Policy Directorate
The purposes of the policy directorate are:

• We influence key stakeholders to make changes to policy that are beneficial for doctors and patients. We do this by working with committees and council in:
  - conducting research
  - developing policy proposals
  - negotiating terms and conditions

• We also support individual members by providing advice and guidance on a range of policy issues
Leadership team

The leadership team consists of the director of policy, Raj Jethwa, and four heads of function (professionalism and guidance, Stella Dunn; committee services, Angela Kyle; pay and contracts, Peter Gordon; and public health and healthcare, Lena Levy).

A PA/office manager, Nadia Curnell, and a coordination and support officer; VACANCY support the director’s office and work across the directorate, with each head of function having its own coordination and support officer.

Richard Bell and VACANCY are special advisors to the chief officers, reporting directly to the director of policy, and provide support to the council chair, treasurer and chair of representative body.

Andrew Lloyd Kendall is the head of the research profession for the policy directorate and reports directly to the director of policy.

The director is responsible for overseeing development and delivery of a directorate business plan to support achievement of the BMA’s strategic objectives; for providing expert advice on policy and political matters; and for ensuring that the BMA strengthens its position at the forefront of medico-political debate.
Nations’ champions

We have four nations’ champions across the directorate (indicated by the red boxes on the following organisation charts – one per function).

While we are all responsible for building relationships and sharing knowledge and good practice between the policy directorate and the devolved nations, the nations’ champions act as 'sign-posters' both in terms of policy understanding and knowing who to speak to about a specific topic, they each address this differently depending on their function structure and the policy areas covered.

The nation champions are responsible for:
- sign posting people to the experts on specific subjects within their function and within the devolved nations;
- sharing knowledge of policy developments across the UK;
- sharing good practice and information in supporting committee support across the UK;
- Spending time in each of the national offices to build relationships, where possible.
Pay and contracts – employed doctors

Evita Syrengela
Head of employed doctors

Laurence Bunch
Senior policy advisor
DDRB, Salaried GPs, Armed Forces, Medical Managers and Nations’ Liaison
Nation Champion

VACANCY
Senior policy advisor
Junior doctors, SAS doctors

Shahenda Suliman
Senior policy advisor
Consultants, medical academics, public health

Richard Maslin
Senior policy advisor
Consultants, medical academics, public health

Sarah White
Policy advice and support officer
Provides support across the team – mainly junior doctors

Anna Argyrides
Policy advice and support officer
Provides support across the team

VACANCY
Senior research advisor

DDRB, Salaried GPs, Armed Forces, Medical Managers and Nations’ Liaison
Nation Champion

Richard Maslin
Senior policy advisor
Consultants, medical academics, public health

Sarah White
Policy advice and support officer
Provides support across the team – mainly junior doctors

Anna Argyrides
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VACANCY
Senior research advisor

DDRB, Salaried GPs, Armed Forces, Medical Managers and Nations’ Liaison
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Richard Maslin
Senior policy advisor
Consultants, medical academics, public health

Sarah White
Policy advice and support officer
Provides support across the team – mainly junior doctors

Anna Argyrides
Policy advice and support officer
Provides support across the team

VACANCY
Senior research advisor
Pay and contracts function

We are responsible for the terms and conditions of employed doctors (consultants, salaried GPs, junior doctors, SAS doctors, medical academics, armed forces doctors and medical managers) and independent contractors (GP principals, locums and private practice doctors).

Our main areas of work are national contract negotiations, maintenance of contracts, queries and ongoing development of terms and conditions. As a guide, each member of the team covers the following areas:

Peter Gordon, head of function—leadership of the pay and contracts function.

**Employed doctors:** Evita Syrnegela – management of team; Laurence Bunch – DDRB, Salaried GPs, armed forces, medical managers and nations’ liaison; VACANCY – junior doctors, SAS doctors; Shahenda Suliman – junior doctors, SAS doctors; Richard Maslin – consultants, medical academics, public health; Anna Argyrides – policy support and advice; and Sarah White – policy support and advice

