

U B H T
TEACHING CARE

Directorate of Anaesthesia
 Bristol Royal Infirmary
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New telephone number: ~~0117 923 2301~~ ⁽⁰²⁷⁰⁾ 0117 923 2301

CRM/AC/

26/4
 3rd May 1995

file

Dr S N Bolsin
 Consultant Anaesthetist
 Directorate of Anaesthesia
 Level 7
BRISTOL ROYAL INFIRMARY

Dear Steve

Thank you for your letter of 24th April 1995. As Clinical Director I asked you to agree to flexibility in your work pattern, in site but not in time, to avoid interpersonal conflict in the theatre environment, this was on an informal, temporary basis. Simultaneously, work on creating a group to enable a resolution of these conflicts is being pursued by me with the Chief Executive, Chairman and others as a matter of importance.

The reasons for this action are that the report on the Cardiac Unit by the two assessors raised specific concerns over the lack of collaborative attitudes, the channels of communication used and also summarised that the personal tensions and conflicts produced by this resulted in an atmosphere that impaired the efficiency of the Unit. Great tensions remain unresolved between you and your colleagues and these conflicts can be viewed as an avoidable risk factor. This issue and many others have been discussed between us on a number of occasions, the action to temporarily change your programme had your active agreement to allow the 'breathing space' to correct the breakdown in relationships, communication and trust. Your happiness at working with all the cardiac surgeons is not reciprocated and displays a lack of insight into the personal effects of recent events. To enable a period of reflection before a group discussion to resolve the issues I believe, after discussion with senior members of the Directorate, it is appropriate to minimise the occasions which can lead to further exacerbations in the breakdown of personal relationships. To achieve this you and your anaesthetic and surgical colleagues have accepted temporary changes to their own programmes. Should you adhere rigidly to your present contract then it will be impossible to avoid the risk of conflict, as you well know.

As Director I am asking you to agree to fulfil your commitments to the Trust and this Directorate by accepting a small, temporary change in your job plan. The request for your flexibility is based upon advice from many quarters but in the main from our anaesthetic colleagues who have taken cognisance of the importance of the close co-operation, inter-personal relationships and trust that the process of surgery requires. It is not practical to define the period of time concerned but it can be reviewed on request of any of the parties involved. The Chief Executive, Medical Director and Chairman of HMC have been informed of the short term temporary nature and as Director may I state that there is no implied effect on your job plan.

