5 things I have learnt working in a hospital

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The five…

1. Complexity is king
2. About the job of a CEO…
3. Operational management is a tough gig
4. Clinical workforce gaps drive the agenda
5. Everything is urgent
Internal business structure + board governance
2 local systems of “care partnership boards”
Associations of Trusts
Regional “Integrated Care System”
Urgent and emergency care boards
Regulator meets & check-ins
Clinical networks

Ad infinitum...
The job of a CEO is…

...Presidential: not a cabinet government system

...Highly individualised: no one way of doing it

...A huge responsibility: not necessarily an enticing job
Cut operational managers some slack!

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<th>General Manager responsibilities</th>
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<td>Monitor activity and improve medium term performance</td>
<td>Design and monitor rotas</td>
<td>Lead the planning of future capital developments</td>
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<td>Balance the budget of a directorate</td>
<td>Implement overarching trust strategies</td>
<td>Manage short term patient flow through hospital</td>
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<td>Create service development and business cases</td>
<td>Respond to regulator requests and inspections</td>
<td>Develop continuous improvement and innovation - culture/OD</td>
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<td>Line manage staff including disciplinary, objectives</td>
<td>Develop and implementing clinical and corporate governance</td>
<td>Work with clinicians to design care pathways</td>
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<td>Recruit the right staff mix for current and future demand</td>
<td>Be on-call if things go wrong</td>
<td>Get hands dirty – moving trolleys!</td>
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Together, putting patients first
Workforce shortages underpin everything

• **Performance** – The ability to address waiting times
  • **Culture** – How people feel and stress levels
  • **Collaboration** – How and why trusts cooperate
  • **Timescales** – Immediate gaps force short termism
Firefighting when everything is a priority

Brexit planning
Going paperless
Waiting times
Clinical waste
CQC inspections

Together, putting patients first
And cheating a bit - the 6th thing

An enormously rewarding job

- Right in the action helping patients
- Working with exceptional people
- Tackling key public service questions