

JW4324p

NHS MANAGEMENT EXECUTIVE

Richmond House, 79 Whitehall, London SW1A 2NS
Telephone 01 210 5160
From the Chief Executive
D K Nichol, CBE

EL(89)MB102

Message to NHS general managers and FPC administrators

Dear Colleague

GREATER SHARPNESS IN CENTRAL MANAGEMENT

I wanted to let you know personally about the changes which have been announced today resulting in new management arrangements at the centre.

A Policy Board, chaired by Kenneth Clarke, has been established to determine overall strategy for the health service. As NHS Chief Executive, I will be a member of that. I will also chair the NHS Management Executive whose task will be to lead the management of the health service and deal with operational issues, advise Ministers on implementation of new policies and set objectives for health authorities.

Membership of both the Policy Board and the NHS Management Executive are set out in the attached press release.

Separating management and Ministerial roles

Separating the role of managers from the Ministers will be our prime consideration. Ministers and the Policy Board will determine the policies and strategy for the service set objectives for the Management Executive and hold it to account. The Management Executive will be responsible for implementation

of policy within the overall framework set by the Policy Board.

The benefits

These changes are vital in establishing a clearer distinction between policy matters and operational issues. They will help create a new relationship between managers in the service and those of us at the centre.

The new arrangements offer the following benefits:

- * Clearer role for management at the centre
- * Stronger leadership from the centre for general management locally priorities
- * Greater freedom for managers to determine their own local priorities
- * Greater willingness to listen to managers close to the action

Our responsibilities

I have allocated clear responsibilities to each of the individual directors. They will account to me for their performance. The Management Executive will have a common purpose, aims and style. We shall co-ordinate the activities of individual directors.

Decisions will be taken by directors, after discussions with me and managers in the field. We shall meet fortnightly to discuss strategy, exchange information and deal with the most pressing issues.

Improving communication in both directions

We shall improve communication between the centre and managers in the service. As a first step I and the Management Executive Directors will be making a series of visits to regions to meet RGMs, DGMs, UGMs, and FPC Chief Executives.

I shall expect Management Executive directors to make special efforts to improve communication with managers in the service. To help us in this task, I have asked Tony Kember to work with me in improving the links with general managers.

Your access to me

I am determined that we shall provide more freedom for managers, consistent with the overall strategy laid down by the policy board, to achieve the highest standards of care, across the country.

The new system offers great opportunities to general managers in the health service. The NHS Management Executive will work hard to make them effective. I know I can count on your support. I look forward to working with you.

I intend to listen carefully to what managers in the service have to say about the key issues we need to address. For that reason my door will always remain open to you at the NHS Management Executive, Richmond House, 79 Whitehall, London. SW1A 2NS, tel 01 210 5160.

This communication will be reviewed on 31 May 1990.

TOP INDUSTRIALISTS JOIN NEW NHS POLICY BOARD

Leading figures from industry and commerce are among the 13 members of the new NHS Policy Board announced by Kenneth Clarke, Secretary of State for Health, today.

Mr Clarke will chair the Board and Sir Roy Griffiths, deputy chairman of J. Sainsbury plc, will be deputy chairman.

Sir Graham Day, chairman of the Rover Group and of Cadbury Schweppes, Sir Kenneth Durham, chairman of Kingfisher Holdings plc and deputy chairman of British Aerospace, and Sir Robert Scholey, chairman of British Steel, have also agreed to serve as non-executive directors.

The Board will determine the strategy, objectives and finances of the NHS in the light of government policy. It will set objectives for the new NHS Management Executive, whose members were also announced by Mr Clarke today.

