

NHS management inquiry

Small, central management board recommended

The Secretary of State for Social Services established an independent National Health Service management inquiry in February this year. The inquiry (see box) was set two main tasks:

- To examine the ways in which resources are used and controlled inside the health service, so as to secure the best value for money and the best possible services for the patient.
- To identify what further management issues need pursuing for these important purposes.

Mr Griffiths and his team have now reported in the form of a letter to Mr Norman Fowler and this was published on 25 October.

Announcing the publication of the report in the House of Commons Mr Norman Fowler said: "The government very much welcomes the general thrust of this advice and is very grateful to Mr Griffiths and his colleagues. I shall be setting up within my department the health services supervisory board as recommended. Among its first tasks will be to establish the management board and to initiate action in respect of health authorities. Clearly, I shall consult the health authorities and professional and other interests involved, but subject to the outcome of these consultations I would hope that authorities would be able to start implementing the general management function from April 1984. The NHS is one of the largest undertakings in western Europe. The service needs and deserves the very best management we can give it. One of the best contributions we can make to patient care is the improvement in NHS management along the lines recommended in the Griffiths report."

The recommendations are in the form of the management action to be taken by the Secretary of State, health authorities, or other bodies concerned. All are designed to be implemented without undue delay; none of them calls for legislation or for additional staff overall; and all are consistent with present initiatives to improve costs.

The letter consisted of recommendations, general observations, the reasoning behind the recommendations, and conclusions. The recommendations and the conclusions are reproduced in full.

Recommendations

Secretary of State

(1) The Secretary of State should set up, within DHSS and the existing statutory framework, a health services supervisory board and a full time NHS management board.

(2) The role of the health services supervisory board would be to strengthen existing arrangements for the oversight of the NHS. It would be concerned with:

- (a) determination of purpose, objectives, and direction for the health service;
- (b) approval of the overall budget and resource allocations;
- (c) strategic decisions;
- (d) receiving reports on performance and other evaluations from within the health service.

It should be chaired by the Secretary of State and also include the Minister of State (Health), the permanent secretary, the chief medical officer, the chairman of the NHS management board, and two or three non-executive members with general management skills and experience. It would relate to

statutory and professional bodies in the same way as ministers and the Department of Health and Social Security do at present.

(3) The small, multiprofessional, NHS management board would be under the direction of the supervisory board and accountable to it. The role of the NHS management board would be to plan implementation of the policies approved by the supervisory board; to give leadership to the management of the NHS; to control performance; and to achieve consistency and drive over the long term. The board would have no separate corporate status. It would include a chairman, who would perform the general management function at national level—for example, as general manager, chief officer, or director general. He would act on behalf of, and be seen to be vested with executive authority derived from, the Secretary of State. As such he would ensure that regional chairmen were fully consulted and involved in the discharge of responsibility reserved to the Secretary of State. It would be consistent with these functions for him to be appointed accounting officer for health services expenditure. The membership of the management board would include other functions such as personnel, finance, procurement, property, scientific and high technology management, and service planning.

(4) The chairman of the NHS management board would need to have considerable experience and skill in effecting change in a large, service oriented organisation and the personnel director would need a similar background. To meet these criteria, and to achieve credibility in establishing the new management style, these appointments would initially almost certainly have to come from outside the NHS and the Civil Service. Other functions would have to be strengthened by people with management experience in business, the NHS, and government. For example, the finance function would need strengthening from business, in respect of management accounting, and from the NHS for management budgets. In short, the NHS management board would have members drawn from business, the NHS, and the Civil Service.

(5) The management board should cover all existing NHS management responsibilities in the DHSS, including regional and district health authorities, family practitioner committees, special health authorities, and other centrally financed services.

