

Study Number 5721

Primary care led commissioning in England and Wales: the changing complexity of governance for quality, 1991-2005

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Interview ID	Occupation	Interview Summary	Notes	Local Health Board or Primary Care Trust Location	Date of Interview	No of Pages	Text File Name
ADJCP 23.08.05	Associate Director of Joint Service Development	Background of interviewee since 1991 in relation to NHS; effectiveness of commissioning; role of NHS targets; pressure of aging population on NHS; monitoring performance; role of locality commissioning; view of fund holding; transaction costs of partnership working.	~	Welsh Local Health Board (LHB1)	23/08/2005	21	5721int001
C 24.08.05	Chair	Background of interviewee since 1991 in relation to NHS; view on change in hospitals; role of Local Health Boards (LHBs); the importance of leadership; idea of primary care collaborative; primary care issues; usefulness of the Quality and Outcomes Framework (QOF); role of fund holding; multiple perspectives on boards.	~	Welsh Local Health Board (LHB1)	24/08/2005	16	5721int002
CEO 28.07.05	Chief Executive	Background of interviewee in the NHS; involvement with the General Medical Services (GMS) contract; role of locality commissioning; importance of NHS targets; commissioning of specialist services; GP involvement in strategy; effectiveness of Patient and Public Involvement (PPI); role of Clinical Futures; change in last 15 years.	~	Welsh Local Health Board (LHB1)	28/07/2005	18	5721int003
DNPM 29.07.05	Deputy chief executive	Current role; background of interviewee since 1990 in relation to NHS; views on commissioning; role of collaborative commissioning; service level agreements; monitoring targets; relationships with specialists; importance of national targets; successfulness of the board model; influence of Patient and Public Involvement (PPI); change in primary care in last 15 years; role of the Quality and Outcomes Framework (QOF).	~	Welsh Local Health Board (LHB1)	29/07/2005	27	5721int004
DPH 24.08.05	Director of Public Health / Medical Director	Background of interviewee since 1991 in relation to NHS; change in terms of quality of services; use of marginal analysis; usefulness of the Quality and Outcomes Framework (QOF); change in primary care in last 15 years; concept of reorganisation fatigue.	~	Welsh Local Health Board (LHB1)	24/08/2005	16	5721int005
DPM 23.08.05	Director of Performance Management	Current role of interviewee; importance of targets; views on modernisation; problem of demands for more consultants; role of joint commissioning; Local Health Boards (LHBs) working together; role of clinical governance; public involvement; involvement in the Total Purchasing Pilot; view on changes since fund holding.	~	Welsh Local Health Board (LHB1)	23/08/2005	18	5721int006