The other members of the Policy Board are:

David Mellor, the Minister for Health
Roger Freeman, Parliamentary Secretary at the Department of Health

[MORE].PA

2

Sir Donald Acheson, the Department's Chief Medical Officer
Sir James Ackers, Chairman, West Midlands Regional Health Authority
Professor Cyril Chantler, Professor of Paediatric Nephrology at Guy's Hospital
Mrs Julia Cumberlege, Chairman, South West Thames Regional Health Authority
Sir Christopher France, Permanent Secretary at the Department of Health
Duncan Nichol, Chief Executive of the Management Executive

Mr Clarke said:

"The Policy Board will not run the hospitals, units and practices of the National Health Service. Under my reforms, I will delegate day-to-day management much more than ever before to the doctors, nurses and managers in the field. Unless they choose to be self-governing, they will, of course be accountable on management matters to health authorities and Duncan Nichol's new Management Executive.

"My new Policy Board will lay down national policy and strategy and give help and support to all those managing exciting changes in the way the NHS puts its growing resources into caring for its patients.

"The NHS will never be a business. It does need to be more business-like in the way it spends £26,000 million each year and employs over one million people if it is going to deliver up-to-date, friendly and effective treatment to 55 million potential patients.

"Any great company would envy the quality of the people who have agreed to serve as non-executive members of the Policy Board. The reputation of the NHS as a great public service has attracted leading figures from the health and business worlds to give their time and services to help with its development. They are all giving their services to the Board without any salary or fee.

[MORE].PA

3

"Sir Roy Griffiths of Sainsbury's has worked with me in the Health Service for many years and been involved in many management changes that we have already made and in the NHS Review.

"The new recruits are Sir Robert Scholey, Sir Kenneth Durham and Sir Graham Day. They all have had wide and distinguished careers and a record of proven success in leading huge industries. They are formidable figures who have shown their ability to run giant organisations. Their presence and advice will be a great encouragement to all those managers in the NHS charged with running the biggest and most complicated public service in the country.

"Sir James Ackers, a successful businessman himself, and Julia Cumberlege are established leaders in the NHS with records of Chairmanship of Health Authorities and great experience and knowledge of the Service. Julia Cumberlege also produced a report which paved the way for important reforms of the Community Nursing Services.

"Sir Donald Acheson is well known as the Government's Chief Medical Officer. He is not appointed to the Policy Board in his role as CMO but in his personal capacity as one of Britain's top experts on public health matters who will ensure that our strategy is based on the right goals in health terms and that even higher medical standards are being achieved.

"Professor Cyril Chantler is a distinguished consultant with first-hand experience of the successful introduction of clinical budgeting and the closer involvement of doctors with management in the successful improvements that have been achieved in the way Guy's Hospital delivers care to its patients. He is also an expert in medical education and research, as is Sir Donald.

"My Permanent Secretary, Sir Christopher France, Duncan Nichol, the Chief Executive of the NHS and my Ministerial Team look forward to serving with this distinguished team on the new Policy Board.

[MORE].PA

4

"We must now give the leadership and drive from the Policy Board that will help our doctors, nurses and managers to create a better National Health Service giving top quality care in good time and in a friendly way to all our patients."

The Management Executive will have responsibility for the operation and management of the NHS. It will set objectives for health authorities in line with Government policies and within given resources and will monitor their performance. The Executive will be accountable to the Policy Board for its operational management of the health service.

Note to editors: attached are:

- biographical details of Policy Board members.
- membership and biographical details of Management Executive members.

Biographical details of NHS Policy Board members

CHAIRMAN:

Kenneth Clarke Secretary of State

DEPUTY CHAIRMAN:

Sir Roy Griffiths

has been associated with the NHS since his 1983 report on its management, and was deputy Chairman of the NHS Management Board from 1986. He is Deputy Chairman of Sainsbury's. 62 years of age, Sir Roy studied at Keble College, Oxford, and is married with 3 children. He lives near Edenbridge in Kent.

Sir Donald Acheson

Research Council's

Was appointed Chief
Previously he had been Director of the Medical

and Southampton.

Research Council's Environmental Epidemiology Unit and Chairman of Southampton District Health Authority. He was foundation Dean of Southampton University and worked as a consultant physician in Oxford and Southampton.

