

NAME OF CHILD: Claire Roberts

Name: Karin Jackson (please note correct spelling of forename)

Title: Mrs

Present position and institution:

Co Director : Child Health, Dental and ENT Services, Belfast Health & Social Care Trust

Previous position and institution:

[As at the time of the child's death]

I was not employed by the Health Service at the time of the child's death. I commenced employment with the Health Service in August 2002. I commenced my current post in January 2010.

Membership of Advisory Panels and Committees:

[Identify by date and title all of those between January 1995 - October 2012]

None

Previous Statements, Depositions and Reports:

[Identify by date and title all those made in relation to the child's death]

None

OFFICIAL USE:

List of previous statements, depositions and reports:

Ref:	Date:	
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IMPORTANT INSTRUCTIONS FOR ANSWERING:

Please attach additional sheets if more space is required. Please identify clearly any document to which you refer or rely upon for your answer. If the document has an Inquiry reference number, e.g. Ref: 049-001-001 which is 'Chart No.1 Old Notes', then please provide that number. If the document does not have such a number then please provide a copy of the document.

- (1) Please describe the role, function and accountability of your post, including those individuals to whom you report, and who reports to you.**

The Co-Director for Child Health, Dental and ENT Services is responsible through the director of Specialist Hospitals, Women and Child Health Services for the development and management of all child, dental health and ENT services across the entire spectrum of acute and community services. This includes the Royal Belfast Hospital for Sick Children, community nursing, school health, community paediatrics, child protection nursing, health visiting, School of Dentistry and Community Dental Service, adult and paediatric ENT services as well as the Relief of Dental Pain Service at Belfast City Hospital. In addition, the Co-Director is responsible in conjunction with the Head of Dental Education at the Queen's University of Belfast, for ensuring appropriate resources are available for the delivery of undergraduate dental training within the Belfast Trust.

The three service managers for RBHSC and Community Paediatrics, Health Visiting/School Nursing/Child Protection and Dental/ENT report directly to the co-director. An organisational structure for the sub-directorate is attached.

I do not have direct management responsibility for the administration function in RBHSC - including medical records management. This is managed by another senior manager in the directorate who reports directly to the Director of Specialist Hospitals, Women and Child Health Services and has responsibility for most of the administrative functions in the directorate.

- (2) Is there a written job description for your post? If so, please provide copy of the same.**

There is a job description for the post of Co-director Child Health and Dental Services (see attached). This has not been amended yet to incorporate the additional duties associated with the ENT service.

- (3) With regard to patient records generated and kept at the Royal Group Hospitals (RGH)/Royal Belfast Hospital for Sick children (RBHSC) in relation to both 1996 and now, please state what is done with such records in the following circumstances:**

- (a) The patient is discharged**

When a patient is discharged from the Royal Belfast Hospital for Sick Children, a discharge letter is issued and the discharge is recorded on the RBHSC Patient Administration System (PAS).

The patient's medical record is then casenote tracked (that is, the location of the chart is recorded on the Patient Administrative System - PAS) to the Medical Records Library in RBHSC. Depending on the Children's Hospital Number (CH number), the record will be filed in the Medical Records Library or sent to Oasis

(a contracted Offsite Archive Storage Service) for secondary storage.

Again, the location of all records including those in Off Site Storage is recorded via the casenote tracking function on PAS.

The administrative staff in RBHSC are responsible for maintaining these records.

(b) The patient dies

When a patient dies, their death is recorded on the RBHSC PAS system.

When the chart is no longer required by the clinical team or pathologist it is then casenote tracked back to the medical records library.

Again, depending on the CH number, the chart is either filed in library or sent out to Oasis for secondary storage.

(c) There is to be an Inquest.

When an inquest is called relating to a patient of RBHSC, the notes are requested and retrieved by the Litigation Office from the person they are casenote tracked to. If the notes have been returned to medical records, a request is made to the RBHSC Medical Records Team Leader via the Belfast Trust's Litigation Team for the notes.

The chart is then located, forwarded to (or collected by) the Litigation Team and the location is casenote tracked to Litigation.

To the best of my knowledge, these processes were in place in 1996.

(4) In relation to all of the above please include any and all details of:

(a) How and where such records are kept, and under whose responsibility

See above

(b) If the records are not kept, what is done with such records

Closed records are retained and disposed of in line with the Belfast Trust's Records Retention Policy.