GP1 23.08.05	GP	Role in fund holding; influence on services; relations between GPs and consultants; role with the Total Purchasing Pilot; difference between Local Health Groups (LHGs) and Local Health Boards (LHBs); view of the Quality and Outcomes Framework (QOF); end of out of hours; role of patient surveys; quality of GPs.	~	Welsh Local Health Board (LHB1)	23/08/2005	15	5721int007
GP2 26.08.05	GP	Changes in GP involvement; involvement in the Total Purchasing Pilot; difference between Local Health Groups (LHGs) and Local Health Boards (LHBs); role in fund holding; issue of community nursing; problem of waiting lists; view of Local Health Boards; opinion of commissioning; use of data from Quality and Outcomes Framework (QOF).	~	Welsh Local Health Board (LHB1)	26/08/2005	16	5721int008
GP3 29.11.05	GP	The achievements of the Total Purchasing Pilot and issues when ended; issue of district nurses; views on fund holding; difference between Local Health Groups (LHGs) and Local Health Boards (LHBs); abolishment of out of hours; issues with primary care; engaging GPs.	~	Welsh Local Health Board (LHB1)	29/11/2005	14	5721int009
GP4 29.11.05	GP	Effectiveness of Local Health Boards; GPs role in Local Health Groups; GP engagement; view of Quality and Outcomes Framework (QOF); problem of waiting lists; issue of community nursing; role of the Community Health Council (CHC); view on locality commissioning.	~	Welsh Local Health Board (LHB1)	29/11/2005	16	5721int010
GP5 01.12.05	GP	Background of interviewee since 1991 in relation to NHS; benefits of fund holding; difference between Local Health Groups (LHGs) and Local Health Boards (LHBs).	Brief interview and notes written up afterwards.	Welsh Local Health Board (LHB1)	01/12/2005	2	5721int011
HCG 26.08.05	Head of Clinical Governance	Background of interviewee since 1991 in relation to NHS; role of clinical governance; the Patient Advice and Liaison Services (PALS); issue of LHB directly employing staff; involvement in incident reporting; idea of training 'platform events'; change in the last 15 years; role of Patient and Public Involvement (PPI).	~	Welsh Local Health Board (LHB1)	26/08/2005	13	5721int012
HJC 23.08.05	Head of Joint Commissioning	Background of interviewee since 1991 in relation to NHS; role of commissioning and planning team; improving the quality of services by commissioning; cross-boarder contracts; contracting changes; impact of the Wanless Report; the role of fund holding and locality commissioning; involvement with Patient and Public Involvement (PPI); effectiveness of the Community Health Council (CHC); cross-boarder issues - Payment by Results.	~	Welsh Local Health Board (LHB1)	23/08/2005	22	5721int013

HPC 29.07.05	Head of Primary Care	Background of interviewee; role of interviewee; benefits of Quality and Outcomes Framework (QOF); the role of Agenda for Change; issue of district nurses; role of national targets; use of the National Service Frameworks; role of clinical governance; difference between GPs and LHB views for future; tensions in primary care; patient / public influence on health services; role of Patient Advice and Liaison Services (PALS); change in the last 15 years.	-	Welsh Local Health Board (LHB1)	29/07/2005	22	5721int014
JCLD 24.08.05	Joint Commissioner, Learning Disabilities	Background of interviewee since 1991 in relation to NHS; commissioning of learning difficulties; how to decide which services to change; use of person-centred planning; role of service users and carers on planning group; development of learning disability strategy; usefulness of Community Health Council (CHC).	Interview was extremely hard to hear as there was background noise, hum from an air conditioning unit and interference on the tape	Welsh Local Health Board (LHB1)	24/08/2005	20	5721int015
LA 30.11.05	County Council Member	Interviewee's role in Local Government, the LHB and past involvement with NHS; effectiveness of the LHB board meetings; public and patient involvement in the NHS; use of Area Forums; health care successes in the county; issue of waiting time targets; differences between Welsh and English NHS; monitoring of social care; role of Quality and Outcomes Framework (QOF).	-	Welsh Local Health Board (LHB1)	30/11/2005	15	5721int016
N 25.08.05	Nurse	Background of interviewee since 1990 in relation to NHS; positive example of change as a result of the LHB; effectiveness of the LHB board; role of local level commissioning; involvement in the practice nurse forum; the role of practice nurses in the Quality and Outcomes Framework (QOF); quality of general practices in the county; district nurse pay rates in Agenda for Change; modernising the district nursing service.	-	Welsh Local Health Board (LHB1)	25/08/2005	18	5721int017
PCF 23.08.05	Primary Care Facilitator	Average week of interviewee; positive impact of Quality and Outcomes Framework (QOF); clinical governance; patient surveys; role of practice managers; disengagement of GPs; pharmacists and dentists contracts; GP's attitudes towards the LHB.	-	Welsh Local Health Board (LHB1)	23/08/2005	16	5721int018
SRMM 29.07.05	Service Re-design and Modernisation Manager	Current role of interviewee; background of interviewee since 1991 in relation to NHS; example of modernisation in dermatology services; example of redesign has hit problems (ENT - Ears Nose Throat); patient survey at the spinal pain clinic; Service Level Agreement's (SLAs); engagement of GPs with LHB; contracts of community nurses; public and patient involvement in modernisation; change in last 15 years.	-	Welsh Local Health Board (LHB1)	29/07/2005	18	5721int019

