

agreed. I would have been involved in the negotiations with The Brompton, but I am unsure as to other people who would have been dealing with this. Apart from the difficulty of referring the patients who are unwilling to go to London, I think our inability to transfer as many patients was to a large extent due to having fewer admissions for cardiological investigations, having limited them due to building works going on at that time.

51. With the referrals issue there was also an ongoing resources issue, incorporating both funding and staffing levels. An example of the sorts of concerns I needed to address in my role can be found in document HA(A) 0120/0057, dated 13 December 1988, which refers to an intended meeting to discuss cardiology services in general (this is not specific to paediatrics) on the basis of a financial shortfall for 1988/1989. This sort of exercise was carried out across the board covering other areas within the Central Unit with the support of financial departments and planners etc. Again, the process was to ask someone like Dr Ian Baker to study the likely need in terms of the history already available, and then cross reference that with Graham Nix and other managers and clinicians. The purpose was to deal with medical staffing (predominantly dealt with by Dr Ian Baker) and, in this case, to flag up the fact that the number of procedures carried out was going to outstrip resources.
52. In all such situations there is a continual balancing act by those who allocate budgets. One inevitably has to consider looking to constrain this service, for example by restricting the number of incoming cases (as was the case with the Welsh referral of paediatric cardiology cases). The only options are to either get more resources or to take on fewer cases. At a meeting (the one that must have followed the memo on 13 December 1988, document HA(A)0120/0057 dated 13 December 1988) there would have been various discussions with clinicians about prioritising cases and looking at other options, such as The Brompton referral deal, as well as looking for finance and resources.