

## Supplementary Material File 2: Invitation emails to trust CEOs

Invitation emails to trust CEOs

### In-depth case study invitation – 18/12/2018

Dear [CEO]

I am writing to invite [enter organisation name] to participate in this independent research study:

Special Measures for Quality Improvement and Challenged Providers: Evaluating the impact of improvement interventions in NHS trusts.

This study is being conducted by the Rapid Service Evaluation Team ('RSET'), a collaboration of experienced health researchers based at University College London and the Nuffield trust. The team is funded by the National Institute for Health Research (NIHR) for a period of five years and aims to produce timely findings for the NHS.

The study will examine the impact on NHS organisations of NHS Improvement (NHSI) interventions delivered when a trust is placed in 'Special Measures' or on a 'challenged provider list' for quality. Our focus is on how trusts respond to targeted NHSI interventions (e.g. buddying, Improvement Director, etc.), whether they facilitate improvement locally, and whether the current improvement regime strikes the right balance between support and scrutiny. We wish to contribute better understanding in this area and produce work of relevance to the wider NHS.

We are planning to conduct a number of case studies with trusts who are either currently in, or who have been in, Special Measures for Quality or on the challenged provider list.

What the research would entail for your organisation

We would wish to undertake the following:

- Up to 15 interviews with the board, clinical directors, managers and frontline staff
- Observation of board meetings and meetings where quality improvement interventions are discussed, especially targeted NHSI interventions
- Visitation of units receiving quality improvement interventions to talk with staff and understand their perspectives
- Collection of documents useful and relevant for the evaluation, such as reports submitted to NHSI or the CQC

We guarantee anonymity of both individuals and organisations i.e. no organisations or individuals would be named in any output from the study.

Potential benefits for your organisation of participating

We will provide ongoing feedback during the study to participating organisations in the most convenient format to them, as well as feedback at the end of the study to share the wider lessons.

Our intention is to begin the evaluation at the earliest opportunity to complete data collection **by August 2019**. We would, of course, agree a start date for data collection with you, taking into account winter pressures.

If you are willing in principle for your organisation to participate in this research study, we will send you an information sheet with further information and will be in touch to take forward the arrangements.

In the meantime, I'd be very happy to have a phone call to discuss this further if that would be helpful.

I look forward to hearing from you.

Best wishes

Naomi

### **Light touch case study invitation – 18/12/2018**

Dear [CEO]

I am writing to invite [*enter organisation name*] to participate in this independent research study:

Special Measures for Quality Improvement and Challenged Providers: Evaluating the impact of improvement interventions in NHS trusts.

This study is being conducted by the Rapid Service Evaluation Team ('RSET'), a collaboration of experienced health researchers based at University College London and the Nuffield trust. The team is funded by the National Institute for Health Research (NIHR) Health Service and Delivery Research (HS&DR) programme for a period of five years and aims to produce timely findings for the NHS.

The study will examine the impact on NHS organisations of NHS Improvement (NHSI) interventions delivered when a trust is placed in 'Special Measures' or on a 'challenged provider list' for quality. Our focus is on how trusts respond to targeted NHSI interventions (e.g. buddying, Improvement Director, etc.), whether they facilitate improvement locally, and whether the current improvement regime strikes the right balance between support and scrutiny. We wish to contribute better understanding in this area and produce work of relevance to the wider NHS.

We are planning to conduct a number of case studies with trusts who are either currently in, or who have been in, Special Measures for Quality or on the challenged provider list.

What the research would entail for your organisation

We would wish to undertake the following:

- 8-10 interviews with senior leaders within your organisation i.e. board members, divisional/clinical directors and managers
- Collection of documents useful and relevant for the evaluation, such as reports submitted to NHSI or the CQC

We guarantee anonymity of both individuals and organisations i.e. no organisations or individuals would be named in any output from the study.

Potential benefits for your organisation of participating

We will provide ongoing feedback during the study to participating organisations in the most convenient format to them, as well as feedback at the end of the study to share the wider lessons.

Our intention is to begin the evaluation at the earliest opportunity to complete data collection **by August 2019**. We would, of course, agree a start date for data collection with you, taking into account winter pressures.

If you are willing in principle for your organisation to participate in this research study, we will send you an information sheet with further information and will be in touch to take forward the arrangements.

In the meantime, I'd be very happy to have a phone call to discuss this further if that would be helpful.

I look forward to hearing from you.

Best wishes

Naomi