

POSITION DESCRIPTION

Position Details:

Title: Clinical Records Manager
Department: Information Management Service
Reports to: Level 3, Director of Information Management Operations
Location: Auckland City Hospital

Purpose of Position:

To provide leadership and support to the clinical records, scan centre and data quality teams (referred to as clinical records teams in this document) to ensure the effective day-to-day operations. Accountable for leading the clinical records teams, operational management, service delivery, overall team performance and staffing.

Lead the development of a performance and accountability culture.

Provide leadership, operations management, business improvement and change management capability to ensure clinical records service delivery.

The position is responsible for ensuring clinical records activities are conducted in an efficient, safe and high quality manner. It is expected that, within agreed delegations, the role will carry a high degree of autonomy and responsibility for action.

It is expected that this role works closely and collaboratively with the Director Information Management Operations. This will require high levels of communication and cooperation.

To design and implement standardised processes and systems, procedures and policies to support effective quality service delivery.

Key Accountabilities:

1. To provide leadership to the team by:

- Establishing procedures and policies and clear expectations of staff responsibilities to ensure clinical record KPI's are consistently met
- Managing performance of the team including reviews, appraisals, performance improvement plans, and disciplinary meetings
- Communicating strategy, plans, and relevant information to direct reports to ensure understanding of the required outcomes, outputs and performance targets.
- Leading and participating in team building activities
- Facilitating problem solving and assisting the team to deal with complex issues
- Working in collaboration with the Quality & Training Coordinators to ensure effective staff training and development programmes.
- Participating and co-ordinating a team approach to new service development initiatives to ensure ongoing financial viability for the service.
- Ensuring new staff attend ADHB Welcome briefing within 3 months of employment and that they receive a service level induction in first week of employment
- Managing the workforce with the aim of maximising retention and encouraging recruitment

2. To manage the day to day service delivery across the team by:

- Developing, implementing, and monitoring key performance indicators for all staff
- Ensuring efficient and effective, customer-focused service delivery to meet the needs of clinical staff and other ADHB key stakeholders
- Develop, implement and maintain clinical records policies
- Develop, implement and maintain clinical records process documentation
- Develop implement and maintain the clinical records Quality Plans
- Manage the implementation of new upgrades to clinical systems used in clinical records, including design, testing, implementation, staff training, and issues resolution
- Investigating service incidents and complaints (involving the Manager as required) taking the appropriate remedial action and making recommendations to avoid repetition
- Dealing with conflict situations, working to achieve a win-win situation
- Maintaining and promoting quality. Actively encouraging staff to identify opportunities for improvement
- Ensure compliance to Health & Safety requirements and encourage proactive hazard identification and management
- Leave management plan is agreed to ensure staff have a leave balance that is less than 1.5 x their annual entitlement.
- Services receive regular communication regarding throughput targets and service compliance
- Monthly team meetings are held
- Actively manage sick leave usage and put in place individual management plan for people with excess sick leave
- Manage FTE to budget

3. To ensure the effective use of resources including staff management by:

- Providing key input into budget, planning and decision making process for the department
- Designing, implementing, and maintaining systems to monitor expenditure, forecast future expenditure, and take remedial action where necessary to ensure service delivery within the approved annual budget
- Participating in the recruitment and selection of staff, contributing to their orientation as necessary
- Actively promoting retention initiatives in order to reduce turnover
- Ensuring Professional Development Programmes are developed and implemented for all direct reports

4. To be responsible for aspects of own professional development by:

- Establishing annual goals, objectives, performance targets and strategies to meet these
- Attending educational opportunities/conferences relevant to the role and scope of practice

MATTERS WHICH MUST BE REFERRED TO THE DIRECTOR OF INFORMATION MANAGEMENT OPERATIONS

- significant financial issues
- significant quality or safety issues
- any emerging factors that could prevent achievement of the service/s objectives at year end
- any emerging factors that could prevent budget achievement at year end
- any matter that may affect the reputation of the service/s or Auckland District Health Board

Authorities:

Level 4

Direct Reports (if applicable):

1 Supervisor

Budget Accountability (if applicable):

Nil

3 Quality & Training Co-ordinators 1 Senior Clerk 40 Scan Centre Clerks 15 Clinical Records Clerks 5 Data Quality Clerks	
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Relationships:

External	Internal	Committees/Groups
<ul style="list-style-type: none"> Other DHB's Clinical Records Departments 3M healthAlliance staff 	<ul style="list-style-type: none"> Chief Intelligence & Informatics Director IM Operations Health Information Manager Clinical Coding staff Clinical staff Operations Managers Administration staff Other ADHB Managers ChartView Support 	<ul style="list-style-type: none"> Team meetings Health & Safety Other relevant committees

PERSON SPECIFICATION

Education & Qualifications	Essential	Desired
Professional	<ul style="list-style-type: none"> Degree in Health Information Management or qualifications and or experience deemed equivalent 	<ul style="list-style-type: none"> Post graduate qualification
Work Experience	<ul style="list-style-type: none"> Proven leadership and staff management experience with 8-10 years staff management experience, preferably in a tertiary hospital Proven experience in HR practices Proven ability to establish & refine processes Knowledge of the implications of the Treaty of Waitangi with a commitment to bi-culturalism Intermediate computer skills – MS Office suite 	<ul style="list-style-type: none"> Demonstrated knowledge of NZ Health Sector Experience in operations management of a scanning centre and/or clinical records department Management experience of a large team in a complex environment Advanced computer skills and experience using Microsoft Office, and a variety of clinical and non-clinical IT systems