(c) How, by whom and in what circumstances can such records be accessed

Charts may be accessed by any member of Trust staff in order to carry out their job. In addition, charts may be accessed for audit purposes by staff. Patients and, where the patient is deceased or provides consent, patients' relatives may also request a copy of the relevant

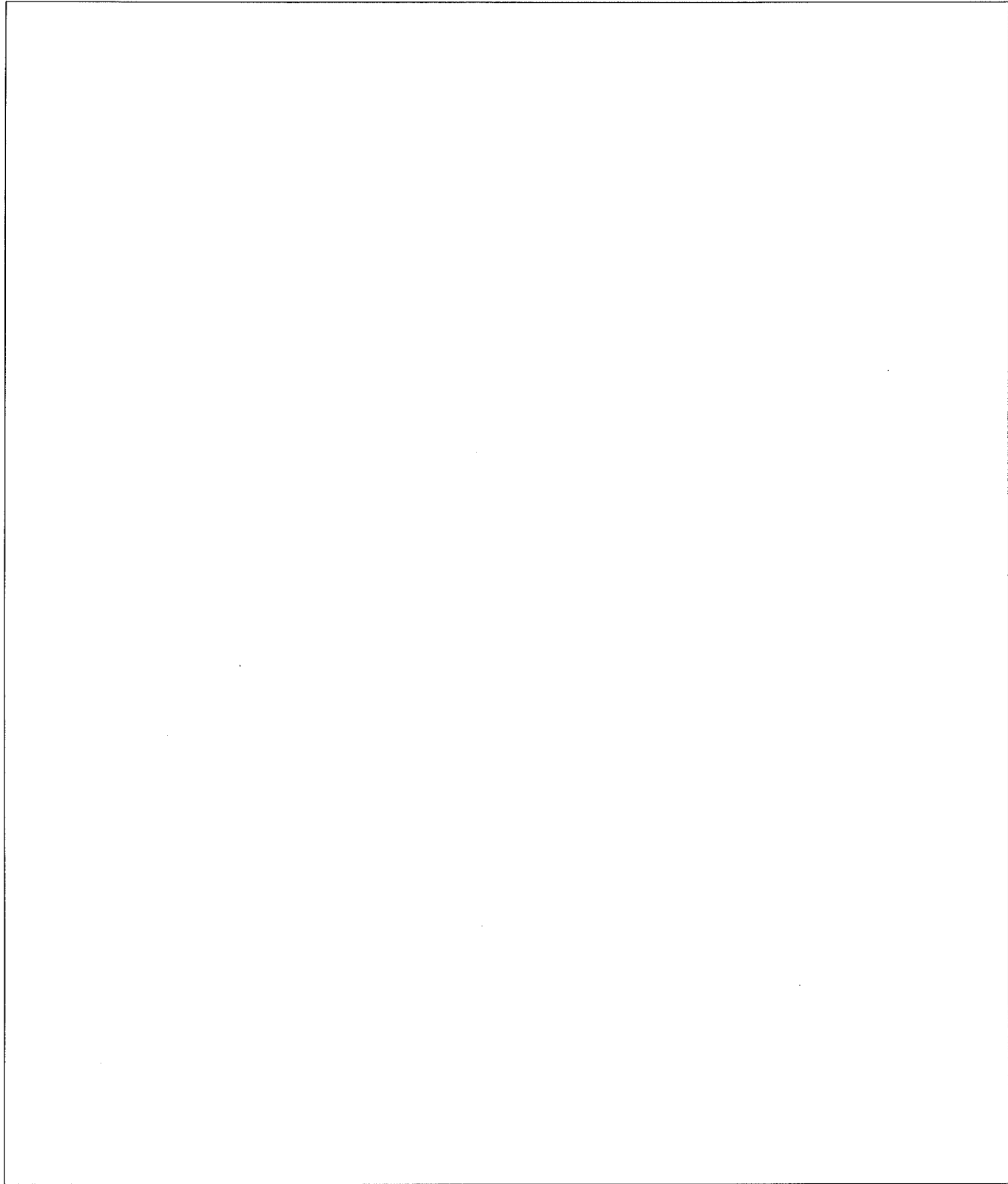
medical record.

