

Dr Baljeet Singh Saluja
Lancashire Care NHS Foundation Trust
Post Graduate Certificate in Medical Leadership

THE TEAM

Background

- Consultant Psychiatrist with Lancashire Care NHS Trust since March 2006 within the Older Adults Mental Health Services
- Appointed as Locality Medical Advisor in 2009 - contributing to the clinical governance and senior managers team meeting, understanding national and local drivers for change
- In 2012 I took on role as Deputy Associate Medical Director for Older Adult Mental Health Service having line managerial responsibilities, devising job plans, allocation of responsibilities to colleagues, appointing locum positions and also devising job descriptions
- Undertook Appreciative Leadership course
- Involved in the Dementia Consultation programme - which clearly outlines having community based services, having fewer in-patient beds ensuring safety and quality at the same time delivering in line with the Cost Improvement plan.



Aim of Project

- To Identify the National, Local and Organisational Drivers behind the proposed change
- To understand
 - current models of working within Older Adults Mental Health Teams
 - individual team's point of view within their area of working
 - interdependence/interface issues
- Revisiting the Role of psychiatrist within the teams
Develop pathways for smooth transition within teams including those to respond to urgent/crisis situations

Outcomes for the service

- Teams merged to form one team
- Extended working hours 8am-8pm –weekdays with plan to extend it to the weekends
- Crisis team teams to provide urgent care cover after 8pm and over the weekends
- 2WTE Nursing staff-Band 6 Allocated to the team
- 1WTE Assistant practitioner allocated to the team
- New Social worker allocated to the team
- Agreed that arrangement reviewed on a regular basis

Outcomes for the team and organisation

- Delivering Cost Improvement plan in line with organisational plan
- Improved quality of care as per quality strategy in line with Trust Objectives
- Better working relationship
- Clarity about expectations from each other
- Smooth handovers
- Flexibility and easy availability of expertise
- Locality specific knowledge helpful in management of complex cases
- Care Home Liaison staff and CMHT staff learning from each other's experience
- Availability of Consultant on site for supervision to teams

Drivers for change

National

- Early diagnosis and treatment for dementia patients
- Providing crisis care which is timely and appropriate
- Joint working with other teams working in the community providing holistic services

Regional

- Commissioners funding for Care Home Liaison Team/Intermediate Support Teams
- Redistribution of resources rather than additional funding

Personal Outcomes

- Understood working of teams, dynamics interpersonal issues
- Realised my own limitations as a medical leader in bringing about a change within the organisation and role of other professionals in the process
- Able to identify and made attempts and progress to overcome issues with time management
- Assess and tried overcome by own personal biases towards approach to problems and individuals at work
- Gained more confidence in approaching managers and being assertive in my approach when needed
- Better understanding on leadership theories and styles
- Better awareness of strategic, national, regional and organisational priorities and how they are interlinked in provision of service
- Better understanding on commissioning and finance
- Identified own limitations and to work on them in future projects

'My sincere thanks to Lancashire Care NHS Foundation Trust and CETAD for organising this course'