

Martin McNicol

Respiratory physician who fostered multidisciplinary team working



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Martin Wilkinson McNicol, consultant respiratory physician (b 1931; q 1953, Glasgow), died on 8 August 2012 from complications of psoriatic arthritis.

The incidence of tuberculosis surged in the early 1970s among Asian people in the London borough of Brent, many of whom had been expelled recently from Idi Amin's Uganda. At the epidemic's peak, doctors saw as many as 360 cases a year. Martin McNicol, who has died aged 81, was a respiratory physician based at the Central Middlesex Hospital and former president of the British Thoracic Society. He was ahead of his time in managing the outbreak with chemoprophylaxis for newly arrived immigrants and the BCG vaccination at birth for all children born in Brent. Most people with active disease were managed as outpatients with excellent results, and by the 1980s the incidence of the disease fell.

McNicol's formative years as a house officer in the mid-1950s coincided with the early era of antibiotics: he later recalled excitement at the introduction of intravenous tetracycline and chloramphenicol, which heralded the possibility of controlling infection with drugs. In 1958 he joined Hammersmith Hospital, where he encountered the start of a more scientific approach to respiratory medicine under the epidemiologist Charles Fletcher, the physician Philip Hugh-Jones, and the physiologist John West. McNicol coauthored the seminal book *Respiratory Failure*, with two other Hammersmith colleagues—the physiologist Edward James Moran Campbell and the anaesthetist Keith Sykes—and it was published in 1969.

He moved to the Central Middlesex Hospital as a research registrar, becoming a consultant in 1964. McNicol later reflected that he had wanted

to work in such a hospital because it was "based on clinical service, taught students, and maintained a significant research presence." McNicol's influence in teaching and research helped attract many able junior doctors who went on to take prominent positions.

Non-invasive ventilation and haemofiltration

McNicol helped open one of the United Kingdom's first coronary care units, developed a cardiac arrest service, and introduced high level cardiac intensive care for patients who needed detailed observation or intervention, such as respiratory support. When the hospital appointed a cardiologist, McNicol withdrew from the unit and established the hospital's intensive therapy unit, which adopted non-invasive ventilation and haemofiltration long before it became routine in such units. This was one of the first units where respiratory physicians worked closely with anaesthetists, turning the Central Middlesex Hospital into a cutting edge clinical centre.

The hospital also gained a reputation for innovation in the management and organisation of care under McNicol's leadership. He regarded management and multidisciplinary team working as key to improving care, and he encouraged doctors and non-medical staff to work together long before it came to be seen as essential to any well functioning healthcare organisation. For example, in the late 1980s he adopted a model from Guy's Hospital and set up clinical directorates, jointly headed by a doctor, nurse, and manager. Each directorate had its own budget and they were designed to enable staff working with patients to have more say in deciding how resources were used, a principle to which the entire NHS now aspires.

Ever keen to improve quality of care and the patient experience, McNicol was one of the first in the UK to foster multidisciplinary pathway management. By the 1990s the Central Middlesex Hospital had multidisciplinary clinical records and defined pathways for all common inpatient conditions, innovations now viewed as crucial for efficient evidence based practice.

McNicol chaired Brent's health authority for two years in the 1980s. These were politically divisive times, and some authority members, determined to resist at all costs what they saw as the Thatcher government's programme of NHS cuts and closures, revelled in their "loony left" reputation. "Martin was good at managing the difficult politics of how to keep things moving," said Riordan.

Health authority mergers

He went on to negotiate the merger of Brent and Paddington health authorities to form Parkside, which he believed essential for the Central Middlesex Hospital to bolster its influence and retain its teaching status, if not its very existence. Because northwest London had too many hospital beds, and no medical school was based at the Central Middlesex Hospital, it might otherwise have been vulnerable to the interests of powerful neighbours, such as St Mary's or Charing Cross Hospitals.

He masterminded the hospital's bid to become one of the first NHS trusts in 1991, even though it was a controversial aspect of the creation of the internal market, caricatured as "opting out" of the NHS. This was an ironic accusation to level at McNicol, who had never treated a private patient. He retired from clinical medicine to chair the trust from 1991 to 1995 and spent a year chairing the new NHS Trust Federation. In this role he worked with secretaries of state but found the experience stressful. As a senior clinician he stood out among other trust chairs, many of whom had business backgrounds and were new to the NHS. The Trust Federation eventually became part of the NHS Confederation. He was awarded officer of the most excellent order of the British empire in 1990.

In retirement he worked on reform of the healthcare systems in Russia for four years; studied the history of country house gardens; and was a keen photographer, especially of the minster at Beverley, where he lived. He leaves his wife, Moira, and three daughters.

Peter Davies freelance journalist, London
petergdavies@ntlworld.com

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Nigel Frederick Draisey Cooper



Former general practitioner Sutton Coldfield (b 1929; q Birmingham 1952), died one month after emergency repair of a leaking abdominal aortic aneurysm on 16 August 2011.

