

Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interview- Friday.JoTaylorSenNursDayW ard	Waiting list is very long, also been long – need to appropriate with discharge.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interview- Friday.JoTaylorSenNursDayW ard	Staff is very low to enable to meet expectations of standards of practice and clinical governae.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interview- Friday.MaxMillett-CEO	Not right level of skill mix.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interview- Friday.RosemaryCraneSenior Diet	General MCSW did feeding. Nurses and drugs.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interview- Friday.RosemaryCraneSenior Diet	Nutritional assessment and admission – numerical score.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interview-Friday.Text Jerry Clasby-SenNursColW	4 consultants (elderly mental Health) Turnover - average 1 of 5 every 6-8 weeks Bed blocking a problem Consultant referral-?
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interview-Friday.Text Jerry Clasby-SenNursColW	Team of nurses-split into two teams Lost three E Grades-response from trust One trained nurse whole ward On night-requested beds reduced-refused Agencies-budget over target High staff turnover-yes whole year

Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interview-Friday.Text Jerry Clasby-SenNursColW	Tried to attract with an open package
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interview-Friday.VanessaLawrencePharma	Pharmacist previous to her went off on long-term sick. VL had 2 year break. Started Sept 99. Cover for pharmacist Jean Dalton - Gosport pharmacist for many years - July 2000 - went sick. Then VL got the extra work. JD retired June 2001. Paula line manager. Jean D. Vanessa looks after several units and overnight had Gosport added on. 108 extra patients on top of existing workload. Recently JD job advertised - which VL has taken.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interview-Friday.VanessaLawrencePharma	Rearranged timetable QA Mon and Fri
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interview-Friday.VanessaLawrencePharma	GDMH works school hours Tuesday Mulberry, D/H, Sultan Wednesday Daedalus/Dryad Does elderly, EMH, Adult Psych., Palliative care at Rowan.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interview-Friday.VanessaLawrencePharma	Sept 99 - July 00. Paula supervised both. But "hardly ever saw Jean" - Friday am would see each other. Only came here with JD was away.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interview-Friday.VanessaLawrencePharma	Review in progress of pharmacy services for PCT change.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews-Tuesday.AngelaWilson-SenStafNursDaed	Mental Health Unit - Collingwood. RGN nurses are being used to work on EMI unit. 1 night staff, nurses were ordered to cover shifts. Ordered by management, happened regularly.

Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Tuesday.DavidJarrett- LdConslt	Sessions - nature of work has changed over last decade & more so in last 4/5 years - changing ?? of continuing care & changing expectations of pts/relatives ??. Care pts much iller, more complex medical. Has lead to review of GP sessions.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Tuesday.DavidJarrett- LdConslt	Changing role of cont care beds to include stroke rehab.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Tuesday.DavidJarrett- LdConslt	Re: Dr B's letter of Jan 2000. You were aware of increased workload and complexity. At 98/99/ critical incident at QA re: (cont care ward) ?? led them to review the way in which wards staffed - GP to do ward round with consultant.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Tuesday.DavidJarrett- LdConslt	Led to appointment of G staff grade here who is ?? good but been difficult to recruit to CC/?? wards at St Mary's - staff grades not been good.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Tuesday.DavidJarrett- LdConslt	You describe ideal practice and increased workload/complexity - did there ever come a time when tension led to cutting corners? My honest answer is that I do not know - with 20:20 vision perhaps should have got ?? in sooner.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Tuesday.DavidJarrett- LdConslt	He has letter (in our file?) that for hosp locum staff outlining service etc.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Tuesday. <span style="border: 1px dashed black; padding: 2px;">Code A</span> HCSW Sult Ngt	Its been a difficult year with lots of sickness & understaffing, lots of vacancy among night staff which haven't been filled for a long time.

Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Tuesday. Code A HCSW Sult Ngt	It would be much better not to rely on agency staff some of them are less good than others.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Tuesday. Code A HCSW Sult Ngt	Short staffing hasn't affected her performance but good team work can't happen if nurses keep changing.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Tuesday. Code A HCSW Sult Ngt	Vacancies role remained unfilled for long time among nursing staff (at least 6 months).
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Tuesday. JanPeach-ServMgr	Skills need for Int Care. Community Hosp Clinical Group, studied at training and development needs. Asked nurses to id gaps. - ECG monitoring/analyst, ear syringing, male cauterisation, lobotomy, AD, Canalisation. Reviewed - fractured neck and femur, stroke. Training progress and workshops.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Tuesday. Linda Woods-Staff NursDaed	I staff nurse for each team with an auxiliary
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Tuesday. Linda Woods-Staff NursDaed	Agitated patients should go to EMI ward, staff not psychiatrically trained. Relatives need support
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Tuesday. Linda Woods-Staff NursDaed	New developments nursing rounds on Internet
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Tuesday. VickyBanks-LdClf	Four consultant / 2 part time, 2 full and 5 non consultant grades.

Staffing & Accountability.D1 Wrkfr & serv planning	Site Interviews- Tuesday.VickyBanks-LdCl	Feels a little anxious about future - whether PCT will understand complexity of service.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interviews- Tuesday.VickyBanks-LdCl	Was able to use divisional reviews to raise risks associated with need for staff grade doctor. Got good support. Often front-line problems are raised in these meetings for resolution.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interviews- Tuesday.VickyBanks-LdCl	Cannot remember whether it was 98 / 99 but there was period of intense work associated with changing role of ward.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interviews-Monday.07.01 Max Millet-CEO	What about audit? No formal scoring system for wards on quality indicators; however try to establish minimum safety level through skill mix reviews, better monitoring of sickness and absence & recruitment and retention.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interviews-Monday.Andy Wood-Dir of Finance	Longer term = next 2 - 3 years nursing structure. Nurse leadership, clinical leadership.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interviews- Monday.AnneMonk-Chair	Skill mix - Down one person- use existing personnel. Concern about talent in Trust. Older persons <??> Ray Palmer - Non-exec into clinical area.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interviews-Monday.Debra Hunt-telephone	If there was more staff they would like to pamper patients a bit more
Staffing & Accountability.D1	Site Interviews-	

Wrkfr & serv planning	Monday.Eileen Thomas Nursing Dir	nurses were disempowered. Had effect on morale-could impose change by going with new structure- but also need to change culture. Development of middle range of nurses-encouraged them to follow clinical nurse development programme. 22 Nurses in confidence building test. The individual staff posts back filled to enable nurses to allow for nurse training. This will then facility other nurses
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interviews- Monday.Eileen Thomas Nursing Dir	All nurses 50% Clinical practice Planned to have a nurse consultant. There is a nurse consultant on stroke care. Has led to huge improvement; specialist help did not used to be sought - now have it immediately available Example patient -who wanted to return home after stroke
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interviews- Monday.Eileen Thomas Nursing Dir	prior to 1998, severe staff shortages, low morale; standard two qualified nurses per shift; 3 vacancies now and regular reliance on agency nurses; 'situation far from perfect'
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interviews- Monday.IanReid-Med Dir	Six clinical sessions and five Medical Director sessions but s.t. clinical time due to other demands, in which case, colleagues cover or employ locums.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interviews- Monday.IanReid-Med Dir	So growing stress in system recognised? Yes recognised problem but difficult to know what could have been done.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interviews- Monday.IanReid-Med Dir	Ian had spoken (informally) to Jane on 1 or 2 occasions but she was very keen to continue. I think she enjoyed the work and did not want to give up the work.
Staffing & Accountability.D1	Site Interviews-	

Wrkfrc & serv planning	Monday.IanReid-Med Dir	Ian had spoken (informally) to Jane on 1 or 2 occasions but she was very keen to continue. I think she enjoyed the work and did not want to give up the work.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Monday.IanReid-Med Dir	But could not see that putting in another GP was not the solution - increasingly obvious that needed <??> here 9 - 5.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Monday.PeterKing-PersDir	Discussions review main system of accountability. Much soft information PK very close to which / staff reps.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Monday.PeterKing-PersDir	PK's staff pick up problems re: staffing levels same as personnel managers linked to divisions, make these known informally to PK. Personnel man agrees to touch with line managers.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Monday.PeterKing-PersDir	Where danger of bed closure, formal medicine kicks in - Director is attached to division eg recruitment drive in Phillipino's when immanent staff shortage.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Monday.PeterKing-PersDir	Satisfied that reasonably well staffed in elderly medicine now - thinks staffing level ok.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Monday.PeterKing-PersDir	Staffing support during difficult period - we try to work with staff in a way we would like them to work with patients.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site Interviews- Monday.PeterKing-PersDir	Personnel manager will work closely with staff members and line manager.

Staffing & Accountability.D1 Wrkfr & serv planning	Site Interviews- Monday.PeterKing-PersDir	Did the events of 98 change the way personnel managed staff development?
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interviews- Monday.PeterKing-PersDir	How does Peter ensure more modern HR policy being delivered? Staff survey. Audit of induction & performance review. Measures to ensure essential staff development/ training delivered.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview- Thursday.CatherinPhillips-Sp- LangThera	Do all staff attend? Yes very enthusiastic about doing training. On one occasion – 12 months ago only 3 attend HCSW. Attendance is lower than expected due to staff issues, staffing levels too low to cover absence. Students and newly qualified will attend and shadow during their own work time. Attend before/after shifts.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview- Thursday.DrBeasleyGP	So workload complexity increased - what about staffing/infrastructure? Dr B asked for clarification of question/infrastructure? Re: nursing 30% of elderly patients are EMH - presents a number of problems - so scream and howl at lot. Had word with Dr Banks (could he make a room soundproof?).
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview- Thursday.DrBeasleyGP	No increase in medical staffing (ie. still 5 sessions). Formula = 1 Clinical Assistant session per 9 beds.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview- Thursday.DrBeasleyGP	Unusually low input for workload? Yes, we were 57p per hour.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview- Thursday.DrBeasleyGP	GPs reasonably financially aware - why not better? Proud of work we did, a need to look after these patients, no-one else in Gosport who could do it, no other practice wanted to



		take it on.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview- Thursday.DrBeasleyGP	You just work and work and do it really. I've been a fool, an utter fool.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview- Thursday.FionaWalker- SenStafNursSultNt	Staffing levels – change due to more risk event reports.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview- Thursday.FionaWalker- SenStafNursSultNt	Patient care would be compromised eg. time spending with patients lacking. 2 trained nurses has upped staffing levels, levels are ideal now but still need a G grade.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview- Thursday.FionaWalker- SenStafNursSultNt	While on Mulberry ward – other trained nurse will assist.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview- Thursday.FionaWalker- SenStafNursSultNt	Leads on Elderly care – not immediate manager, clinical manager for Sultan Ward.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview- Thursday.JaneParvin Senior Personn	Predictive planning. Director Manager and ward manager. Standing item meeting agenda. Flagging up issues. Meeting to address issues. Action plan for recruitment. Philippines and Universities
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview- Thursday.JaneParvin Senior Personn	Local F and G recruitment group. Looking at longer term, links with schools and strategic work. School children - workforce confederation from grass roots level.
Staffing & Accountability.D1	Site Interview-	

Wrkfr & serv planning	Thursday.JaneParvin Senior Personn	1998 information - no particular recruitment issue - last 18 months concerns - had this level of information.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview- Thursday.JaneParvin Senior Personn	Local advice and support, takes main responsibility for divisions and access other support.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview- Thursday.JaneParvin Senior Personn	Medical staffing - Christine Donohue - Peter King. Separate department, not split up. Centrally hosted by East Hants.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview-Thursday.Joan LockExSisterSultan	Wide range of ages 17-103 for example at GWMH#
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview-Thursday.Joan LockExSisterSultan	looked after by own GP In 1999-wide-range-cancer/terminal/tansfer from Haslar-Q/A-St mary's-SouthamptonCardiac/visitors from elsewhere,some respite,handicapped.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview- Thursday.PatrickCarrollOT	Daedalus staffing has never followed the needs of patients and Dryad - no rehab, but no more resources eg. OT . Dr L referred 6 in 1 week used to be 6/8 per year.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview- Thursday.PhilipBeedclinicMgr  Daed	Rehab was driver for change and strategy team working and letting them drive change. Particularly focus on rehab.
Staffing & Accountability.D1 Wrkfr & serv planning	Site Interview- Thursday.ShellyBrindOT	Main problems are -Staffing-stretched -too many qualified

		-this will effect the care plan
Staffing & Accountability.D1 Wrkfr & serv planning	Site INterview- Wednesday.AnitaTubrittSenSt afNursDryad	One F grade on nights. E grade on duty would cover if F grade not there. 2 E grades – last 6 months. Occasional day shift – to cover sickness. 20:15 finish 07:45. 3 nights 1 week, 2 nights next week. Dryad – last 10 years.
Staffing & Accountability.D1 Wrkfr & serv planning	Site INterview- Wednesday.AnitaTubrittSenSt afNursDryad	1998 staffing levels were a lot Now 4 nurses, 2 trained, 2 HCSW 1998 3 nurses, 1 trained, 2 HCSW qualified in charge of ward and hospital and small incidence.
Staffing & Accountability.D1 Wrkfr & serv planning	Site INterview- Wednesday.AnitaTubrittSenSt afNursDryad	Introduction of student keeps people on toes.
Staffing & Accountability.D1 Wrkfr & serv planning	Site INterview- Wednesday.AnitaTubrittSenSt afNursDryad	Clinical supervision system in place, 2 groups, mixed nights and days <ul style="list-style-type: none"> <li>- 6 people group night/day/grades</li> <li>- reflective practice and learning</li> <li>- confidential issues</li> <li>- ways of dealing</li> <li>- researched producing solutions</li> <li>- meets monthly</li> <li>- staff shortages not monthly</li> <li>- not available across the board</li> </ul> Support from Gill Hamblin

