



DEPARTMENT OF HEALTH & SOCIAL SECURITY
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From the Secretary of State for Social Services

David Norgrove Esq
Private Secretary
10 Downing Street

22 September 1986

Dear David,

DINNER WITH RHA CHAIRMEN: THURSDAY 25 SEPTEMBER

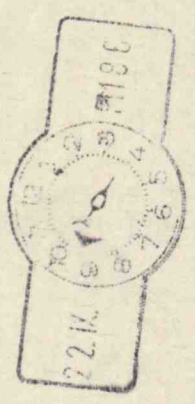
I attach the background papers for this dinner:

- (a) an agenda note;
- (b) supporting booklet;
- (c) notes on the 14 RHA Chairmen.

I am also enclosing a suggested seating plan.

Laurance

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Private Secretary



COMMISSIONER



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DINNER FOR REGIONAL HEALTH AUTHORITY CHAIRMEN

The agenda agreed by the Prime Minister contains five items, set out below. One of the Chairmen will speak briefly to introduce each agenda item. The attached booklet contains some of the main facts relevant to each item.

2. The discussion might usefully cover:

- (a) achievements so far;
- (b) problem areas;
- (c) proposals for action.

3. Item 1 on the agenda is Better service for the patient, including the problem of waiting lists. Mr R D Wilson (Mersey RHA) will introduce this topic. Important points include:

- rising output, especially since 1982 (Figure 1 in the booklet);
- large increases in priority acute treatments, especially coronary artery by-pass grafts and cases of renal failure (Figure 2);
- halving of perinatal mortality in a decade (Figure 4);
- major improvement in staffing of mental illness and mental handicap hospitals signifying better quality of care (Figure 5);
- waiting lists down from the 1979 peak, but still too high (Figure 3) - the Secretary of State's initiative aims at a substantial impact over the next three years;

- the service needs to be more responsive to the individual patient's circumstances - how can we make it more personal and "customer-orientated"?

4. Item 2 is Improving management and efficiency.

Sir Gordon Roberts (Oxford RHA) will introduce this. Figures 6 - 9 in the booklet are relevant. Important points:

- major contribution to the NHS made by the cost improvement programme (£150 million cash to be released this year);
- full-year savings from competitive tendering for support services already estimated at £62 million;
- increasingly efficient use of clinical facilities as patient throughput is raised (Figure 9);
- in order to maintain and improve performance, we shall need to enlist the full support of NHS staff for change.

5. Item 3 is Personnel and Manpower. Mr Ackers (West Midlands RHA) will introduce this. Figures 10 - 11 in the booklet are relevant. Important points include:

- staff account for 73 per cent of hospital costs;
- NHS manpower is now under control - since 1982, while output has risen, total numbers of staff have fallen and the proportion of "front-line" staff has risen (Figure 10);
- half of NHS staff are now covered by Review Bodies, and the funding of pay awards continues to present problems;
- staff morale is central to the quality of the NHS and to the public perception of the NHS (NHS staff can be its sternest critics).

6. Item 4 is the Capital Programme and Estate Management. Sir Peter Baldwin (South East Thames RHA) will speak on this. Figures 12 - 14 in the booklet are relevant. Important points include:

- capital spending has risen steadily since 1979;
- sales of surplus land and buildings are at highest ever levels;
- the NHS is now building much more efficiently than in the past (Figure 13);
- more major schemes are being completed (Figure 14).

7. Item 5 is the Common Design of Hospital Equipment bearing in mind exports. Sir Michael Carlisle (Trent RHA) will introduce this. Figures 15 and 16 in the booklet are relevant. Important points are:

- the small size of the UK as a home market in a very sophisticated area of technology, dominated by USA (Figure 15);
- we are just about holding our own, with a small positive balance of payments;
- ACARD has drawn attention to the need for the NHS to be more sensitive to industry's needs;
- common standards and specifications, and aggregated buying, would improve the opportunities for good UK firms to prosper in the home market.

