

Trust Wide Operational Health Records & Scanning Bureau Manager

Job Description & Person Specification –

A summary of the role responsibilities and person specification

Why Our Trust?

Terms and conditions

Post – Permanent

Division – Trust Services

Department – Digital Services

Band – 8a

Salary Location – 40 Southwell Street

Annual leave – Up to 33 days dependent on NHS Service

Pension - The NHS Pension Scheme is a defined benefit scheme. Further details and outline of benefits can be found at: www.nhsbsa.nhs.uk/pensions

Job Purpose

The Trust Wide Operational Health Records & Scanning Bureau Manager will manage, control and deliver the centralised operational health records service in line with agreed policies, procedures, targets and external compliance with regulatory bodies.

To manage the Electronic Document Management (EDM) aspects of Medical Records, including the setting-up of and on-going management of the Trust Scanning Bureau.

To work alongside and report to the CIO, Digital Services in supporting the planning, transition and implementation of the movement from paper to electronic records.

To provide the CIO, Digital Services with business planning advice on the use and control of off-site storage in a time of change from paper to electronic records and following the Records Management Code of Practice.

To respond to queries, provide advice/support and represent the CIO, Digital Services in their absence within the health records areas.

About us

Our mission is to improve the health of the people we serve by delivering exceptional care, teaching and research every day.

What you'll love about working here

We are outstanding! The CQC rated the organisation as Outstanding for services being caring and well-led. The Trust was the first in the country to go from Requires Improvement to Outstanding in 2017, and is now the first to do this and then retain this rating. The Trust is currently one of only seven in the country to have been rated Outstanding twice, and one of only three general acute Trusts to achieve this.

A digital exemplar- Being appointed as a Global Digital Exemplar means we can realise this vision by implementing digital technologies that will help us to transform the way we work and how we relate to our colleagues, patients and partner organizations.

Sustainable healthcare - We have joined the international movement to declare a climate emergency, recognising the impact climate change is having on the world. Climate change is labelled as the greatest threat to health in the 21st century, with a range of conditions related to heat, cold, extreme weather and air pollution predicted to rise. To lead the way in healthcare the Trust has set ambitious goals to become carbon neutral by 2030.

Access to further opportunities with the Trust - Apprenticeships are a great way to learn and earn on the job. UH Bristol and Weston provides a range of apprenticeships to support a huge number of career opportunities in clinical and non-clinical support services with apprenticeships starting at level 2 through to level 7. As an organisation we encourage further development of all employees to progress upward within their chosen field.

Diversity & Inclusion

A core principle of the Trust is to ensure that patients and staff are treated with dignity and respect. Promoting equality, diversity and human rights and challenging any form of inequality, discrimination, harassment or abuse are central to the Trust's Values.

'Committed to inclusion in everything we do' is the ambition set out in the Trust's Workforce Diversity & Inclusion Strategy.

The Trust will not tolerate discrimination, harassment or bullying under any circumstances and particularly because of a characteristic protected by the Equality Act 2010.

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Main Duties and Responsibilities

The health records service includes the following departments:

- Health records libraries at Bristol Royal Infirmary (BRI), Bristol Royal Children's Hospital (BRCH), St Michael's Hospital (STMH), Bristol Haematology & Oncology Centre (BHOC) & Bristol Dental Hospital (BDH) – Already managed under Digital Services – Bristol Eye Hospital (BEH) will at some point also become part of the centralisation of the Trusts Medical Records.
- Oversee the transfer of Outpatient and Inpatient preparation staff into Medical Records in readiness for EDM
- Off-site storage
- Legal (Subject Access Request) Office
- Expansion of the Scanning Bureau in readiness for and in-line with EDM implementation
- To manage a service of approximately 100 staff across five hospital sites
- To manage the storage and movement of approximately 2,000,000 plus records
- To manage the service delivery of patient records to outpatient clinics etc. across the Trust
- To manage disclosure requests
- To manage a delegated budget of approximately £1,500,000
- Digital Services Health and Safety Lead (Advisor)
- Supporting the planning the transition and implementation of the movement from paper to electronic patient records

