

# CURRICULUM VITAE

**James Barlow**

January 2024

## Brief summary

I have been a Professor in Technology and Innovation Management (Healthcare) at Imperial College Business School since January 2003. I am a member of the School's [Centre for Health Economics and Policy Innovation](#). I was a Bennet Professor at Halmstad University, Sweden, between 2019-2021 and I am currently a visiting professor at Halmstad.

My research focuses on the structural and organisational challenges to the development and implementation of innovations in complex sectors, notably healthcare. I also have extensive experience of innovation issues in housing and construction.

I have been principal or co-investigator on many research projects and centres, and regularly advise government and industry on strategic and policy issues.

I teach undergraduate, MSc, MBA and executive education courses and am a frequent speaker on executive education programmes across the world.

I have published widely in leading journals and my latest book is [Managing Innovation in Healthcare](#).

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## Qualifications

PhD (Economics) London School of Economics and Political Science.

BA (Hons.) (Geography) London School of Economics and Political Science.

## Professional appointments

2003 – : Chair in Technology and Innovation Management, Imperial College Business School.

1999-2003: Professorial Fellow, SPRU (Science Policy Research Unit), University of Sussex.

1994-1999: Reader, University of Westminster, then Professor of Housing and Construction from 1998.

1993-1994: Research Fellow, Policy Studies Institute, London.

1984-1993: Research Associate, then Research Fellow, Centre for Urban and Regional Research, University of Sussex (also held a research fellowship at the Department of Geography, Open University during 1986-1988).

## Research projects and programmes as Principal or Co-investigator since 2000

Prior to 2000 the majority of my work focused on housing policy, with research projects funded by ESRC (7), the Joseph Rowntree Foundation (7) and Department of the Environment (5) (list available).

*Centre for Sectoral Economic Performance*. Co-director. Funded by Gatsby Charitable Foundation. £29m (2024-2033). Imperial College London.

*Dynamic capabilities. Sectoral systems of innovation and the UK's competitiveness. Fine chemicals sectoral study*. Co-investigator. Funded by Gatsby Charitable Foundation. £333,000 (2023-2024). Imperial College London.

*Dynamic capabilities. Sectoral systems of innovation and the UK's competitiveness. Pharmaceutical/biopharma sectoral study*. Principal investigator. Funded by Gatsby Charitable Foundation. £378,000 (2021-2023). Imperial College London.

*NIHR London In-Vitro Diagnostics Co-operative*. Co-investigator. Funded by NIHR, £1m (2013-2018), £1.3m (2018-2023). Imperial College London.

*Evaluating a Major Innovation in Hospital Design*. Co-investigator. Funded by NIHR SDO programme, £366,000 (2012-14). Led by Kings College London.

*Health and Care Infrastructure Research and Innovation Centre (HaCIRIC)*. Principal investigator. Funded by EPSRC under the IMRC programme, £12m (2006-2013). Imperial College London, with Loughborough, Reading and Salford universities.

*Policy Innovation Research Unit (PIRU)*. Co-investigator. Funded by Department of Health, £5.5m (2011-2017, plus additional funding for 2018-2023). Led by London School of Hygiene and Tropical Medicine, with LSE and RAND Europe.

*Collaboration for Leadership in Applied Health Research and Care (CLAHRC) for Northwest London*. Co-investigator. Funded by National Institute for Health Research, £10m (2008-2013, plus additional funding for extension). Led by Chelsea & Westminster Hospital / Imperial College London Health Trust.

*Whole System Demonstrators Programme Evaluation*. Co-investigator. Funded by Department of Health, £2.3m (2008-2012). With City University (lead), LSE, UCL, University of Manchester, University of Oxford, Nuffield Trust.

*Modelling Service Innovation in Stroke Care*. Co-investigator. Funded by Department of Health, £110,000 (2007-2008).

*Innovation Studies Centre*. Co-investigator. Funded by EPSRC under the IMRC programme, £3.3m (2003-2008 plus additional funding for renewal to 2012). Imperial College London.

