

CTMUHB Job Description and Person Specification (Must accompany the technical document for the role)

Job Title
CAJE Reference Number
Band

Team Manager for Complaints
RYL/2024/00JAQ2
Band 7

Job Overview

- Support the Head of Concerns & Business Intelligence in the provision and planning of safe high quality health care to patients across all areas of Cwm Taf Morgannwg Health Board, inclusive of the independent contractor services – in particular, the operational management the Complaints aspect of Concerns*.
- Plan and deliver robust systems and processes, to ensure that all Complaints and Redress cases are effectively managed within required timeframes.
- Ensure that lessons are learned and shared widely, that financial and reputation impact and risks are minimised, and that Concerns lead ultimately to contributing to continuous service improvement and the highest standards of patient care.
- Appropriately organise and prioritise their own work, and allocate work to the members of the team members that they line-manage, ensuring compliance with all relevant policies, procedures, processes and authorities.
- Ensure a sensitive and responsive approach in accordance with national guidelines and legislation, professional and regulatory requirements, and the Health Board's objectives.

* The term 'Concerns' is used throughout to mean complaints, claims and litigation, and reported patient safety incidents, consistent with Putting Things Right guidance.

**MAE EIN
GWERTHOEDD
YN EIN HELPU
NI I FOD I'R
EIN GORAU**
**OUR VALUES
HELP US BE AT
OUR BEST**

**RYDYN NI'N
GWRANDO,
YN DYSGU
AC YN GWELLA**

**WE LISTEN,
LEARN AND
IMPROVE**

**RYDYN NI'N
TRIN PAWB
A PHARCH**

**WE TREAT
EVERYONE
WITH RESPECT**

**RYDYN NI I GYD
YN CYDWEITHIO
FEL UN TIM**

**WE ALL WORK
TOGETHER
AS ONE TEAM**

Our values and behaviours are fundamental to the way we do things at Cwm Taf Morgannwg University Health Board. They are everything we stand for and aspire to. That includes the way we behave, how we perform our roles and the way we recruit new talent. We look forward to exploring how your values align with ours. This is how we work:

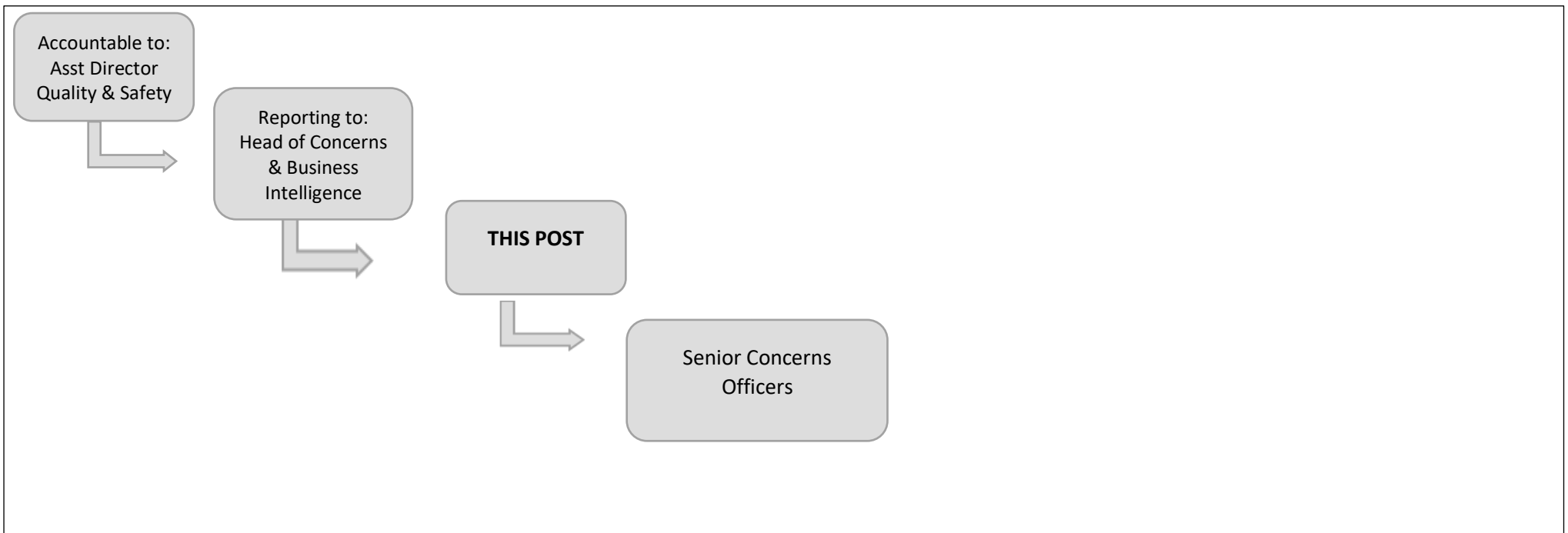
We listen, learn and improve
We treat everyone with respect