Staffing & Accountability.D1 Wrkfrc & serv planning	Site INterview- Wednesday.KatieMann- SenStafNursSultan	Sickness absences unacceptable.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site INterview- Wednesday.LynBarrat- StafNursDryad	Relying on agency staff so can't do little things we'd like to help patients.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site INterview- Wednesday.LynBarrat- StafNursDryad	Last 3 - 4 years, we've had several consultants
Staffing & Accountability.D1 Wrkfrc & serv planning	Site INterview- Wednesday.LynBarrat- StafNursDryad	Not aware of any review of staffing levels and staff mix.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site INterview- Wednesday.YongPease- StafNursSultan	Phillipines nurses - language problem areas could improve - need to vet people more and scrupulously.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site INterview- Wednesday.YongPease- StafNursSultan	Taking sicker patients and more acute - not more staff.
Staffing & Accountability.D1 Wrkfrc & serv planning	Site INterview- Wednesday.YongPease- StafNursSultan	Staffing levels - last 12 months and sickness. New staff - lack of support.
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Friday.AnneHasteClinical manager	bank nurses and retired nurses offered work. Agency nurses are used at present due to current circumstances
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Friday.EileenThomas- NursingDir	Changes include: evidence based practice ??????? consistency in dealing with patients and focused on middle grade nurses – appointed better calibre people from

		outside.
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Friday.EileenThomas- NursingDir	We do have some nursing staff that we'd prefer not to have our most difficult ward managers do need a lot of help to change.
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Friday.IanPiper/FionaCameron	Recruitment and retention stat - copy to us. Personnel Strategy - pay and remuneration panel.
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Friday.IanPiper/FionaCameron	Retention and recruitment - approach targeted areas eg. adult mental health is a targeted area. Is that difference of approach written down? Yes, last strategic briefing.
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Friday.IanPiper/FionaCameron	All around HR strategy - - gives important working lives etc. all strategy and dissolution of trust information. Implementation focused approach - eg. for elderly medicine overseas recruitment. How was elderly medicine the 1st priority area? Issues building up through reviews that recruitment is more difficult. How were priorities agreed?
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Friday.IanPiper/FionaCameron	Things doing to improve the quality of working life? Nursing in F&G - further behind in terms of work planning. Nursing issues have been district wide eg. generic, locally been collected workforce figures - just got them to be useful (part of capacity planning) agenda.
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Friday.IanPiper/FionaCameron	New PCT will set up on working lives group.

Staffing & Accountability.D10 Recruitment & Retention	Site Interview-Friday.Jeff WattlingChiefPharmic	Pharmacy vacancies fairly recent. Pharmacists based in same office. So have adhoc opportunities for meeting and discussions More of a problem at ward and dept level because of diverse nature of trust. Information sent to wards, but people do not always read what is sent.
Staffing & Accountability.D10 Recruitment & Retention	Site Interview-Friday.Jeff WattlingChiefPharmic	Present pharmacy vacancies are prechanging sole detailed audit work onpharmacy interventions that rust would like to undertake.
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Friday.ToniScammell- SenNursCoord	Gill Hamblin. Off since November? How long?
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Friday.ToniScammell- SenNursCoord	<b>Code A</b>
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Friday.VanessaLawrencePhar ma	Vacancy rate is 30% in Portsmouth for pharmacists. How does this compare with national picture?
Staffing & Accountability.D10 Recruitment & Retention	Site Interviews- Tuesday.DavidJarrett- LdConslt	Led to appointment of G staff grade here who is ?? good but been difficult to recruit to CC/?? wards at St Mary's - staff grades not been good.
Staffing & Accountability.D10 Recruitment & Retention	Site Interviews- Tuesday.VickyBanks-LdClt	Always try for local resolution of problems. Have had problems with medical vacancies and mostly resolved now.
Staffing & Accountability.D10	Site Interviews-	

Recruitment & Retention	Tuesday.VickyBanks-LdClf	Gosport feels a little like outpost. Executive team is supportive but feels geographically remote.
Staffing & Accountability.D10 Recruitment & Retention	Site Interviews-Monday.07.01 Max Millet-CEO	Have invested much time in developing risk management systems to minimise mishaps; when warning signs that things getting bad (eg in winter pressure periods) focused review of elderly medicine was instigated; review found that trust falling below safe staffing levels so triggered action plan which included closing beds and recruiting more nurses from overseas
Staffing & Accountability.D10 Recruitment & Retention	Site Interviews- Monday.DrAltheaLord	They had increased Dr Barton's sessions - decided to recruit staff grade doctor to support her.
Staffing & Accountability.D10 Recruitment & Retention	Site Interviews- Monday.DrAltheaLord	GWM is considering getting SHO.
Staffing & Accountability.D10 Recruitment & Retention	Site Interviews- Monday.DrAltheaLord	Expect staff grade doctor to move on to registrar post.
Staffing & Accountability.D10 Recruitment & Retention	Site Interviews- Monday.Eileen Thomas Nursing Dir	4 per cent staff turnover in trust
Staffing & Accountability.D10 Recruitment & Retention	Site Interviews- Monday.IanReid-Med Dir	EGS? 18/12 recruitment of nursing staff for elderly medicine in Acute Trust problematic - discussed and implemented number of approaches.
Staffing & Accountability.D10 Recruitment & Retention	Site Interviews- Monday.PeterKing-PersDir	Where danger of bed closure, formal medicine kicks in - Director is attached to division eg recruitment drive in Phillipino's when immanent staff shortage.

Staffing & Accountability.D10 Recruitment & Retention	Site Interviews- Monday.PeterKing-PersDir	Low turnover but problem with nurses leaving to get promotion.
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Thursday.DrBeasleyGP	Town could not manage without it. Seen as an attraction to draw GPs into the town.
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Thursday.JaneParvin Senior Personn	- elderly med 1st ward. IPS personnel and pay system - antiquated, can't get the information needed, relies on ward managers. Philipino elderly medicine - 2 lost out of 30, 34 / 10 in community hospitals.
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Thursday.JaneParvin Senior Personn	Recruitment - retention, hard to retain. Establish why people are leaving. Practical, staff. Exit interviews - locally training and development opportunity/ Skill unit opps for promotion etc.
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Thursday.JaneParvin Senior Personn	How involved front line staff- in action planning rec. and ret.
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Thursday.JaneParvin Senior Personn	Away days - all clinical managers and heads of departments. Ward areas have away days. Dryad have don't it - engage ward. Workshops. Medical staffing. Make sure staff trained in communication with patients and relatives. Team building. Co-working - information that wards provide get back to them. Info and sickness returns.
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Thursday.JaneParvin Senior Personn	Most pressing issue in personnel team. Recruitment of Philipino nurses - 1st wave to elderly ward. Strategy for recruitment and retention - yes a trust strategy - means



		something to divided level.
Staffing & Accountability.D10 Recruitment & Retention	Site Interview- Thursday.PatrickCarrollOT	I've stayed because its ever-changing and developing.
Staffing & Accountability.D10 Recruitment & Retention	Site INterview- Wednesday.GinnyDay- SenStafNursDryad	Staffing. Should be assessed when at full capacity. - Problem with A/L and sickness at the same time. Staff resource pool is too small. Agency cover - difficult to get qualified agency nurses.
Staffing & Accountability.D10 Recruitment & Retention	Site INterview- Wednesday.LynBarrat- StafNursDryad	We need more staff and end to use of agency staff.
Staffing & Accountability.D10 Recruitment & Retention	Site INterview- Wednesday.LynBarrat- StafNursDryad	More agency staff covering sickness.
Staffing & Accountability.D10 Recruitment & Retention	Site INterview- Wednesday.TLDrRavindraneC onsult	Policy for criteria for continuity care. Occasional patients are rehabilitated, Physios and OTs brought in. Accordingly discharged home.
Staffing & Accountability.D11 Performance mang	Site Interview- Friday.AnneHasteClinical manager	Annual appraisal -reviewed every six months.
Staffing & Accountability.D11 Performance mang	Site Interview- Friday.AnneHasteClinical manager	staff appraised every 6 months. HCSW by E and F grades
Staffing & Accountability.D11 Performance mang	Site Interview- Friday.IanPiper/FionaCameron	Gill Hamblin, ward manager, Dryad - how engaged with mine

		<ul style="list-style-type: none"> <li>- reintroduce her to ward</li> <li>- end game</li> <li>- return to ward in part</li> </ul> <div style="border: 1px dashed black; padding: 5px; text-align: center; margin: 5px 0;"><b>Code A</b></div> <div style="border: 1px dashed black; padding: 5px; text-align: center; margin: 5px 0;"><b>Code A</b></div>
Staffing & Accountability.D11 Performance mang	Site Interview- Friday.IanPiper/FionaCameron	Recently had another formal complaint about her (ward manager, Dryad). Guidance - hasn't been back to work. Is a pattern of this - very difficult to deal with.
Staffing & Accountability.D11 Performance mang	Site Interview- Friday.IanPiper/FionaCameron	Toni Scannel has done a sterling job. Plan to test temperature of water, too hot and go - down-grade a possibility. She resisted new F grade appointment for some time. Now has happened. The most valuable individual is Toni.
Staffing & Accountability.D11 Performance mang	Site Interview- Friday.IanPiper/FionaCameron	<div style="border: 1px dashed black; padding: 20px;"><b>Code A</b></div>
Staffing & Accountability.D11 Performance mang	Site Interview-Friday.Jeff WattlingChiefPharmic	Jeff appraises team in 'cascade fashion
Staffing & Accountability.D11 Performance mang	Site Interview-Friday.Jeff WattlingChiefPharmic	pharmacists do review scripts but have infrequent (meetings)? With sole dotors e.g GPs notes are left, but pharmacist do record on interventions.
Staffing & Accountability.D11 Performance mang	Site Interview-Friday.Jeff WattlingChiefPharmic	there are national conventions/guidelines-try to work within them. Wesswx pharmacists wok within them (they give guidance on recording pharmacy intervention) pharmacists therefore will record what they have inferred prescribing re mistakes. Issue is around how

		you audit pharmacist interventions
Staffing & Accountability.D11 Performance mang	Site Interview- Friday.JoTaylorSenNursDayW ard	Reflective practice – no consistey.
Staffing & Accountability.D11 Performance mang	Site Interview- Friday.JoTaylorSenNursDayW ard	Is clinical governae meeting needs of the staff.
Staffing & Accountability.D11 Performance mang	Site Interview- Friday.MaxMillett-CEO	Poor performers identified through IPR system. Culture changed from punitive to developmental.
Staffing & Accountability.D11 Performance mang	Site Interview- Friday.RosemaryCraneSenior Diet	Standards audited regularly.
Staffing & Accountability.D11 Performance mang	Site Interview- Friday.VanessaLawrencePhar ma	IPR in PD yearly. But too busy to see PD often. PD 3/7 per week. VL works part time daily.
Staffing & Accountability.D11 Performance mang	Site Interviews- Tuesday.DavidJarrett- LdConslt	Appraisal of staff. He appraises Med Dir on his clinical work.
Staffing & Accountability.D11 Performance mang	Site Interviews- Tuesday.DavidJarrett- LdConslt	What about GP/Clinical Assistants (CA) - we haven't but we need to ?? in light of type of work that they do. Had at 40CA - across whole patch.
Staffing & Accountability.D11 Performance mang	Site Interviews- Tuesday.HelenLangdale- HCSW Sult Ngt	However, not always possible to have full ??? at night if illness. Occasionally, Helen has to work on Dryad & Daedalus if they are short staffed.

