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The College Research Unit today

This online archive gives a fuller account of the activities of the Research Unit than could be included in Chapter 10.

GROWTH AND INCOME

The number of people employed by the College Research Unit (CRU) reached 50 in early 2005 and for that year its income will be about £2.9 million. The larger part of the Unit's income is from grants for its activities. Table 1 shows the main grants that have been secured between 1999 and 2005. As can be seen, the largest single grant is from the National Institute for Clinical Excellence (NICE) for the National Collaborating Centre for Mental Health (NCCMH). 'Subscription income' refers mainly to payments by mental health care provider organisations that participate in multi-centre quality improvement projects managed by the CRU. The work of the Unit has remained remarkably faithful to the broad aims of the initial application for audit funds.

CLINICAL GUIDELINES

The National Collaborating Centre for Mental Health is jointly managed by the College Research Unit and the Centre for Outcomes Research and Effectiveness (CORE) at the British Psychological Society (BPS). Dr Tim Kendall, the Deputy Director of the CRU, is co-director of the NCCMH together with Mr Steve Pilling, a psychologist and director of BPS CORE. The NICE guidelines are correctly the gold standard in the English National Health Service (NHS) and, increasingly, mental health services are

expected to implement their recommendations. Table 2 shows the guidelines that have been published and which are planned.

THE STRUCTURE AND QUALITY OF MENTAL HEALTH SERVICES

Over the past 5 years, the Unit has established a number of national quality improvement initiatives. Tables 3 and 4 list these and show the number of services that participate. These include services in all of the countries within the jurisdiction of the College (England, Ireland, Northern Ireland, Scotland and Wales) and, increasingly services from abroad. The longest established network is the Quality Network for In-patient Child and Adolescent Mental Health Services (QNIC). About 85% of eligible services in the UK are members. Although the networks differ from one another in some important respects, they all follow a similar process of quality improvement activities. This is based on the clinical audit cycle. Standards, for service organisation and service processes, are agreed; services review themselves against these standards; services then receive a visit from a group of peers drawn from other services in the network; a report detailing local performance is prepared; services make action plans on the basis of this and the cycle starts again. In addition, the networks hold annual forums and produce an annual report that summarises the national picture.

The Electroconvulsive Therapy Accreditation Service (ECTAS) adds in the element of pass/fail. ECTAS is a good example of one key strength of a unit housed within a Royal College – longevity and constancy of purpose. John Pippard's second audit of electroconvulsive therapy (ECT) was the first major project undertaken by the Unit in 1989. The third audit was conducted in 1996 by Dr Richard Duffet. ECTAS was established in response to the finding that key aspects of ECT practice still had not

improved despite the College's work. The Accreditation system has resulted in demonstrable improvement and has already led to some ECT clinics acknowledging that they cannot meet acceptable standards and closing down or merging with a neighbouring clinic that can. Other networks are planned, including for community CAMHS (Children Act and the Mental Health Act) and an accreditation system for acute psychiatric wards. The latter will develop from a national audit of violence in mental health in-patient settings that was funded by the Healthcare Commission.

OUTCOMES MEASUREMENT

During his term as Director, Professor John Wing was commissioned by the Department of Health to develop an outcome measure that could be used by mental health services in routine practice and as part of a national mental health minimum data set. The resulting measure (the Health of the Nation Outcomes Scales – HoNOS) has not only just been adopted by the English Department of Health but has also been mandated throughout Australia and New Zealand and is widely used in a number of other countries.

HEALTH SERVICES RESEARCH

The CRU is uniquely placed to engage large number of services in multi-centre health services research studies. It has been successful at attracting grants to do this from the Department of Health. These studies have influenced both practice and policy. They include: a major programme of research about the 1983 Mental Health Act to inform the working group making recommendations about reform of mental health legislation; research about the adequacy of mental health residential care for adults and a separate programme about in-patient services for young people. The latter led directly to the

establishment of QNIC. More recently, the Unit has set up a programme of qualitative research. This was established with a generous donation from Dr Jim Birley. The programme has included two ethnographic studies using participant observation; one of acute psychiatric wards and the other of the experience of life in the community of people with a severe mental illness.

TRAINING

In 2004, the College decided to establish a training unit. One of the reasons was to set up a stream of income that might, eventually, replace the declining surpluses generated by the Publications Department. It was decided that the CRU would be the most appropriate department of the College to house this. The College Education and Training Centre was set up in 2005 and its first events were held in September of that year.

PUBLICATIONS

The CRU has published nearly 300 papers in its 18 years of existence. A full list is available from the College and the CRU website.

Table 1. Major grants held since 1999.