*Supporting Independence. New products, New practices, New communities*. Principal investigator. Funded by EPSRC, £696,000 (2003-2006). With Dundee University, UCL, Barnsley District General Hospital NHS Trust). Imperial College London.

*Telecare Planning and Implementation*. Principal investigator. Funded by EPSRC, £410,000 (2000-2003). University of Sussex.

## Government and industry advisory work: summary

I have advised government bodies on healthcare innovation issues, both in the UK and internationally, and have been a member of expert panels on healthcare innovation for the Department of Trade and Industry, Department of Health, European Commission, the Royal Society, the King's Fund and other bodies.

I led inquiries into the uptake and spread of innovation in the NHS for the Policy Exchange and into the evidence base for telehealth for the Department of Health, which helped shape policy in this area. I was responsible for a foresight project on future technology needs for an ageing population for the Department of Trade and Industry. I have given evidence on public-private partnerships before the Treasury Select Committee and evidence on healthcare innovation issues to other Parliamentary Committees.

I am a consultant to companies across the healthcare technology sector and a member of several advisory boards.

Prior to concentrating on healthcare innovation, my consulting and advisory work focused on housing and construction industry issues. This includes work on mass customisation in housebuilding, the management processes involved in construction industry partnering, leading a Department of Trade and Industry scientific mission to Japan on innovation in housebuilding, and research for the Department of the Environment which underpins current planning policy for affordable housing in the UK.

## Selected publications

### *Refereed journal papers*

Mindell J, Parag Y, Bartington S, Stoll L, Barlow J, Janda K (2023) The Middle-Out Perspective – an approach to formalise 'normal practice' in public health advocacy. *Perspectives in Public Health*. <https://doi.org/10.1177/17579139221138451>

Hidefjäll P, Laurell H, Johansson J, Barlow J (2023) Institutional logics and the adoption and implementation of remote patient monitoring. *Innovation. Organization & Management* <https://doi.org/10.1080/14479338.2022.2162907>

Hofer M, Criscuolo P, Shah N, ter Wal A, Barlow J (2022) Regulatory policy and pharmaceutical innovation in the United Kingdom after Brexit: initial insights. *Frontiers in Medicine*. <https://doi.org/10.3389/fmed.2022.1011082>

Bolous N, Graetz G, Ashrafian H, Barlow J, Bhakta N, Sounderajah V, Dowdeswell B (2022) Harnessing a clinician-led management model to overcome healthcare tribalism and drive innovation: a case study of Northumbria NHS Foundation Trust. *Journal of Health Organization and Management*. <https://doi.org/10.1108/JHOM-05-2022-0157>

Nilsen P, Reed J, Nair M, Savage C, Macrae C, Barlow J, Svedberg P, Larsson I, Lundgren L, Nygren J (2022) Realizing the Potential of Artificial Intelligence in Healthcare: Learning from Intervention, Innovation, Implementation and Improvement Sciences. *Frontiers in Health Services*. <http://doi.org/10.3389/frhs.2022.961475>

Dallera G, Skopec M, Battersby C, Barlow J, Harris M (2022) Review of a frugal cooling mattress to induce therapeutic hypothermia for treatment of hypoxic-ischaemic encephalopathy in the UK NHS. *Globalization and Health* 18:43. <https://doi.org/10.1186/s12992-022-00833-5>

Gama F, Tyskbo D, Nygren J, Barlow J, Reed J, Svedberg P (2022) Implementation frameworks for AI translation into healthcare practice: a scoping review. *JMIR (Journal of Medical Internet Research)* 24(1):e32215 doi: [10.2196/32215](https://doi.org/10.2196/32215)

Svedberg P, Reed J, Nilsen P, Barlow J, Macrae C, Nygren J (2022) Towards successful implementation of artificial intelligence in healthcare practice: A research program. *JMIR Research Protocols (Journal of Medical*

