

## Professor Russell Mannion

Professor of Health Systems

Health Services Management Centre

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### About

Russell holds the Chair in Health Systems at the University of Birmingham where he is currently Director of Research at the Health Services Management Centre. He holds long standing university positions as Visiting Professor in the Faculty of Medicine, University of Oslo, Visiting Professor in the Centre for Clinical Governance Research, Faculty of Medicine, University of New South Wales, Sydney and Visiting Fellow at Bocconi University, Milan. He was previously Director of the Centre for Health and Public Services Management at the University of York and set up and directed the MSc in Health Management at York (2005-09).

Russell presents keynote lectures and seminars around the world and provides policy and research advice to a range of national and international governments and agencies, including: the World Health Organisation, OECD, the International Society for Quality in Health Care, the European Health Management Association, the European Union, Department of Health, HM Treasury, NHS Confederation, the Royal College of General Practitioners and the Department of Health in New Zealand, Brazil and Italy.. His work on organisational culture, health care quality and patient safety was used at evidence at the Mid Staffordshire NHS Foundation Trust Inquiry chaired by Robert Francis QC. He has won several international awards and prizes for his research including the Baxter European book Award.

Russell is an Associate Editor of the Journal of Health Organization and Management and sits on the editorial boards of of the International Journal for Health Policy and Management; the International Journal of Public and Private Healthcare Management and Economics; and the Open Medical Informatics Journal. He is a member of the National Institute for Health Research HS&DR Commissioning Board and is currently an external examiner for postgraduate programmes at the School of Health and Related Research, University of Sheffield and the Faculty of Medicine, University of Malta. He is a member of the College of Reviewers for the Government of Canada and the Canada Research Chairs program.

Russell is currently leading a major national study into the effectiveness of hospital board governance of patient safety funded by the National Institute for Health Research SDO programme (2011-2015). The study is investigating the linkages between hospital governance and patient safety processes and clinical outcomes based on the collection and analysis of national quantitative patient safety data sets and in-depth case studies. The study involves colleagues from Dr Foster and the University of St Andrews.

Russell's specialisms are:

- Evaluation of health systems reform
- Patient safety and quality improvement
- Clinical governance
- Performance measurement and management
- Organisational behaviour and organizational culture in health care
- Medical Tourism
- Procurement theory
- Consumerism, choice and market mechanisms in health care
- Medical-manager relationships
- Economic Sociology and Institutional Economics
- Mixed methods research

### Qualifications

- PhD Economics and Social Policy, University of Manchester
- Postgraduate Diploma Health Economics, University of Tromsø
- BA (Hons) Economics and Sociology, University of Stirling
- Fellow of the Royal Society of Medicine, elected 2008
- Fellow of the Royal Society of Arts (FRSA), elected 2008

### Biography

Previous experience includes:

- Director of the Centre for Health and Public Services Management, University of York (2005-2009)
- Board Director, York Health Economics Consortium
- Senior Lecturer, the York Management School

- Senior Researcher, Centre for Health Economics, University of York (1995-2005)
- Research Fellow, Social Policy Research Unit, University of York (1988-1995)
- Visiting Lecturer, University of Rome
- Visiting Lecturer, University of Lisbon
- Visiting Lecturer, Innsbruck Management School
- Visiting Lecturer, Bocconi University, Milan
- Visiting Professor, Brazilian National School of Public Health (Recife, Brasilia, Rio)
- External examiner, Management School, University of St Andrews
- External Examiner, London School of Hygiene and Tropical Medicine (Dr PH)
- External Examiner, School of Medical Sciences, University of Bradford

## Current and recent projects

Current and recent research projects include:

- Decommissioning services in the NHS (2013-2016) NIHR HS&DR
- Evaluation of high intensity specialist led acute care at weekends (2014-16) NIHR HSDR
- Procurement theory and NHS Commissioning (2013-2014) (NIHR HS&DR)
- Ensuring safety at the interface between acute care and children's social services (2012-2014) NIHR HSDR
- NHS Health system governance and commissioning practice (2-11-14) NIHR SDO
- Effective Board Governance of Safe Care (2011-2015) (NIHR SDO)
- Implications for the NHS of inward and outward Medical Tourism (2012-2014) (NIHR HSR)
- The relationship between Board performance and wider organisational performance 2013-2014, (NIHR SDO)
- Changing management cultures and organisational performance in the NHS (NIHRSDO)
- Measuring and assessing organisational culture in the NHS (NIHRSDO)
- The equity implications of pro-market reforms in England (NIHR Policy Research Programme)
- Understanding the factors associated with successful quality and safety improvement in European hospitals (EU FP7)
- The dynamics of doctor-manager relations in the NHS (NIHRSDO)
- PCT Commissioning and primary governance (NIHRSDO)
- The role and effectiveness of professional and clinical networks (NIHRSDO)
- The role and motivations of primary care professionals (NIHRSDO)
- Translating research into Practice in Leeds and Bradford (CLARHC)
- The role and effectiveness of the NHS Local Improvement Finance Trust (LIFT) in primary care.

## Publications

**Braithwaite, J., Matsuyama, Y., Mannion, R. and Johnson, J. (2015) Healthcare Reform, Quality and Safety: Perspectives, Participants, Partnerships and Prospects in 30 Countries. Ashgate Publishers, Abingdon** ([/Documents/college-social-sciences/social-policy/HSMC/publications/2014/healthcare-reform-quality-and-safety.pdf](#)).

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Mannion, R, Davies, H, Millar, Ro, Freeman, T, Jacobs, R and Kasteridis, P (2014) Overseeing oversight: Governance of quality and safety by hospital boards in the English NHS, *Journal of Health Services Research and Policy*, doi: [10.1177/1355819614558471](#) ([http://hsr.sagepub.com/content/20/1\\_suppl/9.full](#)).

Willis, C., Saul, J., Bevan, H., Scheirer, MA., Best, A., Greenhalgh, T., Mannion, R. et al (in press) Sustaining organizational culture change in health systems? *Journal of Health Organization and Management*.

Botje, D., Klazinga, N.S., Sunol, R., Groene, O., Pfaff, H., Mannion, R. et al (2014) Is having quality as an item on the executive board agenda associated with the implementation of quality management systems in European hospitals: a quantitative analysis, *International Journal for Quality in Health Care* ([http://intqhc.oxfordjournals.org/content/early/2014/02/17/intqhc.mzu017.full.pdf+html?sid=257b6098-4529-4cdb-980b-59c3111d1a45](#)): pp. 1–8.

**Greener, I, Harrington, B, Hunter, D, Mannion, R and Powell, M (2014). Reforming healthcare: What's the evidence?. Bristol: Policy Press** ([http://www.policypress.co.uk/display.asp?K=9781447307112&sf1=keyword&st1=ian+greener&m=2&dc=15](#)).

Lunt, N, Horsfall, D G, Exworthy, M, Smith, R D, Hanefeld, J and Mannion, R (2014), Market size, market share and market strategy: three myths of medical tourism. *Policy and Politics*, 42(4): 597-614. [10.1332/030557312X655918](#) ([http://www.ingentaconnect.com/content/tpp/pap/2014/00000042/0000004/art00008?token=00541cd408e199ee393867232d45232b6d24316a59572b412176743568293c6c567e504f58762f468ed8](#)).

**Lunt, N. and Mannion, R. (2014) Patient mobility in the global marketplace: a multidisciplinary perspective. International Journal of Health Policy and Management, 2 (4): 155–157.** ([/Documents/college-social-sciences/social-policy/HSMC/publications/2014/patient-mobility-article.pdf](#))

**Lunt N, Smith RD, Mannion R, Green ST, Exworthy M, Hanefeld J, Horsfall D, Machin L, King H (2014) Implications for the NHS of inward and outward medical tourism: a policy and economic analysis using literature review and mixed-methods approaches. Health Services and Delivery Research, Volume: 2 (2).** ([http://www.journalslibrary.nihr.ac.uk/hsdr](#))

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**Mannion, R. (2014) Enabling compassionate healthcare: perils, prospects and perspectives. International Journal of Health Policy and Management, 2 (x), 1 - 3.** ([/Documents/college-social-sciences/social-policy/HSMC/publications/2014/enabling-compassionate-healthcare.pdf](#))

**Mannion, R. (2014). Take the money and run: the challenges of designing and evaluating financial incentives in health care. International Journal of Health Policy and Management, Vol 2, first published online 5 February 2014** ([/Documents/college-social-sciences/social-policy/HSMC/publications/2014/take-the-money-and-](#)

