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# JOB DESCRIPTION

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| 1. JOB IDENTIFICATION   **Job Title: Health Records Manager**  **Responsible to: Divisional Head of Health Records**  **Department(s**): **Health Records Administration**  **Directorate: Digital and Information**  **Operating Division: Corporate Services**  **Job Reference number:**  **No. of Job Holders: 3**  **Last Update: January 2023** |
| 1. **JOB PURPOSE**   Lead and manage a multi hospital, multi section comprehensive 24hr health records administration service including Clinical Coding, Information Management, Inpatient Services, Emergency Department, Minor Injuries Unit, Records Libraries (provisions for both acute and maternity), Scanning, Subject Access Requests, Outpatients includingWaiting Times , Overseas Visitor Status, and NHS Fife Switchboard  Responsible for the overall management staffing of these sections which involves HR management, recruitment, selection, training, appraisal and discipline.Responsible for work allocation and review which includes integrated management across all areas within Health Records Administration providing consistent Team Leaders, Supervisors and staffing levels to meet daily objectives.  Provides expert administration services input to business cases for service change within the department.Lead, participate and facilitate project work at service/department level including project planning, monitoring, benefits realisation, implementation and training.  The post necessitates telephone, face-to-face, email, video call and written communication with service users.  Conduct staff briefing sessions and lead staff training sessions for staff within these sections. |
| **3. DIMENSIONS** | |
| ***Acute* - Staff – 165 WTE**  **Budget – 4.1 million 4.6 millionStaffing/Supplies & Services**  **Activity – Acute & Maternity Inpatients, Daycases, Outpatients (New & Review) Ward & Emergency Attendances, Switchboard**  NHS Fife Switchboard handle in the region of 680,000 calls per annum  Paperlite/Scanning – across A&E/MIU, Inpatient and Outpatient services, in excess of 2,500,000 documents scanned per annum  Each year in NHS Fife more than 210,000 new referrals to hospital are made, to Consultants, pecialist Nurses and AHPs. In addition, around 470,000 return visits are generated per annum.  Library – Securely retaining and management of approx 350,000 case notes, ensuring government guidelines regarding storage, accessibility, retention and destruction are adhered to.  Subject Access Requests – ensuring Subject Access Requests received are dealt with in a timely manner and in accordance with government legislation  Clinical Coding – to translate and record approximately 96,000 SMR01 and 4,700 SMR02 (Scottish Morbidity Record) episodes using information recorded in patient medical records following either inpatient or day patient admissions for acute and maternity services. | |
| **4. ORGANISATIONAL POSITION**    DIVISIONAL HEAD OF HEALTH RECORDS    Health Records  Manager  Libraries/Coding  Health Records Manager  Outpatients  Senior Health Records Manager  Health Records Manager  24/7 Service  Line Manage  Band 5 - 4 WTE, Band 4 - 19.43 WTE,  Band 3 - 17.11 WTE, Band 2 – 121.87 WTE | | |
| **5. Role Of Department**  The overall aim of the Digital and Information Directorate is to deliver and maintain a comprehensive integrated digital information technology and health information strategy in order to ensure that the right information is provided in the right place at the right time, to support highest possible levels of diagnosis, treatment and care of patients and clients, to support continuous improvement of the health of the populations we serve and to achieve more effective integration between Health and the care services of our Local Authority partners.    This includes patients’ case notes and other information for clinicians working in the community and primary care, in outpatient clinics, on the point of admission for inpatients/day cases and for review after discharge: it includes developing and supporting electronic information systems for clinical and management use: and it includes collection and analysis of data required by the Scottish Executive Health & Social Care Department, for local monitoring of activity or performance, and for surveillance and protection of the health of our populations  The Digital & Information Department has approximately 300 staff, a revenue budget of approximately £11m, annual capital budget of approximately £1m. The eHealth Directorate comprises the following departments:   * **Operations** – responsible for the overall IT service delivery to NHS Fife, H&SCP, Contractor Services and partner organisations including the delivery of the underpinning technical infrastructure and applications to support the health and corporate directorates across NHS Fife and partner organisations to agreed KPI’s and SLA’s. * **Strategy and Programmes** - responsible for the development of the medium to long term eHealth/IM&T Strategy and the delivery of a large number of highly complex programmes and projects including significant service reconfiguration * **Information Management** – responsible for the collection and analysis of information, information governance and delivery of knowledge management services. This service comprises Knowledge Services, Information Governance and Business Intelligence Acute, Partnerships and Public Health. * **Health Records** - delivery of Health Records services across NHS Fife. 24hr delivery of a comprehensive Health Records Administration Service across Fife incorporating Clinical Coding, Information Management, Inpatient Service, Emergency Department, Minor Injuries Unit, Records Libraries, Scanning, Subject Access Requests, Outpatients, Waiting Times, Overseas Visitor Status and NHS Fife Switchboard. * **Business and Resource Management** – responsible for financial management, procurement & contract management, audit & FOI co-ordination and aspects of HR, health & safety, General Governance and facilities management activities | | | |
| **6. KEY RESULT AREAS**  Provide effective leadership and management for all staff in the Health Records Administration support service in order they are enabled, supported, directed appropriately and developed in fulfilling their roles against agreed standards and performance. .  Undertake investigations in accordance with NHS Fife’s policies and procedures and the NHS Scotland Workforce Policies. Such work will involve undertaking conduct, capability,/grievances/B&H and complaint investigations Responsible for the management of , long term retention and safe and confidential storage and control of patient records providing access to support patient and clinical requirements.  Sole control and management responsibility of department and wider team budget with regards to staffing and supplies budget for section.Responsible for the identification and review of cost improvement areas and through collaboration with other managers identify and apportion budget accordingly to optimise the efficiency of the Health Records Administration Service.  Responsible for the preparation and delivery of monthly activity statistics ensuring that they are completed methodically and accurately including compilation, collation and validation.  Responsible for staff training in relation to local Patient Administration System, department Policies and Procedures in collaboration with the local Induction Programme.  Attend meetings with other service users, Clinical Leads, Service Managers and Senior Managers, working closely on change management issues, assisting and advising them in operational management and strategic development of their service Implementing necessary changes by formulation of effective policies/procedures to reflect such management needs. Ensure service plans and service delivery align with the strategic objectives of Digital and Information.  Develop, communicate and implement local procedures to ensure continuity of effective service at all times. Actively promote the benefits of partnership working and assist Digital and Information in achieving effective collaboration within the acute and community sectors to maximise the opportunity in delivering and designing services  Investigate Stage 1 and Stage 2 complaints arising from service performance and provide final written reports and/or draft reports to Divisional Head of Health Records..  Responsible for ensuring set objectives are met through Personal Development Plans for all staff within the correct time scale including staff development, identifying and fulfilling training needs including all mandatory training.Create and implement training programmes and Standard Operating Procedures providing guidance across Health Records Administration service ensuring staff feel supported, confident and motivated within their workplace.  Take ownership and identify learning and development opportunities for own role.  The post-holder will be expected to cover other, same grade, health records posts to support the overall service in time of staff shortage or workload pressures.  Responsible for recruitment, selection and appointment processes for all health records staff identifying the skill mix including the implementation of generic posts across all sections to maximise budgets and service provision.  Responsible for managing staff absence, taking a person centred approach to support health, safety and wellbeing of all employees. Take action to identify and reduce, where possible, underlying causes of sickness absence ensuring appropriate early intervention where ill health arises.  Responsible for ensuring that every effort is made to provide adequate staffing cover in all areas in order that the high quality service is maintained during annual leave/sick leave and long term sick.  Responsible for the efficiency and quality of office equipment and the repair of.Identifying improvements needed and submitting detailed financial requests or applying for charity grants  Compilation of payroll information.  Authorised signatory for travel, stationery, payroll, uniformand IT. Responsible for the payment of Travel expenses and the allocation of Bus Vouchers.  Undertake surveys or audits as required within Health Records Administration department, collating statistical information and presenting to a wider audience when required.  To provide patient activity information on a regular and ad hoc basis to all levels of information users including Executive Management, Clinical Directors, Consultants and other clinical staff.  To lead, participate and assist in the development of an information infrastructure which supports the Clinical Directorates by meeting their information requirements. On occasion, the post holder will project manage specific design projects as agreed with the Divisional Head  To be actively involved and contribute to the effective development and implementation of initiatives which are consistent with National Strategies which support the contracting and clinical audit processes.  Testing, reporting and prioritising faults within the Patient Administration System which is very complex and time consuming with numerous audit trails.  Responsible for allocating and maintaining security within PAS.  Ensure that Health Records staff work using safe practices and in a safe working environment in accordance with Health and Safety Policy.  Monitor and review systems to ensure that security and confidentiality of patients’ records is maintained at all times.  Authorise archiving/destruction of patients’ records in accordance withScottish Governmnet Records Management Health & Social Care code of practice 2020 and actively contribute to national groups working on the upgrading of this guidance.  The Divisional Head of Health Records will allocate tasks on an ad hoc basis.  Develop, deploy and review contingency planning and business continuity to support unplanned service disruption ensuring minimal impact to service delivery.  Respond to Major Incident, guiding, supporting and ensuring staff are confident in carrying out their roles and responsibilities in what could be considered as a highly charged and emotional environment  Take ownership in facilitating a resolution with any major service issues escalating through appropriate channels if necessary  Ensure the quality and completeness of clinical coding across the Health Records service locations within Fife is consistent and meets the standards with regard to accuracy/validity and submission deadlines as laid down by PHS.  Actively promote a climate where innovative ideas and constructive criticism are equally encouraged and welcomed.  Provide line management, Leadership amd mentorship to Team Leaders and Supervisors in the Administration Service, promoting team work and inclusion.  Deputise for the Divisional Head of Health Records on Redeployment groups, National Health Records Forums, SLT Meetings, decommissioning and as a signatory in their absence. | | | |
| **7(a)** EQUIPMENT AND MACHINERY  Personal Computer single and inter-agency communication, creating letters/reports, information management, data enty and internet  Multifunction Device –photocopier, label printer fax & scan  Barcode label printer  Projector  Laminator  SPIDDA Phone  Office equipment  Telephone  Dect Phone | | | |
| **7(b) SYSTEMS**  Office filing system  Computerised Patient Administration System covering Clinical Coding, Bed Management, Outpatient and Waiting Times, Statistical Information and System Administration.  Terminal digit and numerical filing system libraries  Electronic data storage and software systems,- Word, Excel  Internal & External e-mail and internet  Community Health Index (CHI) – to search national CH database for patient details  Develop effective complex spreadsheets and data collection tools to allow collection of mandatory statistics.  ARC (Telecomms in relation to Switchboard)  Maintain effective systems of communication using Microsft Teams, Blink, eMail, shared reports, telephone and face to face  Comply with all data protection and IT security policies and guidance issued by NHS Fife so that statutory requirements are met  Update and maintain a range of information databases  Trakcare  Datix  eKSF  Internet & Intranet  SSTS  Business Objects  SCI Gateway  Clinical Portal  Spend Analyser  Therefore  TURAS  IMatter  Eess  Jobtrain  Netcall  Microtech  Tiara  Stafflink by Blink  Microstrategy Waiting Times Dashboard  Nearme  Badgernet  Simplecode  Queuebuster | | | |
| **8. ASSIGNMENT AND REVIEW OF WORK**    The post-holder is directly line managed by the Divisional Head of Heath Records who will allocate work on an ad hoc basis  The vast majority of work will be self generated and The Operational Health Records Administration Manager will be expected to manage these sections on a day-to-day basis displaying initiative,autonomy and innovation to ensure continuity of service. The Divisional Head of Health records will set priorities, indicate key tasks and set appropriate deadlines for production of data to meet national requirements.  The post holder will work closely with Team Leaders and Supervisors who will be expected to manage multi hospital and cross specialty sections on a day to day basis displaying initiative and innovation to ensure continuity of service.  Line Management support is provided by monthly meetings and annual appraisal. | | | |
| **9. DECISIONS AND JUDGEMENTS**  The postholder, while working to objectives set by the Divisional Head of Health Records has complete responsibility and autonomy with regards to managing their own workload, setting their work agenda and targets and executing these based on independent judgement.  The postholder is expected to give immediate guidance to colleagues (all disciplines including Directorate Management Team & Clinicians) on all matters relating to the overall management of the health records sections including matters relating to staff handling and operational difficulties in an evolving and volatile environment.  Provide advice to staff within these sections related to work or personal issues and identify and implement training needs as required.  The postholder will be expected to be able to anticipate issues and resolve these independently using their knowledge, skills and experience without referring on to the Divisional Head of Health Records.Judgements will be required on potentially sensitive information involving issues of confidentialty. Such judgements may arise from advice provided to clinicians and request for information received from patients, their relatives, police, social services solicitors, courts and procurator fiscal  The post holder has total discretion in decisions relating to the day to-day operational management of the health records services across the locality, including sole responsibility for the assessment of work in terms of workload and priority, and for the resolution of problems, executing these based on independent judgement  The post holder authorises staff salary returns, expenditure for supplies and services, replacement of staff, requests from staff for all types of leave and access to health records electronic systems/area and national patient indices.  The post holder will be expected to resolve problems to ensure that objectives and deadlines are met.  The post holder has complete freedom to decide priorities, plan and organise own workload relating to supporting and resdesigning Health Records services. | | | |
| **10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**  Managing time effectively and prioritising work to meet competing demands while delivering a unified high quality service. Continuing to provide an efficient service, i.e. difficulty in recruiting, long term sick, staff shortages. Ensure 24/7 services remain adequately staffed at all times, often having to  pull resources from lesser critical services  Dealing with staff in challenging situations and ensuring that concerns about standards of conduct, inappropriate behaviour or misconduct are managed in a fair, consistent and supportive manner.  Meeting constantly changing objectives set by SEHD.  Ensuring service performance is met, which may result in following NHS Capability policy to support and manage employess who are required to improve their knowledge, skill and ability.  Managing change while still providing a service with minimal disruption to patients.  Continually raising professional standing of medical records by communicating, influencing and collaborating with a diverse and complex range of professionals, internal and external. Ensuring active participation between agencies, servces practices and individuals concerned. Managing staff wellbeing work closely with all disciplines of staff with a view to improving staff skills and policies/procedures. | | | |
| **11. COMMUNICATIONS AND RELATIONSHIPS**  Communicate frequently on complex issues or complaints with a range of colleagues from all disciplines including Consultants, Directorate Managers, management teams, service managers and clinicians on a variety of confrontational and contentious issues relating to Health Records and information management  Contact with members of the public regarding waiting times, general enquiries and complaints.  The post necessitates telephone, face-to-face, email and written communication with service users. Postholder needs to be competent in a wide range of communication skills ie negotiations, active listening, managing change and difficult behaviours, reassurance, persuasion, motivating. Effective management of dynamics of teams and groups and dealing with conflict. Daily contact with Supervisors and Team leaders regarding section issues.  Senior Clinicians to discuss complex/sensitive information  National Services Scotland to discuss data quality issues and standards.  Regular contact with colleagues in own and other directorates.  The skills and knowledge base associated with effective communication are essential to delivering personal and corporate objectives as described in the key results areas for the postholder  Provide relevant, succinct and clear information in a timely manner on own initiative (including highly sensitive, confidential, complex and/or urgent information) to a variety of internal and external sectors and agencies  Internal  Executive Directors, Clinical Directors, Clinical Group/Team Leaders/Managers within NHS Fife to respond to queries and provide advice on health records and patient information matters.  Lead Consultants and other senior clinical staff to give advice on records management policies and practices.  Medical/Nursing/Allied Health Professionals/GPs to discuss, negotiate clinical service changes affecting records practices and data gathering systems. This involves planning of resources, re-design of practices and provision of training for all concerned.  Senior service/development managers to encourage good practice in information gathering on patient contacts for national and local analysis.  Site managers to plan and co-ordinate operational service requirements relating to the medical records provision to clinical services across Fife.  Human Resources senior advisors to manage the staff establishment through advertising and recruitment, discussing staff concerns regarding conditions of service and all other staffing matters.  Colleagues in the Digital Directorate associated with managing the patient administration/information systems utilised by all staff.  The Information Governance and Cyber Security Manager for NHS Fife to report on data protection issues or breaches of confidentiality.    Verbal, written and e-mail communication with a wide range of staff including attendance at many meetings in person or via Teams  External  Procurator Fiscal/High Court Advocates/Sheriff Court Officers/police officers to communicate in person and in writing to address their needs in relation to patient health records or health information.  Solicitors acting on behalf of patients and their relatives.  Patients and their relatives when enquiring about access to health information.  Other government agencies where the sharing of authorised patient information is mandatory.  National Clinical Coding Advisory Service to ensure consistency of approach in applying clinical codes.  Application and data intelligence managers at Public Health Scotland to discuss development requirements necessary for the continued advancement of facilities on the national electronic SMR and information systems to meet national and local changes and to monitor compliance with national data standards.  Commercial suppliers of health records storage solutions, equipment and electronic health  records systems and to make recommendations on options available to the organisation.  Highly developed communication, consultative, negotiating and diplomatic skills are essential if the post-holder is to influence the behaviour of others, elicit information and present arguments in order to achieve agreed objectives and fulfil key result areas. | | | |
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| 1. **PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** | | | |
| Management of 24-hour service and electronic patient gathering systems can result in unsocial hours work commitments.  The wide ranging aspects of the post-holder’s role require that responses are given to enquiries for advice or information from staff, patients and external agencies within very short time-scales. Switching tasks frequently is an inevitable consequence of this type of interaction.  Highly developed concentration and accuracy required at all times for extended periods on complex issues relating to managing a robust and diverse service.  Physical Skills: Standard keyboard skills requiring a high degree of accuracy. A combination of sitting, standing and walking & driving.  Physical Demands:  Lifting and transporting small amounts of case-notes between sites. Retrieving, lifting and transporting small amounts of case notes from libraries, in some cases in cramped and dusty conditions in archive storage areas.  Mental Demands:  Intense concentration while using problem solving skills in the use of PAS  Intense concentration in respect of preparing reports, investigating, making informed judgements. whilst dealing with competing demands and faced with constant interruptions  Responding to complaints in respect of services and/or staff.  Dealing with competing demands whilst faced with constant interruptions.  Changing direction of tasks to meet service needs.  Need to constantly use tact and diplomacy.  Chairing or Co chairing meetings at local level  Emotional Demands:  Exposure to distressing and sensitive information and photographs in casenotes e.g. injuries, skin complaints, operations/wounds and terminally ill patients and bereaved relatives.  Managing stressful situations related to patient complaints, staff problems, often personal.  Responsible for managing staff absence, conduct and capability taking into consideration the needs of the service whilst supporting a person centred approach.  The post can be emotionally demanding due to expectations and pressures from individuals.  In response to anticipated changes requiring implementation.  Supporting staff through personal problems including bereavement, displaying empathy and understanding at all times. Dealing with difficult situations including staff conflict which must be dealt with using negotiating skills and motivational skills.  Due to the organisational position of the post, a degree of “trouble shooting” is required and the postholder will provide facilitation/mediation as appropriate.  Making autonomous decisions.  Emotionally demanding due to critical and complex issues arising that require immediate action.  Environmental/Working Conditions:  Constant use of VDU  Moving of case-notes between sites.  Dealing with verbal aggression from staff and public  Occasional exposure to dust in storage/archive areas | | | |
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| **13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB** | | | |
| Educated to Degree Level or above in a relevant subject or sigificant experience within a Health Records environment  Diploma of the Institute of Health Records and Information Management (IHRIM) or  equivalent substantial experience in a senior role within medical records.  Experience of leading, implementing and managing projects.  Understanding of waiting times issues and knowledge of Scottish Government targets.  Ability to identify and implement improvements to service.  **Knowledge & Experience**  Indepth knowledge of hospital practice and health records.  Well established knowledge of health information systems, staff management and health records legislation.  Specialist proficient in the use of Trakcare and EPR systems.  System Administration skills  Excellent communication skills and ability to motivate, train and develop others while driving service improvement  Knowledge and understanding of PC systems including software such as Excel and Word.  Indepth knowledge of a digital telephone switchboard, providing first line critical communication  Demonstrable experience at senior level  Expertise in Public Health Scotland national data definitions and standards, including clinical coding management  Confidentiality  **Skills**  Ability to prioritise/change or adapt.thinking strategically as well as practically  Excellent organisational/interpersonal/communication skills, including negotiation, influencing and conflict management skills  Team player who is highly motivated and possesses excellent persuasive skills.  Ability to collect, assess and evaluate information and make decisions independently and autonomously escalating appropriately  Excellent planning and organisational skills and the ability to evidence a high level of tact, diplomacy, professionalism and political awareness  Excellent time management skills and the ability to meet deadlines  **Apititude**  Strong focus on person centred care  Commitment to safety and quality  Be a positive role model | | | |

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| **14. JOB DESCRIPTION AGREEMENT** | |
| A separate job description will need to be signed off by each job holder to who the job description applies.  Job Holder’s Signature:  Head of Department Signature: | Date:  Date: |

**History:**

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| Version | Date | Comment |
| V1.0 | 01/12/04 | Implementation of Agenda For Change |
| V1.1 | June 2017 | Updated to reflect current Health Records status/scope. |
| V1.2 | June 2022 | Updated as part of Siginficant Change process |