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| **1. Job Identification** |
| Job Title: Access and Performance ManagerResponsible to: Service Support Manager/Operational Service ManagerDepartment: ImagingDirectorate: Diagnostics |
| **2. Job Purpose** |
| * Direct Line Management responsibility for designated speciality Administration and Imaging Cancer Tracking staff.
* Provide Digital Data Analysis for Diagnostic Imaging using advanced Excel skills to a specialised level of proficiency that surpasses the basic knowledge of Excel formulas and features.
* Managing Diagnostic Imaging cancer capacity and unreported volumes to ensure that clinical priorities and waiting time targets are met, through effective use of available resources.
* Direct Management of designated Imaging activity and waiting times data, ensuring compliance with Treatment Time Guarantees (TTG) and Waiting Time targets
* Pro-active lead role in management of Administration staff and Imaging Cancer Trackers, to ensure compliance with waiting list procedures, in line with ‘New Ways’ procedures and the Patients’ Rights Act.
* Ensure provision of effective administrative services to support delivery of Diagnostic services within area of responsibility.
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| **3. Role Of Department** |
| The role provides a full range of professional administrative services which support clinical staff to deliver high quality, efficient and effective patient-centred care within Acute Services, in line with local and national standards.  |
| **4. Organisational Position** |
| **The post:*** Reports to the Service Support Manager/Operational Service Manager
* Holds direct line management responsibility for the Administration staff and Imaging Cancer Trackers
* Is professionally directed by the Administration Governance Manager
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| **5. Scope & Range** |
| Day to day management of the Cancer Trackers, Allocation and Access teams within Diagnostic Imaging.Make decisions regarding the deployment of staff and resources in close liaison with the Operational Services Manager/Service Support Manager.To collate and present Imaging activity and waiting times data to support management for planning purposes and to monitor access times against national targets and the turnaround times for cancer patients. |
| **6. Main Tasks, Duties & Responsibilities** |
| The following sets out the core responsibilities of the Access and Performance Manager. The frequency and extent to which the post holder carries out all duties may vary from speciality to specialty.* Extract and analyse statistical data from CRIS (Radiology Information System) and present in most appropriate format, Microsoft 365.
* Develop and produce regular performance reports, which will include activity, waiting times and reporting turnaround times
* Create and provide ad hoc statistical reports to snr Diagnostic Imaging staff in line with the local Information Access policy.
* Monitor use of other providers’ services and the reporting turnaround times
* Provide training and support to Cancer Trackers, Allocation and Access staff
* Adapt systems for data collection to reflect changes in legislation or national guarantees
* Constant, vigilant monitoring & analysis of unreported data
* Prompt identification of potential problem areas & directly managing actions required to resolve
* Ensure all breach dates are clearly recorded for Outpatient Lists within Diagnostic Imaging.
* Daily identification of potential breach issues
* Working collaboratively with other NHSGG&C Managers to identify appointments to ensure all Urgent Suspicion of Cancer patients care can be delivered within waiting time targets
* Prepare regular reports for Clinical Services Manager/Operational Service Manager to clearly define the number of patients waiting for Diagnostic appointments, to verified report.
* Waiting and unreported lists data analysis.
* Facilitate ad-hoc information requests regarding activity / demand / waiting figures.
* Organisation of internal and external unreported activity
* Oversee and monitor the unreported lists including those operated by external providers to ensure seamless & effective patient care.

 **Staff Management & Leadership*** Responsible for day-to-day line management of the Cancer Trackers, Allocation and Access teams within Diagnostic Imaging Duties include recruitment and selection (including analysis of vacancy management), KSF Personal Development Planning & Review, performance management, attendance management, conduct, grievance and other people management processes, payroll administration.
* Develop and manage improvements by reviewing and streamlining administrative processes whilst taking an innovative approach to achieving objectives within an environment of continually evolving expectations and demands
* Ensure effective cascading of patient administration standards, processes and developments to administrative staff.
* Responsible for the effective training and development of administrative staff to support them in the delivery of their remit and responsibilities
* Ensure all administrative staff are compliant with Statutory and Mandatory Training requirements
* Promote and maintain a patient centred care ethos which supports effective ways of working and positive behaviours and attitudes to deliver a high-quality patient experience.
* Be a role model for NHSGGC organisational values, demonstrating professionalism and a behavioural approach which promotes the principles of dignity and respect for all.

**General Duties*** Manage the department proactively and take remedial action as required to resolve disputes/problems in service delivery
* Support and promote the professional development of patient administration services across NHS Greater Glasgow and Clyde Acute Services
* Work collegiately with the Administration Governance Manager and other Administration Managers to develop and implement best practice consistently across the service
* Review workforce information reports and contribute to the development of workforce plans for patient administration services
* Implement Standard Operating Procedures (SOPs) and Key Performance Indicators
* Monitor and evaluate performance against standards and take corrective action to address areas of shortfall within the service
* Support the review and implementation of new technologies and equipment
* Oversee data inputting and maintenance of statistics and the production of reports and spreadsheets as required
* Liaise closely with other Administration Manager colleagues to ensure good communication and provide cross cover as required.
* Investigate and contribute to the written response to complaints from staff and patients, escalating as required
* Comply with the requirements of the General Data Protection Regulations, Access to Health Records Act and legislation issued in relation to confidential data.
* Be an active member of appropriate local service improvement groups, undertaking duties as requested by the Operational Services Manager/Service Support Manager commensurate with the role and level of responsibility.
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| **7a. Equipment & Machinery** |
| * Office Computer/Laptop
* Printer
* Office Equipment: Photocopier, Scanner, Shredder
* Telephone / fax / voicemail

All the above will be used to ensure smooth, accurate, timeous flow of information daily between staff, across internal services and departments and with other sectors/services |
| **7b. Systems** |
| **Microsoft Office 365** * Excel - Spreadsheets, data bases, external/internal waiting list initiatives, KPIs
* Word – Word processing documentation, letters, reports
* Outlook – Email and diary management
* SharePoint - A secure place to store, organize, share, and access information from any device
* CRIS (Computerised Radiology Information System)
* PACS (Picture Archiving & Communication Systems)
* PP+ (Patient Pathway Plus Cancer Tracking System)
* Clinical Portal - Information on individual patient’s care pathway
* TrakCare (Patient Administration System used for information and updating current patient details as identified)
* TTG (Treatment Time Guarantee system)
* SCI (GP Referral Information and Patient appointment enquiries)
* SSTS (Payroll Management System)
* eESS (electronic Employee Support System for updating employee records)
* MicroStrategy (Workforce Data)

Any new developments or alternative service specific systems. |
| **8. Decisions & Judgements** |
| The following describes typical decisions and judgements made in the course of the job:* Accountable to the Operational Services Manager/Service Support Manager but able to operate with high degree of autonomy in managing & prioritising workload.
* Performance is monitored on an ongoing basis and is appraised annually
* Effective and flexible deployment of administrative staff resources to ensure the needs of the clinical service are always met.
* Ongoing judgement required to effect active management of administrative staff – through efficient selection, training, development, absence and performance management
* Exercise judgement in assessing/identifying complicated staff management/policy issues which require interpretation and comparison of a range of possible options
* Identify potential problem areas within National Waiting Time targets and take appropriate action
* Regular update meeting with Operational Services Manager/Service Support Manager to review waiting list issues and agree the action to be taken
* Pursue solutions through internal initiatives and external sites e.g. Internal cost per case & outsourcing to tele radiology companies within the financial resources available
* Liaising with Administration Managers across GG&C regarding outstanding Diagnostic reporting and verification
* Determine changes in administration practice, as required to maintain & improve service.
* Work within the guidance for patient confidentiality.
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| **9. Communications & Relationships** |
| The post holder requires a high level of interpersonal and communication skills to provide and receive complex/sensitive or contentious information associated with patient administration Management. Key communications include: **Internal Nature of Communication**

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| Consultants: | to agree appropriate actions regarding Diagnostic reporting and verification |
| Administration Staff: | For day to day line management  |
| Information Services: | Liaise with PACs and RIS team for investigation queries and issues related to Diagnostic Images  |
| Operational Services Manager/Service Support Manager: | Consulting and advising on WL status, issues and actions |
| Human Resources: | For people management related activities and advice |
| Patient Liaison Services: | Patient complaints and enquiries, patient transport |
| **External** |  |
| Other NHS Hospitals: | Transfer of patient care |
| Patients: | Admission enquiries, appointments, complaints |
| GPs: | Patient information//enquiries |
| Other Teleradiology healthcare providers: | External Unreported activity |
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| **10. Physical, Mental & Emotional Demands Of The Job** |
| **Physical Skills**Keyboard and computing skills**Physical Effort*** Prolonged periods using a PC to input data, collate statistics, reports, letters.
* Travel between geographical sites

**Mental Demands*** High level of concentration required when analysing data
* May be subject to interruptions from patients, GPs, colleagues, external agencies requiring adjustment/reprioritisation of work
* Requirement to achieve 100% compliance on waiting and unreported time targets
* Management of administrative staff and workload across sites to ensure clinical service needs are met
* Prioritisation of urgent and competing demands

**Emotional Demands*** Accurate and compassionate communication with distressed/anxious/worried patients/staff, relatives, carers
* Potential exposure to verbal abuse from distressed patients/relatives
* Dealing with sensitive/contentious staffing issues such as performance management, attendance, conduct
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| **11. Most Challenging/Difficult Parts Of The Job** |
| * The balance of conflicting priorities in meeting national waiting time targets and guarantees, given the complexity of specialties involved and the clinical consideration required.
* Achieving and maintaining 100% compliance on high profile political targets that may be perceived to be out-of-step with clinical priorities.
* Work with Diagnostic staff groups (all levels) to engage in appropriate action to meet National Waiting Time Targets and protocols
* To ensure continuity of effective administrative staff support to all aspects of the clinical service by ensuring gaps and shortfalls are covered.
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| **12. Knowledge, Training & Experience Required To Do The Job** |
| * Advanced Microsoft Excel knowledge and expertise to perform complex data analysis, create dynamic reports, automate tasks, and handle large datasets efficiently
* Significant administration management experience within an NHS Acute Hospital environment with detailed knowledge (Diploma level) of the full range of patient administration procedures and practices.
* Previous experience and the ability to demonstrate effective supervision of administrative and clerical staff directly involved in patient administration
* Previous experience and the ability to demonstrate direct involvement with the management of acute patient waiting lists to deliver Treatment Time Guarantee targets to time.
* Understanding the requirements of clinicians and senior managers
* Experience in managing staff across a number of sites.
* Knowledge of GDPR and patient confidentiality requirements
* Knowledge of NHS data standards and definitions and NHS information management systems
* Excellent time management skills with the ability to manage a number of simultaneous tasks, often under pressure.
* Excellent communication and interpersonal skills to exert influence and develop constructive working relationships with a wide range of clinical and non-clinical staff and patients
* Self-motivated with an ability to work on own initiative or as part of a team
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**History:**

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| **Version** | **Date** | **Comment** |
| V1.00 | Oct 2020 | Caje# JEU538 |
| Date for review | October 2023 |

**PERSON SPECIFICATION**

**Access and Performance Manager – Band 5**

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| **Qualifications** | **Essential** | **Desirable**  |
| SVQ Business & Administration at SCQF Level 6 |  | √ |
| HND Administration & IT |  | √ |
| **Experience** | **Essential** | **Desirable**  |
| Significant administration management experience within an NHS Acute setting | √ |  |
| Excellent organisational & communication skills | √ |  |
| Experience in managing a number of staff (potentially across a number of sites) | √ |  |
| Knowledge of patient administration procedures and practices | √ |  |
| Knowledge of New Ways policy and Treatment Time Guarantee Targets | √ |  |
| Advanced Microsoft 365/Excel knowledge and expertise  | √ |  |
| Be able to organise & prioritise own workload  | √ |  |
| Use a great deal of initiative & resource whilst exercising a high degree of confidentiality, diplomacy & tact | √ |  |
| Experience and/or knowledge of waiting list management | √ |  |
| **Behavioural Competencies** | **Essential** | **Desirable** |
| Excellent interpersonal skills with the ability to demonstrate an all-round professional manner, especially when under pressure with deadlines and conflicting interests. | √ |  |
| Ability to manage interruptions and adjust priorities at short notice | √ |  |
| Ability to work independently or as part of a team | √ |  |
| **Other Knowledge** | **Essential** | **Desirable** |
| Proficient in English | √ |  |
| Ability to fulfil criteria as outlined in the job description | √ |  |
| Knowledge of NHS data standards and definitions and NHS information management systems | √ |  |
| Knowledge of General Data Protection Regulations (GDPR) | √ |  |