Staffing & Accountability.D11 Performance mang	Site Interviews- Tuesday.MarilynBarker- ENNursDaed	IPR? PB does (yearly) at Xmas.
Staffing & Accountability.D11 Performance mang	Site Interviews- Tuesday.Sue Nelson-StaffNursDeadNgt	Approachable. There is an IPR - done by PB - normally yearly. Trained to appraise (who does night staff)
Staffing & Accountability.D11 Performance mang	Site Interviews- Tuesday.Sue Nelson-StaffNursDeadNgt	Concern about colleague performance? Go to PB depends on what. Ever been there. Yes whistle blowing.
Staffing & Accountability.D11 Performance mang	Site Interviews- Tuesday.Sue Nelson-StaffNursDeadNgt	Appraisal - who appraises other night staff? Prob Angela - the F grade or senior staff.
Staffing & Accountability.D11 Performance mang	Site Interviews- Tuesday.VickyBanks-LdClf	Is involved in divisional reviews - have had major reorganisation - generated by PCT development.
Staffing & Accountability.D11 Performance mang	Site Interviews-Monday.Debra Hunt-telephone	has not had an appraisal or little part in clinical supervision but thinks there are plans in place for its to happen. Has audited case notes.
Staffing & Accountability.D11 Performance mang	Site Interviews- Monday.IanPiper-Ops Dir	Personal Objectives. Performance review 2000/01 and key objective 2002/03.
Staffing & Accountability.D11 Performance mang	Site Interview- Thursday.FionaWalker-	October – minor injuries, ward closed 2000 this resulted in downgrading by Sue

	SenStafNursSultNt	Hutchinson, St Christopher, then during Skill Mix review with new manager it was explained about the downgrading which was the first she knew.
Staffing & Accountability.D11 Performance mang	Site Interview- Thursday.FionaWalker- SenStafNursSultNt	Discuss skills with IPR [sick for last month]
Staffing & Accountability.D11 Performance mang	Site Interview- Thursday.JoeODell- PractDevlFacil	Complaints from relatives that nurses were not listening. For change request, any staff can suffer this, but needn't be confirm as system approach. Critical incident to Trust Board Action Plan with Trust Board. Critical Incident training feedback and training, facilities action plans is not happening in all hospitals in particular, not Gosport. Suggest asking Clinical Network Group. Nurses sometimes fail to recognise good practice.
Staffing & Accountability.D11 Performance mang	Site Interview- Thursday.PatrickCarrollOT	Own role being reviewed because of career development needs will probably do less IP work.
Staffing & Accountability.D11 Performance mang	Site INterview- Wednesday.AnitaTubrittSenSt afNursDryad	IPR – last IPR a year ago until this year night sister F grade. (F grade downgraded) now ward manager – Gill Hamblin/Toni.
Staffing & Accountability.D11 Performance mang	Site INterview- Wednesday.DrQureshi- CltDryad	Appraisal is provided for locum consultants and his is due anytime.
Staffing & Accountability.D11 Performance mang	Site INterview- Wednesday.GinnyDay- SenStafNursDryad	Personal Development Plan.
Staffing & Accountability.D11 Performance mang	Site INterview- Wednesday.GinnyDay-	IPR. Objectives discussed with Tony. Future IPR. Appraisal in role - will begin soon

	SenStafNursDryad	appraising others -> E Grades.
Staffing & Accountability.D11 Performance mang	Site INterview- Wednesday.GinnyDay- SenStafNursDryad	Manager meeting monthly, monthly ward meetings, cascade from manager to ward level.
Staffing & Accountability.D11 Performance mang	Site INterview- Wednesday.GinnyDay- SenStafNursDryad	Main reporting - so incident reporting is happening.
Staffing & Accountability.D11 Performance mang	Site INterview- Wednesday.GinnyDay- SenStafNursDryad	Role of manager (Toni Scammel) would be to assess individuals IPR and indicate training need.
Staffing & Accountability.D11 Performance mang	Site INterview- Wednesday.LynBarrat- StafNursDryad	Appraisal system: Staff Nurse Day would carry out -> due in April /May
Staffing & Accountability.D11 Performance mang	Site INterview- Wednesday.YongPease- StafNursSultan	Appraisal - Anne Hashe - 1/1/02.
Staffing & Accountability.D11 Performance mang	Site INterview- Wednesday.YongPease- StafNursSultan	Do have shadowing arrangements.
Staffing & Accountability.D2 Medical accountability	Site Interview- Friday.MaxMillett-CEO	Since Ian Reid, four consultants have "moved on", pressured into early retirement.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Tuesday.BarbaraRobinson- DepGenMgr	Gap in appraisal - Hosp Med staff and GP assts. How manifest??: Dr B superb doctor, also knew her as a D/N, caring, always came when called. But abrupt, extremely good doctor, favoured by the staff. How would appraisal have made a difference? Attitude to relatives (not patients) - willing to speak. But if rels were unreasonable eg. demanding her

		immediate attendance.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Tuesday.BarbaraRobinson- DepGenMgr	But if B Robinson raised this Dr B was remorseful. Gave us more than we paid her for. Great loss.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Tuesday.BillHooper-ProjDir	In 98 not enough Medical cover.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Tuesday.DavidJarrett- LdConslt	Cons appraisal happening. Junior doctor and staff grade been happening for several years.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Tuesday.MarilynBarker- ENNursDaed	Can you see pt before transfer?? No consultant makes decision. (Time limit 6 weeks)
Staffing & Accountability.D2 Medical accountability	Site Interviews- Tuesday.VickyBanks-LdClT	Psychiatry of Old Age. In post 10 years. Did GP training and then moved into psychology.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Tuesday.VickyBanks-LdClT	Sees move to Gosport Hospital as exciting move. Gosport nice place to work. Has good relationships with GP colleagues.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Tuesday.VickyBanks-LdClT	Is Associate Head for EMI for Gosport and Fareham.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Tuesday.VickyBanks-LdClT	Dr ? has responsibility for clinical governance. 1 lead for hospital - Gosport, 1 for St C's. Clinical Assistant with GP background also covers drugs and alcohol.

Staffing & Accountability.D2 Medical accountability	Site Interviews- Tuesday.VickyBanks-LdClT	Has good relationship with Dr Lord. See patients jointly.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Tuesday.VickyBanks-LdClT	As associate head has appreciated input of local management and their understanding of clinical pressures.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Tuesday.VickyBanks-LdClT	Still feels quite new within management structure of trusts.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Monday.DrAltheaLord	Appointed in 1992 to support elderly services in Gosport - acute duties at Queen Alexandra and GWM.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Monday.DrAltheaLord	Staff grade Doctor appointed in October 2000.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Monday.DrAltheaLord	Junior Doctors induction contains advice re referral to coroner. In cases of doubt must go to Dr Lord. Where death involving fractured neck of femur always discussed with coroner. To her knowledge all cases in this case were discussed with coroner.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Monday.DrAltheaLord	Not until 99 did GWM appreciate that Dr Barton's workload becoming unsustainable.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Monday.DrAltheaLord	One staff grade doctor not sufficient - now apparent that his workload too heavy.



Staffing & Accountability.D2 Medical accountability	Site Interviews- Monday.DrAltheaLord	Have been fortunate to get some locum staff grade doctor for last year to cover in Dr Akona's leave.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Monday.DrAltheaLord	Cross-cover annual leave with consultant Dr <???
Staffing & Accountability.D2 Medical accountability	Site Interviews- Monday.DrAltheaLord	98 - minimal cover (with greater strain on Dr Barten)
Staffing & Accountability.D2 Medical accountability	Site Interviews- Monday.DrAltheaLord	98 - 99 started using locums.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Monday.IanReid-Med Dir	Cons. In Elderly medicine at Southampton from 82 - 98 and during 93 - 97 Medical Director Southampton Community Trust, April 1998 as Consultant Phys / Medical Director. Do not have clinical Director - have lead consultants = same remit.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Monday.IanReid-Med Dir	Re: Dr Barton's letter of Jan 2000. No doubt that casemix has changed. Had already identified that model of management with clinical assistant cover was no longer viable.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Monday.IanReid-Med Dir	She resigned in April - did this force the issue? She had security of tenure. The service would have collapsed without Jane Barton - put enormous effort in. Came in everyday at 7:30 am to do ward round and then again every afternoon to see relatives but that was not enough to keep up.
Staffing & Accountability.D2	Site Interviews-	

Medical accountability	Monday.IanReid-Med Dir	So growing stress in system recognised? Yes recognised problem but difficult to know what could have been done.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Monday.IanReid-Med Dir	Ian had spoken (informally) to Jane on 1 or 2 occasions but she was very keen to continue. I think she enjoyed the work and did not want to give up the work.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Monday.IanReid-Med Dir	Difficult to find GP practices to take on or to give level of commitment that Jane had given.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Monday.PeterKing-PersDir	Old GP contacts not very specific about duties, also didn't pay enough to cover extra duties adequately.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Monday.PeterKing-PersDir	PK has responsibility for making & renewing contracts, but consultants & local managers handle day to day things.
Staffing & Accountability.D2 Medical accountability	Site Interviews- Monday.PeterKing-PersDir	Policy development & implementation PK is responsible for Personnel & Health & Safety.
Staffing & Accountability.D2 Medical accountability	Site Interview- Thursday.DrBeasleyGP	May 1998 - One doctor appointed as clinical assistant. Appointed Dr Barton who is partner in his practice. Trust paid for 5 clinical assistant sessions, contract is with Dr Barton, not the practice. Dr B asked practice to help her out to cover. His involvement is at weekends, evenings and Bank Holidays. After hours - bit loose.
Staffing & Accountability.D2 Medical accountability	Site Interview- Thursday.DrBeasleyGP	No increase in medical staffing (ie. still 5 sessions). Formula = 1 Clinical Assistant

		session per 9 beds.
Staffing & Accountability.D2 Medical accountability	Site Interview- Thursday.DrBeasleyGP	Dr Barton subcontracted to other partners - they never had contract with Trust. Staff are aware that practice responsible.
Staffing & Accountability.D2 Medical accountability	Site Interview- Thursday.DrBeasleyGP	GPs reasonably financially aware - why not better? Proud of work we did, a need to look after these patients, no-one else in Gosport who could do it, no other practice wanted to take it on.
Staffing & Accountability.D2 Medical accountability	Site Interview- Thursday.DrBeasleyGP	GPs reasonably financially aware - why not better? Proud of work we did, a need to look after these patients, no-one else in Gosport who could do it, no other practice wanted to take it on.
Staffing & Accountability.D2 Medical accountability	Site Interview- Thursday.DrBeasleyGP	You just work and work and do it really. I've been a fool, an utter fool.
Staffing & Accountability.D2 Medical accountability	Site Interview- Thursday.DrBeasleyGP	The precipitating incident. 1999 we realised the situation was untenable in present form for a number of reasons. Obtained professional report to report remuneration - and then other doctors than had contact with Trust (? August 99) were paying £11,000 pa. August 2000 it had gone up to @£13,000 ie. £1.90 per hour. NB there is separation between Dr B's and practice arrangements.
Staffing & Accountability.D2 Medical accountability	Site Interview- Thursday.DrBeasleyGP	Relationship between GPs and the Trust - re: management, ward policies, appraisals document. Does not appear to be one. Doctors asked if they understood difference between contracts of and for employment.

Staffing & Accountability.D2 Medical accountability	Site Interview- Thursday.DrBeasleyGP	Currently 2001/2002 practice has contract of employment with the Trust, invoice quarterly to provide out of hours.
Staffing & Accountability.D2 Medical accountability	Site Interview- Thursday.DrBeasleyGP	Dr B days - on hol? We would look after ward for her - go in very early, WR, do am surgery. Put the screws on those left. Yes.
Staffing & Accountability.D2 Medical accountability	Site Interview- Thursday.DrBeasleyGP	Felt Trust wanted job being done on the cheap. I feel used really.
Staffing & Accountability.D2 Medical accountability	Site Interview- Thursday.PennyHumphriesHA	Clinical governance. Difficult to tell whether event from GPs as clinical aspect doing best for including patients or broader issue. Distance from Trust HQ. Issue of medical cover and supervision.
Staffing & Accountability.D2 Medical accountability	Site Interview- Thursday.PennyHumphriesHA	Ian Reid good and stretched. People very stretched.
Staffing & Accountability.D2 Medical accountability	Site Interview- Wednesday.DebbieBarker- StafNurseDryad	Relatives can see Consultant by appointment. If patient deteriorates relatives advised. Pro-Active.
Staffing & Accountability.D2 Medical accountability	Site Interview- Wednesday.DrJosephYikona- StafGradePhysi	Dr Yikona has been in post since November 2000 as general physician in elderly medicine.
Staffing & Accountability.D2 Medical accountability	Site Interview- Wednesday.DrJosephYikona-	Post is 9 - 5 Mon - Friday (no weekend work) but can be called on in some circumstances.

	StafGradePhysi	He often just calls in at weekends to check patients he is worried about. Often in Dr Nattens surgery as Healthcall takes over.
Staffing & Accountability.D2 Medical accountability	Site INterview- Wednesday.DrJosephYikona- StafGradePhysi	If patient becoming seriously unwell, Dr Yikona will speak to Dr Lord and make arrangements for finding bed at QA.
Staffing & Accountability.D2 Medical accountability	Site INterview- Wednesday.DrJosephYikona- StafGradePhysi	Dr Yikona does two sessions a week in day hospital. Otherwise occupied solely with wards at GWMH "it's a lonely place to work here".
Staffing & Accountability.D2 Medical accountability	Site INterview- Wednesday.DrJosephYikona- StafGradePhysi	No cover while he is away. Dr Yikona is very concerned about that - carries no bleep, is about 1 hour away.
Staffing & Accountability.D2 Medical accountability	Site INterview- Wednesday.DrJosephYikona- StafGradePhysi	Dr Yikona raised his concerns with Dr Lord about anticipatory prescribing and she agreed with him that it should stop. He was encouraged to change the policy. Old drug prescribing practice came as 'no surprise' to Dr Lord.
Staffing & Accountability.D2 Medical accountability	Site INterview- Wednesday.DrJosephYikona- StafGradePhysi	Psychotherapists see cases of dementia, agitation, disruptive behaviour, depression.
Staffing & Accountability.D2 Medical accountability	Site INterview- Wednesday.DrQureshi- CltDryad	Covers Dryad since Nov 2001.
Staffing & Accountability.D2 Medical accountability	Site INterview- Wednesday.DrQureshi- CltDryad	Timetable. Looks after acute ward at QA (18 beds) 2-3 ward rounds per week. Some responsibility to see others referred. Domiciliary visit requests from GPS.