IN CONFIDENCE

JAMES (JIM) ACKERS (AGE 51. Reappointed 1986 for 4 years)

WEST MIDLANDS. Largest RHA, covering Birmingham conurbation, Hereford, Shropshire, Staffs, Worcester, Warwick. Population 5.2m. Revenue £1039m. Capital £86m for 1986/87.

Chairman of own haulage business and of W Midland Chambers of Industry and Commerce. Member Monopolies and Mergers Commission. Former Conservative candidate.

A dynamic Chairman who is committed to developing strong locally based services in a big growth Region. With over 5m population spread across 22 Districts, W Midlands presents a tough management job. Since 1978 acute cases have risen by over 20%, day cases by over 60%. Has largest Regional capital programme but the Region faces problems in its capital cash flow (Mr Ackers would like to do more, earlier).

BRIAN ASKEW (AGE 56. Reappointed Aug '86 for 2 years).

YORKSHIRE. Yorkshire north of Sheffield, Humberside. 3.6m pop; Rev £740m, Cap £56m.

Personnel Director of Brewery (Tadcaster).

Inherited a Region where central influence and key officers were traditionally weak and this was illustrated in comments on handling of Stanley Royd food poisoning outbreak. Had a slow start, but with a new RGM (from business) he is now beginning to assert RHA control and to tighten regional strategies. In-patient cases up 20%, day cases up 38% since 1978.

SIR PETER BALDWIN KCB (AGE 63. Appointed 1983 for 4 years).

SOUTH EAST THAMES. SE quadrant of London plus E Sussex, Kent, including Guys, Thomas's, Kings. Pop 3.6m, Rev £836m, Cap £52m.

Formerly Permanent Secretary of Department of Transport. Chairman Physically Handicapped and Able Bodies Association.

A strong Chairman whose prime task is to secure and pace the movement of resources from the inner city Districts and their acute hospitals to provide for the growing population outside (new DGHS were started this year in Medway, Eastbourne and Hastings), and to strengthen inner city community services.

DAVID BERRIMAN (AGE 57. Appointed 1984 for 4 years).

NORTH EAST THAMES. NE quadrant of London plus Essex; including Bloomsbury, Royal Free, Barts. Pop 3.7m, Rev £956m, Cap £54m.

Former Merchant Banker and Director Guinness Mahon. Formerly Chairman Lewisham and North Southwark HA.

Successful DHA Chairman, who has still to impress his stamp on a Region facing major planning and presentational problems including Bloomsbury and shift of resources towards Essex and the community priority services. Is pursuing a "Caring Region" policy, with open presentation of change and achievements.

SIR MICHAEL CARLISLE (AGE 56. Reappointed in Aug 1986 to 1990).

TRENT. S Yorkshire, Derbys, Notts, Leicester and Lincolnshire. Pop 4.6m, Rev £907m, Cap £65m.

Director of several Engineering companies. Ex-Chairman Sheffield Health Authority. Member of courts of Sheffield and Nottingham Universities, past Governor Sheffield Polytechnic.

Sharp businesslike approach to running large RHA with heavy programme of capital development.

WILLIAM DOUGHTY (AGE 61. Appointed 1984 to July 1988).

NORTH WEST THAMES. NW quadrant of London plus Beds and Herts. Pop 3.5m (after boundary changes 1982), Rev £757m, Cap £45m.

Businessman (Group MD Cape Industries till 1984). CBI Council Member. Member SHA for Hpl Sick Children (Gt Ormond Street).

An able tough Chairman who has pressed hard to sharpen up the RHA's strategic and short term plans to improve access to services in the shire counties and develop community services.

SIR ANTONY DRIVER BSC (ENG) (AGE 66. Reappointed Aug '86 for 2 years).

SOUTH WEST THAMES. SW quadrant of London plus Surrey, W Sussex, including St Georges, Queen Mary's Roehampton. Pop 2.9m, Rev £637m, Cap £42m.

Formerly Director, Personnel and Administration, BP Oil Ltd. Residual business interests in the city.