PN 23.03.06	Practice Nurse	Current role of interviewee; standards improving; Service Level Agreements; practice based commissioning; fund holding; governance in the PCT; Quality and Outcomes Framework (QOF).	~	London Primary Care Trust (PCT1)	23/03/2006	8	5721int020
ADISU 13.02.06	Assistant Director, Interface Services Unit	Current role and background of interviewee; role of the integrated services directorate; improving quality; patient involvement; expanding contracting services; accountability; the role of clinical governance and accountability; commissioning.	~	London Primary Care Trust (PCT1)	13/02/2006	20	5721int021
C 09.02.06	Chair	Current role of interviewee; improving quality of commissioned services; role of clinical governance; audits of GPs; practice based commissioning; Patient and Public Involvement (PPI); Quality and Outcomes Framework (QOF); importance of national targets; disempowerment; pressure of budget cuts; the challenge of Payment by Results.	~	London Primary Care Trust (PCT1)	09/02/2006	14	5721int022
CEO 30.01.06	Chief Executive	Quality and Outcomes Framework (QOF) in area and investment; practice based commissioning; role of the Professional Executive Committee (PEC); role of clinical governance; prioritising national targets through the Local Delivery Plan (LDP); Payment by Results; change in last 15 years.	~	London Primary Care Trust (PCT1)	30/01/2006	14	5721int023
DHR 02.02.06	Director of Human Resources	Background of interviewee; improving quality of services; role of Quality and Outcomes Framework (QOF); identifying need for training; the role of the board; the role of the Professional Executive Committee (PEC).	~	London Primary Care Trust (PCT1)	02/02/2006	10	5721int024
DNS 02.02.06	Director of Nursing Quality and Clinical Governance	Understanding governance and quality of services; monitoring and national targets; role of practice based commissioning; Quality and Outcomes Framework (QOF); commissioning resulted in improvement in quality of service.	~	London Primary Care Trust (PCT1)	02/02/2006	11	5721int025
DPH 02.02.06	Director of Public Health	Current role of interviewee; understanding governance and quality of services; the role of the Professional Executive Committee (PEC) and the board; commissioning resulted in improvement in quality of service; monitoring using Quality and Outcomes Framework (QOF); quality of care increased since early 1990s.	~	London Primary Care Trust (PCT1)	02/02/2006	10	5721int026
DSCP 13. 02.06	Director of Joint Commissioning	Current role of interviewee and background in relation to commissioning; understanding governance and quality of services; patient surveys; Payment by Results; developing commissioning; role in improving services; Quality and Outcomes Framework (QOF).	~	London Primary Care Trust (PCT1)	13/02/2006	14	5721int027