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**Chambers, N., Harvey, G., Mannion, R., Bond, J. and Marshall, J. (2013) Towards a framework for enhancing the performance of NHS boards: a synthesis of the evidence about board governance, board effectiveness and board development. *Health Services and Delivery Research*;1(6) ([http://www.journalslibrary.nihr.ac.uk/\\_data/assets/pdf\\_file/0004/86305/FullReport-hsdr01060.pdf](http://www.journalslibrary.nihr.ac.uk/_data/assets/pdf_file/0004/86305/FullReport-hsdr01060.pdf))**

**Hammer A, Arah OA, DerSarkissian M, Thompson CA, Mannion R, et al. (2013) The Relationship between Social Capital and Quality Management Systems in European Hospitals: A Quantitative Study. *PLoS ONE* 8(12) (<http://www.plosone.org/article/info%3Adoi%2F10.1371%2Fjournal.pone.0085662>)**

Millar, R., Mannion, R., Freeman, T. and Davies, H. (2013) Hospital Board Oversight of Quality and Patient Safety: A Narrative Review and Synthesis of Recent Empirical Research, *The Milbank Quarterly*, Vol. 91 (4) 738–770.

Chambers, N, Sheaff, R, Mahon, A, Byng, R, Mannion, R, Charles, N, Exworthy, M and Llewelyn, S (2013) The practice of commissioning healthcare from a private provider: learning from an in-depth case study. *BMC Health Services Research*, Vol. 13 (Suppl. 1) S4.

**Davies, H.T.O. & Mannion, R. (2013) Will prescriptions for cultural change improve the NHS? *British Medical Journal*, 346: f1305 (<http://eprints.bham.ac.uk/1267/>)**

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**Mannion, R and Braithwaite, J (2012) Unintended consequences of performance measurement in healthcare: 20 salutary lessons from the English National Health Service. (<http://onlinelibrary.wiley.com/doi/10.1111/j.1445-5994.2012.02766.x/abstract>) *Internal Medicine Journal* (<http://onlinelibrary.wiley.com/doi/10.1111/j.1445-5994.2012.02766.x/abstract>)**

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**Konteh, FH, Mannion, R and Davies, H (2011) Understanding culture and culture management in the English NHS: a comparison of professional and patients perspectives. *Journal of Evaluation in Clinical Practice* 17, 111-117. ([Documents/college-social-sciences/social-policy/HSMC/publications/2011/culture-management-English-NHS.pdf](#))**

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**Lunt, N, Machin, L, Green, S and Mannion, R (2011) Are there implications for quality of care for patients who participate in international medical tourism? *Expert review of Pharmacoeconomics Outcomes and Outcomes Research*, 11(2), 133-136. ([Documents/college-social-sciences/social-policy/HSMC/publications/2011/international-medical-tourism.pdf](#))**

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Mannion R, Konteh F, Davies H Assessing organisational culture for quality and safety improvement: a national survey of tools and tool use, *Quality and Safety in Health Care* (18) 153-156.

Mannion R, Harrison S, Jacobs R, Konteh F, Walshe K, Davies H (2009) From cultural cohesion to rules and competition: the trajectory of senior management culture in NHS hospitals, 2001-2008, *Journal of the Royal Society of Medicine*, 102(8)332-336.

Greener, I, Mannion R (2009) A realistic evaluation of practice-based commissioning, *Policy and Politics*, 37, (1) 57-73

Greener R, Mannion R (2009) Patient choice in the NHS: what is the effect of choice on patients and relationships in local health economies? *Public Money and Mananagement*, Vol 29, (2) 95-100

Jung T, Scott T, Davies H, Bower P, Mannion R, (2009) Instruments for the exploration of organizational culture, *Public Administration Review*, 69, 6, 1987-1096

Linsley P, Mannion R, (2009) Risky Behaviour and patient safety: a critical culturist perspective, *Journal of Health Organisation and Management*, 23, 5494-504 **Winner of the Emerald Group Publishing Award for best paper at the 6 th International Conference in Organisational Behaviour in Health Care, Sydney, March, 2008**

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## Expertise

Health policy and management with a focus on quality and safety improvement