Paper.

In 2004/2006, while based at the Health Services Management Centre, Hugh led evaluations of the 'Action On' phase III programmes and the Chronic Eye Care Services Programme, which were commissioned by the NHS Modernisation Agency.

This work built on earlier evaluations of a number of high profile quality improvement programmes, including the National Booked Admissions Programme, and the first two major 'collaborative' service improvement programmes in the NHS: the Cancer Services Collaborative and the Orthopaedic Services Collaborative.

Hugh's first research quantified the change in use of emergency hospital services by groups of general practitioners in the national total purchasing pilots (TPPs) who were given extended budgetary control and the potential to implement local contract currencies. He has maintained a particular interest in the evolution of primary care organisations, and, for example, contributed to a major review of primary care-led commissioning in 2004.

Other activities

Hugh has undertaken consultancy work for the Department of Health and NHS organisations

Publications

McLeod H, Millar R, Goodwin N, Powell M. (2014) Perspectives on the policy 'black box': a comparative case study of orthopaedics services in England *Health Economics, Policy and Law* 9;4:383-405 **http://journals.cambridge.org/repo_A91FJHBL (http://journals.cambridge.org/repo_A91FJHBL)**

Gale N, Shapiro J, McLeod H, Redwood S, Hewison A. (2014) Patients-people-place: developing a framework for researching organizational culture during health service redesign and change. *Implementation Science* 9:106

Nichols S, McLeod J, Holder R, McLeod H. (2009) Screening for dyslexia, dyspraxia and Meares-Irlen Syndrome in Higher Education *Dyslexia* 15;1:42-60

Sibbald B, Pickard S, McLeod H, Reeves D, Mead N, Gemmell I, Coast J, Roland M, Leese B. (2008) Moving specialist care into the community: an initial evaluation *Journal of Health Services Research and Policy*13;4: 233-239

Smith J, Dixon J, Mays N, McLeod H, Goodwin N, McClelland S, Lewis R, Wyke S. (2005) 'Practice-based commissioning: applying the evidence *British Medical Journal*331:1397-9

Wyke S, Mays N, Street A, Bevan G, McLeod H, Goodwin N. (2003) Should general practitioners purchase health care for their patients? The total purchasing experiment in Britain *Health Policy*65:3;243-259

McLeod H, Ham C, Kipping R. (2003) Booking patients for hospital admissions: evaluation of a pilot programme for day cases *British Medical Journal*327:1147-1150

McLeod H, Morris J. (2003) Evaluation of personal dental services (PDS) first wave pilots: the alternative to general dental services (GDS) offered by the capitation-based pilots *British Dental Journal*195:11;644-650

Ham C, Kipping R, McLeod H. (2003) Redesigning Work Processes in Health Care: Lessons from the National Health Service *The Milbank Quarterly*81:3;415-439

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