We all work together as one team

To find out more about our values, visit: <https://cwmtafmorgannwg.wales/we-are-cwm-taf-morgannwg/>

Organisational Chart

This must highlight the role that the job description and person specification describes, showing the relationship to roles on the same level, two levels above and two levels below this role.



Job Summary/Purpose		
<p>Assume responsibility for the day-to-day management of Complaints and Redress against the Health Board and independent contractor services; to ensure that Complaints and Redress cases are managed effectively within the Health Board's policies, and in accordance with all Putting Things Right guidance and legislation.</p> <p>Develop policies and procedures that contribute to safe and effective care.</p> <p>Facilitate a Being Open approach in order to deliver the best outcomes for patients.</p> <p>Work closely with other members of the Concerns team, to facilitate an integrated and comprehensive response.</p> <p>Have delegated responsibility in the development of policies and procedures, to support the implementation of Putting Things Right. In so doing they will ensure an approach which will maximise quality and patient safety, and minimise clinical risk across all Care Groups and departments including the Independent Contractor Services, through the application of specialist knowledge and expertise.</p> <p>Manage all Concerns (Complaints aspect) across CTMUHB, including those relating to primary care services, to ensure that they are dealt with positively, professionally and effectively and in accordance with Putting Things Right and the NHS Redress (Wales) Measure 2008 and Regulations.</p> <p>Undertake operational management of designated staff members within the Concerns team to support the management of Complaints against the Health Board or its Independent Contractor Services.</p> <p>Communicate effectively both internally across Health Board Departments, and with external bodies such as the Public Service Ombudsman *, Coroner's Office, Shared Services – Legal and Risk, Police, LLAIS Advocacy Services and any other agencies as appropriate and relevant.</p> <p>Support the development and delivery of robust policies, processes, and systems relating to Concerns, and for identifying and addressing or escalating barriers to progress.</p> <p>Ensure that lessons from Concerns are identified and learned, and that there are effective mechanisms in place for sharing the lessons widely both internally and externally.</p> <p>Plan and deliver training on all aspects of Concerns, and related aspects of risk management.</p> <p>Provide regular internal and external reports.</p> <p>Promote a culture which is consistent with the principles of Being Open.</p> <p>* Manage any legacy cases referred for Independent Review, which may arise from Complaints registered prior to April 1st 2011</p>		
Responsible to		
Reporting: Head of Concerns & Business Intelligence	Accountable: Assistant Director, Quality and Safety	Professionally: Head of Concerns & Business Intelligence
Duties and Responsibilities		
<p>Develop and maintain excellent professional relationships with Health Board staff, external bodies such as the Public Service Ombudsman, Solicitors, Barristers, Shared Services – Legal and Risk, Coroners, Courts, Police, ensuring that a high standard of professional service is provided by the UHB.</p> <p>Give advice and support by phone, face to face and in writing, complainants, their families or advocates, and practitioners about individual complaints.</p> <p>Receive complaints from patients, their families or advocates including verbal, face to face, written and email correspondence - and ensure effective and sensitive communication with them throughout the management of their complaint, in line with Being Open principles, which includes drafting formal replies and reports for the Chief Executive Officer.</p>		

Act to resolve complaints between practitioners, complainants and their advocates. This may include facilitating complaints resolution meetings, and which may involve exposure to distressing or emotive circumstances, or be subject to verbal aggression from angry/distressed complainants.

Co-ordinate the management of concerns (complaints aspect), and assist in the investigation of concerns by working collaboratively with Care Groups colleagues, to ensure swift and fair resolution for patients and their families.

Manage the negative reactions of practitioners to Concerns and influencing them to respond in a positive way, explaining their responsibilities to investigate and respond appropriately to complaints even if the practitioner feels that the complaint is unjustified. Provide and receive extremely sensitive and contentious information as part of this.

Liaise with solicitor colleagues in the NHS Wales Shared Services Partnership (NWSSP) Legal & Risk Services in order to ensure that complaints and Redress cases are managed effectively, and in line with legislation.

