

The Kemmy Business School empowers, enlightens and enriches through education, research and public engagement in order to sustainably transform the lives of individuals, communities and society.

Named after Jim Kemmy, former parliamentarian and Mayor of the City of Limerick, the School draws inspiration from his lifetime commitment to the common good, to widening education access, and to building a society characterised by fairness and dignity.

Today, as a triple accredited research led business school with a global mandate, we champion action-oriented interdisciplinary research which gives expression to our mission and values. We place a premium on tackling the challenges of our time and addressing key UN Sustainable Development Goals through conducting excellent research that has impact within and beyond academia.



Protocol for establishing and evaluating a public and patient panel for organisation science and management principles in healthcare

Dr. Claire Harnett, Dr. Nuala Ryan, Dr. Briga Hynes

Synopsis

Patient and public involvement (PPI) has not been used to its full potential when examining the organisational science and management principles side of healthcare. With increasing acknowledgement of the relationship between management tools and patient outcomes, meaningful engagement with the patient and the public in conducting research has the potential to enhance the patient experience. This study aims to outline the process in identifying members for a PPI for the organisational science and management principles side of healthcare by providing guidelines for the establishment of PPIs in this nascent field and producing a charter for the panel, 'by and with' the panel members. While PPI is documented in health economics and health policy research, there are currently no existing PPI groups that focus on the impact of organisational science and management principles in healthcare on patient outcomes.

Introduction and Background

In Ireland the healthcare system continues to struggle to deliver an efficient, safe, patient-focused service in line with Ireland's economic ranking in the world (Burke et al 2018). Ireland's inability to achieve a sustainable healthcare workforce has for example, resulted in a deficit of over 1600 hospital consultants (Irish Medical Organisation,

2020). In literature examining what factors are contributing to such a deficit, it emerged that issues were largely to do with principles in the realm of the organisational science and managerial practices side of healthcare such as poor experiences with supervision, training and staffing levels, in addition to stressful working conditions and worsening mentoring experiences (Brugha et al 2021). Mayo et al (2021) argue it is more important now than ever to look at organisational science research and see how the management of healthcare can be improved due to the impending additional challenges brought on by the COVID-19 pandemic.

With that in mind, this study proposes to identify panel members for a PPI focused on enhancing research around organisational science and management practices in the Irish healthcare system, providing guidelines on how to set up PPIs for their research in similar areas.

Issues and Questions Considered

There is an acknowledgement that when organised correctly PPI's can lead to meaningful engagement with participants being true partners in the design of the research process (MacFarlane, 2017). Furthermore, Braithwaite (2018) highlights that improving PPI in research is a high priority

Authors



Claire Harnett
Department of Work &
Employment Studies
Kemmy Business School,
University of Limerick



Nuala Ryan
Department
Management &
Marketing
Kemmy Business School,
University of Limerick



Briga Hynes
Department
Management &
Marketing
Kemmy Business School,
University of Limerick

from multiple stakeholder perspectives such as policymakers, research funders, some academic journals as well as patient and lay organisations. Wiseman (2005) argues that where healthcare systems are funded by the taxpayer, the public deserve to have a say in decisions. Furthermore, involving the public in decisions can help counter potential biases among the key decision-making health professionals (Weisman 2005).

While it is clear that creating and including PPIs in research are not without challenges, and given the lack of existing models this research adopts a hybrid approach incorporating elements of a number of existing frameworks and applying the six steps outlined by Lomas et al, (2006). The first step is to identify stakeholders to take part in the PPI. The second is to identify and assemble data needed for the consultation such as evidence on problems within the organisational science and management principles realm of healthcare in Ireland. The third stage is to design and complete the consultation with the stakeholders to identify immediate priority issues and those needing attention over the next 3–5 years. Following priority identification, the fourth stage will validate the priorities identified against other sources of information, such as existing research in the field and Irish health policy, to ensure that the priorities are generalisable. Once validation has occurred, the fifth stage will translate priority issues into priority research themes. The sixth and final stage of the Lomas et al (2006) model involves validation of the research themes with the stakeholders in the PPI to ensure that the researchers are staying true to the priority concerns of the panel members. These stages combined enable the group to produce a charter which sets out a research agenda for the PPI and research team.

Methodology

The data for this study is collected through a qualitative participatory approach. In order to engage in a rigorous process, the Consolidated criteria for Reporting Qualitative research will be used to guide both the data collection and analysis of this study. In addition, when reporting the findings of this study the standardised guidelines set out by the Guidance for Reporting Involvement of Patients and the Public will be implemented. With this in mind a framework has been chosen to guide the selection of patients and the public for the panel, emphasising the importance of minimising the barriers in the running of PPIs.

Outcomes and Findings

This research when reviewed in parallel with the clinical PPI research studies presents a more holistic understanding of the systems perspective of the alignment/disconnect in management principles and patient care outcomes. Recording the establishment of this PPI will inform other researchers in business schools on how a PPI will enhance research outcomes and better understand the process on how to go about it for non-clinical healthcare research projects. The involvement of the patient in healthcare research in a 'with' and 'by' manner can potentially lead to the improvement in the credibility of results and impact the applicability of the results to patients (Domecq et al 2014).

This paper addresses the design issues to ensure the PPI demonstrates group diversity, has clear roles and expectations, strong communication procedures, holds the values of respect, openness, flexibility and reciprocity, as outlined by Ní Shé et al, (2020) with objectives being amended as the PPI members see fit.

The underlying paper was published in *BMJ Open* 2022, Volume 12, Issue 10. A full copy can be obtained at: <https://bmjopen.bmj.com/content/12/10/e062196>

Authors:

C. Harnett; N. Ryan and B. Hynes

For further information and comments, please contact:

Prof Michael Morley

Assistant Dean, Research

Kemmy Business School

University of Limerick, Ireland

T: +353 61 212273

E: Michael.Morley@ul.ie

Forthcoming Research Bulletin

Title: Is caring for others good for our mental health? Evidence from the COVID-19 pandemic"

Authors:

Costi, Chiara, Bruce Hollingsworth,

Vincent O'Sullivan & Eugenio

Zucchelli

About the KBS Research Bulletin

The purpose of the KBS Research Bulletin series is to make our research more readily accessible to a wide range of interested stakeholders, and so to allow our work to have a useful impact on the society in which we operate. We regard this as an important part of our stakeholder engagement. The dissemination of these bulletins aligns with both the UL focus on excellence and impact in research, and on the KBS strategic goals of cultivating excellence in research while contributing to our community of stakeholders in a responsible and sustainable manner.