PROJECT TITLE	FUNDER	DATES	AMOUNT
National in-patient child and adolescent psychiatry study (NICAPS)	NHS R&D	1999–2001	£247 000
Evaluation of the use of the Children Act and the Mental Health Act in children and adolescents in psychiatric settings (CAMHA-CAPS)	NHS R&D	1999–2001	£71 000
FOCUS: a project to identify and disseminate information about effective practice in CAMHS	Gatsby/DH	1996–2009	c£2 500 000
Life on an acute psychiatric ward: an ethnographic study focusing on the experience of patients	Donation by Dr Jim Birley	2000–2003	£100 000
QNIC (Quality Network of In-patient CAMHS)	PPP Healthcare	2001–2004	£249 000
Community of therapeutic communities	Community Fund	2002–2005	£151 000
Care paths of those referred but not admitted to child and adolescent in-patient units	NHS R&D	2003–2005	£189 000
A conversation analysis study of prescribing decisions about antipsychotic drugs	Eli-Lilly	2003–2006	£165 000
An ethnographic study of life in the community for those with a severe mental illness	The Community Fund	2003–2006	£180 000
A national audit of the management of violence in in-patient and community settings	Commission for Health Improvement	2003–2005	£190 000
A survey of the roles and activities of consultant addiction psychiatrists	NHS R&D	2003–2005	£140 000
Costs and Outcomes of and Satisfaction with In-patient Child and Adolescent Mental Health Services	NHS SDO	2003–2006	£300 000
Regional collaboratives for self-harm services	Health Foundation	2005–2009	£360 000
The UK Prescribing Observatory for Mental Health	Health Foundation	2005–2009	£450 000
Evaluation of the Mental Health Improvement Programme	NHS SDO	2005–2007	£200 000
The development of commissioning standards for therapeutic communities	DH	2004–2005	£48 000
The development of commissioning standards for in-patient CAMHS units	DH	2005–2006	£48 000
A quality improvement network for community CAMHS	DH	2005–2006	£140 000
A quality network for non-mental health therapeutic communities	Community Fund	2005–2008	£350 000
The NICE National Collaborating Centre for Mental Health	National Institute for Clinical Excellence	2001–present	£3 420 000

Table 2. Past and future guidelines developed by the NICE National Collaborating Centre for Mental Health (which is jointly managed by the College Research Unit and the CORE Unit of the British Psychological Society) – as of August 2005.

Future topics	Past topics
Depression in children and young people	Schizophrenia
OCD and BDD	Eating disorders
Bipolar disorder	Self-harm
Antenatal and perinatal mental health	Depression
Dementia	PTSD
Drug misuse – psychosocial	
Drug misuse – detox ADHD	
Schizophrenia update	

Table 3. Quality improvement networks managed by the CRU at August 2005.

Network	Year the network was founded	Number of members
Quality Network for In-patient CAMHS (QNIC)	2001	72 in-patient CAMHS units
Community of Communities	2002	64 therapeutic communities
ECT Accreditation Service (ECTAS)	2003	68 ECT clinics
Quality Improvement Network for Multi-agency CAMHS	2005	Recruitment just started

Table 4: Other multi-centre quality improvement networks managed by the CRU.

Network	Year it was founded	Number of members
National Audit of Violence	2003	266 psychiatric wards/50 NHS trusts
Prescribing Observatory for Mental Health	2005	34 NHS trusts
Regional Collaboratives for Self-harm Services	2005	45 services (linked A&E/mental health)

The College Research Unit remains a department of the College with its Director accountable to the President. Over the years, the number of people employed by the CRU has increased steadily and it had to relocate three times. The CRU now has 50 full-time staff members in addition to the Director and Deputy Director and a number of people working on a sessional basis. Most income is still derived from outside sources. It now receives no direct research grants from the College, but could not function without the very considerable administrative support provided by the finance, human resources and information technology staff and the College Secretary. It has achieved its remit through a combination of activities, including health services research, systematic evaluations of key service issues, the development, dissemination and application of service standards, clinical guidelines and outcome measures, and the coordination of multi-centre audit projects. The CRU has strong working links with many other organisations, including professional, academic and service user and carer organisations. It has also undertaken collaborative work with most of the faculties of the College.

It now has had nearly 300 publications, a CRU website is regularly updated and the Unit now produces an Annual Report and events brochure. Some publications are regularly updated including *Finding the Evidence*, which aims to provide clinicians with rapid access to the best available secondary research evidence. The second edition has expanded on the first to provide an essential resource for clinicians. The Unit regularly organises conferences and symposia on key issues for mental health, which attract a multi-professional audience. Some of these conferences/symposia have been organised in joint collaboration with the College Faculties. The Unit has been structured to

improve efficiency with four sections: health service research; quality initiatives and networks; the National Collaborating Centre and a section 'FOCUS' promoting clinical and organisational effectiveness in child services, with an emphasis on incorporating evidence-based research.

PUBLICATIONS LIST

LIST OF PUBLICATIONS BY CRU STAFF FROM JANUARY 1990 TO PRESENT

1990

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