

Staffing & Accountability.D1 Wrkfrc & serv planning	Statutory Stakeholder.Betty Woodlands.txt	IPR process doesn't work well everywhere, sometimes just because of turnover of line managers
Staffing & Accountability.D1 Wrkfrc & serv planning	Statutory Stakeholder.Betty Woodlands.txt	Nursing input into policy development - BW has had major contribution
Staffing & Accountability.D1 Wrkfrc & serv planning	Statutory Stakeholder.Community Health Council.txt	Poor level of domestic services at time of incidents
Staffing & Accountability.D1 Wrkfrc & serv planning	Statutory Stakeholder.Interview.Nicky Pendleton.22.	Staff at GWM had difficult time in coping with arrival of greater number of acutely ill patients with serious mobility problems; found it difficult to get patients up and moving around; some of the staff were not used to being assertive with patients
Staffing & Accountability.D1 Wrkfrc & serv planning	Statutory Stakeholder Code A Code A .txt	Trust aspiring to be a very good employer
Staffing & Accountability.D2 Medical accountability	Stakeholder.Mr and Mrs Ripley 21.11.01.tx	One day nurses were unable to wake him as was Mrs Ripley. Mrs Ripley requested that a Doctor be sought immediately - not available but summoned - waited for 5 hours - told only 7 emergency doctors for whole of South.
Staffing & Accountability.D2 Medical accountability	Stakeholder.Mrs Code A Code A .txt	Appointment arranged for 27 Feb never given name of consultant he was under - told he didn't have one
Staffing & Accountability.D2 Medical accountability	Statutory Stakeholder.Interview with Dr McKenning G	Clinical assistant contract (ie GPs employed part-time in hospitals like Dr Barton) is a fairly nebulous, not very robust contract which has been around for about 30 years -

		simply arrangement where GPs with specialist expertise in particular field help out on short-staffed wards; most GPs who do this sort of work prefer a 'hospital practitioner' contract which are much clearer and allow for more hands-on, supervisory work
Staffing & Accountability.D2 Medical accountability	Statutory Stakeholder.Interview with Dr Warner.22.1	Getting access to consultants: procedure is that 1) ask that short letter requesting consultant visit be put in patients' notes and request passed to consultant's secretary; 2) button-hole in corridor; 3) ring them up directly
Staffing & Accountability.D2 Medical accountability	Statutory Stakeholder.Interview with Dr Warner.22.1	Consultants department 'always accessible'; they always come back to me quickly not too difficult to get GWM consultants to attend patient when requested; more problematic getting consultants from other hospitals
Staffing & Accountability.D3 Nursing accountability	Stakeholder.Interview- Mr Code A & Mr Code A	Mr Code A felt that nurses could do what they wanted.
Staffing & Accountability.D3 Nursing accountability	Stakeholder.Mr and Mrs Ripley 21.11.01.tx	No nurse identified with responsibility for Mr Ripley's care. Mrs Ripley's impression was most were nursing auxiliaries. "I don't blame any of the doctors" - very few fully qualified nurses evident - Doctor would come around each evening to Sultan Ward (Mrs Ripley's GP).
Staffing & Accountability.D3 Nursing accountability	Stakeholder.Mr and Mrs Ripley 21.11.01.tx	Was not under the care a nurse with specific responsibility for him. According to Mrs R, most of the nurses who dealt with him were nursing auxiliaries - very few fully qualified nurses appeared to be on duty in ward
Staffing & Accountability.D3 Nursing accountability	Stakeholder Code A Code A .txt	Nursing Accountability Nurses should be checked performing as they should.

Staffing & Accountability.D3 Nursing accountability	Statutory Stakeholder.Betty Woodlands.txt	Reflective practice - ward in 97/98 in Havant. Younger nurses took it on board seriously but older nurses a bit wary of clinical supervision and resistant to reflective practice (not needed because we talk about things anyway so why we doing it)
Staffing & Accountability.D5 Other staff accountability	Statutory Stakeholder.Community Health Council.txt	Poor level of domestic services at time of incidents
Staffing & Accountability.D5 Other staff accountability	Statutory Stakeholder. Code A.txt	managers or middle managers moving in that direction informally some still working in old way
Staffing & Accountability.D6 Out of hours arrangements	Stakeholder.Mrs Mackenzie.txt	5. 11 August, 2001: Mrs R admitted to GWM with note from consultant saying that she was fully mobile; She was placed in a room on her own in Daedalus ward facing onto corridor and in sight of nursing staff 6. Shortly after arrival at GWM, put on heavy sedation; became groggy; nurse said that she wasn't lucid 7. Neice came to visit soon after and told that 'she'd had a little fall'; neice asked why no X-ray; seen by a Dr Briggs who worked at same surgery as Dr Barton who recommended morning Xray; family confused as fall apparently happened at 1:30 pm and GWM Xray dept open at that time
Staffing & Accountability.D6 Out of hours arrangements	Statutory Stakeholder.Interview with Dr McKenning G	Out of hours arrangements: GPs responsible for ensuring appropriate cover; many use deputising services monitored by LMC, particularly for response times