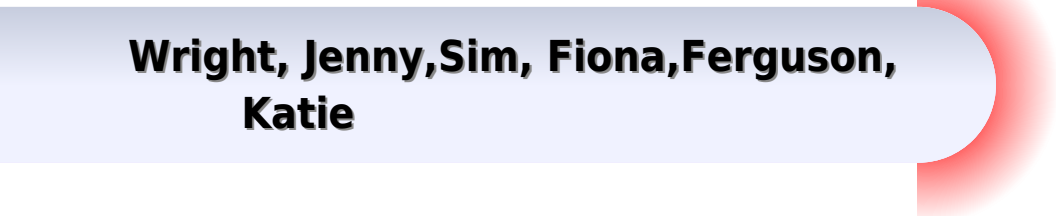
Regional health authorities and district health authorities

(6) Regional and district chairmen should:

- (6.1) extend the accountability review process right through to unit managers;
- (6.2) identify a general manager (regardless of discipline), at authority level, charged with the general management function and overall responsibility for management's performance in achieving the objectives set by the authority;
- (6.3) be given greater freedom to organise the management structure of the authority in the way best suited to local requirements and management potential;
- (6.4) clarify the roles of chief officers accordingly;
- (6.5) make explicit the main decisions reserved to the authority meeting itself; the major reports and regular information required of particular officers by the authority at set times; and how individual members should be involved in particular spheres of interest;
- (6.6) review and reduce the need for functional manage-

Nhs Management Inquiry Report 1983

**Wright, Jenny, Sim, Fiona, Ferguson,
Katie**



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Health Care Provision Audrey Leathard, 2000 Examines health care in England and Wales from 1900 to the year 2000 Scotland and Northern Ireland are reviewed separately Discusses the implication of Britain's involvement with the European Union and health care systems abroad The key NHS reforms are charted across time and the changes brought about under New Labour are reviewed The Essentials of Nursing Leadership Ruth Taylor, Brian Webster-Henderson, 2016-12-05 This new approach to leadership focuses on how students can develop leadership skills right from the start of their nursing programme through to transitioning to their first role The book first takes students through the underpinning knowledge and theory and then through practical skills to help them understand all aspects of leadership and how it is a key component of providing quality care to patients in a range of environments and settings Real stories from nursing leaders practitioners and students are included to inspire students and show them how they can impact positively on practice whatever level they are working at Key features include Real life focus grounded in everyday practice with lots of case studies and examples to help students see how theory relates to practice Activities to help students reflect about their own practice and about themselves as leaders Video interviews with nurse leaders and students on the companion website Further reading and links to journal articles in both the book and the companion website help students delve deeper and prepare for assessments *A History of The Male Nurse* Kevin Hargreaves, 2019 Nursing until the 1960s and 1970s was seen as a female profession it is only in recent years that men in any number have entered this perceived female bastion It is generally thought or assumed that it has always been women who have been the only nurses through the centuries However with even the most cursory glance at the literature available or even on the Internet it is soon realised that this is not the case It is impossible to talk about or discuss trained nurses per se when there was no actual recognised training available in any shape or form Again it is a general assumption that historically the only trained nurses were female This certainly was not the case but nursing was seen up to quite recently as a job for women mainly because of the social and cultural norms **Contemporary British Industrial Relations** Fred Bayliss, Sid Kessler, 1998-11-11 In this third edition the authors have revised and updated their popular textbook to take into account the new government as well as to examine recent changes in government policy the law union and management together with their effects upon pay and productivity the nature and scope of collective bargaining and Britain's strike record An analysis of developments in the European Union is also included *Justice and Profit in Health Care Law* Sabrina Germain, 2019-03-21 The issue of justice in the field of health care is becoming more central with concerns over access cost and provision Obamacare in the United States and the Health and Social Care Act 2012 in the United Kingdom are key examples illustrating the increasing pressure put on governments to find just and equitable solutions to the problem of health care provision Justice and Profit in Health Care Law explores the influence of justice principles on the elaboration of laws reforming health care systems By examining the role played by key for profit