Internet Research). <https://www.researchprotocols.org/2022/3/e34920>

Hindocha C, Antonacci G, Barlow J, Harris M (2021) Defining frugal innovation: a critical review. *BMJ Innovations* <http://dx.doi.org/10.1136/bmjinnov-2021-000830>

Huddy J, Ni M, Barlow J, Hanna G (2021) Qualitative analysis of stakeholder interviews to identify the barriers and facilitators to the adoption of point-of-care diagnostic tests in the UK. *BMJ Open* 10.1136/bmjopen-2020-042944

Antonacci G, Lennox L, Barlow J, Evans L, Reed J (2021) Process mapping in healthcare: a systematic review. *BMC Health Services Research*. [10.21203/rs.3.rs-80631/v1](https://doi.org/10.21203/rs.3.rs-80631/v1)

Mindell J, Bartington S, Janda K, Stoll L, Barlow J, Parag Y (2021) Using the Middle-Out Perspective to augment advocacy for smokefree legislation. *European Journal of Public Health*. 31: 340-340. <https://doi.org/10.1093/eurpub/ckab165.005>

Sounderajah V, Patel V, Varatharajan L, Harling L, Normahani P, Symons J, Barlow J, Darzi A, Ashrafian H (2020) Are disruptive innovations recognised in the healthcare literature? A systematic review. *BMJ Innovations* <http://orcid.org/0000-0002-4595-8402>

Ni M, Borsci S, Walne S, Mclister A, Buckle P, Barlow J, Hanna G (2020) The Lean and Agile Multi-dimensional Process (LAMP) – a new framework for rapid and iterative evidence generation to support health-care technology design and development *Expert Review of Medical Devices* <https://doi.org/10.1080/17434440.2020.1743174>

Cisnetto V, Barlow J (2020) The development of complex and controversial innovations. Genetically modified mosquitoes for malaria eradication. *Research Policy*, 49(3), <https://doi.org/10.1016/j.respol.2019.103917>

Huddy J, Ni M, Misra S, Mavroveli S, Barlow J, Hanna G (2018) Development of the Point-Of-Care Key Evidence Tool (POCKET): a checklist for multi-dimensional evidence generation in point-of-care tests. *Clinical Chemistry and Laboratory Medicine*. <https://doi.org/10.1515/cclm-2018-1089>

Chatterjee A, Robotham J, Barlow J, Holmes A et al. (2018) Quantifying drivers of antibiotic resistance in humans: A systematic review. *Lancet Infectious Disease*. [http://dx.doi.org/10.1016/S1473-3099\(18\)30296-2](http://dx.doi.org/10.1016/S1473-3099(18)30296-2)

Antonacci G, Reed J, Sriram V, Barlow J (2018) Quality improvement through interactive simulation. *International Journal for Quality in Health Care*, 30 (S2), 29-30.

Antonacci G, Reed J, Lennox L, Barlow J. (2018). The use of process mapping in healthcare quality improvement projects. *Health services management research*, 31(2), 74-84. doi:[10.1177/0951484818770411](https://doi.org/10.1177/0951484818770411)

Myron R, French C, Sullivan P, Sathyamoorthy G, Barlow J, Pomeroy L (2017) Professionals learning together with patients: An exploratory study of a collaborative learning Fellowship programme for healthcare improvement. *Journal of Interprofessional Care*, doi:10.1080/13561820.2017.1392935

Dattée B, Barlow J (2017) Multilevel organizational adaptation: Scale invariance in the Scottish healthcare system. *Organization Science*. <http://dx.doi.org/10.1287/orsc.2017.1113>

Tucker D, Hendy J, Barlow J (2016) The dynamic nature of social accounts: An examination of how interpretive processes impact on account effectiveness. *Journal of Business Research* 69: 6079-6087. <http://dx.doi.org/10.1016/j.jbusres.2016.06.014>

Greenhalgh T, Annandale E, Ashcroft R, Barlow J, Black N, Bleakley A, et al. (2016) An open letter to the BMJ editors on qualitative research. *BMJ* 352: i563. doi: <http://dx.doi.org/10.1136/bmj.i563>