Staffing & Accountability.D2 Medical accountability	Site INterview- Wednesday.DrQureshi- CltDryad	So 1/7 per week at GWMH.
Staffing & Accountability.D2 Medical accountability	Site INterview- Wednesday.DrQureshi- CltDryad	Two meetings every week Wednesday and Friday lunchtime (held at) QA that all Drs attend Radiology conference meetings Wednesday am all Consultants attend with Radiology consultants. Opportunity to discuss problem cases. All junior Drs, SpRs, juniors and staff grade can attend.
Staffing & Accountability.D2 Medical accountability	Site INterview- Wednesday.DrQureshi- CltDryad	Presence of a regular, good resident Doctor has been a real boon - Josph (Dr Akona) is excellent, asks advice as needed. If a good Doctor is present - the consultant's work is easier.
Staffing & Accountability.D2 Medical accountability	Site INterview- Wednesday.DrQureshi- CltDryad	No experience of working with clinical assistants.
Staffing & Accountability.D2 Medical accountability	Site INterview- Wednesday.GinnyDay- SenStafNursDryad	Medical Dr - Comms. - set days on wards, prepares before next day consultancies, access on days not in ward - bleep.
Staffing & Accountability.D2 Medical accountability	Site INterview- Wednesday.LynBarrat- StafNursDryad	The policy changes every time we get a new consultant on ward. Did not know Dr Ravindreul was leaving until recently.
Staffing & Accountability.D2 Medical accountability	Site INterview- Wednesday.YongPease- StafNursSultan	Forty five GP's - confusing and different ways of doing things.
Staffing & Accountability.D3	Site Interview-	

Nursing accountability	Friday.EileenThomas-NursingDir	Changes include: evidence based practice ??????? consistency in dealing with patients and focused on middle grade nurses – appointed better calibre people from outside.
Staffing & Accountability.D3 Nursing accountability	Site Interview-Friday.EileenThomas-NursingDir	Leadership development programme also introduced gerontology nursing programme developed and ????
Staffing & Accountability.D3 Nursing accountability	Site Interview-Friday.EileenThomas-NursingDir	There was a c???? 3% of nurses/ward managers who were subject to most complaints and who were reluctant to change.
Staffing & Accountability.D3 Nursing accountability	Site Interview-Friday.EileenThomas-NursingDir	We do have some nursing staff that we'd prefer not to have our most difficult ward managers do need a lot of help to change.
Staffing & Accountability.D3 Nursing accountability	Site Interview-Friday.EileenThomas-NursingDir	We try very hard to meet people in their homes to discuss complaints. We have a much more open approach now to dealing with complaints. We have introduced the principle that each H grade spends 50% of time on clinical work.
Staffing & Accountability.D3 Nursing accountability	Site Interview-Friday.EileenThomas-NursingDir	Nursing clinical indicators very poorly developed.
Staffing & Accountability.D3 Nursing accountability	Site Interview-Friday.EileenThomas-NursingDir	Essence of Care – aiming to ensure that all wards work to essence of care. PCT will take ??????
Staffing & Accountability.D3 Nursing accountability	Site Interview-Friday.EileenThomas-	Cases of poor performance identified earlier. Getting evidence on poor attendance

	NursingDir	and behaviour is very hard – does depend on people telling us.
Staffing & Accountability.D3 Nursing accountability	Site Interview- Friday.EileenThomas- NursingDir	ET and Medical Director had just arrived in post in 98. ET didn't learn about complaints until police became involved.
Staffing & Accountability.D3 Nursing accountability	Site Interview- Friday.EileenThomas- NursingDir	ET and Medical Director had just arrived in post in 98. ET didn't learn about complaints until police became involved.
Staffing & Accountability.D3 Nursing accountability	Site Interview- Friday.EileenThomas- NursingDir	"Real sense of frustration" – would have liked another 2 years to work on new systems.
Staffing & Accountability.D3 Nursing accountability	Site Interview- Friday.MaxMillett-CEO	Changes since 1998 - 95% confident that serious concerns would reach board level.
Staffing & Accountability.D3 Nursing accountability	Site Interview- Friday.MaxMillett-CEO	Supervision of nurses tackled: punitive knee jerk reactions.
Staffing & Accountability.D3 Nursing accountability	Site Interview- Friday.ToniScammell- SenNursCoord	Came from QA ward manager medical ward intermediate care. Started November 2000. 11m in post with gap*, new post role is supporting/managing clinical manager/areas. Also facilitate clinical practice. 50:50 clinical admin. Involved in training and development of nurses at GWMH eg. alert system. Back before care wards tended to deal with issues alone. Now have "common" ACD .
Staffing & Accountability.D3 Nursing accountability	Site Interview- Friday.ToniScammell- SenNursCoord	Purpose of post? Reason was there was no nursing leadership at GWMH. Also SM (Read) had too wide a role. H grade. Aware of problems when arrived? Knew but



		not in depth - bring up skills of nurses.
Staffing & Accountability.D3 Nursing accountability	Site Interview- Friday.ToniScammell- SenNursCoord	Need more staff for lots of reasons sorting that out now. Also need management development time.
Staffing & Accountability.D3 Nursing accountability	Site Interview- Friday.ToniScammell- SenNursCoord	How is prof/nursing accountable. Line manager is Jan Read, Nursing Director Eileen Thomas. Senior nurse action learning group, Senior Nurse reference group work out own PDP.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Tuesday.AngelaWilson- SenStafNursDaed	6 months ago, now supervised by one person, Philip G grade.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Tuesday.AngelaWilson- SenStafNursDaed	Philip - Angela - support, A-E grade nursing, site cover.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Tuesday.BarbaraRobinson- DepGenMgr	Developed appraisal/training objectives/matched to hospital goals. All from 1996 onwards. All part of a culture change as the hospital enlarged and developed, understand each others' roles/functions. "Investors in people".
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Tuesday.BarbaraRobinson- DepGenMgr	She manages clinical nurse managers and night sisters. Value each other - internal customers.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Tuesday.BarbaraRobinson- DepGenMgr	In March 2000 - asked to move (reluctantly) to Elderly medicine - because of ward closures and staff leaving.

Staffing & Accountability.D3 Nursing accountability	Site Interviews- Tuesday.BarbaraRobinson- DepGenMgr	Is deputy to Lesley Humphrey (QA St Marys GWMH). B Robinson - dual managerial and nursing roles manages transfers. Accountable to Lesley H managerially. Professionally to Eileen.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Tuesday.FionaCameron-Gen Mgr	Level of competence of nurses have been high. Have come every day. Philip Beed has kept to ward ???.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Tuesday.JaneNeville-Ex- StaffNursDaed	Appraisal - C grade did it. No formal clinical supervision. The IRP occurred in second year.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Tuesday.JaneNeville-Ex- StaffNursDaed	Mandatory Training - eg Fire/Rescue/Moving handling. Was told about these events.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Tuesday.JaneNeville-Ex- StaffNursDaed	Would be supervised when starting syringe driver.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Tuesday.JaneNeville-Ex- StaffNursDaed	Could use GWMH Portfolio that she required. Worked here for 2 years.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Tuesday.LindaBaldacchinoHC SWDaed	??? ?? shortages of staff means practice is less than perfect.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Tuesday.MarilynBarker- ENNursDaed	A/C to? Phillip Beed for the HESW's

Staffing & Accountability.D3 Nursing accountability	Site Interviews- Tuesday.PhillipBeed- ClinMgrDaed	G Grade - on ward 5 yrs, broad nursing experience. Same post grad quals, but not in elderly care. 24 hrs a/c for nursing on ward - nurse. Manager for ward, under - 2 senior staff nurses. Nursing complement? OK til untoward things happen - eg training or flu.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Tuesday.PhillipBeed- ClinMgrDaed	If concerned about practices? No problem, raise directly or care in many places plus whistle blowing policy.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Tuesday.Sue Nelson-StaffNursDeadNgt	A/C to P Beed - Angela is F grade.
Staffing & Accountability.D3 Nursing accountability	Site Interviews-Monday.Debra Hunt-telephone	Nursing organised into teams on daedalus ward and she is team leader of one team. Thinks system works well as they (nurses) get to know patients well.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Monday.DrAltheaLord	It needs to be safe for nurses in community hospitals.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Monday.DrAltheaLord	Staff grade Doctor 9 - 5 -> then Dr Khapman out of hours.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Monday.DrAltheaLord	"I think we've raised awareness with nursing staff re downside of pain control, better documentation and improved communication with relatives.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Monday.PennyWells-District Nurse	Bad practice -> according to CGR 1, discuss at ward level, ward management. 2, GP. Feel strongly about bad practice. 3, near miss form / risk form.

Staffing & Accountability.D3 Nursing accountability	Site Interviews- Monday.PennyWells-District Nurse	Feels that this new culture would not have existed before / presume.
Staffing & Accountability.D3 Nursing accountability	Site Interviews- Monday.PeterKing-PersDir	Personnel provides infrastructure - Eileen decides who needs it, Fiona ensures it happens.
Staffing & Accountability.D3 Nursing accountability	Site Interview-Thursday.Joan LockExSisterSultan	She was an NVQ assessor. Helped nurses on other wards to become assessors
Staffing & Accountability.D3 Nursing accountability	Site Interview- Thursday.MarieThorpeHCSW	Handover - 15 min overlap of shifts.
Staffing & Accountability.D3 Nursing accountability	Site INterview- Wednesday.ACShirleyHallma nNurseDryad	Nurses did question regime but were told they did not understand pain control. Nothing changed. Difficult for staff to challenge Dr Barton and Ward Sister - Gill Hamblyn.
Staffing & Accountability.D3 Nursing accountability	Site INterview- Wednesday.ACShirleyHallma nNurseDryad	Sister Hamblyn liked total control!
Staffing & Accountability.D3 Nursing accountability	Site INterview- Wednesday.ACShirleyHallma nNurseDryad	During period Shirley acted up use of syringe-drivers and triple medication was better controlled.
Staffing & Accountability.D3 Nursing accountability	Site INterview- Wednesday.DrJosephYikona- StafGradePhysi	There has been pressure from nursing staff on both wards to prescribe in advance. His change in policy resisted by nurses - "but I made it clear I was uncomfortable with the practice" I have got them to agree.

Staffing & Accountability.D3 Nursing accountability	Site INterview- Wednesday.LynBarrat- StafNursDryad	She would immediately go to Sister Marilyn if she had a problem but doesn't have much confidence in upper management.
Staffing & Accountability.D3 Nursing accountability	Site INterview- Wednesday.LynBarrat- StafNursDryad	We have 19 heavily dependent patients and only five staff.
Staffing & Accountability.D3 Nursing accountability	Site INterview- Wednesday.MargaretWigfall- ENNursDryadNt	Clinical Supervision - quite a long break from it but systems have been in place and expected to restart.
Staffing & Accountability.D3 Nursing accountability	Site INterview- Wednesday.MargaretWigfall- ENNursDryadNt	Usually done moving/handling - but she checks. Done every 6/12 - course.
Staffing & Accountability.D3 Nursing accountability	Site INterview- Wednesday.MMPaulineGoode HCSWDryad	Working on own and pairs - depend on patient - will raise concerns with everyone.
Staffing & Accountability.D3 Nursing accountability	Site INterview- Wednesday.YongPease- StafNursSultan	E grade (top) for 32 hours/4 days - senior staff nurse manager and Jan Peach Fiona Cameron.
Staffing & Accountability.D4 AHP accountability	Site Interview- Friday.MaxMillett-CEO	Professional Advice for therapists. Sad that Trust is being wound down, only half way there. Would like to see impact of Gerontological programme, would like therapy consultants.
Staffing & Accountability.D4 AHP accountability	Site Interview- Friday.VanessaLawrencePhar ma	VL visits wards weekly. No cover if on leave. Paula covers for periods over two weeks length.

Staffing & Accountability.D4 AHP accountability	Site Interview- Friday.VanessaLawrencePhar ma	Employed by Portsmouth Hospital Trust. Based at QA. Spends much time travelling.
Staffing & Accountability.D4 AHP accountability	Site Interview- Friday.VanessaLawrencePhar ma	Paul Dipper - based at QA - line PD is accountable to J Worthing.
Staffing & Accountability.D4 AHP accountability	Site Interview- Friday.VanessaLawrencePhar ma	IPR in PD yearly. But too busy to see PD often. PD 3/7 per week. VL works part time daily.
Staffing & Accountability.D4 AHP accountability	Site Interview- Friday.VanessaLawrencePhar ma	Staff meetings at QA but VL comes to Gosport instead. Minutes are circulated. C grades which she was - do not attend. D grade which she is now do attend.
Staffing & Accountability.D4 AHP accountability	Site Interview- Friday.VanessaLawrencePhar ma	If VL has concerns? Probably does it via Paula, then she would deal with it. VL tries to sort out ward matters herself.
Staffing & Accountability.D4 AHP accountability	Site Interview- Friday.VanessaLawrencePhar ma	JD was Gosport Pharmacist. Covered for JD late 90s and early 90s.
Staffing & Accountability.D4 AHP accountability	Site Interview- Friday.VanessaLawrencePhar ma	Communication of new policy? Paula is main link, but may occasionally forget to tell her of changes.
Staffing & Accountability.D4 AHP accountability	Site Interview- Friday.VanessaLawrencePhar ma	In September 99 VKL job was new then could attend Department meetings as well - department relocation. "Dropped in deep end" no prior familiarisation. She just

		disappeared. No local induction.
Staffing & Accountability.D4 AHP accountability	Site Interviews- Monday.JeffWatling- ChiefPharmacist	Service to Trust is managed by a Grade E Pharmacist (Paula Diaper) and 2 pharmacists elderly and mental health + community. She also has staff at QA.
Staffing & Accountability.D4 AHP accountability	Site Interviews- Monday.JeffWatling- ChiefPharmacist	Pharmacists appraised annually, but seen 3 monthly formally, and informally monthly.
Staffing & Accountability.D4 AHP accountability	Site Interviews- Monday.JeffWatling- ChiefPharmacist	Paula Diaper is accountable to Mr Watling.
Staffing & Accountability.D4 AHP accountability	Site Interviews- Monday.JeffWatling- ChiefPharmacist	Jane Marshall deals with elderly pharmacy matters, accountable to Paula Diaper who concentrates on Psych services.
Staffing & Accountability.D4 AHP accountability	Site Interview- Thursday.PatrickCarrollOT	SR OT since 1989 and I area since 91/92. Original peripatetic OT was doing 45% IP 15/20% OP Rheumatology and rest were direct GP referrals with aim to reduce risk of admission.
Staffing & Accountability.D4 AHP accountability	Site Interview- Thursday.PatrickCarrollOT	Ellen K is Senior for neuro rehab so primarily oversees Daedalus. Sultan has GP, so OT role is discharge management. Dyrad has continuity care - never funded for OT input - do 6/8 referrals per year - for very complex discharge.
Staffing & Accountability.D4 AHP accountability	Site Interview- Thursday.PatrickCarrollOT	Accountable to Liz Jenkins, Head OT, based Haslar in post 18/12 and her arrival coincided with reorganisation into 3 to align with PCTS. Main OT department based at Haslar.

