

Marsaili Cameron – professional highlights

Research/inquiry programmes that shape change in the real world

Marsaili tends to find questions more stimulating than statements, so has welcomed opportunities to take part in action-based inquiry and research.

Working independently

Many factors affect the mental wellbeing of local communities. But a key question for agencies and individuals is: *What concerted action can be taken to improve the mental wellbeing of communities?*

For the King's Fund and the National Institute for Mental Health in England, Marsaili spearheaded inquiry into how to support the development of imaginative, flexible and effective local partnership working. The resulting coauthored publication enabled individuals and agencies to learn more about each other's perspectives, and find innovative ways of using that learning to achieve common goals, such as reducing health inequalities.

<https://www.kingsfund.org.uk/publications/community-renewal-and-mentalhealth>

Working with other members of PublicServiceWorks

Marsaili explored how the charity could deploy grants to create the maximum positive difference for those living with acquired brain injury. The resulting report, *Surviving is One Thing, Living Quite Another* makes the case for increasing and extending long-term community support.

<https://www.publicserviceworks.com/resources-and-downloads>

Evaluations and reviews that enable constructive learning

Never a fan of 'end-of-term reports', Marsaili sees evaluation as an opportunity to co-create real-time learning and change.

Working independently

Marsaili was a member of a team of three independent consultants commissioned by Arts Council England to evaluate *Be Creative Be Well*, the arts and creative stream of the Big Lottery-funded Well London programme, a 3-year initiative working with local people to transform their health. The findings included key learning points both for commissioners/funders of participatory arts and for artists themselves. The evaluation also features as a case study in a textbook presenting international perspectives on practice, policy and research on creative arts, health and wellbeing¹.

[https://www.artscouncil.org.uk/sites/default/files/download-file/Be Creative Be Well.pdf](https://www.artscouncil.org.uk/sites/default/files/download-file/Be%20Creative%20Be%20Well.pdf)

¹ Cameron, M, Ings, R and Crane, N, 'Seeking a common language: the challenge of embedding participatory arts in a major public health programme', in Clift, S and Camic, P (eds) 2016, Oxford Textbook of Creative Arts, Health, and Wellbeing. Oxford: Oxford University Press.

Working with other members of PublicServiceWorks

Between 2014 and 2017, Marsaili worked with Sheila Marsh to carry out an independent impact study of ADVANCE, a mentoring programme delivered by a group of senior volunteer mentors for chief executives of local charities in The Carers Trust Network. The resulting materials are designed to help leaders and board members from a wide range of backgrounds work together in a focused way to ensure effective strategic management.

<https://www.publicserviceworks.com/advance-programme>

Between 2020 and 2024, Marsaili worked with Sheila Marsh and an embedded researcher on an action research study, funded by Paul Hamlyn Foundation, of a community dance programme developed by Dance United Yorkshire in Holme Wood Estate, Bradford. The work tracked learning and drew broader insights for dance and community wellbeing.

<https://publicserviceworks.com/what-we-do>

Scoping and impact assessment studies that change policy and practice

As every policy maker at every level knows, intended effects may be scuppered by unintended consequences. Marsaili has found great satisfaction in working on projects that aim to anticipate challenges and forestall negative consequences.

Working independently

How would the health of Londoners be affected by the first Mayor's policies on culture, economic development, spatial development, air quality and biodiversity?

Marsaili was a member of the Greater London Authority health team carrying out health impact assessments of the Mayor's policies. The work brought together rapid research reviews with participatory workshops involving a wide range of stakeholders. She was co-author of the final reports containing recommendations for the Mayor. She also wrote a short guide to health impact assessment that was subsequently found useful in a variety of settings.

http://www.who.int/hia/examples/en/HIA_londonHealth.pdf

Working with other members of PublicServiceWorks

With Sheila Marsh, Marsaili worked on a commission from the King's Fund to evaluate key aspects of a major funding programme designed to improve Londoners' health through community-level projects. Through the programme, the King's Fund hoped to create a new kind of relationship with grant applicants where a commitment to co-learning was agreed to rank as highly as the ability to deliver services. Sheila and Marsaili were also joint external evaluators of a 3-year project, funded by the Partners for Health programme, exploring how end-of-life care can be improved for people with learning disabilities living in southwest London.

Plan, research, write and produce resources to support change

With an early career in educational publishing, including some years at the Open University, Marsaili remains convinced of the value offered by high quality development materials – and she enjoys creating them.

Working independently

How can health managers and professionals get to grips with the research evidence on change management so as to respond more effectively to the challenges facing them in rethinking the practice and delivery of health care?

For the organisation now known as the Health Services and Delivery Research Programme (funded by the National Institute for Health Research), Marsaili was project manager and writer with the consultancy team planning, researching, writing and producing two acclaimed resources, published in 2001, on the management of change in the health service

- *Organisational Change: a review for health care managers, professionals and researchers* – awarded British Association of Medical Managers (BAMM) Award, 2002
- *Making Informed Decisions on Change: key points for health care managers and professionals.* <http://www.netscc.ac.uk/hsdr/managingchange.html>

Working with other members of PublicServiceWorks

From 2011-2012, Marsaili was a member of the PublicServiceWorks team commissioned by Marie Curie Cancer Care to work on a UK Department of Health-funded programme to improve the experience at transition of young people with life-limiting conditions. Marsaili led on developing materials reflecting and sharing learning from the programme.

<https://www.publicserviceworks.com/resources-and-downloads>