Support the Head of Concerns & Business Intelligence in ensuring that payments made under Redress are appropriate and fair.

Build and maintain links with complaints colleagues in other NHS organisations, and with the LLAIS Advocacy Services.

Act as a point of contact and expert advice for Care Groups staff who may be involved in specific complaints, ensuring that information is communicated in a manner that provides clarity at operational level. This entails communicating professionally, sensitively, and appropriately, according to need, information that is highly complex and highly sensitive and may be contentious in nature.

Provide professional support to multi-disciplinary Care Groups and primary care colleagues, in relation to the management of concerns to managing related risks, and identifying and sharing lessons learned – both ad hoc and as part of structured training programmes.

Develop, co-ordinate and deliver training and education sessions to UHB staff on all aspects of concerns.

Share learning from concerns, and ensure the appropriate dissemination of information across the UHB, including information from partners and external sources, utilising highly refined communication skills and change management strategies, to overcome resistance to change in an occasional antagonistic and frequently highly charged environment.

Collate and prepare timely internal and external reports for, and on behalf of, the Head of Concerns & Business Intelligence for Care Groups meetings, Panels, and Board level Committees, highlighting any areas of concern and opportunities or recommendations for improvement.

Delegate tasks appropriately to less experienced team members to ensure effective delivery of objectives.

Support with responding to enquires, including those from the Welsh Government, and requests submitted under the Freedom of Information Act.

When requested, represent the department and UHB at internal and external meetings, embedding the organisational vision and values in all streams of work.

Motivate and influence staff within the UHB and the independent contractor services to promote a culture of Being Open in dealing with concerns, promote quality and patient safety, and engage everybody in learning from concerns to continuously improve patient safety and the quality of services.

Contribute to protecting and enhancing the reputation of the organisation and NHS Wales, by working with more senior colleagues and communications staff, to manage any media and handling issues arising from concerns.

Escalate risks and outstanding concern at earliest opportunity, managing those within the scope of own role.

Promote a culture that endorses patient safety as everyone's responsibility.

Prepare regular reports for internal meetings, including the Concerns Scrutiny Panels, and Quality Patient Safety & Public Health Committee. This will include analysis of information available on individual complaints and Redress cases, highly complex medical reports provided by experts, which require review, interpretation, and analysis, and consideration of a range of options.

Monitor trends in concerns, identifying, analysing and interpreting, highlighting and escalating areas of concern and risks which require action.

Identify serious concerns which may have disciplinary or probity issues, and escalate these for additional action.

Support the Localities Heads of Nursing and Clinical Directors to monitor primary care concerns, in order to contribute to the identification of issues relating to performance.

Work with professional colleagues throughout the UHB as well as Primary Care, to ensure thorough investigation of concerns, including meeting with staff, supporting with investigations, and drafting written responses to patients, their families or their advocates. This advice is often highly complex in nature, sensitive and from time to time contentious.

Support Line Manager to negotiate, agree and arrange Redress payments in conjunction with (NWSSP) Legal & Risk Services, using judgment to ensure minimising costs incurred while providing a fair outcome for patients and their advocates.

Where risks and failings are identified, ensure that an action plan is already in place or developed, based on the failings identified.

Ensure that action is agreed, reviewed, and audited in order to implement sustainable improvement, and to contribute to monitoring completion of action plans via the Concerns Scrutiny Panels.

Analyse and assess highly complex and conflicting information where expert opinion may differ or information may not be viable, relying on judgement and critical thinking to deliver an appropriate outcome.

Monitor trends in concerns/complaints received by the UHB in relation to its own services as well as those from its Independent Contractor Services; appropriate reporting; advising senior Care Groups colleagues, and escalating as required, as well as contributing to improvement initiatives.

Analyse and interpret national and regional information in support of the delivery of high quality health care to patients, which involves a wide range of highly complex information.

Conduct, or contribute to investigations including root cause analysis, disciplinary or other, as agreed by the UHB, through interviewing staff and reviewing processes and documentation.

Deal with complex data subject access requests and enquiries about access to health records under the Data Protection Act and Access to Health Records Act.

Plan and develop a broad range of complex activities that will require ongoing adjustments. This will include complex investigation meetings requiring the co-ordination of interviewees, both staff and complainant. This will need to be accomplished around an ever changing time scale.

Plan and undertake any meetings that may be necessary including the management of the complaints and Redress Scrutiny Panels. The remit of the group includes ensuring that:

- Root causes of Concerns have been identified;
- Action plans are used to drive changes in clinical and organisation practice and procedure and facilitate education of staff as appropriate, thereby reducing risk and improving safety in the future.
- Providing reports for the Scrutiny Panels which includes analysis, identifying trends, links to incidents and complaints, and monitoring action plans.