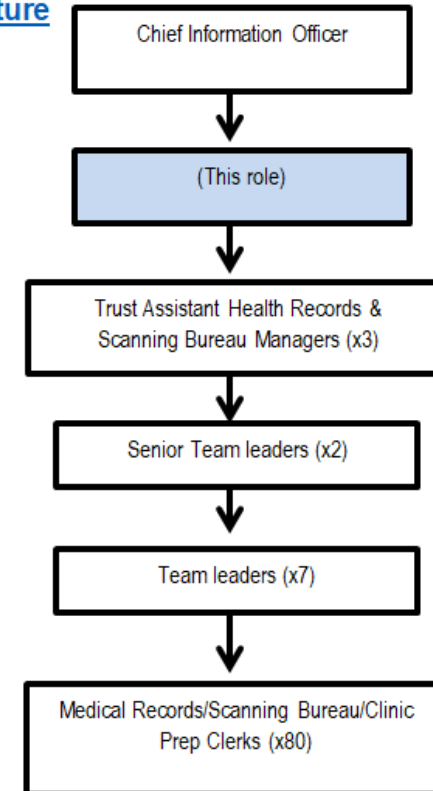
Knowledge

- Practical knowledge and application of legislation governing information and health records; Records Management NHS Code of Practice, Data Protection Act 2018, Access to Health Records Act 1990, Caldicott Principles and the Freedom of Information Act 2000
- Practical knowledge and application of legislation relating to managing people, training, health and safety, confidentiality, equality and diversity
- Knowledge and application of managing financial information, including control of expenditure and income generation
- Knowledge of the external standards and how the health records service contributes to the compliance
- Knowledge of NHS structures and clinical systems and processes

Skills

- Excellent communication, interpersonal and presentation skills which will include the ability to present complex, often contentious and sensitive information to all levels of staff, patients, relatives, solicitors, police
- Proven organisational skills and capable of prioritising a multitude of non-routine tasks whilst maintaining an effective operational service

Organisational Structure



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- Able to successfully negotiate solutions, resources and timescales at a senior level, using tact and persuasion
- Proven problem solving skills, in particular complex problems relating to the delivery of a service across the health community
- Proven team building skills
- Proven leadership skills

Experience

- Extensive experience of health records within the NHS including at an Assistant or Deputy level
- Proven experience of managing multiple workloads within given timescales
- Proven experience of managing a large number of staff across differing hospital sites, within the health records service
- Experience of managing a budget
- Experience of using and working with health information systems

Key Result Areas

Accountability and Freedom to Act

- Has the freedom to decide how to deliver the service within broad objectives, policies and procedures, and is largely expected to act without reference to line manager.
- Represent the Trust on all matters relating to operational health records matters at local, regional and national levels.
- Provide operational health records advice and ensure compliance with related policies and procedures
- To respond to queries, provide advice/support and represent the Head of IM&T in their absence

Analytical and Judgement Skills

- Deal with complex requests under the Access to Health Records Act 1990 and Data Protection Act 1998.
- Deal with non-routine requests for information from the Police where consent is not available.
- Ensure all departments are collecting performance data and any changes are communicated effectively.
- Prepare the Health Records User Group performance and quality monitoring reports (KPIs)
- Investigate and prepare initial response to complaints and PALS queries

Planning and Organisational Skills

- Manage the transition of work practices from paper to electronic records within the health records department, ensuring that the operational service continues to deliver and the staff are fully prepared and informed.
- Provide business planning advice on the use of the offsite storage for case notes, ensuring the health and safety of staff in the operational libraries, and is mindful of the transition of paper to electronic records in the longer term
- Undertake specific projects, within given timescales, as requested by the Digital Services CIO

Policy and Service Development

- Ensure compliance with all statutory regulations and legislation as they relate to health records and implement any changes necessary
- To review, update, implement and monitor departmental procedures and standards with Supervisors and Team Leaders ensuring compliance with external standards:
 - Information Governance Toolkit
 - Care Quality Commission - Outcome 21 and 6e
 - NHS Litigation Authority Standards 1.8 and 4.1
 - Clinical Negligence Scheme for Trusts
- Ensure all staff are aware of Trust Policies that affect them in their workplace
- Respond to the incidents appropriate to the health records service using the Trust's incident reporting system
- Responsible for ensuring risk assessments are carried out in the sections across the Digital Services Department. Those indicating a high risk should be entered on the Trust's Risk Register using the Trust's incident reporting system

Financial and Physical Resources

- To be an authorised signatory for timesheets, travel claim forms and physical assets on EROS.
- To be responsible for a delegated budget and income generation through the Disclosure Office and service delivery
- Successfully negotiate with external suppliers best value for money of services provided to the Health Records Service
- To attend budget meetings with the department's financial budget manager

Management/Human Resources

- To manage the recruitment and selection of staff within the health records service and keep abreast of legislative changes in Human Resource policies and ensure that any changes are effectively communicated to Supervisors and Team Leaders
- Responsible for ensuring all medical records staff receive / undertake essential staff training in line with the Essential Training Matrix, which will include mandatory, corporate, in-house and Trust Induction and refresher training. Encourage staff to undertake professional health records qualifications
- To line manage a team of Team Leaders, Senior Team Leaders and Assistant Health Records Scanning Bureau Managers, who are responsible for first line grievance and disciplinary procedures and to provide the next line of support after the initial investigation
- Ensure all health records staff are appraised annually and have personal development plans in place with supporting evidence to provide assurance of competence against their KSF outlines
- Ensure a robust case note management training plan and material is in place to deliver the mandatory training to all users of the patient health record.

