

# Street level bureaucrat - meeting expectations of users, colleagues, politicians

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# Street level bureaucrat - What does this mean?

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## A UK perspective:

- **Role of the Government Medical Adviser and**
- **Doctor contracted to provide services to the Government**

## **- The Competing needs:**

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- \* Professional judgement, informed medical opinion and personal ethics versus:**
  - \* the political agenda**
  - \* the law**
  - \* disability group pressures and public opinion**
  - \* medical and scientific professions**
  - \* the media**
  - \* peer groups in Medical Civil Service**
  - \* Medical services provided by a commercial organisation.**
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# The British Civil Service:

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- **Impartiality (Crown Servant)**
- **Provision of sound, up-to-date evidence-based information and advice**
- **Representational activities**
  - explaining and, if necessary, defending **Government policy**
  - exploring public and stakeholder opinions
- **Supporting Ministers in Parliament**
- **Liaison with media**

# The Medical Civil Servant:

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- **Impartiality**
- **Evidence - based information and consensus of informed contemporary medical opinion**
- **Integrity - ethical stance and scientific principles**
- **Advise and caution**
- **Analyse and communicate complex issues**
- **Representational activities/correspondence**
- **Economy, efficiency and effectiveness**

# The challenge for the Medical Civil Servant: (some examples) 1

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- development & testing of the All Work Test (PCA)
- Justifiable compromise: a benefit for the terminally ill
- development and testing of AMLs
- reconciling inconsistencies in disability assessments
  - VWF (DTI)
  - Chronic Bronchitis & Emphysema (DTI)
  - Medical policy versus clinical medicine

# The challenge for the Medical Civil Servant (some examples) 2

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## Education of departmental colleagues and Ministers

- the application of sound scientific methodology (control groups, statistical validity, randomization)
- information gathering and validation over the “quick fix”

# The doctor as a contractor:

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- **Independent and Impartial Medical Advice**
- **Adherence to legislation and policy objectives**
- **Delivery of set medical quality standards**
- **Principles and practice of disability assessment medicine**
- **Economy, efficiency and effectiveness within a commercial environment.**



# The needs:

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- **Balancing tensions**
  - **political agenda**
  - **the law**
  - **public expectation**
  - **medical ethics**
  - **commercial considerations**

# The approach:

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- **Through**
  - **reputation for integrity and reasonableness**
  - **sound basis for medical policy founded on scientific and ethical principles**
  - **being customer-facing**
  - **gaining the confidence of key opinion**
  - **robustness in the face of adversity**