In respect of patients or their representatives, access to records is granted under current legislation i.e. The Data Protection Act 1998 refers to personal information of living individuals. Access to Health Records (NI) Order 1993 and parts of the Freedom of Information Act 2000, are enforced for those seeking personal data on deceased individuals. The right of access is determined as follows:-

- A living individual (data subject) in respect of their own personal data held by the Trust.
- A person authorised in writing by the data subject.
- A personal representative of the data subject (where consent is given).
- A person authorised by the power of attorney (where the data subject is incapable of managing his/her own affairs).
- Where the Trust has been ordered to comply with a request i.e. via a Court Order.
- Where the patient has died, the patient's personal representative and any person who may have a claim arising out of the patient's death.

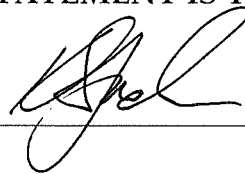
(d) All other relevant details which might be relevant. None.

- (5) Please provide any further comments you may wish to make. No further comments.
- (6) Please identify any further relevant documents or materials. None.



THIS STATEMENT IS TRUE TO THE BEST OF MY KNOWLEDGE AND BELIEF

Signed:

 *KARIN JACKSON*

Dated: 16TH October 2012

BELFAST HEALTH & SOCIAL CARE TRUST

Job Title: Co-Director
Child Health and Dental Services

Band: TBC

Reports to: Director of Specialist Hospitals, Women and Child Health

JOB DESCRIPTION**JOB SUMMARY**

The Belfast Trust has established a robust management structure in all areas of service provision to ensure the Trust's overall strategic aims are met. In Specialist Hospitals, Women and Child Health Services the Trust has developed a structure which reflects the distinct nature of Specialist Hospitals, Women and Child Health Services in the Belfast area. The Belfast Trust delivers an extensive range of children, women's and dental services both locally and across the region. It brings together the management of children's, women's and dental services across four acute hospital sites as well as health and social services for adults and children in the community in Belfast.

The Co-Director for Child Health and Dental Services is responsible through the director of Specialist Hospitals, Women and Child Health Services for the development and management of all child and dental health services across the entire spectrum of acute and community services. This includes the Royal Belfast Hospital for Sick Children, community nursing, school health, community paediatrics, child protection nursing, health visiting, School of Dentistry and Community Dental Service as well as the Relief of Dental Pain Service at Belfast City Hospital. In addition, the Co-Director is responsible in conjunction with the Head of Dental Education at the Queen's University of Belfast, for ensuring appropriate resources are available for the delivery of undergraduate dental training within the Belfast Trust.

The Royal Belfast Hospital for Sick Children, which is the major Children's Hospital in Northern Ireland, has provision for 86 beds providing a comprehensive range of regional specialist services as well as acute care to children within the Greater Belfast area.

The Community Child Health Service offers a range of support to families living in the community from facilities across the Belfast Trust including health and well-being centres, schools and children's own homes. There is also a wide range of consultant and nurse led paediatric clinics delivered

within the community for the assessment and treatment of child health conditions including child development, communication and behavioural problems.

The Community Children's Nursing Team work with specialist schools in order to provide both acute and ongoing care to children with complex needs and physical disability.

Health Visitors provide care and support to parents prior to birth, during the post natal period until the child attends school.

The School of Dentistry provides both secondary dental services to the Greater Belfast area and tertiary dental services including specialist oral medicine and oral surgery services for the whole of Northern Ireland.

The Community Dental Service is core to delivering dental services to both children and adults with special needs. This includes domiciliary visits to homes, residential and nursing homes and Muckamore Abbey Hospital.

Co-Directors are expected to achieve objectives required within the performance management framework of the Trust.

The Co-Director is required to develop and implement a strategy that results in the centralisation of all paediatric services within the Belfast Trust being delivered from one site.

The Co-Director is required to work with Commissioners, other Trusts and DHSSPS to develop robust paediatric and dental services for the population of Northern Ireland.

KEY RESULTS AREAS:

Setting Direction

- To support the Director of Specialist Hospitals, Women and Child Health Services in the development, implementation and delivery of the Trusts children's and dental services strategy, ensuring integration with corporate strategy and service deliver priorities.
- Ensure all School Nurses work in all Primary and Post Primary Schools in Belfast to promote healthy lifestyles and provide health advice to children and their parents.
- Ensure that the Community Paediatrics Team works across Belfast in the local community, hospitals, and schools to deliver multidisciplinary community clinics for children with special needs audiology, respiratory, ophthalmology, behaviour, development and autism.
- Ensure that the HYPE Team offers young people information, knowledge and skills to make informed choices about their sexual and reproductive health and well-being. This Homeless Team provides public health care services for single homeless people living in temporary hostel accommodation and sleeping rough in Belfast.
- Provide leadership to dentistry Child Health and Dental staff within the Belfast Trust in line with directorate and corporate objectives.
- To harness and maintain the support and commitment of staff under their control.