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Information Resources

- Manage the storage and retrieval of patient records from the libraries and offsite storage, ensuring an effective out of hour's service is in place.
- Responsible for the Disclosure Office database in terms of data entry and reporting.
- Undertakes the recording of alerts on the Patient Administration System that are specifically delegated to the Health Records Management Team to manage.

Research/Development and Audit

- In conjunction with the Information Governance Manager to be responsible for auditing of both staff and patient's information, both clinical and demographic held in the Patient Administration System and taking appropriate action if there is a breach in confidentiality
- To participate in the monthly clinical record keeping audit. This audit is ensuring that those recording information in the patient health record are complying with the Clinical Record Keeping Policy. This is a complex audit and requires a degree of concentration. This audit is not monitoring own area of work.

Physical Effort

There will be a combination of sitting, standing and walking, plus sitting for long periods of time at a computer. Occasionally you may be required to move large numbers of case-notes when libraries are upgraded or on reorganisation of departments.

Mental Effort

- Occasionally analyse and interpret statistical data for the performance reports,
- Chair the Trust Health Records Forum meeting on a quarterly yearly basis, meetings last approximately 2 hours

Emotional Effort

- Occasionally dealing with breaches of confidentiality or misuse of patient information issues in sensitive and professional manner
- Occasionally support staff on personal or work related problems and supporting Supervisors with first line grievance/disciplinary situations

Working Conditions

- Frequent exposure to dust/dirt within Health Records libraries and archival stores.
- Frequent use of VDU

COMMUNICATIONS & WORKING RELATIONSHIPS

- You will be required to communicate with Medical Records Staff and Divisional Managers regarding the merging of the Medical Records Departments into a single function and the implementation of an electronic documentation system, some aspects of which may be contentious and will require the agreement and co-operation of all concerned.
- Expected to communicate at all levels from the Executive Management Team and clinical staff to the administrative staff supporting clinical activity across all the health organisations in Bristol
- Provide a confidential area for patients/relatives/solicitors/police to view patient records and be available to advise on often sensitive, complex and contentious issues recorded in the patient's record.
- Communication with patients, relatives, solicitors and police can often be extremely sensitive, distressing and sometimes contentious. As distress displays itself in many forms those requesting access to records can sometimes be aggressive and careful management of these situations is required.
- Communication is expected to be of a high standard when providing reports, responding to complaints, providing information whether through email or verbally.

MOST CHALLENGING PART OF THE JOB

- Providing an effective and efficient service within available resources, physical, human and financial at a time of ever increasing demand
- Preparing for and implementing the change in process and manpower associated with the move from paper to electronic records and ensuring the change in culture required is supported to ensure a seamless transition.

THIS JOB DESCRIPTION IS SUBJECT TO REVIEW IN CONSULTATION WITH THE POST HOLDER

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Personal Profile - (E) = Essential (D) = Desirable

Knowledge and Experience

- KE1 Substantial health records experience within the NHS including at an Assistant or Deputy level (E)
- KE2 Proven experience of managing multiple workloads within given timescales (E)
- KE3 Proven experience of managing staff across a number of sections within a health records department (E)
- KE4 To have an understanding of the legal process and to be responsible for any subpoenas issued to the department for case notes (E)
- KE5 Able to solve complex problems relating to the delivery of an operational service across the multi-site Trust (E)
- KE6 Highly developed team management, co-ordination and motivation skills as well as excellent listening and negotiating skills (E)
- KE7 Highly developed team management, co-ordination and motivation skills as well as excellent listening and negotiating skills (E)
- KE8 Extensive knowledge of IT systems such as PAS, Clinical Imaging and clinical systems as well as Microsoft packages (E)
- KE9 Expert knowledge of legislation affecting Health Records (Data Protection Act 2018, Access to Health Records Act 1999) acquired through formal training, short courses or personal study (E)