stakeholders doctors employers and insurers it tracks the evolution of distributive norms for the allocation of health care resources in western welfare states Essentially this book sheds light on the place given to justice in the health care law making process in order to understand the place we wish to give these principles in future health care reforms **Health Policy in Britain** Christopher Ham,2024-11-01 Covers Britain s National Health Service its policy and structure Christopher Ham s book provides an historical and theoretical introduction to the making implementation and evaluation of health policy in Britain It has been completely revised throughout for this third edition with new chapters added on the current health service reforms and key issues for the future of health policy setting the British situation in an international context It is hard to find a better basic textbook about health policy in Britain for students with little existing knowledge However it can also be highly recommended for readers who work in the NHS but want to make more sense of the often confusing web of policies and imperatives This book manages to synthesise a mass of material in a readable form and enlightens as well as informs

Public Health Medical Leadership Peter Spurgeon,John Clark,2017-07-06 This title is a comprehensive account of the key aspects of medical leadership A highly accessible text book style resource it explores how the medical profession has evolved in tandem with administrative and structural aspects of the NHS Assuming leadership roles at all stages of their training and career is a progressively vital component of the definition of a good doctor This book will provide invaluable support and guidance to anyone engaged in leadership within the NHS but particularly to junior doctors in the primary and secondary care arenas taking on leadership roles for the first time **The Future of Social Work** Terry Bamford,1989-11-13 As social work adapts to the challenge of a mixed economy of welfare this book offers a reassertion of the vital contribution of social work in the welfare structures of the 1990s Drawing on the recent history of social work Terry Bamford argues that the values of the profession can share a vigorous and creative response in smaller more flexible employment structures New strategies for organisation and training are advanced to equip social workers for a more entrepreneurial role **Sociology in Nursing and Healthcare E-Book** Hannah Cooke,2008-05-23 This title is directed primarily towards health care professionals outside of the United States Nursing practice needs to be informed by an understanding of people and the societies in which they live This introductory text has been designed specifically to discuss those aspects of sociology which are most relevant to nursing and the health care context in which it takes place A user friendly introduction to a subject which students often find strange and new Relates sociology to health and nursing to make the subject relevant to clinical practice Key concepts and chapter summaries aid learning and revision Case studies help relate theory to practice Reference lists in each chapter provide the evidence base Biographical notes on eminent sociologists help bring the subject to life Annotated Further Reading enables more in depth study **ABC of Clinical Leadership** Tim Swanwick,Judy McKimm,2017-03-20 The ABC of Clinical Leadership explores and develops the key principles of leadership and management It outlines the scope of clinical leadership emphasising its importance in the clinical context especially for

improving patient care and health outcomes in rapidly changing health systems and organisations Using short illustrative case studies the book takes a systematic approach to leadership of clinical services systems and organisations working with others and developing individual leadership skills This second edition has been fully updated to reflect recent developments in the field including current thinking in leadership theory as well as a focus throughout on workforce development and working in multidisciplinary healthcare teams International examples are used to reflect global practice and two new chapters on leading projects and followership have been added Combining theory and practical clinical examples and written by clinical educators with a wealth of experience of leadership in the clinical and educational environment the ABC of Clinical Leadership is an ideal resource for all healthcare professionals both during training and for continuing professional development

Speaking Truth to Power Clive Smee, 2018-10-08 The Human Rights Act is now in force Any NHS body that acts in a way that is incompatible with the rights set out in the European Convention on Human Rights may be acting unlawfully This workbook is a personal perspective based on the authors experience of health service management and the law It explains the impact of the Act raises issues surrounding its implementation and asks questions about its implications for the future It has practical exercises to help readers respond to the challenges of the Act individually or in team sessions The Human Rights Act and The European Convention on Human Rights are reproduced in full There is a great deal in the Act that will have subtle implications for how and when health care is provided and for many of the assumptions that are taken for granted