- To support the Director of Specialist Hospitals, Women and Child Health and the senior management of Specialist Hospitals, Women and Child Health in the task of delivery on delegated statutory functions in child care.
- To develop and maintain working relationships with other co-director colleagues and to ensure achievement of directorate and Trust objectives and the effective functioning of the children's senior management team in the Trust.
- Develop and implement a strategy that results in the centralisation of all paediatric services within the Belfast Trust being delivered on one site.
- Work with Commissioners, other Trusts and DHSSPS to develop robust paediatric services for the population of Northern Ireland.

Service Delivery

- To be managerially responsible and accountable for all services provided within the Child Health and Dental service.
- To establish appropriate systems, policies, procedures and management arrangements for delivering Child Health and Dental services within the Trust and at locations external to the Trust.
- To deliver all services in a way which enhances multidisciplinary working and professional integration.
- To develop and implement measures to ensure that services are cost efficient.
- Undertake regular benchmarking with other similar services throughout the United Kingdom and beyond.
- Ensure the co-ordination of multidisciplinary teams to deliver high quality and equitable services to the Trust's population and lead the effective and efficient deployment of all resources to achieve all relevant targets. This will include achieving accessibility timeframes.
- Ensure the most efficient and effective use of all available resources in meeting all Ministerial and HSC Board targets.
- To ensure that the protection, needs and well being of children and their families are at the core of the way the Trust delivers its services.

- To ensure the needs of children adults using the child health and dental services in the Belfast Trust are assessed holistically with multidisciplinary and intersectoral involvement where appropriate.
- To ensure full compliance with all governance standards for the Trust's Child Health and Dental Services including the assessment and management of risk.
- To ensure the Trust's Child Health and Dental Services comply with all professional regulatory and requisite standards.
- To ensure that robust performance management arrangements in the Child Health and Dental Service Group are developed and implemented.
- Through a robust performance management system, the Co-Director will monitor and adjust where appropriate all the resources available to ensure that Ministerial and HSCB targets are delivered.
- To ensure the defining and monitoring of performance standards in contracts/service level agreements with independent service providers.
- To ensure that undergraduate dental teaching is delivered in compliance with General Dental Council standards.

Development and Innovation

- To lead innovation and change to underpin the modernisation of Child Health and Dental Services in line with DHSSPS reforms.
- To lead quality initiatives such as Investors in People and Charter Standards where required.
- To demonstrate progress on the redesign of existing roles, in all Child Health and Dental Services.
- To develop Child Health and Dental Services to the same standard as comparable services in other parts of the UK.

Collaborative Working

- To work closely with other statutory and voluntary agencies in order to ensure optimum overall co-ordination of service delivery to families, children and adults with special needs.
- Developing appropriate communication channels with service users to maximise their involvement and contributions to service planning, design and evaluation.

- To develop and maintain good working relationships with external stakeholders including QUB, DHSSPS, HSCB, DEL, GDC, BDA, GMC, BMA and NIMDTA.
- Develop and implement a strategy to ensure the QUB undergraduate dental programme is delivered successfully alongside the HPSS service.
- Work closely with GDPs, GPs, the Local Commissioning Group and other independent contractors in the integrated delivery of services.
- Work closely with all relevant stakeholders to secure their commitment and involvement in child protection, child health, dental and family support services.
- Participate and work in partnership with the Belfast Trust Child Protection panel, the current ACPC's and any future Safeguarding Board NI.
- Work closely with education and training bodies to ensure that Child Health and Dental Services has a highly skilled workforce.

Communication & Information Management

- Lead on the co-ordination of information and documentation for the Trust Accountability Reviews, ensuring that all relevant progress is reflected in the submissions.
- Provide reports for Trust Board, the Director of Human Resources and other Directors as required, identifying progress against plans and achievement against the management plan, in line with Priorities for Action and the Trust Performance Management Framework.
- Work closely with the Head of Corporate Communications to ensure staff are kept well informed on matters relating to their employment and work experience.
- Identify a minimum data set for equality planning, monitoring and reporting purposes and agree systems within the Trust for the management of the required information.
- Provide all appropriate returns and reports as required by statutory bodies, the DHSSPS, HSCB, GDC, QUB and NIMDTA.
- Undertake comparative work within the HPSS, the NHS and externally to assess the positioning and efficiency of the Trust with regard to each of the main areas of responsibility.