Staffing & Accountability.D6 Out of hours arrangements	Statutory Stakeholder.Interview with Dr McKenning G	Out or hours arrangements: GPs responsible for ensuring appropriate cover; many use deputising services monitored by LMC, particularly for response times Particularly concerned about Healthcall which is used by many Portsmouth-area services which relies increasingly on standby doctor as becoming more difficult to fill regular rota
Staffing & Accountability.D6 Out of hours arrangements	Statutory Stakeholder.Interview with Dr Warner.22.1	Out-of-hours arrangements: patients covered by an on-call GP from patients' own family practice
Staffing & Accountability.D6 Out of hours arrangements	Statutory Stakeholder.Interview with Dr Warner.22.1	Can't handle emergencies out-of-hours: admit them straight away to QA A&E
Staffing & Accountability.D6 Out of hours arrangements	Statutory Stakeholder.Interview with Dr Warner.22.1	Healthcall doctors don't have accesss to GWM beds out of hours
Staffing & Accountability.D6 Out of hours arrangements	Statutory Stakeholder.Interview with Dr Warner.22.1	A lot of hours medicine practised pragmatically and not by the book
Staffing & Accountability.D6 Out of hours arrangements	Statutory Stakeholder. Code A Code A.txt Code A	Working time directive (EWTD) Management has invested a lot of time educating staff about working hours & benefits of EWTD
Staffing & Accountability.D6 Out of hours arrangements	Statutory Stakeholder.Tele Int-Dr Pennell	Out of hours arrangements Out of hours - used to cover stopped - now. Healthcall called in - GP told is excellent.
Staffing & Accountability.D7	Statutory Stakeholder.Betty	

Team working	Woodlands.txt	No 'us and them' feeling between unions and management at GWM
Staffing & Accountability.D7 Team working	Statutory Stakeholder.Interview.Nicky Pendleton.22.	Protocols for cot sides developed in late 90s (need to check date): it was a good example of pulling together all staff involved in elderly care
Staffing & Accountability.D9 Staff Welfare	Documentation.Letter from Code A	Characterised by a complete lack of support from her employers.
Staffing & Accountability.D9 Staff Welfare	Statutory Stakeholder.Betty Woodlands.txt	No 'us and them' feeling between unions and management at GWM
Staffing & Accountability.D9 Staff Welfare	Statutory Stakeholder.Betty Woodlands.txt	Lots of support systems for staff (counselling in wards) in house training
Staffing & Accountability.D9 Staff Welfare	Statutory Stakeholder.Betty Woodlands.txt	Term-time contracts to enable patients to look after children- more family - friendly working- now largely adopted.
Staffing & Accountability.D9 Staff Welfare	Statutory Stakeholder.Betty Woodlands.txt	Staff don't mind whistle blowing - they know they will be given support. Its taken very very seriously
Staffing & Accountability.D9 Staff Welfare	Statutory Stakeholder.Betty Woodlands.txt	Domestic abuse policy - used as benchmark around the country
Staffing & Accountability.D9 Staff Welfare	Statutory Stakeholder.Betty Woodlands.txt	Occupational health easily accessible for staff facing difficulties

Staffing & Accountability.D9 Staff Welfare	Statutory Stakeholder.Betty Woodlands.txt	Ellen Barnes, Nursing Director has supported nurses with police inquiry to the full
Staffing & Accountability.D9 Staff Welfare	Statutory Stakeholder.Community Health Council.txt	Staff have taken a real bashing at Gosport
Staffing & Accountability.D9 Staff Welfare	Statutory Stakeholder. Code A.txt	Staff at GWM feeling very battered And bruised'
Staffing & Accountability.D9 Staff Welfare	Statutory Stakeholder. Code A.txt	Trust has gone out of its way year after years to meet pay results
Staffing & Accountability.D9 Staff Welfare	Statutory Stakeholder. Code A.txt	Trust has always allowed employees who wished to can move from CP To Whitley Council Concept
Staffing & Accountability.D9 Staff Welfare	Statutory Stakeholder. Code A.txt	Working time directive (EWTD) Management has invested a lot of time educating staff about working hours & benefits of EWTD
Staffing & Accountability.D9 Staff Welfare	Statutory Stakeholder. Code A.txt	Immediate support from Code A for OT's when problems rise.
Staffing & Accountability.D9 Staff Welfare	Statutory Stakeholder. Code A.txt	Immediate support from Code A for OT's when problems rise. Independent counselling service for staff completely independent of trust (up to 6 counselling sessions available)

Staffing & Accountability.D9 Staff Welfare	Statutory Stakeholder Code A.txt Code A	Chaplainancy service - intergrated into teams - open accessible & visible
Staffing & Accountability.D9 Staff Welfare	Statutory Stakeholder Code A.txt Code A	Human scale - people know each other - like a family unit
Staffing & Accountability.D9 Staff Welfare	Statutory Stakeholder.Tele Int- Steve Barnes. txt	GWM has a good record in supporting staff at senior management level; not so sure about behaviour of middle managers. 'Why pick on such a good trust to investigate?'