**Independent contractors:** Daniel Hodgson – management of team, negotiations, GP funding; Greg Lewis – contracts, PMS, dispensing; Nick Duckworth – negotiations, MCPs, clinical and prescribing; Matina Loizou – QOF, premises, practice finance, atypical practices, locums; Rob Keane, Amy Bolton – policy advice and support.
We are responsible for developing and implementing policy on issues concerning professional (GMC) and systems (CQC) regulation and education and training matters, and provide advice on this to chief officers, the executive team and relevant committees. We support and provide advice to the BMA’s GMC Working Party and work closely with branch of practice education and training sub-committees and task reference groups. We seek to influence policy makers to ensure professional and systems regulation and accompanying standards are proportionate, consistent and fair. We also aim to motivate and guide key stakeholders to ensure that medical education, training and development is a supportive and flexible process, is fair and inclusive, and is valued and supported by employers and decision makers. We develop briefings, guidance and support materials for members needing to implement policy into their practices and/or influence policy development in their locality.
We are responsible for identifying key issues relating to international affairs and immigration affecting doctors, and in response to them, analyse and develop policy to address them. We manage the BMA’s relationships with international organisations including the World Medical Association, UN agencies, and sister national medical associations. Together with colleagues in the European office, we feed into policy discussions via the European medical organisations. The department also manages two international development funds – the BMA’s Information and Humanitarian Funds.
We are accountable for the formulation and delivery of BMA external policy on equality and inclusion issues across the four nations, and for all policy specific equality and inclusion matters and policy directorate compliance.
We respond to individual ethical and medico-legal questions from doctors; publish advice and guidance; monitor and seek to influence medical law; lobby on public policy issues related to medical ethics; speak out against human rights abuses that involve doctors or the provision of healthcare; and provide expert support and advice to the Medical Ethics Committee.
Policy directorate - public health and healthcare function

Lena Levy
Head of Health and Healthcare

Helena Morris
Coordination and support officer
Support to the function

Jonathan Ware
Head of Health Policy

Robert Wilson
Head of Science and Public Health Policy

Robert Kidney
Head of Workforce and Innovation
The health policy team covers issues relating to the planning and delivery of healthcare across the UK. Key areas we are working on, cross BoP and cross-UK include: Funding and resources – NHS funding, general practice funding, social care, devolved nations spending, payment models (Laurence Bunch); NHS pressures and privatisation – waiting times, bed numbers, monitoring the encroachment of private providers in the NHS (Theo Chiles); NHS structural change - service planning, integration of health and social care structures, devolution and STPs (Tom Bramwell); Provider integration: new models of care, vanguards; primary-secondary care interface (Maxime Delattre). We also cover reciprocal healthcare arrangements relating to Brexit and implications for competition and procurement (Tom Bramwell). Finally, we are also working to drive forward the BMA’s Caring, supportive, collaborative project to establish a BMA vision for the future of the NHS (contact Jonathan and Maxime).
Public health and healthcare – science and public health policy

The science and public health policy team’s remit covers ongoing policy development on the following public health (health promotion/protection) topics; alcohol, ageing and health; antimicrobial resistance, child health and wellbeing; climate change, air pollution and health; complementary and alternative medicine; diet; domestic abuse; drug use/illicit drug use, health inequalities/social determinants of health/austerity; medicines and prescribing (general policy); obesity; physical activity; mental health; road safety; sexual and reproductive health; tobacco; vaccination. By reviewing and assessing the latest research and scientific literature, we work with members to shape BMA policy on relevant science and public health policy areas; proactively monitor and assess policy developments related to key public health challenges; and influence and lead debate on public health policy and lobby for policy change.
The workforce and innovation team leads the BMA’s policy development and analysis on workforce and IT/innovation issues across the UK. Our key areas of focus include influencing workforce planning and data collection; addressing doctors’ workload and morale; the impact of new clinical support roles such as physician associates; workforce elements of broader policy initiatives such as the Five Year Forward View; and the impact of technology on the NHS and the medical workforce. We also monitor recruitment and overall workforce numbers and trends across the UK. We are responsible for coordinating the BMA’s national Social Partnership Forum activities and ensuring the relevant information is shared widely across the Association. One of our priorities is to support committees and colleagues across the BMA, including in the devolved nations, on workforce and IT/innovation-related activities relevant to them and anticipate their future needs. We are: Robert Kidney – Head of Workforce and Innovation; Sophie-Odile Sauerteig – Senior Policy Adviser; Alex Ottley – Senior Policy Adviser; Christopher Scott – Senior Policy Adviser; Duncan Bland – Senior Research Adviser; Sumayya Allam – Policy Advice and Support Officer.
Committee services – general practitioners committee

General Practitioners Committee (GPC): this committee represents all NHS GPs in the UK providing primary medical services under the NHS Acts, regardless of whether they are BMA members. The committee negotiates the GP contract with NHS Employers annually and works to improve the care of patients and working lives of doctors. Point of contact for this committee is Richard Pursand, Stuart Abrahams, Cat Ohman, Kathryn Reece, Karen Day.
Committee services – junior doctors committee

Shahendra Suliman
Head of committee secretariat
(JDC)
(covers Karly Jose)

Nikolas Baksi
Senior policy advisor
(covers Stuart Abrahams)

Daniel Carry
Senior policy advisor
Occupational medicine/Junior doctors
(reports to head of specialist & professional committees)