Work with Line Manager to facilitate the development, implementation and development and maintenance of robust UHB policies and procedures for managing complaints across the whole organisation, and regularly monitor and review plans and policies to adjust for changes in local need and respond to changes in national policy and legislation.

Promote the implementation and embedding of all relevant Standards for Health Services in Wales, specifically Standard 23 Dealing with Concerns, contributing to a review against the Standard to inform the internal assurance process, and to identify areas for improvement.

Provide leadership and operational management to designated members of the concerns team.

Provide reports to key committees and external bodies to provide assurance on all aspects of concerns/complaints management, including risk management and patient safety, within agreed time limits, and deliver against all relevant regulatory reporting requirements locally and nationally.

Support Line Manager as a resource for the provision of highly complex information on concerns, underpinned by a high level of theoretical knowledge.

Plan and prioritise own work and ensure effective support to team members to ensure delivery of key objectives within defined timescales.

Provide dynamic, enthusiastic, and effective support and advice to Localities and Care Groups, working collaboratively to contribute to the discharge of the following governance responsibilities:

- Ensure compliance with Concerns legislation, policy and procedures;
- Work collaboratively with the Team Leader for Patient Safety and Team Leader for Claims, and other members of the concerns team to deliver a robust, quality service at all times, and the best outcomes for patients and staff;
- Prepare reports on trends and risks;
- Liaise with colleagues to provide legal and/or further expert advice, as appropriate;
- Contribute to the drive for necessary organisational cultural change;
- Be proactive in supporting colleagues to translate lessons learnt into changes in practice and service improvements.

Plan and deliver training programmes to support safe, high quality patient care to clinical and managerial staff across the UHB, employing a dynamic approach to ensure relevance to various professional groups; this includes the incorporation of learning from concerns, to minimise the risks of recurrence across the organisation.

Instigate and participate in regular audit of all aspects of work in order to demonstrate compliance with standards, and facilitate continuous improvement to the delivery of own and team's objectives.

Produce and use data to report appropriately on performance, effectiveness and recommended improvements.

Contribute to risk management, and in accordance with the UHB Risk Management Strategy.

Support Primary Care contractors to manage concerns effectively, and where necessary, facilitate meetings with complainants and contractors.

Monitor Health Service Ombudsman's investigations, ensuring through a collaborative approach, that the UHB responds to all related request, and acts on recommendations made by the Ombudsman.

Collaborate with UHB Primary Care Managers and Heads of Nursing for Localities to monitor complaints handled by primary care practitioners, to contribute to their effective management, Putting Things Right guidance.

Demonstrate high levels of concentration for detailed data analysis and report and policy development.

Travel for periods of time between UHB sites and locations outside of the area, for meetings with external stakeholders and occasionally to meetings involving All Wales networks.

Possess standard keyboard skills and the ability to utilise IT programmes for database development, Excel spreadsheet work, and presentation skills utilising PowerPoint.

Develop and write reports using and manipulating data to create spreadsheets and graphs.

Undertake a proportion of the operational management of complaints, working on their own initiative, and keeping to essential deadlines by prioritising the workload.

Provide professional support, advice, and training to staff, that ensures via collaboration, that Care Groups teams understand their role in the complaints process, are able to participate fully as required, and that they recognise the important contribution to quality and safety, resulting from concerns.

Receive complaints from patients, their families or advocates - including verbal, face to face, written and email correspondence - and ensure effective and sensitive communication with them throughout the management of their complaints, in line with Being Open principles.

Support in the development of effective systems of learning from complaints, across the organisation, and to share learning widely with external organisations locally and nationally.

Deal sensitively with staff as part of managing Concerns within the Putting Things Right framework. This will frequently involve exposure to distressing information within emotional circumstances, and the use of expert negotiation and communication skills to deal with highly complex, highly sensitive and sometimes contentious issues which may be challenged by clinicians or patients. This work can be unpredictable in nature and requires flexibility in managing own workload under pressure.

Ensure that lessons learned from concerns are shared across the organisation, and to support the Head of Concerns & Business Intelligence to ensure that these lead to improvements to patient and staff safety and quality of services.