Personal Characteristics

- Strong analytical, numeracy, planning and implementation skills
- A team player with the ability to motivate and coach people
- Ability to think through issues and identify solutions.
- Generates trust and totally discreet, able to work in a collaborative and supportive partnership. Someone who will be respected as a peer who has the wisdom to be able to provide guidance and counsel when required
- Strong relationship skills
- Ability to influence and support change
- Strong interpersonal and communication skills
- Enthusiastic personality
- Resourceful and resilient; able to cope under pressure.

- Ability to resolve conflict
- The ability to challenge and question the 'status quo' (i.e. processes and systems) and facilitate the development of innovative and workable performance improvements
- Sets the highest ethical and professional standards and leads by example in all interactions.
- Outcome/solution focussed
- Good sense of humour
- Compassion, empathy and a genuine desire to support team members

Critical Competencies

Competency	Description
1. Financial/Business Management	<ul style="list-style-type: none"> • Ability to implement service delivery plans. Achieve short-term objectives within the strategic guidelines • Encourage and support staff in developing new business case initiatives • Clearly communicate plans and expectations to staff
2. Clinical / Operational Performance	<ul style="list-style-type: none"> • Leads the cross-functional integration within the service, identifies barriers and supports the team during the transition • Leads and encourages staff to continually improve service delivery • Understands the importance of the patient care process and actively seeks service improvements
3. Change Management	<ul style="list-style-type: none"> • Contributes to the change management projects by coaching staff, championing issues and providing feedback to Service Manager on implementation • Participates in change management projects across the service and organisation-wide • Supports staff in undertaking new challenges
4. Customer Service	<ul style="list-style-type: none"> • Develops positive working relationships with customers, identifies and seeks to meet their needs. Actively seeks ways to improve service.
5. People / Team Leadership	<ul style="list-style-type: none"> • Actively listens to staff and provides ongoing feedback. Actively recognises the achievement of others • Clearly communicates with staff and provides an environment during one-on-one and performance appraisals which is supportive and positive • Actively implements recruitment and retention strategies in line with organisation-wide objectives • Builds a supportive team environment through listening and being flexible within organisation guidelines
6. Value Diversity	<ul style="list-style-type: none"> • Understand significance of Treaty of Waitangi • Display cultural sensitivity • Appreciate insights and ideas of all individuals and work effectively with these differences.
7. Self Management	<p>Sets high standards and strives to achieve goals. Displays drive and energy and persists in overcoming obstacles. Copes with stress, is resilient to change and understands personal limitations. Is proactive and displays initiative. Can work autonomously.</p>
8. Planning and Monitoring	<p>Able to plan tasks and able to follow a plan through effectively and within timeframe.</p>
9. Quality Orientation	<p>Motivated to provide quality customer-focused service, actively seeking to improve both departmental procedures and personal performance.</p>
10. Attention to detail	<p>Completes tasks in accordance with departmental procedures and work practices. Able to maintain accurate departmental statistics.</p>

WORKING FOR ADHB – EXPECTATIONS OF EMPLOYEES

CITIZENSHIP

All employees are expected to contribute to the innovation and improvement of Auckland District Health Board as an organisation. This means:

- Using resources responsibly
- Models ADHB values in all interactions
- Maintaining standards of ethical behaviour and practice
- Meeting ADHB's performance standards
- Participating in organisation development and performance improvement initiatives
- Helping to develop and maintain Maori capability in ADHB, including developing our understanding of the Treaty of Waitangi and ways in which it applies in our work
- Raising and addressing issues of concern promptly

THE EMPLOYER AND EMPLOYEE RELATIONSHIP

We have a shared responsibility for maintaining good employer/employee relationships. This means:

- Acting to ensure a safe and healthy working environment at all times
- Focusing our best efforts on achieving ADHB's objectives

A performance agreement will be reached between the employee and their direct manager and/or professional leader containing specific expectations.

CONSUMER/CUSTOMER/STAKEHOLDER COMMITMENT

All employees are responsible for striving to continuously improve service quality and performance. This means:

- Taking the initiative to meet the needs of the consumer/customer/stakeholder
- Addressing our obligations under the Treaty of Waitangi
- Involving the consumer/customer/stakeholder in defining expectations around the nature of the services to be delivered and the timeframe
- Keeping the consumer/stakeholder informed of progress
- Following through on actions and queries
- Following up with the consumer/customer/stakeholder on their satisfaction with the services

PROFESSIONAL DEVELOPMENT

As the business of ADHB develops, the responsibilities and functions of positions may change. All staff are expected to contribute and adapt to change by:

- Undertaking professional development
- Applying skills to a number of long and short term projects across different parts of the organisation
- Undertaking such development opportunities as ADHB may reasonably require