Huddy J, Ni, Zhifang M, Majeed A, Barlow J, Hanna G (2016) Point-of-care C-reactive protein for the diagnosis of lower respiratory tract infection in NHS primary care: a qualitative study of barriers and facilitators to adoption. *BMJ Open*. [doi:10.1136/bmjopen-2015-009959](https://doi.org/10.1136/bmjopen-2015-009959)

- Pizzo E, Doyle C, Matthews R, Barlow J (2015) Patient and public involvement: how much do we spend and what are the benefits? *Health Expectations*. doi:10.1111/hex.12204
- Maben J, Barlow J et al (2015) One size fits all? Mixed methods evaluation of the impact of 100% single room accommodation on staff and patient experience, safety and costs. *BMJ Quality & Safety*. DOI:10.1136/bmjqs-2015-004265
- Jacobson E, Bayer S, Barlow J, Dennis M, MacLeod M (2015) The scope for improvement in hyper-acute stroke care in Scotland. *Operations Research for Health Care* 6 (2015) 50–60, <http://dx.doi.org/10.1016/j.orhc.2015.09.003>
- Tucker D, Hendy J, Barlow J. (2015) The importance of role sending in the sensemaking of change agent roles. *Journal of Health Organization and Management* 29(7), 1047-1064. <http://dx.doi.org/10.1108/JHOM-12-2013-0279>.
- Barlow J (2015) Changing the innovation landscape in the UK's National Health Service to meet its future challenges. *Innovation and Entrepreneurship in Health* doi: 10.2147/IEH.S60802
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- Cravo Oliveira T, Barlow J, Bayer S (2015) The association between general practitioner participation in joint teleconsultations and rates of referral: A discrete choice experiment. *BMC Family Practice* 16:50. doi:10.1186/s12875-015-0261-6
- Huddy J, Ni, Zhifang M, Stella Mavroveli S, Barlow J, Hanna G (2015) A research protocol for developing a Point-Of-Care Key Evidence Tool 'POCKET': a checklist for multi-dimensional evidence reporting in point-of-care in-vitro diagnostics. *BMJ Open*; 5:e007840. doi:10.1136/bmjopen-2015-007840
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- Hendy J, Chrysanthaki T, Barlow J (2014) Managers' identification with and adoption of telehealthcare. *Societies* 4, 428–445. Special Issue 'Beyond Techno-Utopia: Critical Approaches to Digital Health Technologies.' doi:10.3390/soc4030428.
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- Renedo A, Marston C, Spyridonidis D, Barlow J (2014) Patient and Public Involvement in Healthcare Quality Improvement: How organizations can help patients and professionals to collaborate, *Public Management Review*, DOI: 10.1080/14719037.2014.881535
- Abma I, Jayanti A, Bayer S, Mitra S, Barlow J (2014) Perceptions and experiences of financial incentives: a qualitative study of dialysis care in England. *BMJ Open*, 4: e004249. doi:10.1136/bmjopen-2013-004249.
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evidence and adoption of an innovation. *Health Policy and Technology*, 2, 216-221.

Jayanti A, Weiriden A, Morris J, Brenchley P, Abma I, Bayer S, Barlow J, Mitra S, (2013) Barriers to successful implementation of care in home haemodialysis (BASIC-HHD): 1. Study design, methods and rationale. *BMC Nephrology*. 14:197.

Cravo-Oliveira T, Barlow J, Gonçalves L, Bayer S (2013) Teleconsultations reduce greenhouse gas emissions. *Journal of Health Service Research & Policy* 18(4) 209-214. DOI: 10.1177/1355819613492717

Chrysanthaki T, Hendy J, Barlow J (2013) Stimulating whole system redesign: lessons from an organisational analysis of the Whole System Demonstrator Programme. *Journal of Health Service Research & Policy* 18(Suppl. 1) 47-55. DOI: 10.1177/1355819612474249.