GP 02.02.06	GP	Current role of interviewee and background in relation to commissioning; understanding governance and quality of services; changes in commissioning and service delivery; the role of the Professional Executive Committee (PEC); cluster and practice based commissioning; Quality and Outcomes Framework (QOF); improvements in care.	~	London Primary Care Trust (PCT1)	02/02/2006	13	5721int028
LA PEC 13.02.06	Local Authority Officer	Current role of interviewee; role on the Professional Executive Committee (PEC); strengths and the weaknesses around governance for quality; local authority role in Quality and Outcomes Framework (QOF); patient involvement; future of primary care-led commissioning.	~	London Primary Care Trust (PCT1)	13/02/2006	13	5721int029
NED 30.01.06	Non-Executive Director	Current role of interviewee; understanding governance and quality of services; patient and public feedback; importance of national targets; involvement of Quality and Outcomes Framework (QOF); improvement with Payment by Results.	~	London Primary Care Trust (PCT1)	30/01/2006	6	5721int030
PDM 05.04.06	Performance and Development Manager	Current role of interviewee; role of Quality and Outcomes Framework (QOF); importance of patient experience; role of Clinical Assessors; use of practice based commissioning; role of clinical governance; practice nurses; difference between GPs who are salaried or independent contractors; role of Patient and Public Involvement (PPI).	~	London Primary Care Trust (PCT1)	05/04/2006	16	5721int031
PEC C 13.02.06	PEC Chair	Current role of interviewee and background in relation to commissioning; commissioning and quality of care; importance of national targets; engagement in clinical governance; positive impact of Quality and Outcomes Framework (QOF); developing commissioning; lessons to be learnt from fund holding;	~	London Primary Care Trust (PCT1)	13/02/2006	14	5721int032
PM 22.05.06	Practice Manager	Current role of interviewee; locality based commissioning pilot; quality of service and fund holding; impact of Quality and Outcomes Framework (QOF); importance of national targets; service design and quality issues; choose and book; nurses in the practice; patient involvement.	~	London Primary Care Trust (PCT1)	22/05/2006	17	5721int033
PPI 23.03.06	Lead for User and Community Involvement	Current role of interviewee; understanding of governance; involvement in practice based commissioning; influence on quality of services; patient surveys and other patient involvement; improving services for refugees; understanding of governance in terms of commissioning.	~	London Primary Care Trust (PCT1)	23/03/2006	12	5721int034

ADCS 04.11.05	Assistant Director of Clinical Services	Background of interviewee since 1991 in relation to NHS; current role of interviewee; example of learning disability service and how commissioning worked; improving services; funding for community health care; examples of parents or service users in the learning disability service making a difference to the service; the role of the Professional Executive Committee (PEC); nurse forums and their role with PEC; role of the Board; change in last 15 years.	~	English Primary Care Trust (PCT2)	04/11/2005	25	5721int035
C 15.09.05	Chair	Role of the Board; Health Equity issues; example of mental health in PCT; issue of travel times; example of Children's Services in PCT; Community Health Care issues; positive impact of Quality and Outcomes Framework (QOF); GP quality in PCT; role of Patient and Public Involvement (PPI); role of overview and scrutiny committee.	~	English Primary Care Trust (PCT2)	15/09/2005	21	5721int036
CEO 02.09.05	Chief Executive	Background of interviewee since 1991 in relation to NHS; effectiveness of commissioning; PCT's relationship with the Trust; commissioning for community health care services; role of Quality and Outcomes Framework (QOF); GP quality in PCT; effectiveness of the Professional Executive Committee (PEC); change in last 15 years; role of Patient and Public Involvement (PPI).	~	English Primary Care Trust (PCT2)	02/09/2005	22	5721int037
CGL 16.09.05	Clinical Governance Lead	Background of interviewee; the role of clinical governance; involvement with Service Level Agreements (SLAs); development of guidelines; role of Quality and Outcomes Framework (QOF); effectiveness of Patient and Public Involvement (PPI); the Assurance Framework and risk register; the role of the Board; change in last 15 years; increase in litigation.	The recording quality for this interview was very poor, and the beginning of the interview was inadvertently lost by re-use of the tape. Wherever possible, material from written notes taken during the interview has been used to fill gaps where the taped interview is inaudible or missing.	English Primary Care Trust (PCT2)	16/09/2005	11	5721int038
DCS 03.08.05	Director of Clinical Services	Current role of interviewee; background of interviewee since 1991 in relation to NHS; framework for delivery of services; the role of the Local Delivery Planning (LDP) process; issue of district nurses; involvement with Service Level Agreements (SLAs); idea of 'shared governance'; effectiveness of Patient and Public Involvement (PPI); effectiveness of clinical governance; change in last 15 years; role of the compliance program.		English Primary Care Trust (PCT2)	03/08/2005	24	5721int039
DD 03.11.05	Director of Development	Background of interviewee since 1991 in relation to NHS; commissioning in the PCT; disengagement of GPs since fund holding; quality initiatives in community health care; role of Quality and Outcomes Framework (QOF); change in last 15 years.		English Primary Care Trust (PCT2)	03/11/2005	14	5721int040