Staffing & Accountability.D4 AHP accountability	Site Interview- Thursday.PatrickCarrollOT	The BG notation is still ward based here although at Haslar also speciality based. Ward based work at Sultan is done by OT assistant. Has part time clerical support and a full time assistant at Dolphin.
Staffing & Accountability.D4 AHP accountability	Site Interview- Thursday.PatrickCarrollOT	Were very hospital based but now trying to do away with hospitality/community boundary.
Staffing & Accountability.D4 AHP accountability	Site Interview- Thursday.PatrickCarrollOT	BGs here still tend to be ward based, at Haslar more speciality and Elderly. MH still traditional model.
Staffing & Accountability.D4 AHP accountability	Site Interview- Thursday.ShellyBrindOT	April 2001, Daedalus. Line manage Eileen Kettlewell. Basic Grade on location
Staffing & Accountability.D4 AHP accountability	Site Interview- Thursday.ShellyBrindOT	OT technicians-support workers
Staffing & Accountability.D5 Other staff accountability	Site Interview- Friday.RosemaryCraneSenior Diet	Now employed dietician full time.
Staffing & Accountability.D5 Other staff accountability	Site Interview- Friday.RosemaryCraneSenior Diet	Role of dietician, has changed and respected more by clinical staff now.
Staffing & Accountability.D5 Other staff accountability	Site Interview- Friday.RosemaryCraneSenior Diet	Remit of job also contained major community projects – eg. meals on wheels, school menus, health promotion.



Staffing & Accountability.D5 Other staff accountability	Site Interviews- Tuesday.BarbaraRobinson- DepGenMgr	Is deputy to Lesley Humphrey (QA St Marys GWMH). B Robinson - dual managerial and nursing roles manages transfers. Accountable to Lesley H managerially. Professionally to Eileen.
Staffing & Accountability.D5 Other staff accountability	Site Interviews- Tuesday.HelenLangdale- HCSW Sult Ngt	Clinical supervision meetings every night.
Staffing & Accountability.D5 Other staff accountability	Site Interviews- Tuesday.HelenLangdale- HCSW Sult Ngt	Clinical supervision meetings are group sessions. ??? attendance as NB is very useful. Shift is 7.45 - 8pm.
Staffing & Accountability.D5 Other staff accountability	Site Interview- Thursday.TheresaJones- WardClerk	Ward Clerk Beginning – notes in diary, photocopying, referrals – speech and long, bedblocking but SS not in place, discharges.
Staffing & Accountability.D6 Out of hours arrangements	Site Interview- Friday.IanPiper/FionaCameron	Out of house contract - medical cover. Who has responsibility to monitor and manage? FC with PK would be responsible. Managed that way for GP who left.
Staffing & Accountability.D6 Out of hours arrangements	Site Interview- Friday.IanPiper/FionaCameron	GPs variably deliver to Healthcall. - what means to service - some GPs are part of Healthcall - Helps Sultan get GP they know - GPs heavily rely onward doctor - GOSdoc was based here - sadly missed. Up until 10pm - knew wards/patients.
Staffing & Accountability.D6	Site Interview-	

Out of hours arrangements	Friday.IanPiper/FionaCameron	No mentors quality of service. Eg. Access times - used incident book - Jan would pick up. What does contract say about service? Out of hours - just attend.
Staffing & Accountability.D6 Out of hours arrangements	Site Interview- Friday.IanPiper/FionaCameron	Manage about medical cover out of hours. - Fiona can be a weak link - as intermediate care development would like to see robust medical cover - not about individual GPs - out of hours less of an issue when have a good Monday to Friday doctor on the ward.
Staffing & Accountability.D6 Out of hours arrangements	Site Interview-Friday.Text Jerry Clasby-SenNursColW	No Doctors out of hours Use Health call- variable- mental health problems- call Meadows- on call mental health Doctors. Use own judgement
Staffing & Accountability.D6 Out of hours arrangements	Site Interview-Friday.Text Jerry Clasby-SenNursColW	One trained staff only at night Don't know what else to do Full capacity and reduced staffing
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.AngelaWilson- SenStafNursDaed	Health call - large problems transferring patients at night. Deteriorating condition - healthcall, reception, 1 hr for telephone response, 5 hr for visit.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.AngelaWilson- SenStafNursDaed	QA don't like transferring - eg Cardiac Arthymna, 40 min ambulance, ambulance men were rude, Dr rang from A&E rude - now the lady has deteriorated and still in QA.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.AngelaWilson-	Resolve problem - Healthcall do not know patients, unwilling to make decision or tread on

	SenStafNursDaed	toes of consultants. Friday evening lady returned from deplores?? With one vein blocked & 2 partially blocked - G grade had left, no medical weekend cover. Ring healthcall. QA rang and have apologised she slipped through the net.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.AngelaWilson- SenStafNursDaed	Feel isolated - speak/complained to each other, speak to healthcall.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.AngelaWilson- SenStafNursDaed	Healthcall cover to greater area.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.AngelaWilson- SenStafNursDaed	GP sleeps in GWMH but wont attend patients, he is on call for healthcall.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.AngelaWilson- SenStafNursDaed	Need to find GWMH on call GP.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.AngelaWilson- SenStafNursDaed	Do you keep record of healthcall? Not sure.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.AngelaWilson- SenStafNursDaed	Feels the need for beds over shadows the appropriate admission of patents for a hospital with ??? 24 hours clinical cover.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.AngelaWilson- SenStafNursDaed	During weekend - transferred - healthcall with fill?? a prescription chart - not clerk patients in.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.DavidJarrett-	Dosage - range whip at one time is it fairly usual? Its not usual now & was prob not usual

	LdConslt	then throughout the service but prob reflects the out of hours commitment of Jane's partners - ie for her colleagues convenience.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.DavidJarrett- LdConslt	GP out of hour cover - do they call on consultant - they can but they don't tend to.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.LindaBaldacchinoHC SWDaed	Been in hosp for 12 years. Now much more involved - Philip Beed was involved NA's ?? ??. Can check DD's (controlled drugs) with staff nurse. Philip is excellent manager.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.LindaBaldacchinoHC SWDaed	Gets support from staff nurse for everyday things but Philip will help if there are more major problems.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.Pat Wilkin-SenStaffNursDaed	No medical cover - can use health call out of hours - have to use diamorphine at times. Need 24 hour medical cover here.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.Pat Wilkin-SenStaffNursDaed	Need 24 hour Medical Cover.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.Sue Nelson-StaffNursDeadNgt	1998 at night? Call out practice / H/call response time ok. Now H/call 3/4 hour wait prob? On call ?? available but never called.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Tuesday.Sue Nelson-StaffNursDeadNgt	Night cover? Health call Dr delay can be up to 3-4 hours (not always just sometimes)
Staffing & Accountability.D6	Site Interviews-	

Out of hours arrangements	Monday.DrAltheaLord	Out of hours. Increased workload - nurse on ward would contact GP and ask for help.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Monday.DrAltheaLord	Out of hours contact with duty geriatrician at QA.
Staffing & Accountability.D6 Out of hours arrangements	Site Interviews- Monday.PeterKing-PersDir	Set out to minimise the contract by developing out of hours contract with detailed specialties & standards.
Staffing & Accountability.D6 Out of hours arrangements	Site Interview- Thursday.DrBeasleyGP	Unusually low input for workload? Yes, we were 57p per hour.
Staffing & Accountability.D6 Out of hours arrangements	Site Interview- Thursday.DrBeasleyGP	You just work and work and do it really. I've been a fool, an utter fool.
Staffing & Accountability.D6 Out of hours arrangements	Site Interview- Thursday.DrBeasleyGP	The precipitating incident. 1999 we realised the situation was untenable in present form for a number of reasons. Obtained professional report to report remuneration - and then other doctors than had contact with Trust (? August 99) were paying £11,000 pa. August 2000 it had gone up to @£13,000 ie. £1.90 per hour. NB there is separation between Dr B's and practice arrangements.
Staffing & Accountability.D6 Out of hours arrangements	Site Interview- Thursday.DrBeasleyGP	Currently 2001/2002 practice has contract of employment with the Trust, invoice quarterly to provide out of hours.
Staffing & Accountability.D6 Out of hours arrangements	Site Interview- Thursday.DrBeasleyGP	Rotas on wards 6 doctors in Knapman Practice 2 of which do all of own out of hours

		2 more do own out of hours if then hospital 11pm - 7am (??? Shift) goes to Healthcall. For example he does all own out of hours on Saturday does ward round after surgery in hospital 11pm and does ward round ????
Staffing & Accountability.D6 Out of hours arrangements	Site Interview- Thursday.DrBeasleyGP	Acknowledged that don't really need rota - but can just dial practice.
Staffing & Accountability.D6 Out of hours arrangements	Site Interview- Thursday.DrBeasleyGP	Consultant in elderly Medical Care/Surgical Reg. On call would discuss with Dr Lord if sensitive area.
Staffing & Accountability.D6 Out of hours arrangements	Site Interview- Thursday.DrBeasleyGP	Admission out of hours - would you be expected to clock in? No not aware.
Staffing & Accountability.D6 Out of hours arrangements	Site Interview- Thursday.FionaWalker- SenStafNursSultNt	Out of hours with no medical cover, more responsibility so need G grade.
Staffing & Accountability.D6 Out of hours arrangements	Site Interview- Thursday.FionaWalker- SenStafNursSultNt	Based on Sultan ward last few months with 2 trained staff on nights. Medical problems – will attend, Medical problems on Mulberry – called in frequently.
Staffing & Accountability.D6 Out of hours arrangements	Site Interview- Thursday.FionaWalker- SenStafNursSultNt	Difference between GPs, prescription to obtain consistencies. - Different on nights, Healthcall - Healthcall very reluctant to interfere with other GP
Staffing & Accountability.D6 Out of hours arrangements	Site Interview- Thursday.JoDunleavystaffnurs SultanNt	Analgesia ladder + GP - nights no GP - Healthcall - response time - 10-15 mins - 30mins

		<ul style="list-style-type: none"> <li>- requisite problems a visit - 1hr - 4hr wait.</li> <li>- Patient will expect verbal order but not controlled drugs.</li> <li>- No other way of contacting GP.</li> <li>- Telephone order - 1 dosage call. Someone should witness, doctor on prescription chart, GP will sign in, not signed by Healthcall.</li> </ul>
Staffing & Accountability.D6 Out of hours arrangements	Site Interview- Thursday.JoDunleavystaffnurs SultanNt	<p>Pharmacist facility</p> <ul style="list-style-type: none"> <li>- comes in daily</li> <li>- restock medicine</li> <li>- incompatible drugs - pharmacist will advise about admitee</li> <li>- Q&amp;A services</li> <li>- No weekend cover</li> <li>- GP will write script and porter will get it</li> </ul>
Staffing & Accountability.D6 Out of hours arrangements	Site INterview- Wednesday.AnitaTubrittSenSt afNursDryad	<p>One F grade on nights. E grade on duty would cover if F grade not there. 2 E grades – last 6 months. Occasional day shift – to cover sickness. 20:15 finish 07:45. 3 nights 1 week, 2 nights next week. Dryad – last 10 years.</p>
Staffing & Accountability.D6 Out of hours arrangements	Site INterview- Wednesday.AnitaTubrittSenSt afNursDryad	<p>Out of hours, GP did not want to interfere with Est. pain management care</p> <ul style="list-style-type: none"> <li>- PNR – used nurse discretion a couple of times</li> </ul>
Staffing & Accountability.D6 Out of hours arrangements	Site INterview- Wednesday.AnitaTubrittSenSt afNursDryad	<p>Out of hours – Healthcall, speed of response, before 11pm – GP from surgery, after 11pm Healthcall. Eg. patient probably dying – called Healthcall</p>

