



Changing Healthcare: What's the Future of History?

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Historian or 'Change Analyst'?

Understanding change

why

how

Smallpox:

1798: vaccination technology

1980: global eradication



Learning from what? for what?

Successes

NHS anniversaries  celebrations

Failures

scandals  inquiries

Planned change vs Crisis change

The history 'toolkit': Archives

DEPARTMENT OF HEALTH

(REGISTERED NUMBER) 836	REGISTERED NUMBER 5/6 OHL	VOL. 1	SUBJECT STANDING MEDICAL ADVISORY COMMITTEE		
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The history 'toolkit': oral histories



The Politician's View: 1991 NHS Reforms

‘The case for reform screamed out. The problem was finding out a) what reforms we wanted to try and b) how to get this huge oil tanker, resistant to change in any direction, to change direction in a practical way which would work, which had failed with the previous attempt by Keith Joseph, catastrophically, because he took this stupid McKinsey’s report and brought in consensus management.’

Kenneth Clarke (Secretary of State for Health, 1988-90), The NHS Internal Market Witness Seminar, 5 December 2017



The Medical Leader's View

I asked Kenneth Clarke to have a properly audited pilot... His response to me was, 'You buggers would sabotage it' and I got up and walked out... he knew that I had put my medico-political career on the line by getting it through the BMA against the wishes of the establishment.

John Marks (Chair of BMA Council 1984-90),
The NHS Internal Market Witness Seminar, 5
December 2017



The historian's expertise

Illuminates options for change

Explains the persistence of institutional structures

Compensates for poor institutional memory

Skilled at handling complexity

Useful histories?

Cuts to the medical civil service

Waiting list management

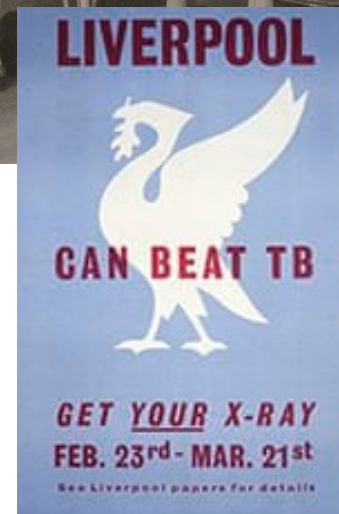
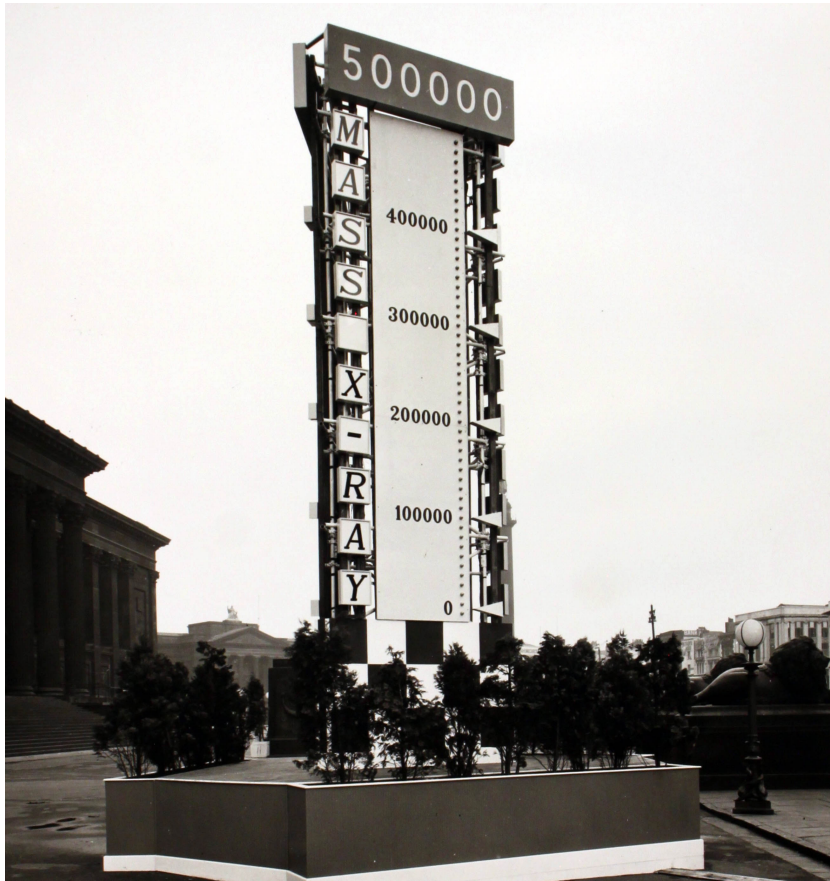
Introduction of HAI policies

Use of management consultants in the NHS

NHS regional structures

Highlighting determinants of health

Liverpool Pioneers: 1959 Mass testing



How to engage with health histories

Make it systematic

Seat at the 'policy' table

Shift culture - staff training

Historians in residence

Fund resources