The Specialist Registrar Handbook John Gatrell, Tony White, 2001 This edition will support the professional and personal development of every doctor involved in training

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Infection Control Claire Mercier, 1997 This book helps the reader develop a comprehensive understanding of the principles of infection control and gives guidance on good practice for all health care professionals

Health Policy and Politics Alison Hann, 2016-04-22 What is the relationship between politics and health policy in the UK How are the interests of the medical profession civil society and the state weighed and balanced in the making of health policy Health Policy and Politics offers a sophisticated critical analysis of policy making in the National Health Service The team of contributors comprises established academics who have been

actively involved in both research and policy making in this field They examine the macro level of policy making at governmental level and then consider professional institutional relationships and struggles and interpersonal decision making and power relations within small organizations and departments Unique in the variety of perspectives and topics covered the volume will be required reading for those teaching and studying on a range of courses in health social care and public policy and for health professionals within the NHS

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Market Research in Health and Social Care Mike Luck, Rob Pocock, Mike Tricker, 2003-09-02 The shift to managed markets has meant that whilst planners and purchasers of health and social services seek information on needs managers who provide these services seek information on performance and response Market research contributes to both This text is a comprehensive and rigorous introduction to the relevance planning and management of market research in the areas of health and social care that have developed in Britain and most other industrialised countries It features an explanation of how managed markets provide the context for market research a comprehensive guide to choosing the appropriate survey method recommendations for commissioning monitoring and implementing results practical advice on producing successful student projects a comparative international perspective Intended for managers and students of public sector management and marketing this outstanding book contains instruction on research methods practical advice for managers and professionals on how to commission monitor and implement the results of market research and an excellent selection of case studies

Professionals under Pressure Mirko Noordegraaf, Bram Steijn, 2025-10-01 Over the past decade public services have come under increasing pressure to perform like private sector organisations This study demonstrates that professionals have much leeway in coping with changes caused by IT developments distributed knowledge and more demanding public which have all created new pressures on public services The authors conclude that rather than demanding more autonomy and space public service professionals need renewed and workable professional standards

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Table of Contents Nhs Management Inquiry Report 1983

1. Understanding the eBook Nhs Management Inquiry Report 1983
 - The Rise of Digital Reading Nhs Management Inquiry Report 1983
 - Advantages of eBooks Over Traditional Books
2. Identifying Nhs Management Inquiry Report 1983
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Nhs Management Inquiry Report 1983
 - User-Friendly Interface
4. Exploring eBook Recommendations from Nhs Management Inquiry Report 1983
 - Personalized Recommendations
 - Nhs Management Inquiry Report 1983 User Reviews and Ratings
 - Nhs Management Inquiry Report 1983 and Bestseller Lists

5. Accessing Nhs Management Inquiry Report 1983 Free and Paid eBooks
 - Nhs Management Inquiry Report 1983 Public Domain eBooks
 - Nhs Management Inquiry Report 1983 eBook Subscription Services
 - Nhs Management Inquiry Report 1983 Budget-Friendly Options
6. Navigating Nhs Management Inquiry Report 1983 eBook Formats
 - ePub, PDF, MOBI, and More
 - Nhs Management Inquiry Report 1983 Compatibility with Devices
 - Nhs Management Inquiry Report 1983 Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Nhs Management Inquiry Report 1983
 - Highlighting and Note-Taking Nhs Management Inquiry Report 1983
 - Interactive Elements Nhs Management Inquiry Report 1983
8. Staying Engaged with Nhs Management Inquiry Report 1983
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Nhs Management Inquiry Report 1983
9. Balancing eBooks and Physical Books Nhs Management Inquiry Report 1983
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Nhs Management Inquiry Report 1983
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Nhs Management Inquiry Report 1983
 - Setting Reading Goals Nhs Management Inquiry Report 1983
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Nhs Management Inquiry Report 1983
 - Fact-Checking eBook Content of Nhs Management Inquiry Report 1983
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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