Sir James Ackers

Has been the Chairman of West Midlands Regional Health Authority since 1982, and now takes the chair at meetings of RHA chairmen. He is President of the Association of British Chambers of Commerce, and also serves on the Monopolies and Mergers Commission and the Prince's Trust. Sir James is a graduate of the London School of Economics. Married, with 3 children, he is 53 and lives in Sutton Coldfield.

Prof. Cyril Chantler

Has been Professor of Paediatric Nephrology (the treatment and care of children with kidney

problems) at Guy's Hospital in London since 1980. From 1985 to 1988, when Guy's was a forerunner of moves to involve doctors in hospital management, he was the General Manager of the hospital. His medical career began at Guy's in 1963, but he has worked at several hospitals (including Great Ormond Street) and made considerable contributions to teaching and published research. He is 50, married with 3 children, and lives in Herne Hill, London.

Julia Cumberlege CBE

Has been a member of local Health Authorities since 1977. She has chaired East Sussex Social Services Committee, Brighton District Health Authority and, since last year, South West Thames Regional Health Authority. She is also Chairman of the National Association of Health Authorities and vice-President of the Pre-School Playgroups Association. Although born in India in 1943 (the daughter of a doctor), her association with the South east is a long one as she was educated in Tunbridge Wells. Mrs Cumberlege is married with 3 children and lives near Lewes.

Sir Graham Day

has wide experience of the legal, industrial and commercial world in his native Canada (where he took a Law degree) and, since 1971, in Britain. He was Chief Executive of British Shipbuilders and is now Chairman of the Rover Group p.l.c. and Ca
He is 56 and marrie

Sir Kenneth Durham

hxPp

is the chairman of Kingfisher Holdings p.l.c. and Deputy chairman
recent years he has
Association for the
(he has a Physics d
University), the Council of the the Royal Free Hospital School of Medicine, Opportunities for the Disabled and Help the Aged. He has been vice-President of the Liverpool School of Tropical Medecine. He was born in 1924 and is married with 2 children.

Sir Christopher France

has been Permanent Secretary at the Department of Health and formally the DHSS, since 1987

Roger Freeman

Parliamentary Under-Secretary

David Mellor

Minister of State

Duncan Nichol

was General Manager of Mersey Regional Health Authority from 1984 to 1988. He served from 1985 as a memeber of the NHS Management Board, of which he was appointed Chief Executive last December. Having taken an honours degree in modern languages at St Andrews University, he entered health service management in 1967, and has written and lectured on this subject. Aged 48, Duncan Nichol lives in the Wirral and is married with one son and one daughter.

Sir Robert Scholey CBE

has devoted his career to the steel industry since joining it as an engineer in 1947. He

served as Chief Executive of British Steel before becoming its Chairman in 1986: his services to the industry brought an honorary Doctorate from Sheffield, his old University. Aged 67, Sir Robert is married with 2 children and lives at Much Hadham in Hertfordshire.

THE NHS MANAGEMENT EXECUTIVE

Chief Executive : Duncan Nichol CBE

As General Manager of Mersey Regional Health Authority from 1984 to 1988 Duncan Nichol served from 1985 as a member of the NHS Management Board, of which he was appointed Chief Executive last December. Having taken an honours degree in modern languages at St Andrews University he entered health service management in 1967. He was Area Administrator of Salford AHA 1977-81 and Regional Administrator of Mersey RHA 1981-4. He has written and lectured on health service management, and has been Chairman and President of the Institute of Health Services Management.

Deputy Chief Executive and Director of Operations: Graham Hart CB
Deputy Secretary at the DHSS since 1984 and Director of Operations on the NHS Management Board since 1984, Graham Hart joined the Ministry of Health in 1962, following a degree at Pembroke College, Oxford. He spent two years (1969-71) as Assistant Registrar of the General Medical Council, and during 1982-3 was Under Secretary at the Central Policy Review Staff.

RESPONSIBILITIES

Management of operational links and communications between the ME and health authorities; procurement issues; co-ordination of the implementation of "Working for Patients" in the NHS.