Support Line Manager to review, develop, and implement a range of policies, processes, and guidelines in line with legislation, national guidance and UHB objectives, that meet the requirements of the Putting Things Right framework, and monitor their implementation in order to contribute to the delivery of the UHB agenda for continuous improvement. These will be patient-centred, and incorporate arrangements and procedures governing the management, investigation, and seeking remedies under Redress, and learning from concerns.

Develop internal and external reports on concerns (complaints aspect) to include trend analysis, lessons learned and identifying areas of risk.

Based on trends and themes from concerns (complaints aspect), advise on what actions may be appropriate for the department or UHB to consider, to implement continuous improvements.

Monitor action plans arising from concerns, including completing corrective action.

Understand the national perspective and future strategy for NHS Wales and related areas of health, and national policy appropriate to quality and patient safety, and monitor local and national developments and initiatives and regulatory requirements affecting or involving and area of the department's activities.

Work with local and national external agencies as appropriate in collaborative schemes, for delivery of joint strategy and quality and safety initiatives in order to contribute effectively to service improvements.

Manage all aspects of Health & Safety at Work as they apply to the role and work within appropriate processes to comply with statutory legislation.

Contribute to the effective and timely management of concerns/complaints, in order to minimise claims.

Support Line Manager to ensure that budgets are monitored and effectively managed within the team, including sickness and absence management within delegated areas of responsibility, to support the Unit in meeting its strategic and operational objectives.

Contribute to the delivery of expenditure targets and development of cost improvement programmes, ensuring the most effective use of resources.

Contribute to the submission of accurate and timely payroll data to comply with UHB requirements.

Maintain stock of stationery items for department.

Undertake all actions necessary to safeguard the health and safety of team members.

Contribute to a culture of empowerment of all members of the team to be innovative and perform to the highest standards.

Line manage designated staff, ensuring team members are working efficiently and effectively and in compliance with all applicable policies, procedures, protocols and standards.

Carry out relevant risk assessments and facilitate the development and implementation of appropriate risk control actions.

Undertake appraisals and identifying training needs; agree personal development plans to support the strategic agenda, in line with the Agenda for Change, and where necessary instigate performance management arrangements.

Monitor sickness, annual leave, and overall performance of staff managed by the post-holder.

Organise and manage own work schedule.

Work with the People Services Team in ensuring that staff managed by the post-holder are aware of, and work in line with HR policies and processes.

Contribute to the recruitment of staff to the team.

Deal professionally and sympathetically with the frequent exposure to distressing and often highly emotive circumstances, and ensure there are mechanisms in place to support self, staff, and colleagues.

Take responsibility for managing any respect and resolution matters in line with the UHB's policies and procedures.

Contribute to training and development of staff within the team as well as across the UHB and the independent contractor services, in relation to dealing with and learning from concerns, and clinical risks, to promote quality and patient safety.

Manage and develop own knowledge and expertise through a planned approach to continuing professional development.

Create, enhance and maintain good working relationships both internally and nationally with key stakeholders.

Take formal notes at case meetings, strategy meetings and other formal forums etc.

Operate a range of information systems to support excellent standards of record management and use of databases, facilitate the use of data for analysis and reporting, both within the organisation and for performance and quality reviews with external bodies.

Maximise use of the Datix system to support the operational management of concerns (complaints aspect) which will include ensuring that the information is cross-referenced with incidents, to facilitate a joined-up approach.

Work colleagues in the ICT department in the ongoing development of the system to serve the needs of the organisation.

Supervise and contribute to the development of the role of administrative and support staff, agreeing objectives, identifying training needs and performance reviews.

Develop and maintain effective records management systems, to ensure accurate records on Datix and all associated case notes.

On an ongoing basis, oversee and monitor the accurate and appropriate system use and data capture by team members, and advising and taking action on any areas needing improvement.

Take all necessary actions to safeguard the security and confidentiality of all information and data held or accessed by the Department which includes paper files and electronic information and medical records, in line with Caldicott Guidelines.

Produce meaningful, timely, and accurate data, including generating reports from the Datix System to support the management of Complaints, including monitoring of subsequent action plans and reports to the Quality Patient Safety and Public Health Committee.

Work in a concentrated and focused manner, reassess priorities and workload, and manage unpredictable requests in order to best meet the needs of the service.

Actively seek out and apply evidence based approaches and methodologies to support the patient safety agenda in relation to dealing with Concerns, patient safety and risk.

Support the dissemination of research findings and the application of evidence based practice across the Health Board.

Promote an environment in which research and clinical audit and learning will flourish.

Promote dissemination of, and learning from, research and development activity within the Health Board, and nationally.