Skills and Abilities

- SA1 Able to communicate and present complex, contentious information to all levels of staff across the health community (E)
- SA2 To communicate sensitive, distressing and often contentious information to patients, next of kin, police and solicitors (E)
- SA3 To have an understanding of the legal process and to be responsible for any subpoenas issued to the department for case notes (E)
- SA4 Able to solve complex problems relating to the delivery of an operational service across the health community (E)
- SA5 Highly developed team management, co-ordination and motivation skills as well as excellent listening and negotiating skills (E)
- SA6 Able to successfully negotiate solutions, resources and timescales at a senior level within the organisation, using tact and persuasion (E)
- SA7 Able to work to deadlines under pressure and manage and prioritise workloads effectively (E)
- SA8 Able to cope with a multitude of non-routine task whilst maintaining an effective operational service (E)

Aptitudes

- A1 Self-motivated and able to enthuse others at all levels including senior management (E)
- A2 Able and willing to travel and attend local, regional and national meetings (E)
- A3 Car driver with full UK licence to drive Trust vehicle (E)

Qualifications and Training

- QT1 Masters level or equivalent experience in a health records management environment (E)
- QT2 Diploma of the Institute of Health Records and Information Management or equivalent experience in a health records management environment
- QT3 Recognised Management qualification or equivalent or hands on management experience (E)
- QT4 Willingness to join and maintain membership of a related professional organisation such as IHRIM or UKCHIP (D)

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Transforming Care

Delivering sustainable healthcare services to our patients, which are effective, efficient and driven by excellence, is at the heart of our organisation. Transforming Care is the Trust's overarching programme of transformational change. It enables staff to use a structured approach to continuously improve and innovates their services, strengthen our capability, and deliver our Trust's mission to improve the health of the people we serve by delivering exceptional care, teaching and research, every day.

Our Quality Improvement Academy is open to all staff and leaders across the Trust, and provides training to lead or take part in improvement and transformation activities in their departments and across the Trust. We will support staff to develop the skills and tools to improve services to deliver the best care to our patients and public.

Information Governance

It is the responsibility of all staff to respect the confidentiality of patients and staff, as specified in the Caldicott Principles, Data Protection Act 2018 and the Human Rights Act. It is the duty of every employee to:

- Only access person identifiable information as required in the execution of their duties.
- Disclose information appropriately, in line with the Data Protection Act 2018.
- To ensure good quality data by recording, promptly and accurately, clinical and non-clinical information within agreed timescales to PAS, the health record or the appropriate clinical or non-clinical information system
- Always trace patient notes on the Patient Administration System

Maintain the confidentiality of their passwords / usernames and if in possession of a 'Smartcard' abiding by the terms and conditions of its use.

Workplace health and wellbeing

The Trust Workplace Health and Wellbeing Framework applies to all employees, students and volunteers who are encouraged to take responsibility for their individual health and wellbeing and to promote the wellbeing of colleagues. Line managers must recognise the importance of health and wellbeing and take it into account when planning tasks and designing jobs.

Safeguarding Children and Vulnerable Adults

The Trust is committed to safeguarding and promoting the welfare of all children, young people and vulnerable adults, and as such expects all staff and volunteers to share this commitment.

Quality and Clinical Governance

Quality in the NHS has three core dimensions: Patient Safety, Patient Experience and Clinical Effectiveness. Clinical Governance is about the systems, processes and behaviours to ensure that high quality services are provided to patients. Every member of staff has a role to play in striving for excellence: it is important that everyone is aware of and follows policies and procedures that govern their work; and if something goes wrong, everyone has an obligation to report it so lessons can be learned from mistakes, incidents and complaints. If any member of staff has concerns on any clinical governance matters, they should raise them with their line manager, professional adviser, or a more senior member of management. Reference should be made to the Trust's guidance on Raising Concerns about provision of patient care.

Health and Safety

Under the provisions contained in the Health and Safety at Work Act 1974, it is the duty of every employee to:

- Take reasonable care of themselves and for others at work
- To co-operate with the Trust as far as is necessary to enable them to carry out their legal duty
- Not to intentionally or recklessly interfere with anything provided including personal protective equipment for Health and Safety or welfare at work.

Everyone has a responsibility for contributing to the reduction of infections.

Senior Management is responsible for the implementation throughout the Trust of suitable arrangements to ensure the health, safety and welfare of all employees at work and the health and safety of other persons who may be affected by their activities. Where health and safety matters cannot be resolved at Senior Management level the appropriate Executive Director must be notified.

Line Managers are responsible for the health and safety management of all activities, areas and staff under their control. This includes responsibility for ensuring risk assessments are completed and implementation of suitable and sufficient control measures put in place. Health and safety issues are dealt with at the lowest level of management practicable. Where health and safety matters cannot be resolved at a particular management level the appropriate Senior Manager must be notified.