

# Best Practice Guest Lectures



Monday, September 16, 2024, 5–6.30 p.m., MCI II

## WHY DO WE NEED TO TALK ABOUT BUREAUCRACIES?

### BARRIE DOWDESWELL

Barrie Dowdeswell was formerly CEO of the Royal Victoria Infirmary, Newcastle, one of the UK's leading teaching hospitals, located in the North-East of England. During this time, he instituted major reform of its management strategy bringing clinical staff to the centre of planning and decision-making. This opened the way to adoption of a new strategic plan to reconfigure service strategy and infrastructure investment to improve value and quality of care for the local population. He subsequently moved to the University of New South Wales, Sydney, on a two-year research fellowship before relocating back to Europe as Executive Director of a pan-European research organization focusing on 'investing for value' in the hospital sector. During this period, he was also appointed as an 'expert advisor' to the European Commission on capital investment and has also advised member states on healthcare reform. He is currently a visiting lecturer at MCI.

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## WHY DO WE NEED TO TALK ABOUT BUREAUCRACIES?

Whilst much of the focus in management today is on leadership and operational efficiency, this session will instead focus on intermediate tiers of bureaucracies, which often exert considerable influence over management strategy yet where responsibility remains opaque and lines of accountability blurred. It will draw on the findings of recent inquiries in the UK into the contaminated blood scandal of the 1980s and the failure of the UK government to prepare adequately for the COVID-19 pandemic to question the future role of bureaucracies in the digital age including the hyperbolic promise of AI.

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