		<ul style="list-style-type: none"> <li>- waited for the instruction</li> <li>- time frame 45 minutes – 1 hour</li> <li>- received no further info</li> </ul>
Staffing & Accountability.D6 Out of hours arrangements	Site INterview- Wednesday.DebbieBarker- StafNurseDryad	Out of hours medical cover "could be better" cover from locums. Does "out of hours"shifts. This has set them back. Reluctant to give strong analgesia - but has done.
Staffing & Accountability.D6 Out of hours arrangements	Site INterview- Wednesday.DrJosephYikona- StafGradePhysi	Post is 9 - 5 Mon - Friday (no weekend work) but can be called on in some circumstances. He often just calls in at weekends to check patients he is worried about. Often in Dr Nattens surgery as Healthcall takes over.
Staffing & Accountability.D6 Out of hours arrangements	Site INterview- Wednesday.DrJosephYikona- StafGradePhysi	Holiday and study leave = staff grade locum will cover - difficulty in finding them but quite lucky recently as someone has been available. Only has 15 days study leave and 20 days holiday a year. Has had to use holiday leave time to do courses.
Staffing & Accountability.D6 Out of hours arrangements	Site INterview- Wednesday.DrQureshi- CltDryad	Any concerns about medical cover after five o clock.? If somebody medically unwell and needing active intervention then more beds to acute.
Staffing & Accountability.D6 Out of hours arrangements	Site INterview- Wednesday.DrQureshi- CltDryad	Any concerns re out of hours service? Has not used.
Staffing & Accountability.D6 Out of hours arrangements	Site INterview- Wednesday.MargaretWigfall- ENNursDryadNt	Doctors out of hours - a long time since she needed to call anyone out.
Staffing & Accountability.D6 Out of hours arrangements	Site INterview- Wednesday.TLDrRavindraneC	Not clear about "out of hours cover". Choices of own GP rather less unaware of



	onsult	deficiencies in cover.
Staffing & Accountability.D6 Out of hours arrangements	Site INterview- Wednesday.TLDrRavindraneC onsult	if patient is agitated or aggressive further help called fpr at any time day or night. If they have been seen by Old Age Pyschartrist??? As fit Dr Ravindrane will carry on and look after the patient.
Staffing & Accountability.D7 Team working	Site Interview- Friday.JoTaylorSenNursDayW ard	Always good relationship between day and medical wards.
Staffing & Accountability.D7 Team working	Site Interview- Friday.JoTaylorSenNursDayW ard	Meeting on Tuesday about care pathways.
Staffing & Accountability.D7 Team working	Site Interview- Friday.JoTaylorSenNursDayW ard	Assessment process <ul style="list-style-type: none"> <li>- referred by GP, by letter</li> <li>- meeting Wed with MDT</li> <li>- discuss referrals and agree appropriate clinician to assess patient</li> <li>- go to home and assess in day ward and assess condition</li> <li>- element with a whole team approach</li> </ul>
Staffing & Accountability.D7 Team working	Site Interview- Friday.JoTaylorSenNursDayW ard	MDT training – other reflective practice meetings. Issue: patient in residential care may have time reduced in day ward to allow for home based patients and carer opportunities for respite and assessment.
Staffing & Accountability.D7 Team working	Site Interview- Friday.RosemaryCraneSenior Diet	Dieticians worked between kitchens and patients.
Staffing & Accountability.D7	Site Interview-	

Team working	Friday.RosemaryCraneSenior Diet	Enablement team Full-time dietician At wards, St Christopher and Community plus MDT meetings.
Staffing & Accountability.D7 Team working	Site Interview-Friday.Text Jerry Clasby-SenNursColW	MDT- all ward rounds- ward clerk also attends MDT Monthly reflective practice meeting and appointment social worker to ward.
Staffing & Accountability.D7 Team working	Site Interview-Friday.Text Jerry Clasby-SenNursColW	Do get occasional terminal ill patient Palliative care medicine-do involve MDT and family
Staffing & Accountability.D7 Team working	Site Interview-Friday.Text Jerry Clasby-SenNursColW	other trained staff on the wards do offer assistance and advice- working relationship very good.
Staffing & Accountability.D7 Team working	Site Interview-Friday.ToniScammell-SenNursCoord	Ward don't have clinical supervision yet but have regular ward meetings including how to implement things.
Staffing & Accountability.D7 Team working	Site Interview-Friday.ToniScammell-SenNursCoord	Team Working - how can Toni make it happen. ASW works on ward herself to role model behaviour. Doesn't think they have got it right yet. Would like documentation to be better across the board - everyone adhering to same core plan. One of issues is to get that sense of working together for integrated goal setting and person centred goal setting, wants to get people working together. Her physio on nursing documentation groups. Hopes this will lead to multi-professional documentation and goal setting.
Staffing & Accountability.D7 Team working	Site Interview-Friday.VanessaLawrencePhar	Staff meetings at QA but VL comes to Gosport instead. Minutes are circulated. C grades

	ma	which she was - do not attend. D grade which she is now do attend.
Staffing & Accountability.D7 Team working	Site Interview- Friday.VanessaLawrencePhar ma	Liaising with other members of the team Only contacts nurses/doctors if there is a problem. No time to be proactive. Good relationship in Staff Grade - easy channel of communication. Easy, positive relationship with staff grade.
Staffing & Accountability.D7 Team working	Site Interview- Friday.VanessaLawrencePhar ma	Harder on Sultan Ward, will write in notes. Does not get to see GPs. Thinking of designing a form for GPs rather than leaving scrappy bits of paper. Drug chart problems - queries about doses. Problem is the weekly visit and time lag. JD had other duties NH/St Christophers and Gosport. 10/12 overlap VL/JD (ie. Jean at GWMH and VL covering elsewhere in Trust - did not actually work together).
Staffing & Accountability.D7 Team working	Site Interview- Friday.VanessaLawrencePhar ma	Nurses ask for advice not doctors.
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.AngelaWilson- SenStafNursDaed	Meeting - reg ward meeting, handovers, reports.
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.AngelaWilson- SenStafNursDaed	Night staff involvement - old regime/new regime, tried to change regime & get everyone working as one team - '24 hour care unit'.
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.AngelaWilson- SenStafNursDaed	Discharge purposes - that night care plan is included in discharge notes, feel that day nurse team are listening.
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.DavidJarrett-	Liaise with colleagues, management, appraisal & support of colleagues, operational issues,

	LdConslt	central Trust.
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.DavidJarrett- LdConslt	Did you know Dr Barton at that time? Yes but not well. She came to meetings, was lead GP for PCE.
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.DavidJarrett- LdConslt	Was not really involved in dialogues with Dr B re: letters/situation.
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.HelenLangdale- HCSW Sult Ngt	Ward meetings goes when she can get there at the right time - however, hasn't been to one for several months.
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.HelenLangdale- HCSW Sult Ngt	The atmosphere is very good we're all friends.
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.HelenLangdale- HCSW Sult Ngt	Short staffing hasn't affected her performance but good team work can't happen if nurses keep changing.
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.JaneNeville-Ex- StaffNursDaed	In 2000 she remembers. Changes occurred, preparation for change? Physios & OT's worked with it. Her neurology experience fitted in with changes. Does not recall stroke courses at the time, but there was a stroke form.
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.Linda Woods-Staff NursDaed	ward meetings with agenda. Concerns listened to.
Staffing & Accountability.D7	Site Interviews-	

Team working	Tuesday.Linda Woods-Staff NursDaed	link nurses (she is diabetic trained) 'under clinical governance-looking at clinical practice) control of infection and stroke nurses.
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.MarilynBarker- ENNursDaed	Summary of MDT put into nursing record - separate notes for action physio OT & Docs.
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.PhillipBeed- ClinMgrDaed	Rehab can't care? Who takes decision? Weekly multi disc team - cons/ s? grade, nurses and AHP's - 2 per week. Good attendance. Then discussion with pt/relative recorded in Med/Nursing notes. What format? Brief record of decisions and actions, plus diary.
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.Sue Nelson-StaffNursDeadNgt	1998 Days EN. E grade for last two years. Always on Daedelus ward (last 7 years). Some day shifts 3/2 nights / week. 4hrs/2ws. Role?? IC of ward + 3 staff. Sometimes IC of hospital over night.
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.Sue Nelson-StaffNursDeadNgt	For nights see PB at h-overs
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.Sue Nelson-StaffNursDeadNgt	Communications? All handover verbal (case notes)
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.VickyBanks-LdClT	Stressed team approach to patient care. Gave examples for working together - informal and formal links.
Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.VickyBanks-LdClT	Lead her to feel uncertain about who to get support from.

Staffing & Accountability.D7 Team working	Site Interviews- Tuesday.VickyBanks-LdClt	Good team ethos which keeps things working.
Staffing & Accountability.D7 Team working	Site Interviews- Monday.AnneMonk-Chair	Regional Support. On edge of Region - Induction SE Regional if 18 months. Induction training for South West. Can go if Region, Chairs District. Twice yearly Chair meeting in London. Chair of clinical governance training meeting. Non-executive.
Staffing & Accountability.D7 Team working	Site Interviews- Monday.AnneMonk-Chair	Skill mix - Down one person- use existing personnel. Concern about talent in Trust. Older persons <???. Ray Palmer - Non-exec into clinical area.
Staffing & Accountability.D7 Team working	Site Interviews-Monday.Debra Hunt-telephone	Thinks care of patients on ward is excellent but sometimes hey are very busy and work has to be prioritised. They do get additional staffing sometimes when necessary. All nurses give their best and there is good team spirit-staff help each other
Staffing & Accountability.D7 Team working	Site Interviews- Monday.DrAltheaLord	Meet with ward team before ward round invite social services and therapists.
Staffing & Accountability.D7 Team working	Site Interviews- Monday.DrAltheaLord	Ward meetings also useful for getting feedback from staff about individual patients.
Staffing & Accountability.D7 Team working	Site Interviews- Monday.DrAltheaLord	Where disagreement, usually compromise.
Staffing & Accountability.D7 Team working	Site Interviews- Monday.IanReid-Med Dir	Joint working with Nurse Director? Eileen and I trust each other - we both see Clinical Governance as key responsibility. I would say we have a very close working relationship.

Staffing & Accountability.D7 Team working	Site Interviews- Monday.PennyWells-District Nurse	Knowing names of nurses - knows some people but it may be the case Ward Nurse knows DN names.
Staffing & Accountability.D7 Team working	Site Interviews- Monday.PeterKing-PersDir	Try to stop problems becoming serious disciplinary matters.
Staffing & Accountability.D7 Team working	Site Interview- Thursday.CatherinPhillips-Sp- LangThera	Link with MDT working <ul style="list-style-type: none"> <li>- Meeting on Daedalus ward Monday and Thursday.</li> <li>- Attend meeting based on patients.</li> <li>- No meetings attendance on Sultan and Dryad.</li> </ul>
Staffing & Accountability.D7 Team working	Site Interview- Thursday.CatherinPhillips-Sp- LangThera	Ethical decision will be made by Consultant and documented in medical notes. Discussion with family and Consultant and nurse grade. Issues around swallowing eg. patient who refused to eat although had swallowing problem but consultant wanted to peg speech, therapist would not. Late stage dementia – Consultant wanted peg feeding – therapist felt quality of life said no and family decided no. Decisions – no MDT meeting not necessarily unilateral decision.
Staffing & Accountability.D7 Team working	Site Interview- Thursday.FionaWalker- SenStafNursSultNt	Meeting – not always at right time, weeks could go by before had opportunity to discuss nursing issues.
Staffing & Accountability.D7 Team working	Site Interview- Thursday.MarieThorpeHCSW	Handover - 15 min overlap of shifts
Staffing & Accountability.D7	Site Interview-	

Team working	Thursday.PatrickCarrollOT	Previous experience of Daedalus - MDT working? It's a long journey coming from where it was 7/8 years ago when all continuity care but as is developed rehab has come on but not nearly where it should be therapy wise.
Staffing & Accountability.D7 Team working	Site Interview- Thursday.PatrickCarrollOT	Informal MDT working? Yes, knows GPs, District Nurses - has good relationship.
Staffing & Accountability.D7 Team working	Site Interview- Thursday.PatrickCarrollOT	Feels empowered as a therapist in this area.
Staffing & Accountability.D7 Team working	Site Interview- Thursday.PhilipBeedclinicMgr  Daed	Improved cooked breakfast - discussed to team - didn't want them. - Not missed, gives more time to get patients up. Rest of hospital followed through.
Staffing & Accountability.D7 Team working	Site Interview- Thursday.PhilipBeedclinicMgr  Daed	Common approach to other wards Anne Haste Jill Hanton Philip Beed And many supervision meetings Monthly meetings and Toni Scandle
Staffing & Accountability.D7 Team working	Site Interview- Thursday.ShellyBrindOT	patients categories if patient wrongly referred for rehab-medically unwell-Bartel of 1 criteria for bed planning
Staffing & Accountability.D7 Team working	Site Interview- Thursday.ShellyBrindOT	yes there is nursing involvement in decisions to refer fro therapy-this is ascertained through assessment.



Staffing & Accountability.D7 Team working	Site Interview- Thursday.ShellyBrindOT	Joint work with physio-but would like more joint working
Staffing & Accountability.D7 Team working	Site Interview- Thursday.ShellyBrindOT	Joint working with nurses and medical staff?- good with nurses, but ward is not as rehabilitative Time limit effects care plan
Staffing & Accountability.D7 Team working	Site Interview- Thursday.ShellyBrindOT	Daedalus- ward manager Not very personable Very complacent E.g. need staff for visit- would not help give any staff away not very helpful in trying to resolve problems not very flexible not v.good communicator not hands on would speak to nurses about patient before going to him.
Staffing & Accountability.D7 Team working	Site Interview- Thursday.ShellyBrindOT	Home assessment-nurse involvement And student involvement.
Staffing & Accountability.D7 Team working	Site Interview- Thursday.ShirleyDunleavy- phy	How engaged in goal setting? Work to be done, trying to do multi-disciplinary to work much been developed. Need better info. trying to make goals patient led, ie. like to turn TV over etc. Need to be multi disciplinary with goal setting.
Staffing & Accountability.D7 Team working	Site Interview- Thursday.TheresaJones- WardClerk	Support available – get nurse backup, clinical manager, part staff nurse senior, accountable to medical records manager.