SW Thames has smallest share of London's adjustments but Sir Antony has had to lead thorny negotiations on resource redistribution from some of the London and Surrey Districts to traditionally under-resourced ones in West Surrey/North East Hampshire and West Sussex. His personnel experience tends to direct his priorities though he turned this approach to good effect in guiding the Region through the massive decanting exercise from the large mental hospitals in the "Epsom Cluster" - the largest scale problem of its kind in the country. Set up innovative intra-regional competitions for "clean hospital kitchens" and "good catering".

SIR JOHN PAGE OBE (AGE 71). Reappointed Aug '86 for 1 year).

NORTH WESTERN. Lancashire and Manchester conurbation. Pop 4m, Rev £904m, Cap £72m.

Formerly Chairman and Chief Executive of Mersey Docks and Harbour Board. Long experience in oil business (Middle East etc) after RAF service.

Experienced shrewd and determined, with firm ideas on what he requires. He has pioneered good relationships with local Social Service Departments to promote community care.

SIR GORDON ROBERTS CBE JP (AGE 65. Reappointed Aug '86 for 2 years).

OXFORD. Oxford, Berks, Bucks, Northants. Pop 2.4m, Rev £425m, Cap 26m.

Formerly with British Rail. Member New Towns Commission. NHS work since 1955 (formerly Chairman Northampton AHA). Parliamentary candidate (Labour) in 1970. Can appear low key, but is an effective, businesslike Chairman who works well with his Regional Manager (a doctor) and a bright young team. Region has very high and growing output which is generating its own problems of financial and staff (eg nurse) management.

W VERNON S SECCOMBE JP (AGE 58. Reappointed Aug '86 for 4 years).

SOUTH WESTERN. Cornwall, Devon, Gloucester, Somerset, Avon (excl Bath). Pop 3.1m, Rev £649m, Cap £51m.

Was Chairman of own electronics firm.

A very committed, go ahead and extrovert Chairman, whose Regional Manager was formerly Regional Nursing Officer. Strong practical bias. Has asserted Regional influence in geographically spread Region with benefit to strategic and short term planning and use of resources.

SIR ARTHUR SOUTH JP (AGE 71. Chairman 1978; reappointed Aug '86 for 1 year).

EAST ANGLIAN. Norfolk, Suffolk and Cambridge. Pop 1.9m, Rev £381m, Cap £24m.

Manages own business (furriers). Member and Chairman of District/Area Health Committees from 1948 onwards. Former Labour Mayor, and Council Leader, of Norwich, and ex-Chairman Norwich City FC.

Shrewd, at times outspoken, gets things done his way.

PROFESSOR SIR BRYAN THWAITES MA PhD (AGE 62. Reappointed Aug '86 for 2 years.)

WESSEX. Hants, Dorset, Wilts, IOW, E Avon. Pop 2.8m, Rev £542m. Cap £57m.

Former Principal Westfield College, NHS work since 1970 (formerly Chairman Brent and Harrow HA).

Intelligent and urbane. This Region's reputation for an innovative approach stems from a partnership with his able and independently minded General Manager. Occasional lapses of judgement, but a loyal supporter of Government's policies for the Service.

PROFESSOR B E TOMLINSON CBE (AGE 66. Reappointed Aug '86 for 2 years.)

NORTHERN. Tyne/Wear, Cleveland, Cumbria, Durham, Northumberland. Pop 3m, Rev £658m, Cap £43m.

Retired Consultant, neuropathologist at Newcastle Teaching District. Personal Chair of Pathology at Newcastle University.

Has rather precise and self-effacing manner but is a perceptive, determined and businesslike Chairman whose insights are well based.

R D (DON) WILSON (AGE 64). Reappointed 1986 for 4 years.

MERSEY. Liverpool, Cheshire. Pop 2.4m, Rev £534m, Cap £39m.

Farmer and Company Director. Member NW Electricity Board, Chairman West Cheshire Cons. Curo-constituency.

Energetic, sound and progressive. Now spokesman of RHA Chairman. Manages a tight ship, with imagination and sensitivity in difficult political circumstances, and is getting firm grip on the District Authorities. Wants to see Mersey become the model Region in the NHS. Is assisted by able Regional General Manager who is also non Executive Director on NHS Management Board.