Chris Fosten (temp)
Policy advice and support officer

Melissa Isaac
Coordination and support officer

Junior Doctors Committee (JDC): this committee considers and acts in matters affecting those engaged in hospital practice in the training grades, including matters arising under the National Health Service Act or any Act amending or consolidating the same and to watch the interests of hospital medical staff in the training grades in relation to those Acts. Point of contact for this committee is Shahendra Suliman, Daniel Carry, Nickolas Baksi, Chris Fosten and Melissa Isaac.
Committee services – consultants committee

Karly Jose
Head of committee secretariat (CC)
(Maternity/sabbatical cover for Holly Senior & Nikki McIntosh)

Dominic Norcliffe-Brown
Senior policy advisor
CC and Pensions
(covers for Stuart Abrahams)

Beth McCleverty
Policy advice and support officer

Jonny Carey
Coordination and support officer

Consultants Committee (CC): This committee considers and acts in matters affecting those who are engaged in consultant practice, or whose posts require their names to be on the Specialist Register, including matters arising under the National Health Services Acts or any Acts amending or within the duties and powers of the Medical Academic Staff Committee or the Public Health Medicine Committee. Point of contact for this committee is Karly Jose, Dominic Norcliffe-Brown, Beth McCleverty and Jonny Carey.
Committee Services – medical academic staff committee and public health medicine committee

Public health medicine committee (PHMC): this committee deals with all matters affecting public health medicine and public health physicians in the established and training grades, and clinical and senior clinical medical officers employed in community health services and family planning doctors formerly employed by the Family Planning Association and transferred to the National Health Service, including matters arising under the National Health Service, Public Health, Local Government or Education Acts (or any Act amending or consolidating the same) or other relevant legislation. Point of contact for this committee is David Cloke, Alexei Starodoubtsev and Winifred Annan.

Medical academic staff committee (MASC): this committee considers and act upon all matters of concern to medically qualified personnel holding contracts of employment (including honorary contracts) from one or more of the following organisations: a university, a medical school, the Medical Research Council, other institutions engaged in medical research. Point of contact for this committee is David Cloke, Alexei Starodoubtsev, Winifred Annan.
Staff, associate specialist and specialty doctors committee (SASC): this committee considers and acts in matters affecting those doctors working in NHS trusts who are not general practitioners, nor in the training grades and whose posts do not require their names to be on the Specialist Register, including matters arising under the National Health Service Act or Acts save in so far as the above matters fall within the duties and powers of the Consultants Committee or the Public Health Medicine Committee. Point of contact for this committee is Jane Saisho and Lucy Kerr.

Medical students committee (MSC): this committee considers and acts upon any matters affecting the interests of medical students. Point of contact for this committee is Jane Saisho, Jonathan Longley and Catherine Steele.
Committee services –
Coordination and support officers

Deborah Best
(cover Ursula Fuller)
Supporting Head of function

Winifred Annan
Board of science
Forensic & secure environment
International committee
Medical academics
Medical ethics
Professional fees
Public health medicine

Jonny Carey
Armed forces,
Consultants
GMC working party
Medical managers
Medico legal
Private practice
SASC

Karen Day
General practitioners UK & England
GP Trainees
Junior members forum
LMCs
Sessional GPs

Melissa Isaac
Civil and public service
Community care
Junior doctors
Less than full time
Medical students
Occupational medicine
Patient liaison group,
Committee services function

We are responsible for providing representational management, support and guidance for all the committees and conferences for which the directorate is responsible.

Heads of committee secretariats and SPAs work directly with the committees and their chairs providing high level support to their representation, policy and negotiating functions. They maintain an overview of all the committee’s work ensuring and guiding their input into the work of other BMA teams and take forward policy work not covered elsewhere.

Our committee secretariats undertake all the associated committee administration, for example preparing agendas and action notes, carrying out research and policy matters. The teams also respond to members enquiries, support diary management, travel and room bookings and coordinate and monitor committee list-servers.

LMC liaison responsibility also falls to our team, with Cat Ohman the SPA who leads on this, as well as on GPC clinical policy and GPC communication (news bulletin and webpages).
Committee services function – committees

** Armed Forces Committee (AFC):** this committee considers matters relating to the medical branches of the armed forces and the medical branches of the reserve armed forces and so far as possible to ensure that medical officers (and civilian doctors employed by the MoD) serving in the medical branches of the armed forces are not disadvantaged in relation to their civilian counterparts. Point of contact for this committee is Jonathan Longley, Catherine Steele and Karen Day.

**Board of Science (BoS):** advises and, when so empowered by the Council, acts for the Council in matters specifically referred to it for the promotion of the medical and allied sciences including the health of the public. Point of contact for this committee is Stuart Abrahams, Alex Young and Melissa Isaac.