Staffing & Accountability.D7 Team working	Site INterview- Wednesday.ACShirleyHallma nNurseDryad	MDT meetings took place regularly.
Staffing & Accountability.D7 Team working	Site INterview- Wednesday.ACShirleyHallma nNurseDryad	<b>Code A</b>
Staffing & Accountability.D7 Team working	Site INterview- Wednesday.ACShirleyHallma nNurseDryad	Dr Barton had asked Shirley if she would be better at QA. Shirley assumed this was because she had challenged Dr Barton.
Staffing & Accountability.D7 Team working	Site INterview- Wednesday.AnitaTubrittSenSt afNursDryad	Teamworking character. Very caring team put patients first but let down by documentation.
Staffing & Accountability.D7 Team working	Site INterview- Wednesday.AnitaTubrittSenSt afNursDryad	Seek EMI advise in night shift – confer between Mulberry and Dryad.
Staffing & Accountability.D7 Team working	Site INterview- Wednesday.DebbieBarker- StafNurseDryad	Monthly ward meetings for information. New Drug Policy: Draft for 1st produced. Being trialled.
Staffing & Accountability.D7 Team working	Site INterview- Wednesday.DrJosephYikona- StafGradePhysi	So feels its essential to attend weekly departmental meetings (usually held at QA) every Friday, attends lunchtime meetings ( 12 - 2:30).
Staffing & Accountability.D7 Team working	Site INterview- Wednesday.DrQureshi-	Colleagues = Dr Lord, Dr Reid, Dr Pulia, and Joseph Akona.

	CltDryad	
Staffing & Accountability.D7 Team working	Site INterview- Wednesday.DrQureshi- CltDryad	Two meetings every week Wednesday and Friday lunchtime (held at) QA that all Drs attend Radiology conference meetings Wednesday am all Consultants attend with Radiology consultants. Opportunity to discuss problem cases. All junior Drs, SpRs, juniors and staff grade can attend.
Staffing & Accountability.D7 Team working	Site INterview- Wednesday.DrQureshi- CltDryad	Ward meetings? Ward Round x 1 per week in continuing care and more frequently in acute.
Staffing & Accountability.D7 Team working	Site INterview- Wednesday.DrQureshi- CltDryad	Any meeting with all staff oh yes, I like to have a multidisciplinary meeting with OT and PT as well - but in continuing care site where patients have finally come to rest that is not so necessary .
Staffing & Accountability.D7 Team working	Site INterview- Wednesday.DrQureshi- CltDryad	Presence of a regular, good resident Doctor has been a real boon - Josph (Dr Akona) is excellent, asks advice as needed. If a good Doctor is present - the consultant's work is easier.
Staffing & Accountability.D7 Team working	Site INterview- Wednesday.DrQureshi- CltDryad	Asked re continuum of care - how are decisions made/ communicated re: progression to next stage? By MDT / discussion and then told to relatives/ patients.
Staffing & Accountability.D7 Team working	Site INterview- Wednesday.GinnyDay- SenStafNursDryad	MDT meetings - in five months not attended but has not been asked. - feels size of hospital informal MDT meetings ie bump into physio.
Staffing & Accountability.D7	Site INterview-	

Team working	Wednesday.KatieMann-SenStafNursSultan	Big palliative care book. Multi-disciplinary team, OT team, 30 A + Ds, speck and language, and dieticians, podiatry, and dentistry.
Staffing & Accountability.D7 Team working	Site INterview-Wednesday.KatieMann-SenStafNursSultan	Team meetings held regularly. Clinical supervision.
Staffing & Accountability.D7 Team working	Site INterview-Wednesday.LynBarrat-StafNursDryad	Differing perspectives don't create problems or conflict. All staff discuss it and make plan clear in notes.
Staffing & Accountability.D7 Team working	Site INterview-Wednesday.LynBarrat-StafNursDryad	Go along with wishes of patients and relatives - in the end it's a whole team decision.
Staffing & Accountability.D7 Team working	Site INterview-Wednesday.LynBarrat-StafNursDryad	"We're a good team, we're a tight team- we've all worked together for a long time"
Staffing & Accountability.D7 Team working	Site INterview-Wednesday.MargaretWigfall-ENNursDryadNt	Can attend ward meetings - used to be monthly. Staff changes have led to a lapse.
Staffing & Accountability.D7 Team working	Site INterview-Wednesday.MMChrisJoiceNurseExStaffNurs	Phillip split into smaller teams - stroke and rehab + 2 others (4) from 2 teams. Hoped that was better organisation and help individual care. Did it help to get to know patients better? Yes. She has responsibility - she was team leader to the staff and patients. Reports to Phillip.
Staffing & Accountability.D7 Team working	Site INterview-Wednesday.MMPaulineGoodeHCSWDryad	Work on a team basis in am E grade - accountable to her. Change teams so get to know different parts of the ward. HCSW - hands on - do most of nursing care. Pain relief would tell staff nurse if patient in distress. Patient assessment when patient came in.

Staffing & Accountability.D7 Team working	Site Interview- Wednesday.MMPaulineGoode HCSWDryad	What's good about team - very tight - socially. Could raise concerns with everyone. Monthly meetings - decided clinical managers (off sick) - can input on to agenda.
Staffing & Accountability.D7 Team working	Site Interview- Wednesday.MMPaulineGoode HCSWDryad	Team meetings - not for a while so short of staff. Every day agency staff - short-staffed. How deal with agency staff - usually put with a HCA.
Staffing & Accountability.D7 Team working	Site Interview- Wednesday.TinaDouglas- StafNursSultan	Slow turnover, low occupancy, little acute. Now new manager, more acute, better working. Was hierarchical / "tasky"?? - now team nursing . How did patient care improve?
Staffing & Accountability.D7 Team working	Site Interview- Wednesday.TinaDouglas- StafNursSultan	Signature - Toni's. Awaiting feedback from nurses. Rehab - CE decision? Discuss with GP rels with pt. Maybe Genaticea?? view also?
Staffing & Accountability.D7 Team working	Site Interview- Wednesday.YongPease- StafNursSultan	New changes - eg team working not a good development.
Staffing & Accountability.D8 Team working within a team	Site Interview- Friday.EileenThomas- NursingDir	MDT working, shared records essential, recent training essential, records not currently shared between medical and nursing staff.
Staffing & Accountability.D8 Team working within a team	Site Interview- Friday.EileenThomas- NursingDir	MDT working, shared records essential, recent training essential, records not currently shared between medical and nursing staff.
Staffing & Accountability.D8	Site Interview-	

Team working within a team	Friday.EileenThomas-NursingDir	Therapists work closely with nursing staff on wards and a lot of effort has been put forward in MDF.
Staffing & Accountability.D8 Team working within a team	Site Interview-Friday.Text Jerry Clasby-SenNursColW	MDT- all ward rounds- ward clerk also attends MDT Monthly reflective practice meeting and appointment social worker to ward
Staffing & Accountability.D8 Team working within a team	Site Interview-Friday.ToniScammell-SenNursCoord	MDT working at ward level? In Daedalus have increasing involvement with patients of OTs and Physios. Concerned that OT not attached to wards. Can ward staff meet to locate common goals? (ie. teams really forming). No MDT on Dryad, Sultan. Daedalus does have MDT. No opportunity really. Do have an inclusive HODs meeting for GWMH.
Staffing & Accountability.D8 Team working within a team	Site Interview-Friday.ToniScammell-SenNursCoord	Does not know who really has responsibility for promoting multi-professional working.
Staffing & Accountability.D8 Team working within a team	Site Interview-Friday.ToniScammell-SenNursCoord	In past, there has been little real multi-professional working or opportunities for this. Little multi-professional learning.
Staffing & Accountability.D8 Team working within a team	Site Interviews-Tuesday.AngelaWilson-SenStafNursDaed	Meeting - reg ward meeting, handovers, reports.
Staffing & Accountability.D8 Team working within a team	Site Interviews-Tuesday.AngelaWilson-SenStafNursDaed	Handover, handover of info enough, unsure go to notes.
Staffing & Accountability.D8 Team working within a team	Site Interviews-Tuesday.HelenLangdale-	Good supportive team working at night: we're all good friends & try to support each other.

	HCSW Sult Ngt	Has attended one morning away day on Clinical Governance.
Staffing & Accountability.D8 Team working within a team	Site Interviews- Tuesday.MarilynBarker- ENNursDaed	Written plan record left on ward & verbal record.
Staffing & Accountability.D8 Team working within a team	Site Interviews- Tuesday.VickyBanks-LdClf	Has had close links with three words. Sultan - very positive, always open to suggestion.
Staffing & Accountability.D8 Team working within a team	Site Interviews- Tuesday.VickyBanks-LdClf	Daedalus = has had more input in last two years. Pleasure working with them. As above. Dryad - least confident in, in terms of managing patients, may be more inflexible. Comes mainly from nurses . If patient cannot be handled on ward will admit to EMI ward for a few days to manage behaviour. EMI Nurses will interact more. This has been a significant change since 98 - involvement of patients / relatives in decisions re patient care. If change in patients condition altered from rehab to continuing care, Dr Banks and CPNs would be involved in decision making. If change in patients condition altered from rehab to continuing care, Dr Banks and CPNs would be involved in decision making.
Staffing & Accountability.D8 Team working within a team	Site Interviews- Tuesday.VickyBanks-LdClf	Dryad - least confident in, in terms of managing patients, may be more inflexible. Comes mainly from nurses (the inflexibility).
Staffing & Accountability.D8 Team working within a team	Site Interviews- Tuesday.VickyBanks-LdClf	Did not feel they were so open to suggestions.
Staffing & Accountability.D8 Team working within a team	Site Interviews- Tuesday.VickyBanks-LdClf	Good support between wards ie in helping to manage difficult patients (patients with

		challenging behaviour).
Staffing & Accountability.D8 Team working within a team	Site Interviews-Monday.Debra Hunt-telephone	There is inter-team meetings as well when the wards of the patient depend on it.
Staffing & Accountability.D8 Team working within a team	Site Interviews- Monday.DrAltheaLord	Discuss patient care plan in multi-disciplinary way.
Staffing & Accountability.D8 Team working within a team	Site Interviews- Monday.PennyWells-District Nurse	Occasionally respite - Sultan. Mainly deals with Sultan.
Staffing & Accountability.D8 Team working within a team	Site Interviews- Monday.PennyWells-District Nurse	District dealing with leg ulcer and Hospital about weight loss - communication between ward and District Nurse about leg ulcer.
Staffing & Accountability.D8 Team working within a team	Site Interviews- Monday.PennyWells-District Nurse	Professional level - dealings have been very good.
Staffing & Accountability.D8 Team working within a team	Site Interviews- Monday.PennyWells-District Nurse	Daedalus. Lady had a stroke - DN deployed. Lady asked ward nurse to come and help.
Staffing & Accountability.D8 Team working within a team	Site Interview- Thursday.FionaWalker- SenStafNursSultNt	Staff had no support. Good senior management, 6 months later meeting.
Staffing & Accountability.D8 Team working within a team	Site Interview- Thursday.JamesHareChaplain	Has a monthly input into Phoenix Day Hospital. Tries to make sure visits all the wards to talk to patients at least twice a month.



Staffing & Accountability.D8 Team working within a team	Site Interview- Thursday.LinPeagramPhysioA SS	Relationship with staff MDT twice weekly.
Staffing & Accountability.D8 Team working within a team	Site Interview- Thursday.PatrickCarrollOT	Overlap massive already - has changed a lot - accepts his recommendations for everything up to grant application.
Staffing & Accountability.D8 Team working within a team	Site Interview- Thursday.ShellyBrindOT	Elderly mental Health problems -Staff not very well equipped with cognitive problems -use of bank nurses or HCSW who are not very well trained.
Staffing & Accountability.D8 Team working within a team	Site Interview- Thursday.ShirleyDunleavy- phy	Government forms and info and some INSET training - nurses need to be engaged and trained. How will this be implemented? Do have clear aim in her head - not a clear implementable plan. One problem will be identified link person together. Who to talk to about dining change - Nicky/ Manager - professional lead.
Staffing & Accountability.D8 Team working within a team	Site Interview- Thursday.ShirleyDunleavy- phy	Get frustrated - nurses may not be as aware of MDT working as physios.
Staffing & Accountability.D8 Team working within a team	Site Interview- Thursday.ShirleyDunleavy- phy	Surveys on wards do not involve physio. Stepstones good as it gets.
Staffing & Accountability.D8 Team working within a team	Site Interview- Wednesday.ACShirleyHallma nNurseDryad	On days Dryad Ward FT for nearly 3 years. Was team-leader. Manager was Gill Hamblin - she was off sick for some time so Shirley became Acting Manager for some time. Had bad experience with Gill Hamblin. Heard rumour that Gill did not want Senior Staff Nurse post and did not see need for role, so uphill struggle from start (for Shirley).