Hirani S, Rixon L, Beynon M, Doll H, Bower P, Bardsley M, Steventon A, Knapp M, Henderson C, Rogers A, Sanders C, Fitzpatrick R, Barlow J, Newman S (2013) Effect of telehealth on quality of life and psychological outcomes over 12 months (Whole Systems Demonstrator telehealth questionnaire study): nested study of patient reported outcomes in a pragmatic, cluster randomised controlled trial. *BMJ* 346,f653 doi: 10.1136/bmj.f653.

Barlow J, Roehrich J, Wright S (2013) Europe sees mixed results from public-private partnerships for building and managing health care facilities and services. *Health Affairs* 32, 146-154. doi: 10.1377/hlthaff.2011.1223

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Howitt P, Darzi A, Yang G-Z, Ashrafian H, Atun R, Barlow J, Blakemore A, Bull A, Car J, Conteh L, Cooke G, Ford N, Gregson S, Kerr K, King D, Kulendran M, Malkin R, Majeed A, Matlin S, Merrifield R, Penfold H, Reid S, Smith P, Stevens M, Templeton M, Vincent C, Wilson E (2012) Technologies for Global Health. *The Lancet Commissions*. [http://dx.doi.org/10.1016/S0140-6736\(12\)61127-1](http://dx.doi.org/10.1016/S0140-6736(12)61127-1)

Sanders C, Rogers A, Bowen R, Bower P, Hirani S, Cartwright M, Fitzpatrick R, Knapp M, Barlow J, Hendy J, Chrysanthaki T, Bardsley M, Newman S (2012) Exploring barriers to participation and adoption of telehealth and telecare within the Whole System Demonstrator trial: a qualitative study. *BMC Health Services Research* 12, 220 doi:10.1186/1472-6963-12-220.

Steventon A Bardsley M, Billings J, Dixon J, Doll H, Hirani S, Cartwright M, Rixon L, Knapp M, Henderson C, Rogers A, Fitzpatrick R, Hendy J, Newman S (2012) Effect of telehealth on use of secondary care and mortality: findings from the Whole System Demonstrator cluster randomised trial. *BMJ* 344, e3874 doi: 10.1136/bmj.e3874.

Hendy J, Barlow J (2012) The role of the organizational champion in achieving health system change. *Social Science and Medicine* 74, 348-355.

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Bower P, Cartwright M, Hirani SP, Barlow J, Hendy J, Knapp M, Henderson C, Rogers A, Sanders C, Bardsley M, Steventon A, Fitzpatrick R, Doll H, Newman S (2011) A comprehensive evaluation of the impact of telemonitoring in patients with long-term conditions and social care needs: protocol for the Whole Systems Demonstrator cluster randomised trial. *BMC Health Services Research* 11, 184. doi:10.1186/1472-6963-11-184

Barlow J, Bayer S (2011) Raising the profile of simulation and modelling in health services planning and implementation. *Journal of Health Services Research & Policy* 16(3), 129-130.

Bayer S, Petsoulas C, Cox B, Honeyman A, Barlow J (2010) Facilitating stroke care planning through simulation modelling. *Health Informatics* 16, 129-143.

Dattée B, Barlow J (2010) Complexity and whole-system change programmes. *Journal of Health Services*

*Research & Policy* 15, S2, 12-18.

Rechel B, Wright S, Barlow J, McKee M. (2010) Hospital capacity planning: from measuring stocks to modeling flows? *Bull. World Health Org.* 88, 632–636

Barlow J, Roehrich J, Wright S (2010) De facto privatisation or a renewed role for the EU? Paying for Europe's healthcare infrastructure in a recession. *Journal of the Royal Society of Medicine* 103, 51-55.

Barlow J, Köberle-Gaiser M (2009) Delivering innovation in hospital construction. Contracts and collaboration in the UK's Private Finance Initiative hospitals program. *California Management Review* 51, 126-143.

Barlow J, Hendy J (2009) The challenges of adopting integrated mainstream telecare services: lessons from the UK. *Eurohealth* 2009, 15, 8-10.