Nigel Frederick Draisey Cooper did his house jobs at the General Hospital, Birmingham. During his national service he worked as a doctor on a troop ship to Japan during the Korean war. He entered general practice in Walmely, Sutton Coldfield, as the single junior partner, which meant working three out of four weekends. Later, as the senior partner, he expanded the practice and oversaw the move into purpose built premises. After retirement he became a trustee of the Sutton Coldfield municipal charities, and his vision led to the establishment of the cancer day centre in the town's St Giles Hospice. Predeceased by his son Adrian, he leaves his widow, Mary; three sons; and nine grandchildren. Martin Cooper

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Maria C Dunn



Former school health service practitioner (b 1915; q Glasgow 1941), d 25 June 2012.

Maria Dunn did her postgraduate training at the Southern General Hospital, where she met Aloysius, a senior colleague. They married in 1943.

Determined to pursue her career after her last child went to school, she joined the school health service and became a familiar figure in the primary schools of Glasgow, ensuring

the health of children through inoculations, diet, and fitness. This also provided an opportunity to identify non-accidental injury and to provide support accordingly. In the voluntary sector she and her husband were medical advisers to the Catholic Marriage Advisory Council and gave talks in schools on sex education. Predeceased by her husband, Aloysius, and four of their children, she leaves a daughter and three sons.

Frank Dunn

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David John Fitzmaurice

Consultant ophthalmic surgeon Preston and Chorley Hospitals (b 1927; q 1945), d 14 July 2012.

David John Fitzmaurice graduated from the Victoria University of Manchester just at the end of the second world war. He completed two years' national service in the Royal Army Medical Corps before resuming his medical training. After early surgical training in Manchester and London, David was senior registrar at Manchester Royal Eye Hospital. He was offered a consultant post in ophthalmic surgery at Preston and Chorley Hospitals in July 1965. David had special interests in retinal photography and infantile glaucoma and remained in this post for 24 years until his retirement at the age of 62. He leaves Brenda, his wife of 59 years, and two sons.

Brenda Fitzmaurice, David Fitzmaurice Gordon Fitzmaurice

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Andrew James Hay

Consultant microbiologist (b 1960; q Edinburgh 1984), died from glioblastoma multiforme on 29 January 2012.

Andrew James Hay started his microbiology training initially at North Manchester General Hospital, then in London, rotating through the London Hospital (now Royal London), University College Hospital, and finally St Bartholomew's. In 1992 he took up his first consultant post at King's College Hospital, London, specialising in infection control. He moved to Raigmore Hospital, Inverness, in 1995 and spent 16 years as the consultant microbiologist and infection control

doctor for NHS Highland. Diagnosed in July 2010 with a brain tumour, Andrew continued to work through much of his treatment in the subject that he loved. He was an example and inspiration to his colleagues, always keeping his dry sense of humour. He leaves Shona, his wife of 22 years, and their son.

Roger Evans, Shona Hay

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Jane Rajan

General practitioner Thirsk, North Yorkshire (b 1961; q Aberdeen 1983; MRCP), died from metastatic breast cancer on 26 April 2012.

As an undergraduate Jane Rajan met and married Raj in 1982. After house jobs she joined the general practice vocational training scheme in Aberdeen. She practised in Penicuik for a couple of years before moving to Yorkshire. In 1996 she became a GP partner in Thirsk. In January 2011, Jane was diagnosed with metastatic breast carcinoma. She had been boxercising the day before her scan showed multiple vertebral metastases. She retained her unique sense of humour and determination until the end. She leaves Raj and their two children.

Raj Rajan

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Timothy Joseph Sheehan

General practitioner Abbey View Medical Centre, Shaftesbury (b 1961; q Nottingham 1984; MRCP, DRCOG), died from multiple myeloma on 19 August 2011.

Bristolian Tim studied at Nottingham, then undertook vocational training at Lincoln in 1985. On arriving in Hong Kong in 1989, Tim settled in Discovery Bay and proved to be a popular GP, the practice services growing under his guidance, hard work, and initiatives. He emanated warmth, intelligence, and humour, along with a clear and kindly insight. A lifelong supporter and believer in the ideals of the NHS, Tim



returned to the UK, became a partner at the practice in Shaftesbury, Dorset, and later sat on the board of the local medical committee. When Tim was diagnosed with multiple myeloma in 2009, the NHS was steadfast in supporting him. He leaves his wife, Carmel, and their three sons.

Ken Brown

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Kenneth McLauchlan Stewart



Former general practitioner Barnsley (b 1922; q Edinburgh 1959), d 25 July 2012.

Kenneth McLauchlan Stewart ("Ken") was born in Dundee and studied biochemistry at St Andrews University before studying medicine at Edinburgh University. He graduated in 1959, and house jobs in Peel followed, where he met his wife to be, Nancy. He then moved to St James's in Leeds, where he began work in chemical pathology but unexpectedly embarked on a final change of career when he received an offer of a general practice partnership in Barnsley. A well regarded trainer he later took on a part time post in geriatric medicine. He retained his scientific intellectual discipline throughout his life and during his career published on the subjects of abnormal glucose metabolism in twins, and the carbohydrate content of the pea. He leaves Nancy, three children, and six grandchildren.

David Stewart

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