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To Ioanna
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Preface to the Fourth Edition

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The fourth edition is based on the same structure as earlier editions but has been completely revised and updated to take account of developments in health services and health policy in the 1990s. I have benefited from the advice and comments of a number of people in the Department of Health and the NHS as well as colleagues at the Health Services Management Centre at the University of Birmingham. I would particularly like to mention the assistance provided by Brigit Ayling and her colleagues in the Centre’s library; the support of my assistant, Anne van der Salm; and also the work of Debbie Styer, who incorporated my new text with the original, with the last-minute help of Sue Alleyne and other colleagues. My publisher, Steven Kennedy, was even more patient on this occasion than previously.

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I alone am responsible for the final text.

Solihull

CHRISTOPHER HAM
# Abbreviations

| Abbreviation | Full Form |
|--------------|-----------|
| AHA | Area Health Authority |
| ASH | Action on Smoking and Health |
| BMA | British Medical Association |
| CHC | Community Health Council |
| CHI | Commission for Health Improvement |
| CIP | Cost Improvement Programme |
| CMO | Chief Medical Officer |
| CPRS | Central Policy Review Staff |
| CSR | Comprehensive Spending Review |
| DCMO | Deputy Chief Medical Officer |
| DGH | District General Hospital |
| DGM | District General Manager |
| DH | Department of Health |
| DHA | District Health Authority |
| DHSS | Department of Health and Social Security |
| DMT | District Management Team |
| DMU | Directly Managed Units |
| FHSA | Family Health Services Authority |
| FPC | Family Practitioner Committee |
| FPS | Family Practitioner Services |
| GHS | General Household Survey |
| GDP | Gross Domestic Product |
| GP | General Practitioner |
| HAS | Health Advisory Service |
| HCHS | Hospital and Community Health Services |
| HlMP | Health Improvement Programme |
| HMC | Hospital Management Committee |
| HMO | Health Maintenance Organisation |
| JCC | Joint Consultative Committee |
| MAS | Management Advisory Service |
| MPC | Medical Practices Committee |
| NAHA | National Association of Health Authorities |
| NAHAT | National Association of Health Authorities and Trusts |
| NAO | National Audit Office |
| NICE | National Institute for Clinical Excellence |
| NHS | National Health Service |
| NHSME | National Health Service Management Executive |
| Abbreviation | Full Form |
|--------------|-----------|
| NHST         | National Health Service Trusts |
| OECD         | Organisation for Economic Cooperation and Development |
| OHE          | Office of Health Economics |
| OPCS         | Office of Population, Censuses and Surveys |
| PACT         | Prescribing Analysis and Cost System |
| PCGs         | Primary Care Groups |
| PESC         | Public Expenditure Survey Committee |
| QALY         | Quality Adjusted Life Year |
| RAWP         | Resource Allocation Working Party |
| RCP          | Royal College of Physicians |
| RGM          | Regional General Manager |
| RHA          | Regional Health Authority |
| RHB          | Regional Hospital Board |
| RL           | Regional Liaison |
| SHA          | Special Health Authority |
| SMR          | Standardised Mortality Ratio |