Picard J et al. (2009) Guidelines and the adoption of 'lipid rescue' therapy for local anaesthetic toxicity. *Anaesthesia* 64, 122-125.

Barlow J, Köberle-Gaiser M (2008) The private finance initiative, project form and design innovation, *Research Policy* 37, 1392-1402.

Bayer S, Barlow J, Curry R (2007) Assessing the impact of a care innovation: telecare. *System Dynamics Review* 23, 61-80.

Barlow J, Singh D, Bayer S, Curry R (2007) A systematic review of the benefits of home telecare for frail elderly people and those with long-term conditions. *Journal of Telemedicine & Telecare* 13, 172-179.

Hanson J, Osipovic D, Hine N, Amaral T, Curry R, Barlow J (2007) Lifestyle monitoring as a predictive tool in telecare. *Journal of Telemedicine & Telecare* 13, S26-S28.

Barlow J, Bayer S, Curry R (2006) Implementing complex innovations in fluid multi-stakeholder environments: experiences of 'telecare'. *Technovation* 26, 396-406.

Barlow J, Bayer S, Castleton B, Curry R (2005) Meeting government objectives for telecare in moving from local implementation to mainstream services. *Journal of Telemedicine and Telecare* 11, S1:49-51.

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Barlow J, Ozaki R (2005) Building mass customised housing through innovation in the production system: lessons from Japan. *Environment and Planning A* 37, pp. 9-20.

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Barlow J, Bayer S, Curry R (2004) Telecare and the new community care regulations. Rapid response to Rowland and Pollock 'Choice and responsiveness for older people in the "patient centred" NHS.' *BMJ*; 328: 4-5.

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- Barlow J (2000) Innovation and learning in complex construction projects. *Research Policy* 29, 973-989.
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- Barlow J, Ball M (1999) New housing for a new era. Preface to the *Housing Studies* Special Issue on housing production. *Housing Studies* 14, 5-8.
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- Barlow J (1996) Housing provision in developed economies. Progress report. *Urban Geography* 16, 459-466.
- Barlow J, Gann D (1995) Flexible planning and flexible buildings: reusing redundant office space. *Journal of Urban Affairs* 17, 263-277.
- Gann D, Barlow J (1995) Flexibility in building use: the technical feasibility of converting redundant offices into flats. *Construction Management Economics* 14, 56-66.
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- Barlow J, Cocks R, Parker M (1994) Delivering affordable housing. Law, economics and planning policy. *Land Use Policy* 11, 181-194.
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- Barlow J (1993) Controlling the land market. Lessons from Europe. *Urban Studies* 30, 1127-1147.
- Barlow J, Halford S, Merricks L (1993) Square pegs and round holes. More on the contract researcher. *Area* 25, 78-79.
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85-96.

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### **Books**

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Allen J, Barlow J, Leal J, Maloutas T, Padovani L (2004) *Housing and Welfare in Southern Europe*. Oxford, Blackwell.

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Barlow J, Duncan S (1994) *Success and Failure in Housing Provision. European Systems Compared*. Oxford, Pergamon.

Savage M, Barlow J, Dickens P, Fielding A (1992) *Property, Bureaucracy and Culture. The Middle Classes in Contemporary Britain*. London, Routledge.

### **Book chapters**

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## Teaching development and delivery

Modules / electives / project supervision:

- MSc International Health Management (modules on Managing Change and Innovation in Healthcare, Health Management in Practice, consulting project coaching).
- Global Public Health (health innovation).
- MBA elective (Management Challenges in Healthcare).
- IBSc Medicine.
- MSc Health Policy (School of Public Health).

Executive education courses:

- Executive Health Innovation Management (with Copenhagen Business School).
- Digital Health Transformation.
- NHS Apprenticeship programme.
- AHSC Leadership programme.
- Accelerating Health Technology to Market (with Vlerick Business School / KU Leuven).

PhD supervision:

- Currently one doctoral student under supervision (joint with School of Public Health)
- I have supervised 13 doctoral students to successful completion.