**Civil and public services committee (C&PSC):** this committee considers and acts in matters affecting those employed by Government departments, their agencies or contractors. Point of contact for this committee is Rosie Hogwood, Nikolas Baksi and Winifred Annan.

**Committee on community care (CCC):** this committee monitors policy and service trends in community care, advises on the resolution of problems at the interface of primary and secondary health care and social care; identifies unmet areas of need; and promotes new approaches to care. Point of contact for this committee is Hope Mears, Lucy Kerr and Karen Day.

**Committee of medical managers (CMM):** this committee represents the views and best interests of medical managers, through (i) acting as an advisory body for Council on relevant medical management issues; (ii) raising the profile of medical leadership and management within the health service; (iii) providing a forum for medical managers to debate medical management issues. Point for contact for this committee is Hope Mears, Andreea Savu and Bernadette Ross.
Forensic and secure environments committee (FSEC): this committee represents all doctors engaged in forensic medicine and advises the Council on matters affecting forensic medicine and healthcare within the various secure environment settings. Point of contact for this committee is Rosie Hogwood, Lucy Kerr and Karen Day.

International committee (IC): deals with both international and European matters. This includes, but is not limited to, matters relating to European legislation affecting the medical profession and provision of healthcare, issues affecting International Medical Graduates (IMGs) including refugee doctors, international development work and participating in a number of European and International forums including Standing Committee of European Doctors (CPME) and European Union of General Practitioners (UEMO). Point for contact for this committee is Martin Davies, Thomas Andrews and Winifred Annan.

Medical Ethics committee (MEC): considers the ethical implications of all matters concerning the relationship between the medical profession, the public and the State, and is responsible for liaison with the General Medical Council and the medical defence societies on matters of ethics affecting medical practice, to examine and endorse protocols for medical research referred to the BMA, and to report to Council thereon. Point of contact for this committee is Martin Davies, Kathryn Reece and Winifred Annan.

Medico-legal committee (MLC): considers and reports on medico-legal issues of direct concern to the profession, including those referred to the committee by BMA Council, the policy directorate, other BMA committees and external bodies. Point of contact for this committee is Reena Zapata, Andreea Savu and Bernadette Ross.

Occupational medicine committee (OMC): considers and reports on matters affecting the health, safety and welfare of persons at work and the practice of medicine in industry and allied occupations; and advises the Association on the implementation of health, safety and welfare legislation as it effects its members and their working environment. Point of contact for this committee is Daniel Carry, Rosemary Hammond and Melissa Isaac.
Ophthalmic qualifications committee (OQC): this committee is delegated by Health Education England to oversee applications by those who seek admission to the Central Professional List of Medical Practitioners authorised to work in the General Ophthalmic Medical Practitioner. Point of contact for this committee is Reena Zapata.

Patient liaison group (PLG): the PLG provides the BMA with an informed patient view on matters of interest to patients and the profession. Point of contact for this committee is Hope Mears, Rosemary Hammond and Melissa Isaac.

Private practice committee (PPC): this committee considers and reports on matters of direct concern to the profession in the field of private general and consulting practice (whether whole or part time), and such other matters as may be referred to it by Council from time to time. Point of contact for this committee is Reena Zapata, Rosemary Hammond and Bernadette Ross.

Professional fees committee (PFC): this committee negotiates the terms for medical services and other services outside the NHS, other than those covered by the duties and powers of other standing committees, in all countries of the UK (excluding private medical practice/private clinical practice); determines the policy direction of the Association on professional fees issues after consultation with other appropriate committees; and provides guidance information and support to members in all countries of the UK on issues relevant to professional fees. Point of contact for this committee is Rosie Hogwood, Rosemary Hammond and Karen Day.
The policy directorate has 9 coordination and support officers (CSO). Their role is to:

- Support team members by providing high quality administrative support in line with directorates office procedures;
- Ensure smooth running of meetings by arranging venue, time, technical and catering requirements;
- Making travel arrangements for team members;
- Collate agendas, supporting papers etc, for internal and external meetings – liaising with counterparts in other organisations as appropriate;
- Provide administrative support for projects, as required;
- Undertake research and analysis, as required;
- Support administrators from other teams, as necessary.

Who are the coordination and support officers:

- Policy director’s office: Nadia Curnell
- Public health and healthcare function: Helena Morris
- Professionalism and guidance function: Shirani Nadarajah
- Pay and contracts: Sally Dickson
- Committee services function: Winifred Annan, Deborah Best, Jonny Carey, Karen Day and Melissa Isaac
To find out more about the policy directorate, or if you are unsure who you need to speak to, please email the director of policy’s office pdoffice@bma.org.uk and we will be happy to directyou.