Support the Head of Concerns & Business Intelligence in the development and implementation of policies and procedures to facilitate reporting and management of concerns, requiring highly specialised and expert knowledge to understand highly complex systems and processes.

Work independently and use own initiative to deliver the team's objectives in relation to Complaints and Redress.

Assimilate and summarise complex documents, compare facts and analyse situational data from a range of sources, develop options and assess risks and opportunities for the concerns team and facilitate consensus building and decision making.

At all times act in a manner that reflects and promotes the values and behaviours of CTMUHB and NHS Wales.

Ensure that the staff they are designated to manage contribute to the delivery of the Patient Care and Safety Unit's objectives within their sphere of responsibility, to comply with the UHB Standing Orders, Scheme of delegated authority and employment legislation.

Support the Head of Concerns & Business Intelligence in ensuring that the UHB develops robust arrangements to comply and respond to the requirements for Healthcare Inspectorate Wales, and any other relevant external bodies or related legislation and guidance.

Maintain own specialist knowledge by attendance at appropriate seminars and membership of All Wales Networks.

Person Specification			
Qualifications and Knowledge		Experience	
Essential	Desirable	Essential	Desirable
<p>Educated to Degree level or relevant equivalent experience in law or related subject.</p> <p>Evidence of continuous professional development.</p> <p>Expert knowledge of relevant literature, research, and legislation relating to Claims management.</p> <p>Clear understanding of responsibilities relating to relevant aspects of the Data Protection Act and Freedom of Information Act.</p> <p>Detailed understanding of the health service and clear understanding of the concept and working arrangements of diverse clinical areas.</p>	<p>Knowledge and experience of the administration and use of the Datix system.</p>	<p>Specialist knowledge of managing concerns in the NHS.</p> <p>Demonstrate ability to challenge practice across professional groups ensuring progressive solutions.</p> <p>Credibility amongst professional groups.</p> <p>Multi-professional partnership working.</p> <p>Experience of line managing staff.</p> <p>Experience of dealing with highly complex issues in a large organisation.</p> <p>Experience of working with highly complex and sensitive information.</p>	<p>Development and implementation of related Policies and Procedures.</p> <p>Experience of managing performance, and delivering performance targets.</p> <p>Risk management.</p> <p>Managing significant service improvements.</p>

<p>Good knowledge of risk assessment tools and methodologies and Clinical Governance in general.</p> <p>Clear understanding of the concept of evidence based practice and clinical effectiveness.</p> <p>Knowledge of the NHS Redress Measures.</p>			
Skills and Attributes		Other Role Requirements	
<p>Essential</p> <p>Highly developed verbal and written communication skills.</p> <p>Excellent interpersonal skills and ability to communicate highly complex information in a manner suited to the audience.</p> <p>Ability to articulate and escalate important issues in a clear and logical way.</p> <p>Analytical and problem solving skills.</p> <p>Ability to make balanced and sound judgements.</p> <p>Ability to adapt to changing circumstances and adjust plans responsively.</p> <p>Ability to manage and motivate staff and delegate effectively.</p> <p>Good organisational skills.</p> <p>Ability to produce specialist written reports on all related areas for committee level meetings.</p> <p>Decision making skills.</p> <p>Ability to think plan and deliver plans on time.</p>	<p>Desirable</p> <p>Skills to successfully present information to a wide audience.</p>	<p>Essential</p> <p>Welsh Speaker (Level 1) or willingness to work towards achieving this level.</p> <p>Effective leader and ability to communicate effectively in written and oral form with staff, patients and their families.</p> <p>Effective listening skills, and ability to take on board ideas and suggestions.</p> <p>Ability to persuade.</p> <p>Excellent time management skills.</p> <p>Highly motivated and able to work on own initiative.</p> <p>Reliable and committed.</p> <p>Approachable and demonstrates diplomacy.</p> <p>Ability to work in challenging environment and meet demanding deadlines.</p> <p>Enthusiastic, constructive and creative in the face of challenges.</p> <p>Able to work as part of a team and on own initiative.</p>	<p>Desirable</p>

<p>Ability to analyse complex clinical issues/problems, identify necessary action and make recommendations and follow these through.</p> <p>Ability to demonstrate negotiation and influencing skills in a manner appropriate to a complex and sensitive environment.</p> <p>Computer skills, with working knowledge of databases, spreadsheets and presentation packages.</p>		<p>Travel in a timely manner to work at any site within the organisation.</p> <p>Ability to work flexibly and if necessary outside normal office hours.</p>	
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