#TEXTIanPiper
Operational Director 1.7.02
#CODENC
Role - lead responsibility for allocation and transfer of services of PCT. 2 day/week East Hants PCT - Director, general manager Elderly Medicine and Health. Recently 2002/3 SAFF process on behalf of PCT/PCG. Applying for PCT Executive. Lead for general manager. Overview meetings. CG Panel, Audit Panel, Finance and Performance Panel.
#ENDCODE
#CODENC
How Top team works
#ENDCODE
#CODEA2
Delegation - how do you keep track.
Operational Team
#ENDCODE
#CODEB2
Delegation - how do you keep track.
Operational Team
#ENDCODE
#CODEB3
Financial year - away day - key issues. Mixture of operational and reconfiguration agenda.
#ENDCODE
#CODED11
Personal Objectives.
Performance review 2000/01 and key objective 2002/03.
#ENDCODE
#CODEB4
Quarterly divisional process. Performance Review Process agreed upon common template.
#ENDCODE
#CODEB4
Weekly meeting general manager. 6 GM's. 1 - 1 1/2 hours.
#ENDCODE
#CODEA2
Weekly meeting general manager. 6 GM's. 1 - 1 1/2 hours.
#ENDCODE
#CODEB4
Monthly operational management group - policy dev key op issues. Ian - Chairs.
#ENDCODE
#CODEB1
Chair risk management group.
#ENDCODE
#CODENC
Where would hot issues be translated into actions?
#ENDCODE
#CODEB3
Ring Ian or Max, group meeting, fortnightly ED meetings, review and comms briefing, forms/key documentation.
#ENDCODE
#CODENC
Is it clear how to react to a critical incident from board to floor level?
Yes - no problem in speaking out about filling in a critical incident form. This format has emerged since 1999 CARE KEY. Current risk event system.

Critical incident review policy.
#ENDCODE
#CODENC
*Communications - how do you know policy is working?
#ENDCODE
#CODEA1
Visit wards GWMH 4 trips since March. Elderly Med - 3 x since March.
#ENDCODE
#CODENC
Good relations with staff reps. Comms with other director.
Regular programme of clinical teams coming to present to the board.
#ENDCODE
#CODEB4
*Involvement of clinical and front line staff in perf manage?
#ENDCODE
#CODEK2
Team have own clinical governance service plan - with lead consultants ie GWMH - F + G Team Management.
Consultant engaged on CG Team (nurses involved CG nursing) -> Clinicians attend formal reviews -> Clinicians present papers.
#ENDCODE
#CODEB4
Divisional reviews clinicians are attending on specific issues but minutes are sent to those absent.
#ENDCODE
#CODEB1
Accountability. Lead Consultants - not line managed by F.C. but internally managed by each division. - They work alongside divisions.
#ENDCODE
#CODEB2
Something may have been delegated by accountability would not change.
#ENDCODE
#CODEB3
Consideration given to using the model in place now for elderly medicine to the new PCT?
Beds geographically retained local focus - but maintaining a strong linkage d/w two PCT.
#ENDCODE
#CODENC
What mechanisms will stop acute dumping beds.
#ENDCODE
#CODEA3
It will be prevented by NSF, PAMS, F + G and E HAMP PCT relate to Hampshire as far as social services are concerned.
#ENDCODE
#CODEA3
Operational issues with new model in PCT
#ENDCODE
#CODEB3
- planning of elderly services needs to be strategic.
#ENDCODE
#CODEG4
Elderly services - HA/ Trust/ Acute. Communication in the past.
#ENDCODE
#CODEG5

Elderly services - HA/ Trust/ Acute. Communication in the past.
#ENDCODE
#CODEG6
Elderly services - HA/ Trust/ Acute. Communication in the past.
#ENDCODE
#CODEB3
M.D Martin Severes 1990 - developed stroke services.
#ENDCODE
#CODEB3
Last 3 - 4 years Int Care, separation of ward functions? The driver was Nicky Pendleton - general manager for elderly medicine.
#ENDCODE
#CODENC
CES -> enabling elderly people to sustain independency preventing inappropriate admission and facilitating discharge. Audited? Mar - April 2001 evaluation of Int Care Schemes.
CES works alongside step down beds/ int/care.
FD1998 - Financial health and stability 97 ->.
#ENDCODE
#CODENC
Fareham and Gosport. Marginally tighter. Effectively managed demo in review process. Finances has been under control. Recurring investment - Int Care 7 -800,000 allowed additional staffing and richer skill mix.
#ENDCODE
#CODEB3
No successful CREZ programmes. Very pragmatic approach to CREZ by keeping health level of reserve.
Ie. Recurring 1/2 - 3/4 million on turnover of 100 million. Ie CPR training received 80,000 recurring funds.
#ENDCODE
#CODEG7
No successful CREZ programmes. Very pragmatic approach to CREZ by keeping health level of reserve.
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#ENDCODE
#CODEB4
1998 - Incidents
Made aware through divisional review process as complaints.
#ENDCODE
#CODEJ2
1998 - Incidents
Made aware through divisional review process as complaints.
#ENDCODE
#CODEB4
Information translated to board on quarterly meetings.
#ENDCODE
#CODENC
Qualitative aspect -> Awareness of feelings involved in complaints?
#ENDCODE
#CODEJ1
Awareness built up as time progressed of the three complaints together.
#ENDCODE

#CODEJ3
Awareness built up as time progressed of the three complaints together.
#ENDCODE
#CODEJ1
Dealing with complaints -> very quick changes in processes and systems.
#ENDCODE
#CODEJ1
Timing of complaints should have been considered in hindsight which may have triggered changes more sooner.
#ENDCODE
#CODENC
Review and monitoring changes.
#ENDCODE
#CODEJ3
Very good at ID issues - but weak point would have been closing the loop but this was resolved with clinical governance.
#ENDCODE
#CODEJ4
Very good at ID issues - but weak point would have been closing the loop but this was resolved with clinical governance.
#ENDCODE
#CODENC
1998- Reviews - 3 or 4.
#ENDCODE
#CODENC
How do you know about good practice / bad practice?
#ENDCODE
#CODEC1
Informal and formal relationships. Staff opinion surveys.
Points.
1 Clear set of values. Value used to structure for framework and business views - 4 key values.
#ENDCODE
#CODEA1
2 Partnership with voluntary organisations, CHC, as well as internal. In external meetings people speak highly.
#ENDCODE
#CODEC1
3 Distinct audit and staff reports. Show values and good practice.
#ENDCODE
#CODEB4
4 Perf deliver clinical governance and activity targets and financial targets.
#ENDCODE
#CODENC
5 Open - no blame culture works and clear about accountability and empowerment.
#ENDCODE