Information And Review: Michael Fairey

Michael Fairey has been Director of Planning and Information on the NHS Management Board since 1984, following ten years as Regional Administrator of North East Thames Regional Health Authority. Having taken a degree in History at Jesus College Cambridge, he entered health service management at St. Thomas' Hospital in 1957. He subsequently worked at The London Hospital, where he became House Governor in 1972. He has written widely on information systems and medical management.

RESPONSIBILITIES

Management systems - planning and performance review;
information systems and information technology to support the management process
.PA

Finance: Sheila Masters

Sheila Masters was appointed Director of Financial Management on the NHS Management Board in October 1988, on a consultancy loan of two and a half years from Peat Marwick McLintock. She is a chartered accountant and became a partner of PMM in 1983 and, having specialised in the public sector, was head of the company's national public sector practice between 1986 and 1988.

She is a member of the Council of the Institute of Chartered Accountants in England and Wales and holds an honours degree in Law from Bristol University.

RESPONSIBILITIES

Leads for the Executive on financial matters in relation to the NHS. Financial management - value for money, cost improvements, income generation, financial analysis and monitoring, and the Resource Management Initiative.*

*Please note that Sheila Masters has taken over responsibility for the Resource Management Initiative from Ian Mills, who was Director of Financial Management on the NHS Management Board from 1985 to 1988.

Medical: Dr Ron Oliver CB

Born in 1929, a graduate of King's College London and St. George's Hospital Medical School (MD), Ron Oliver worked in various hospital posts, general practice and the Civil Service Medical Advisory Service before joining the Department in 1974. He was promoted to Deputy Chief Medical Officer in 1985. He retired from the Royal Naval Reserve as a Surgeon Lieutenant Commander, and has also been the physician to the British Embassy in Moscow. Dr Oliver has published papers on the epidemiology of heart disease, public health, toxicology and health services administration. He is a member of the Royal College of Physicians and the Faculties of Community Medicine and Occupational Medicine.

RESPONSIBILITIES

Medical advice to the Executive and provides the lead on the medical aspects of health authority performance, the implementation of public health policies in the NHS and links with the medical profession. Lead on medical manpower and education policy and medical audit.

Estate: Idris Pearce CBE

Idris Pearce was appointed Property Adviser to the 1985. He is a Senior Partner of Richard Ellis Chartered Surveyors and International Property Consultants, and Vice-President of the Institution of Chartered Surveyors. He was on the Advisory Board of the Government's Property Services Agency and is Adviser to the Foreign and Commonwealth Office on the Diplomatic Estate.

.PA

RESPONSIBILITIES

Management and development of NHS estate

Family Practitioner services: Bryan Rayner CB

Deputy Secretary at the DHSS since 1984, Bryan Rayner joined the civil service as a clerical officer in 1948 after attending the Stationers' Company School in North London. Formerly, Under-Secretary in charge of liaison with Health Authorities and Health Authority management matters, he has headed the Department's Family Practitioner Services and Medicines Group since 1984.

RESPONSIBILITIES

Family Practitioner Services and management of Family Practitioner Committees

Personnel: Peter Wormald

Joined the Department of Health in 1958 after taking a degree in law at the Queen's College, Oxford. Between 1981 and 1987 Peter Wormald headed, successively, the Department's two Divisions dealing with NHS personnel matters. He was promoted to Deputy Secretary and Director of Operations (Personnel) on the NHS Management Board in 1987.

RESPONSIBILITIES

NHS personnel matters.

Nursing: Patsy Wright-Warren

Patsy Wright-Warren has been Deputy Chief Nursing Officer at the Department of Health since 1978. Having qualified as a general nurse, midwife, health visitor and Queen's District Nurse, she spent her early career in the practice and management of community nursing. Before joining the Department's Nursing Division in 1972, she was the Chief Nursing Officer of Cheshire County Council.

RESPONSIBILITIES

Advises on all NHS nursing matters; leads and directs the nursing input to the Management Executive.

RC20/19May1989

.PA

Reply Requested.

Text: