



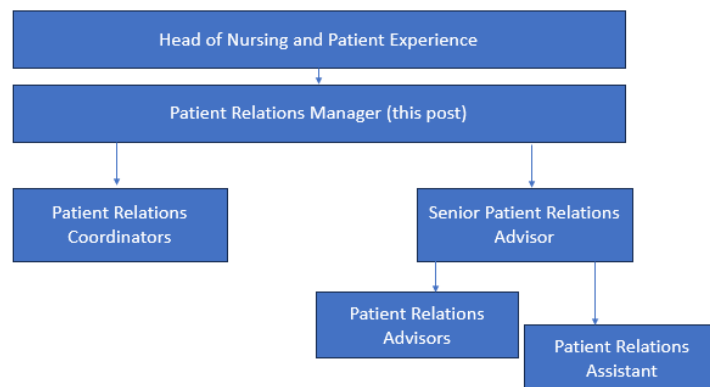
Job Description

Job Title: Patient Relations Manager
Reference No: YAS1497
Department: Patient Relations
Base: Trust HQ/Hybrid (with a requirement to travel regionally and nationally)
Band 8a

Organisational Relationships:

Responsible to: Head of Nursing and Patient Experience
Accountable to: Head of Nursing and Patient Experience
Responsible for: Patient Relations Coordinators (B5)
 Senior Patient Relations Advisor (B4)
 Patient Relations Advisors (B3)
 Patient Relations Assistant (B2)

Organisational Chart



Organisational Values

Yorkshire Ambulance Service NHS Trust is a forward-looking, ambitious organisation committed to being an exemplar within the health services community of the Yorkshire region and nationally.

As an anchor organisation linking the 4 ICSs of the Yorkshire Health economy, we set ourselves the highest standards, creating a culture shaped by compassionate leadership, common values and a shared vision.

We expect all staff to demonstrate excellent standards of behaviour, professionalism and integrity. The postholder, as a senior member of staff, is explicitly required to challenge and eliminate all forms of discrimination, disadvantage and inequality, wherever it is found.

You will share a commitment to our values:

Compassion
One Team
Integrity
Innovation
Empowerment
Resilience

Job Role Summary

- Working with a high degree of autonomy, ensure YAS receives and responds to patient and public feedback in a timely and responsive way, in accordance with the Trust's procedure on complaints, concerns, comments and compliments (Four Cs).
- To work effectively as part of the Nursing and Patient Experience Team, lead the Trust wide Patient Relations Team to achieve departmental, team and individual objectives.
- To ensure that patients, carers, members of the public and colleagues from other health service organisations know how they can contact YAS to make a complaint, express a concern, make a comment or make a compliment.
- Requires influencing and negotiating skills when communicating highly sensitive and at times distressing information. The nature of the role means that there may be barriers to understanding which will need to be overcome.
- To ensure the Patient Relations team achieves high standards of customer care.
- To lead and manage the staff within the Patient Relations Department
- To provide day to day management of the Patient Relations Department, ensuring staff's health and wellbeing is considered and supported.
- To identify and resolve disagreements and conflicts, this includes working in situations which can be emotional and/or highly distressing.
- To work without direct supervision and use initiative to deal with unplanned events, escalating where necessary.
- To work in partnership with other colleagues in the Quality and Professional Standards Directorate to deliver Directorate work programmes and objectives.
- To ensure that full records are kept for all cases and that these are handled appropriately in line with confidentiality and information governance standards.
- To ensure that YAS is compliant with NHS Litigation Authority, Care Quality Commission, PHSO and other regulatory body standards for complaints management.
- To monitor themes and trends in cases reported and understand how these relate to operational and clinical performance – putting this information into management reports.
- Report regularly at Trust meetings including, Central Incident Review Group and Trust Learning Group
- To develop and maintain excellent working relationships with colleagues across YAS, (in particular those in the operations directorate, 111, EOC, PTS and A&E) to achieve service improvements and recognise good practice based on learning from feedback from patients, and their families.
- Be the nominated Information Assets Owner (IAO) for the identified information assets of the Patient Relations Department working closely with the other Trust IAOs and managing the Information Asset Administrators (IAAs).
- Work with the Head of Nursing and Patient Experience to ensure there is a strong link between Patient Relations and Patient Experience.
- To deputise for Head of Nursing and Patient Experience at designated meetings or activities.
- To act as the Trust's subject matter expert in relation to the four C's, including relevant legislation, guidance and best practice.

Core Responsibilities

Communication and Relationship Responsibilities

- To ensure that patients, carers, members of the public and colleagues from other health service organisations know how they can contact YAS to make a complaint, express a concern, make a comment or make a compliment.
- To ensure that patients, carers, members of the public and colleagues from other health service organisations seeking general advice about individual episodes of care or YAS's services can obtain signposting and advice from the Patient Relations Department helpline. This should include people for whom English is not their first language and people with impairments or disabilities which mean they require information in alternative formats.
- To ensure that people contacting the Patient Relations Department receive a timely and professional response to their correspondence (whether by telephone, email, fax, web-form or letter).
- To monitor time taken to acknowledge and respond to the Four Cs and ensure that, wherever possible, Trust targets are achieved, where performance is not maintained to ensure plans are in place for recovery and that customers are kept up to date.
- To oversee the process for reporting outbound service-to-service complaints and receiving responses from external organisations.
- To develop, monitor and report on team key performance indicators and take appropriate management action to address any areas of underperformance and promote best practice.
- To ensure that Trust wide risks relating to the delivery of the Patient Relations are maintained, monitored and updated through the Risk Register and that risk management plans are in place where necessary.
- To act as lead for identified local or Trust wide Risks as determined by the Head of Nursing and Patient Experience.
- To ensure that the department maintains Trust information governance standards and procedures. Including acting as the IAO for all information assets held by the Patient Relations Team.
- To ensure that an effective information management system is in place to capture all Trust wide records relating to the Four Cs .
- To complete the reports for Incident Review Groups and to attend to present individual cases where required
- To develop a productive working relationship with colleagues in the Education and Clinical Directorate to ensure that clinical advice is taken on all clinically related cases and that lessons learned are fed back to inform education and development work.
- To manage a complaints/concerns-handling caseload including the key stages of: recording, investigating, responding and reporting (as per the duties of the Patient Relations Coordinators) – in particular taking responsibility for the most complex or difficult-to-handle cases. To support the Patient Relations Coordinators with issues arising from their caseloads – in particular to advise on the liaison with colleagues in other YAS departments including safeguarding and legal; and other health service organisations.
- Take responsibility for communications with patients or members of the public who have become angry or aggressive and state to a Patient Relations Coordinator that they wish to speak to a manager.
- To escalate any serious issues arising from cases to the Head of Nursing and Patient Experience – in particular, where a decision needs to be made on whether a case needs escalating to Central Incident Review Group.
- To liaise with the Head of Investigations and Learning relating to feedback to complainants following a complaint that is investigated under the PSII or PSIRF process.
- To promote best practice within the Trust wide Patient Relations Department and with investigating managers including use investigation techniques.
- To be the Trust contact and lead on all patient relation cases referred to the Parliamentary & Health Service Ombudsman.

- To be the Trust contact and lead on the application of the staff unreasonable behaviour process for received complaints.
- Key relationships include:
 - Members of the Nursing and Patient Experience Team
 - Members of the Patient Relations Team
 - YAS Directors and Directorate management teams
 - Senior Leaders in the Chief Operating Officer's Directorate
 - PTS Managing Director
 - System Partnership Directors
 - Heads of Service
 - Consultant Practitioners
 - Quality Leads
 - Community Engagement Team
 - Senior staff side representatives
 - NHS England
 - NHS Pathways
 - System health and social care providers
 - Commissioners – Integrated Commissioning Forum, Integrated Commissioning Boards and Places.
 - Yorkshire and Humber Clinical Quality Steering Groups (Regional and sub-Regional).
 - Overview and Scrutiny Committees.
 - Service users/carers/members of the public and representative groups.

Analytical and Judgemental Responsibilities

- Collate, interpret and use data relating to Patient Relations contacts.
- To contribute Trust wide Patient Relations information to the Trust Quality Accounts and Patient Experience Annual Report.
- To complete monthly returns on the Four Cs for the Integrated Performance Report.
- To provide management information to Area and Service line teams to assist quality monitoring and improvement.
- To report on team performance as part of the Quality and Professional Standards Directorate dashboard.
- To analyse and interpret complex data generated in Patient Relations to inform wider learning (ie triangulation with staff survey/incidents/safeguarding etc).
- To analyse data which supports operational leads to embed learning from patient feedback.
- Work with the Head of Nursing and Patient Experience to assess and formulate the most effective responses, from the range of actions available, to complex patient complaints or other feedback, including decisions on financial remedy in line with Ombudsman guidance, referring cases as necessary to the Deputy Director of Quality and Nursing or Executive Director of Quality and Chief Paramedic in line with Trust SFIs.
- To analyse high level highly complex individual cases, identifying key issues and plan and execute approaches to investigation and resolution. Take any appropriate action to enable a comprehensive response to the issues therein, exercising judgement to issue a response, including defining (where appropriate) and explaining the YAS position as regards any material matter.
- To advise and guide Patient Relations Coordinators in their analysis, planning and investigation of cases.
- To guide and advise the Patient Relations co-ordinators on risk grading cases on receipt and the continual review of risk level throughout the investigation, particularly where the case has been identified as highly complex.
- To identify links with other procedures and guide and advise Patient Relations Coordinators in relation to the joint working of cases as appropriate.

- To manage the evaluation of the standard of each response received as part of the investigation process, ensuring that there is sufficient information of a high standard on which to base a response, including information of a clinical nature; and to oversee, guide and audit the work of the Patient Relations Coordinators in this regard.
- To achieve meaningful outcomes to complaints/cases, ensuring evidence to promote change and improvement and to facilitate the implementation of actions for service improvement from identified learning themes, and to oversee, guide and audit the work of the Patient Relations Coordinators in this regard.
- To manage any serious issues as identified by the Co-Ordinators through the investigations process.
- To advise and guide Patient Relations Coordinators to exercise judgement to refer patients to external or special advocacy services where this is appropriate or when requested to do so and ensure defined Department of Health and HSC guidance and relevant legislation is adhered to.
- To prepare precise analyses for Senior Management teams and accurately interpret clinical advice to enable a holistic response based on a patient-centred approach.
- To oversee the management of cases and use of the appropriate Trust process where consideration needs to be given to declaration of a Patient Safety Incident Investigation (PSII) or inclusion in a PSIRF theme.
- To advise and guide Patient Relations Coordinators on their involvement in PSII's and AARs employing a high competency in communication and written analytical and reporting skills.
- To apply a practical understanding of relevant legislation, including Local Authority Social Services and NHS Complaints Regulations 2009 and related guidance.
- To provide activity and outcome reports when required.
- To prepare trend analysis and case examples, using judgement to identify appropriate recommendations to local Operational Management groups.

Planning and Organisational Responsibilities

- To work with the Head of Nursing and Patient Experience on the development and delivery of the Patient Experience Framework/Strategy.
- To contribute to the annual business planning cycle and the production of plans that links all elements of effective service provision for Patient Relations. Make adaptations to these plans as required to meet changing operational needs.
- Develop and ensure delivery of key performance indicators relating to the objectives of the Patient Relations Team.
- To attend local, regional, and national meetings as required.
- To be aware of the national, regional, and local NHS Complaints Managers' networks and to contribute to discussions/joint-working/learning opportunities as required.
- To participate in regular appraisal of personal performance and to monitor progression towards agreed standards for the post. To identify learning and development needs and to undertake appropriate personal development activities.
- To ensure that an effective business continuity plan is in place for the Patient Relations Department and to manage the activation of the plan should it be required.

Policy and Service Development Responsibilities

- To be the lead author and owner of the YAS policies and procedures on Complaints, Concerns and Comments; Compliments; and out-bound Service-to-Service Complaints.
- To be the lead author and owner of the process: Policy for Redress and Remedy in Complaint Resolution.
- To ensure that these policies are monitored, reviewed, approved and ratified in line with the Trust procedure on managing procedural documents.
- To work with colleagues Trust wide to ensure that the policies are compliant with all necessary regulatory standards including the NHS Litigation Authority, Care Quality Commission and Monitor.

- To maintain records demonstrating how YAS is compliant and other regulatory body standards for complaints management.
- To ensure that YAS staff understand and follow the Trust's policy and procedure for the management of the Four Cs.
- To work with operational colleagues to understand themes and trends in the Four Cs and identify service-improvement actions.
- To maintain a comprehensive working knowledge of key legislation and regulatory guidance including the NHS Complaints Procedure and Parliamentary & Health Service Ombudsman guidance.
- To work collaboratively with colleagues in the wider Quality Team on quality monitoring and quality improvement initiatives.

Financial, Physical and information Resource Responsibilities

- Manage and take accountability for the direct budget and staffing assigned to the Patient Relations Team.
- Work closely with the Quality and Professional Standards Directorate HR and Finance Business Partners to ensure robust management of resources.
- To produce management reports that track Trust wide themes and trends in the Four Cs at a Trust-wide and department-level. Attend Trust wide meetings to present these themes and trends.

Research and Audit Responsibilities

- To engage with the National Ambulance Patient Experience Group, working with the Head of Nursing and Patient Experience, to share learning, develop benchmarking data and participate in national initiatives.
- Ensure data is produced in a format which is useable to area and service leads to support learning from patient feedback.
- To maintain caseload supervision for the Patient Relations Coordinators.
- To work with the Head of Nursing and Patient Experience to develop and run a case audit process for the Trust wide Patient Relations Team – checking actual case-handling practice against the standards in the Trust policy and procedure.
- To audit Trust performance against national standards particularly the Complaints Standard Framework and ensure plans are in place for continuous improvement.
- Promote equality of opportunity and diversity in your area.
- Ensure compliance with equality and diversity legislation and develop active commitment to the need to ensure equality of opportunity and the benefits of diversity.

Leadership, Management, Training and Supervision Responsibilities

- To foster a two-way working relationship with colleagues in the Learning and Development department to highlight where individual and trust-wide lessons learned from the 4Cs can be used to inform education and training activities.
- Line manage the Patient Relations team.

Corporate Responsibilities

- It is the responsibility of each member of staff to ensure that they maintain the confidentiality and security of all information in accordance with the requirements of the General Data Protection Regulation (GDPR), Data Protection Act 2018, the common law duty of confidentiality and, for the protection of patient confidentiality, the principles of Caldicott.
- Managers should also ensure that their staff are aware of their obligations under legislation such as the Freedom of Information Act 2000; Computer Misuse Act 1990, and that staff are updated with any changes or additions relevant to legislation.
- Staff must be aware of and adhere to the provisions of the Health and Safety at Work Act and to ensure their own safety and the safety of colleagues and patients.
- Mandatory training requirements that are relevant to the post must be decided during Personal Development Review and a training plan developed.
- Staff should be aware of their individual responsibilities under the Equal Opportunities Policy and ensure that they adhere to the provisions of the policy.
- Individuals are also required to comply with the policies, procedures and protocols in place within the Trust.
- This job description is not meant to be exhaustive. It describes the main duties and responsibilities of the post. It may be subject to change in the light of developing organisational and service needs and wherever possible change will follow consultation with the post holder.

Safeguarding Children

- To recognise and report to the appropriate authorities any concerns regarding Child Protection issues to include possible child abuse.
- Under section 11 of the Children Act 2004 all NHS staff must ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children (Working Together to Safeguard Children 2015).
<http://www.workingtogetheronline.co.uk/index.html>

Safeguarding adults

- To recognise and report to the appropriate authorities any concerns regarding Vulnerable Adult issues to include social care and mental health.
- All staff must comply with mandatory training requirements and ensure that adult safeguarding is embedded as an essential part of their daily practice.

For Administrative Purposes only:

Prepared/Reviewed by: Lesley Butterworth, Head of Nursing and Patient Experience

Approval Date: 22 February 2024

Review Date: 22 February 2027

Person Specification

| Factors | Description | Essential/ Desirable | Assessment Method |
|------------------------------------|--|-------------------------|----------------------|
| Skills / Competencies | <ul style="list-style-type: none"> • Exceptional communications skills (including producing excellent written information which is tailored to the needs of the recipient). | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Demonstrates commitment to, and enthusiasm for, high quality patient experience and customer service. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Able to demonstrate knowledge of the care needs of a wide variety of patients. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Extensive knowledge of NHS complaints processes and procedures. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Able to demonstrate and excellent working knowledge of a wide variety of long-term patient conditions. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Able to demonstrate an excellent understanding of the Trusts regulatory and legislative responsibilities. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Competent in Microsoft applications including MS Office products and in use of databases and BI systems. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Able to use and analyse data to support report writing for high level meetings. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Able to develop a culture of advocating for patients and families and support them when they contact us to give feedback. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Able to actively listen and to support people in highly distressed states. | Essential | App/Interview |
| | | | |
| Qualifications / Knowledge. | <ul style="list-style-type: none"> • Masters degree in relevant subject or equivalent work-based experience. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Extensive knowledge of NHS complaints processes and procedures including financial remedy and PHSO involvement. | Essential | App/interview |
| | <ul style="list-style-type: none"> • Knowledge of the NHSE and environment of health and social care provision. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • First line management qualification or equivalent management or supervisory experience. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Knowledge and undertaking of equality and diversity issues in relation to patient relations. | Essential | App/Interview |

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|-----------------------|---|-----------|----------------|
| Experience | <ul style="list-style-type: none"> • Management experience within the NHS. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Experience of dealing with complaints/customer relations. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Experience of managing and leading a team. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Understanding of the NHS and partner organisations. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Experience of working in large, complex organisation and in matrix teams. | Desirable | App/Interview |
| | <ul style="list-style-type: none"> • Experience of delivering service improvement projects. | Desirable | App /Interview |
| | <ul style="list-style-type: none"> • Experience of working in a customer service environment. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Experience of working in an Ambulance Service. | Desirable | App/Interview |
| Values and Behaviours | One team – demonstrate collaborative and inclusive working. | Essential | App/Interview |
| | Innovative – demonstrate a positive attitude and embrace challenges and opportunities. | Essential | App/Interview |
| | Resilience – demonstrate support for colleagues mental and physical wellbeing. | Essential | App/Interview |
| | Empowerment - continuously build our capabilities through training and development. | Essential | App/Interview |
| | Integrity - listens, learns and act on feedback. | Essential | App/Interview |
| | Compassion – Treats everyone fairly. | Essential | App/Interview |
| Personal/Other | <ul style="list-style-type: none"> • High degree of accuracy and attention to detail. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Excellent interpersonal skills, able to show sympathy and empathy. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Able to negotiate with and influence others. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Calmness, tact and diplomacy. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Prepared to challenge the views of others where necessary. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Positive, solution focused and outward looking. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Demonstrates sensitivity to the needs of others. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Ability to prioritise tasks and to manage conflicting demands on time and resources in order to deliver objectives. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Self disciplined and able to work on own initiative. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Excellent time keeping and organizational skills. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Ability to travel across the YAS area and occasionally nationally. | Essential | App/Interview |
| | <ul style="list-style-type: none"> • Self disciplined and able to work under limited supervision on own initiative. | Essential | App/Interview |



Job Risk Profile

| This role involves: | Details of Risk Level | | | | | Examples |
|--|-----------------------|----|------|------------|----------|---|
| | Yes | No | Rare | Occasional | Frequent | |
| Lifting Weights / objects between 6 – 15 kilos | X | | | X | | Moving items within the office environment, carrying personal issue IT equipment. |
| Lifting weights / objects above 15 kilos | | X | | | | |
| Using equipment to lift, push or pull patients / objects | | X | | | | |
| Lifting heavy containers or equipment | | X | | | | |
| Running in an emergency | | X | | | | |
| Driving alone / with passengers / with goods | X | | | | X | Requirement to travel across the YAS footprint to meetings and complainant home visits. Occasional requirement to travel nationally for meetings. |
| Invasive surgical procedures | | X | | | | |
| Working at height | | X | | | | |
| Concentration to assess patients / analyse information | X | | | | X | Requirement to maintain levels of concentration even in distressing situation. Using multiple applications concurrently to access and analyse complex information. |
| Response to emergency situations | | X | | | | |
| To change plans and appointments / meetings depending on the needs of the role | X | | | | X | Requirement to be highly organised and flexible to meet the needs of the role. May be required to change plans and respond to urgent complaints/issues |
| Clinical Interventions | | X | | | | |

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|--|---|---|--|---|---|--|
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| Informing patients / family / carers / stakeholders of unwelcome news | X | | | | X | Regular and sustained contact with patients/families/carers and stakeholders in highly charged and distressing situations. Regular requirement to support staff who have experienced dealing with people who are distressed. |
| Caring for terminally ill patients | X | | | X | | Regular and sustained contact with patients/families/carers and stakeholders in highly charged and distressing situations. Regular requirement to support staff who have experienced dealing with people who are distressed. |
| Dealing with difficult family situations | X | | | X | | Regular and sustained contact with patients/families/carers and stakeholders in highly charged and distressing situations. Regular requirement to support staff who have experienced dealing with people who are distressed. |
| Caring for / working with patients with severely challenging behaviour | X | | | X | | Regular and sustained contact with patients/families/carers and stakeholders in highly charged and distressing situations. Regular requirement to support staff who have experienced dealing with people who are distressed. |
| Typing up of minutes / case conferences | X | | | X | | Excellent written skills required to ensure high quality formal notes from meetings/reports etc. |
| Clinical / hands on patient / client care | X | | | | X | Regular and sustained contact with patients/families/carers including in their own homes. |
| Contacts with blood / bodily fluids | | X | | | | |
| Exposure to verbal aggression | X | | | X | | Patients who want to complain may be verbally aggressive towards patient relations staff. Requirement to be able to work with people in highly distressing situations and de-escalate through use of active listening and empathy. |

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| | | | | | | Regular requirement to support staff who have experienced verbal aggression. May occasionally be required to speak to a person who is verbally aggressive when they demand to speak to a manager. |
| Exposure to physical aggression | X | | | X | | Patients who want to complain may occasionally be physically aggressive. Requirement to support staff who may have experienced physical aggression. |
| Exposure to unpleasant working conditions dust / dirt / fleas | X | | X | | | When undertaking home visits. |
| Exposure to harmful chemicals / radiation | | X | | | | |
| Attending the scene of an emergency | | X | | | | |
| Food preparation and handling | | X | | | | |
| Working on a computer for majority of work | X | | | | X | Regular and sustained use of computer including concurrent use of multiple applications. |
| Use of road transport | X | | | | X | Requirement to travel across the YAS footprint to meetings and complainant home visits. Occasional requirement to travel nationally for meetings. |