

# The 45th Henry Cohen Lecture

*Seventy Years of the NHS: Its Money, Medicine and Management*

Nicholas Timmins

21 November 2017

**Money**

**Quality**



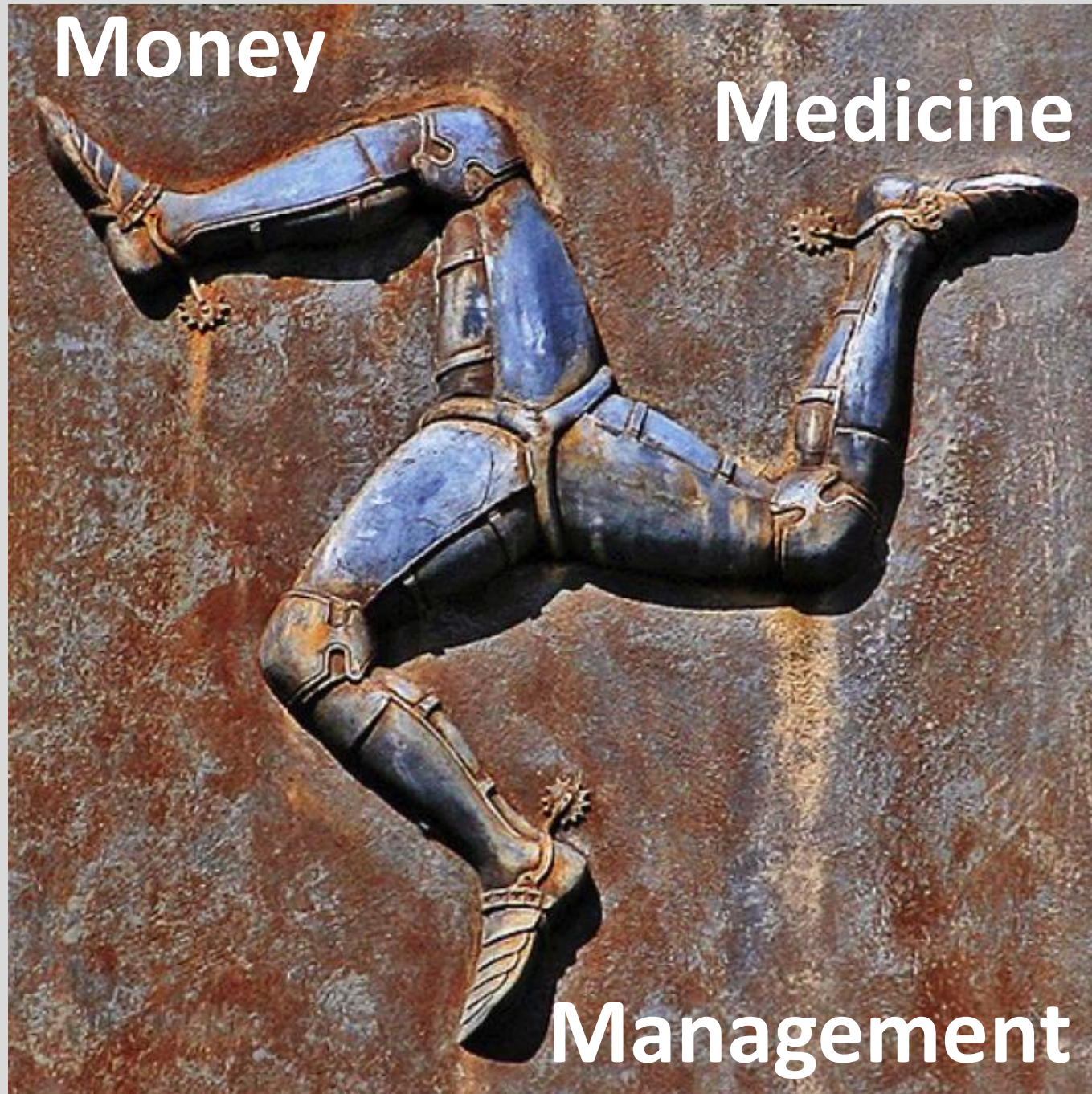
**Access**



**Money**

**Medicine**

**Management**







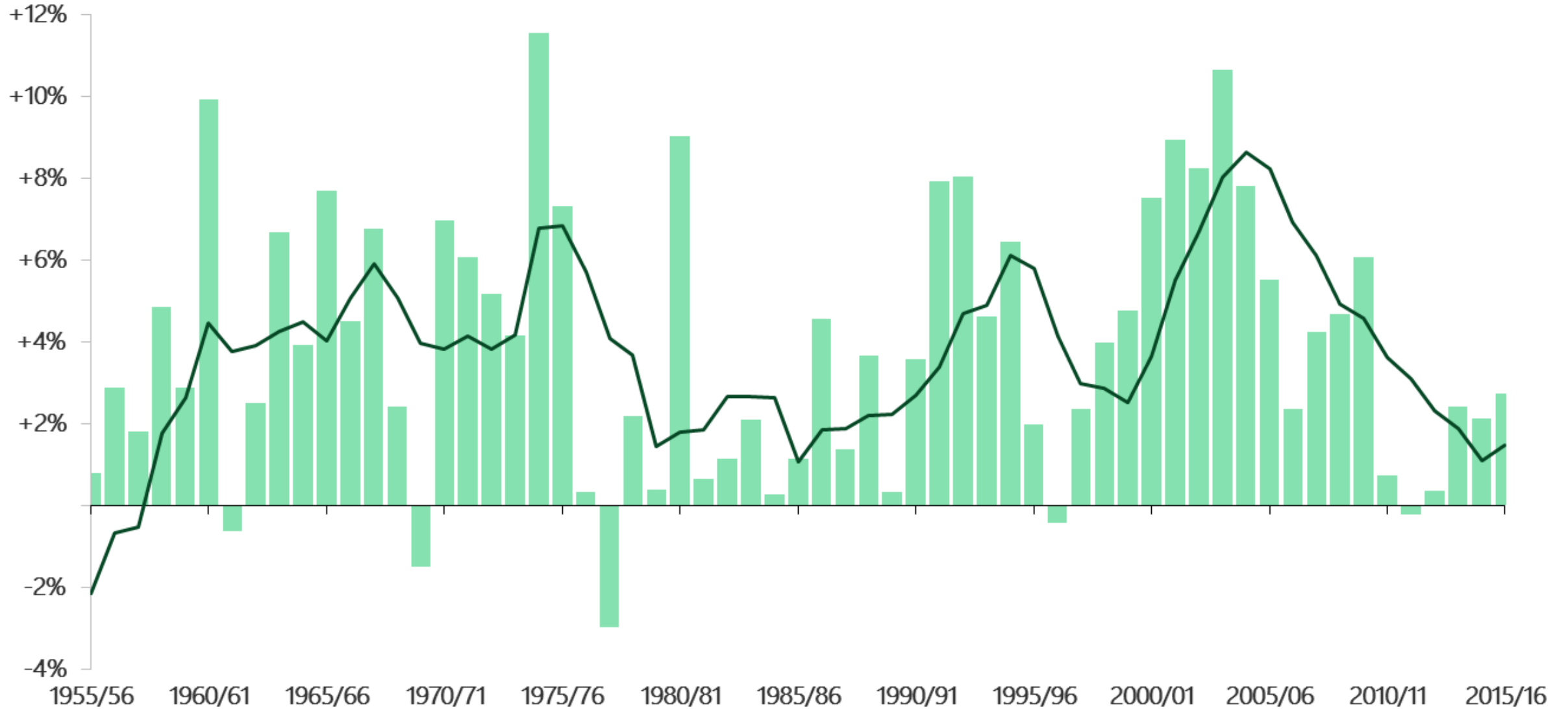
THE NEW  
**NATIONAL  
HEALTH  
SERVICE**

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**Your new National Health Service begins on  
5th July. What is it? How do you get it?**

It will provide you with all medical, dental, and nursing care. Everyone—rich or poor, man, woman or child—can use it or any part of it. There are no charges, except for a few special items. There are no insurance qualifications. But it is not a “charity”. You are all paying for it, mainly as taxpayers, and it will relieve your money worries in time of illness.

# UK Health Expenditure Since 1955



Source: House of Commons Library

# UK NHS Expenditure as a Percentage of GDP



NHS MANAGEMENT INQUIRY  
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The Rt Hon Norman Fowler MP  
Secretary of State for Social Services  
Department of Health and Social Security  
Alexander Fleming House  
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LONDON SE1 6BY.

Leader of Inquiry:

Roy Griffiths

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Michael Bett  
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Support Staff:

Cliff Graham  
Kay Barton  
Tim Stevens

6 October 1983

Dear Secretary of State,

**NHS MANAGEMENT INQUIRY**

This letter is not intended to be a major addition to the already considerable library of National Health Service literature. We were asked by you in February to give advice on the effective use and management of manpower and related resources in the National Health Service; to inform you as our inquiries proceeded; and to advise you on progress by the end of June. In particular, it was emphasised that we had not been asked to prepare a report, but that we should go straight for recommendations on management action. You have been kept in touch with our work and we have reported progress to you.

Our main recommendations are set out below. They are presented in the form of the management action to be taken by you, or the Health Authorities or other bodies concerned. You have already set the direction by instituting the regional reviews. There is still an enormous programme of management action necessary. Speed of implementation is essential. To that end the letter is in two parts: first, the recommendations which are self-standing and provide the basis for the necessary action; the second part makes some general observations and sets out the reasoning behind the recommendations.