Staffing & Accountability.D8 Team working within a team	Site INterview- Wednesday.ACShirleyHallma nNurseDryad	All other staff were aware of tension. Shirley was unable to develop her own role. Situation became worse after Shirley had acted up. She implemented number of changes inc. helping hospital get IIP. When Sister Hamblin came back Shirley was frustrated at having to pull back on a number of other initiatives. Trust management was very good - offered mediation and tried to improve working relationships. Had investigation. SR Hamblin cleared and mediation offered by trust to resolve conflict between 2 of them. However, even with these attempts to improve the working relationships - Shirley felt unable to stay so applied for other job. NB. Shirley took out grievance.
Staffing & Accountability.D8 Team working within a team	Site INterview- Wednesday.DebbieBarker- StafNurseDryad	Multidisciplinary discharge meetings "as and when" Consultant ward round does not always result in a meeting
Staffing & Accountability.D8 Team working within a team	Site INterview- Wednesday.DrJosephYikona- StafGradePhysi	Consultant Psychiatrists regularly called upon for advice and to see patients. Nurses can also seek advice from them.
Staffing & Accountability.D8 Team working within a team	Site INterview- Wednesday.DrQureshi- CltDryad	Not had MDT meetings since he arrived but would like to have more.
Staffing & Accountability.D8 Team working within a team	Site INterview- Wednesday.DrQureshi- CltDryad	Liaison and Dr Banks? Of course. We regularly get the psychogeriatricians involved in care of our patients. Hardly any of these patients (ie with memory problems, anxiety) are not seen by Psychoger.
Staffing & Accountability.D8 Team working within a team	Site INterview- Wednesday.KatieMann- SenStafNursSultan	Big palliative care book. Multi-disciplinary team, OT team, 30 A + Ds, speck and language, and dieticians, podiatry, and dentistry.
Staffing & Accountability.D8	Site INterview-	

Team working within a team	Wednesday.LynBarrat- StafNursDryad	Ask Dr Banks to visit patients where concerns.
Staffing & Accountability.D8 Team working within a team	Site INterview- Wednesday.TinaDouglas- StafNursSultan	Challenging ??? MHE?? Assessment from Dr Banks, continuing care and pain??
Staffing & Accountability.D8 Team working within a team	Site INterview- Wednesday.TLDrRavindraneC onsult	Had 6 weeks training in palliative care.
Staffing & Accountability.D8 Team working within a team	Site INterview- Wednesday.TLDrRavindraneC onsult	Ward rounds for Dryad and Daedalus, Dr Yikona (staff grade) can attend both ward round and team conferences.
Staffing & Accountability.D8 Team working within a team	Site INterview- Wednesday.TLDrRavindraneC onsult	Excellent links with Psycharity of old age
Staffing & Accountability.D8 Team working within a team	Site INterview- Wednesday.YongPease- StafNursSultan	Palliative care - how access additional advice - need to establish if pain exists and where - is medication the answer? Will let GP know.
Staffing & Accountability.D8 Team working within a team	Site INterview- Wednesday.YongPease- StafNursSultan	Access MacMillan advice. GP second opinions - Dr Beewee - palliative care consultant acute does come in.
Staffing & Accountability.D8 Team working within a team	Site INterview- Wednesday.YongPease- StafNursSultan	Oncologist - referral on to clinic to relieve pain.
Staffing & Accountability.D9 Staff Welfare	Site Interview- Friday.AnneHasteClinical manager	exit Interviews- there has been two received recently.

Staffing & Accountability.D9 Staff Welfare	Site Interview- Friday.EileenThomas- NursingDir	As soon as incident happened she would meet with staff and debrief them, provide support and advice.
Staffing & Accountability.D9 Staff Welfare	Site Interview- Friday.IanPiper/FionaCameron	Things doing to improve the quality of working life? Nursing in F&G - further behind in terms of work planning. Nursing issues have been district wide eg. generic, locally been collected workforce figures - just got them to be useful (part of capacity planning) agenda.
Staffing & Accountability.D9 Staff Welfare	Site Interview- Friday.IanPiper/FionaCameron	New PCT will set up on working lives group.
Staffing & Accountability.D9 Staff Welfare	Site Interview- Friday.JoTaylorSenNursDayW ard	Morale is low due to communication between senior staff and frontline staff –
Staffing & Accountability.D9 Staff Welfare	Site Interview- Friday.JoTaylorSenNursDayW ard	Morale low – staffing problems.
Staffing & Accountability.D9 Staff Welfare	Site Interview- Friday.JoTaylorSenNursDayW ard	Confidentiality is highly respected and therefore not all aware about 98 iidee.
Staffing & Accountability.D9 Staff Welfare	Site Interviews- Tuesday.AngelaWilson- SenStafNursDaed	Mental Health Unit - Collingwood. RGN nurses are being used to work on EMI unit. 1 night staff, nurses were ordered to cover shifts. Ordered by management, happened regularly.
Staffing & Accountability.D9 Staff Welfare	Site Interviews- Tuesday.Linda Woods-Staff	Morale on the ward is low. Staff very supportive of one another

	NursDaed	
Staffing & Accountability.D9 Staff Welfare	Site Interviews- Tuesday.LindaBaldacchinoHC SWDaed	Gets support from staff nurse for everyday things but Philip will help if there are more major problems.
Staffing & Accountability.D9 Staff Welfare	Site Interviews- Tuesday.MarilynBarker- ENNursDaed	Morale low cos of 1998. Improve morale? Action? Rehab - cc esp big strokes.
Staffing & Accountability.D9 Staff Welfare	Site Interviews- Tuesday.Sue Nelson-StaffNursDeadNgt	<b>Code A</b>
Staffing & Accountability.D9 Staff Welfare	Site Interviews-Monday.07.01 Max Millet-CEO	Support for staff during investigation: 1) encouraged use of counseling service; 2) organized support sessions and 3) offered to fund legal representation for any facing criminal or civil challenge
Staffing & Accountability.D9 Staff Welfare	Site Interviews-Monday.07.01 Max Millet-CEO	Whistleblowing and open culture - thinks difficult to ensure that there is completely open culture. Feels serious concerns would rise to surface. Staff reps would phone him.
Staffing & Accountability.D9 Staff Welfare	Site Interviews-Monday.Debra Hunt-telephone	gets good support from clinical manager-Philip Beed-and meets with him and other colleagues regularly to be given information about new developments and other trust issues
Staffing & Accountability.D9 Staff Welfare	Site Interviews- Monday.DrAltheaLord	Investigation by police "three years of torture - it seems relentless".
Staffing & Accountability.D9	Site Interviews-	

Staff Welfare	Monday.DrAltheaLord	There was probably a delay between Dr B getting stressed out and help coming.
Staffing & Accountability.D9 Staff Welfare	Site Interviews- Monday.DrAltheaLord	98 - minimal cover (with greater strain on Dr Barten)
Staffing & Accountability.D9 Staff Welfare	Site Interviews- Monday.DrAltheaLord	Would like to see improved morale on three wards.
Staffing & Accountability.D9 Staff Welfare	Site Interviews- Monday.IanReid-Med Dir	Would it be difficult to have those type of discussions with her? No, but you would think carefully how to approach and I did not want to make her feel she was being pushed out, she had given so much.
Staffing & Accountability.D9 Staff Welfare	Site Interviews- Monday.PeterKing-PersDir	Employee assistance programme, fast track assistance programme, staff counselling service, away days. Having a sympathetic boss is most NB for most employees.
Staffing & Accountability.D9 Staff Welfare	Site Interviews- Monday.PeterKing-PersDir	Staff surveys, demonstrates that they think good relationship with boss.
Staffing & Accountability.D9 Staff Welfare	Site Interviews- Monday.PeterKing-PersDir	Employment of GP's in 3 wards: how has it managed?
Staffing & Accountability.D9 Staff Welfare	Site Interviews- Monday.PeterKing-PersDir	Much staff involvement in policy development & even instigation (eg domestic violence policy) - group of 8 or 9 staff met & drafted policy.
Staffing & Accountability.D9 Staff Welfare	Site Interview- Thursday.FionaWalker-	This had led to

	SenStafNursSultNt	her being demoralised, unhappy with no respect or trust. This has been communicated to managers and union rep.
Staffing & Accountability.D9 Staff Welfare	Site Interview- Thursday.JamesHareChaplain	Impression that staff morale very high but has not had much direct contact with staff. He arrived in 1999 after incidents.
Staffing & Accountability.D9 Staff Welfare	Site Interview- Thursday.JamesHareChaplain	He has not been invited directly to counsel staff, to meet with their team informally to discuss their distress or fears re. Investigations.
Staffing & Accountability.D9 Staff Welfare	Site Interview- Thursday.JamesHareChaplain	Morale seems very good - staff seem committed and rates morale at least 8 on a scale of 10.
Staffing & Accountability.D9 Staff Welfare	Site Interview- Thursday.JamesHareChaplain	Morale seems very good - staff seem committed and rates morale at least 8 on a scale of 10.
Staffing & Accountability.D9 Staff Welfare	Site Interview- Thursday.JamesHareChaplain	James' predecessor in job built up sizable ministry in attending to staff but I haven't because I haven't sensed or picked up same need in staff since I arrived.
Staffing & Accountability.D9 Staff Welfare	Site Interview- Thursday.JamesHareChaplain	Mary (predecessor) is running a post bereavement group as a volunteer on Dryad for relatives (meets monthly). James not sure about appropriateness of this group but doesn't know much about work done in it. My remit is pastoral care for hospital so he does little post-death support. This task should be picked up by local clergy. Many of patients on Mulberry with depression as w???? suffering grief as a result of bereavement - visits some of them. But he believes problem should be directly tackled by Trust.

Staffing & Accountability.D9 Staff Welfare	Site Interview-Thursday.Joan LockExSisterSultan	1998 one-sided, no reply to allegations
Staffing & Accountability.D9 Staff Welfare	Site Interview- Thursday.JoDunleavystaffnurs SultanNt	Staff support - peer discussion - clinical supervision - clinical manager. - EAR counselling
Staffing & Accountability.D9 Staff Welfare	Site Interview- Thursday.JoDunleavystaffnurs SultanNt	Morale very low.
Staffing & Accountability.D9 Staff Welfare	Site Interview- Thursday.MarieThorpeHCSW	Marie Thorpe HCSW (Day Sultan). Only knew Tuesday she was coming, not seen ToR nor interview notes. Maureen explained ToR to Marie Thorpe, and touching on the background.
Staffing & Accountability.D9 Staff Welfare	Site Interview- Thursday.MarieThorpeHCSW	Sickness? Work extra or get agency. In last month has worked extra twice. Use to get "time back", now get paid extra.
Staffing & Accountability.D9 Staff Welfare	Site Interview- Thursday.MarieThorpeHCSW	"We managed quite well" with staffing level.
Staffing & Accountability.D9 Staff Welfare	Site Interview- Thursday.MarieThorpeHCSW	Feels Trust kept people informed Fiona, Toni ??, Jan Peach - all.
Staffing & Accountability.D9	Site Interview-	



Staff Welfare	Thursday.MarieThorpeHCSW	She took over ToR/info sheet away.
Staffing & Accountability.D9 Staff Welfare	Site Interview- Thursday.PhilipBeedclinicMgr  Daed	Support during incident good RCN - mixed from ??? Emphasised stressful nature of whole episode and felt that earlier thorough investigation by Trust may have averted escalation of complaint.
Staffing & Accountability.D9 Staff Welfare	Site INterview- Wednesday.ACShirleyHallma nNurseDryad	All other staff were aware of tension. Shirley was unable to develop her own role. Situation became worse after Shirley had acted up. She implemented number of changes inc. helping hospital get IIP. When Sister Hamblin came back Shirley was frustrated at having to pull back on a number of other initiatives. Trust management was very good - offered mediation and tried to improve working relationships. Had investigation. SR Hamblin cleared and mediation offered by trust to resolve conflict between 2 of them. However, even with these attempts to improve the working relationships - Shirley felt unable to stay so applied for other job. NB. Shirley took out grievance.
Staffing & Accountability.D9 Staff Welfare	Site INterview- Wednesday.ACShirleyHallma nNurseDryad	<b>Code A</b>
Staffing & Accountability.D9 Staff Welfare	Site INterview- Wednesday.AnitaTubrittSenSt afNursDryad	Junior have not received as much support <ul style="list-style-type: none"> <li>- invited to CHI meeting directed at grade</li> <li>- briefing with general discussion</li> <li>- aware support is there</li> </ul>
Staffing & Accountability.D9 Staff Welfare	Site INterview- Wednesday.AnitaTubrittSenSt afNursDryad	Culture – higher you are the more support you get, issue has been noticed. HRSW less training updates they feel they need or want.

Staffing & Accountability.D9 Staff Welfare	Site INterview- Wednesday.LynBarrat- StafNursDryad	"I don't feel I've had the support I should have had before and during investigation (earlier incidents) - others feel the same way.
Staffing & Accountability.D9 Staff Welfare	Site INterview- Wednesday.LynBarrat- StafNursDryad	Numerous staff feel they have had very little support from senior management over the events and investigations
Staffing & Accountability.D9 Staff Welfare	Site INterview- Wednesday.MargaretWigfall- ENNursDryadNt	Morale. Low because of the events. "Knocked it out of me". Feels patients well looked after. Would have her mother there.
Staffing & Accountability.D9 Staff Welfare	Site INterview- Wednesday.MargaretWigfall- ENNursDryadNt	Wishes. Positive outcome, improvement in morale. A need to heal the local scene.
Staffing & Accountability.D9 Staff Welfare	Site INterview- Wednesday.MMPaulineGoode HCSWDryad	What good changes? NVQ2, Activity nurse - going on course - use music a lot/reminiscing.
Staffing & Accountability.D9 Staff Welfare	Site INterview- Wednesday.TinaDouglas- StafNursSultan	Better comms - better rapport, staff morale, better care. Patient mix? Rehab, terminal care, can't care, respite.