DFC 16.09.05	Director of Finance and Commissioning	Background of interviewee since 1991 in relation to NHS; use of Service Level Agreements (SLAs); the capacity of acute trusts; example of commissioning mental health; commissioning relationships with other PCTs, trusts and hospitals; role of Payment by Results and Healthcare Resource Groups (HRGs); role of Local Implementation Teams (LITs); future of practice based commissioning; change in last 15 years.		English Primary Care Trust (PCT2)	16/09/2005	21	5721int041
GP2 15.09.05	GP	Background of interviewee since 1991 in relation to NHS; GPs feelings about PCTs and involvement since fund holding; relationships between nurses and GPs; positive impact of Quality and Outcomes Framework (QOF); role of Open Access: interviewee's view of the Professional Executive Committee (PEC); influence of the Board.	~	English Primary Care Trust (PCT2)	15/09/2005	13	5721int042
HPC 03.11.05	Head of Primary Care	Background of interviewee since 1991 in relation to NHS; current role of interviewee; involvement in the pharmacy, dentistry and GP contracts; strengths and weaknesses of the Quality and Outcomes Framework (QOF); use of QOF data; reaction to end of fund holding in PCT; GP engagement with the PCT; interviewee's view of the Board; role of Patient and Public Involvement (PPI); change in last 15 years.	~	English Primary Care Trust (PCT2)	03/11/2005	16	5721int043
N 15.09.05	Nurse	Background of interviewee since 1991 in relation to NHS; effectiveness of the Board; issue of community nurses; importance of community health care; representation on the PEC; relationship between the Board and PEC; role of Patient and Public Involvement (PPI) with the Board; view of Quality and Outcomes Framework (QOF).	~	English Primary Care Trust (PCT2)	15/09/2005	21	5721int044
PEC 02.08.05	PEC Chair	Current role of interviewee and background in relation to commissioning; the PECs involvement in commissioning; interviewees experience of fund holding; the issue of district nurses; PEC influence on primary care (mental health example); view of Quality and Outcomes Framework (QOF); role of Patient and Public Involvement (PPI).	~	English Primary Care Trust (PCT2)	02/08/2005	17	5721int045
PPI 01.09.05	PPI and Communications Lead	Background of interviewee since 1991 in relation to NHS; change driven by the patients or public; role of the Patient and Public Involvement Forum (PPIF); role of Expert Patients groups; reaching hard to reach groups; the driver for PPI; changes in care.	~	English Primary Care Trust (PCT2)	01/09/2005	18	5721int046

PPIF 14.09.05	Patient Forum Chair	Contact and involvement with the NHS; achievements of the Patient Forum; involvement with reconfiguration of the hospitals; issues the Forum is involved in such as location of services, making appointments to see GP and language used in literature.	~	English Primary Care Trust (PCT2)	14/09/2005	12	5721int047
SSD 15.12.05	Social Services Officer	Current role of interviewee; background of interviewee since 1991 in relation to NHS; role and effectiveness of the Professional Executive Committee (PEC); role in clinical governance; commissioning social and health care; involvement in overview and scrutiny; effectiveness of Patient and Public Involvement (PPI).	~	English Primary Care Trust (PCT2)	15/12/2005	16	5721int48
Doc analysis LHB boards	~	Grid analysis of board papers of 5 LHBs in Wales.	~	Welsh Local Health Board	~	5	5721minutes001
Doc analysis PCT boards	~	Grid analysis of board papers of 10 PCTs in England.	~	English Primary Care Trust	~	5	5721minutes002
Doc analysis PCT PECs	~	Grid analysis of PEC papers of 10 PCTs in England.	~	English Primary Care Trust	~	5	5721minutes003