Quality

- Work within the requirements of the Trust's integrated governance framework, ensuring that all policies related to delivery of Child Health and Dental Services meet relevant legislative and policy requirements.
- Support the achievement of relevant controls assurance standards for Child Health and Dental Services.
- Establish and maintain an effective performance management system to ensure all DHSSPS, HSCB and GDC standards are monitored and achieved.
- Ensure that the needs of patients and their carers are at the core of the way the Trust delivers services.
- Ensure high standards of governance including the assessment and management of risk.
- Ensure the Trust's Child Health and Dental Services comply with all professional regulatory and requisite standards and the discharge of statutory functions.
- Ensure that robust performance management arrangements are implemented within own area of responsibility.
- Lead innovation and change to underpin the modernisation of Child Health and Dental Services in community, primary, secondary and tertiary care.
- Lead all respective quality initiatives, such as Investors in People and Charter Standards, across Child Health and Dental Services.
- Interrogate and analyse all available performance data from systems including PAS, PARIS, LCID and TMS in order to ensure relevant standards and targets are achieved.

Financial and Resource Management

- Be responsible for the management of the Trust's Child Health and Dental Services budgets and ensure the meeting of all financial targets within the directorate.
- Participate in contract and service level negotiations with commissioners.
- Lead the development of capital investment strategies within Child Health and Dental Services, ensuring these reflect and contribute to meeting targets set by the HSCB and the Trusts' corporate plan.

- Ensure that support for the QUB undergraduate programme is delivered within the SUMDE allocation to the Trust.
- Ensure Dental Hygienist and Dental Technician training is delivered to the required standard within DEL funding.
- Work within child health and dental budgetary constraints, providing advice on the costs and benefits of planned developments.
- Develop business cases to identify the funding required to maintain existing services and, where appropriate, develop new services.
- Develop and implement cost reduction and productivity improvement programmes for child and dental services.

People Management & Development

- Deputise for the Director of Specialist Hospitals, Women and Child Health services in his/her absence, on a rotational basis with other Co-Directors.
- Promote the corporate values and culture of the organisation through the development and implementation of relevant policies and procedures and appropriate personal behaviour.
- Delegate appropriate responsibility and authority to the level of staff within his/her control consistent with effective decision making whilst retaining responsibility and accountability for results.
- Lead the development and implementation of workforce modernisation initiatives for Child Health and Dental Services.
- Contribute as an effective member of the senior children's and dental services team.
- Participate in the Trust's Performance Review Scheme.
- Review the performance of direct reports on a regular basis and provide direction on personal development areas.
- Take responsibility for his/her own performance and take action to address identified personal development areas.

- Ensure that management structures and practices in Child Health and Dental Services, support a culture of effective team work, continuous improvement and innovation.
- Ensure full engagement of all professional staff working in multidisciplinary teams.
- Work alongside the Associate Medical Director to ensure that all senior medical staff have a relevant and fully funded job plan which is appraised and reviewed annually.
- Maintain good relationships and morale amongst the staff reporting to him/her, through effective feedback, recognition, appraisal and development.
- Participate as required in the selection and appointment of staff reporting to him/her in accordance with procedures laid down by the Trust.
- Take such action as may be necessary in disciplinary matters in accordance with procedures laid down by the Trust.
- Promote the Trust's policies on 'equality of opportunity' and the promotion of 'good relations' through his/her own actions, and to ensure that these policies are adhered to by staff for whom he/she has responsibility.

General Responsibilities

Employees of the Trust are required to promote and support the mission and vision of the service for which they are responsible and:

- To provide a caring service and to treat those with whom they come into contact in a courteous and respectful manner.
- To demonstrate their commitment by their regular attendance and the efficient completion of all tasks allocated to them.
- To comply with the Trust's 'No smoking policy'.
- To carry out their duties and responsibilities in compliance with health and safety policy and statutory regulations.
- To adhere to equal opportunities and good relations policies throughout the course of their employment.
- To ensure the ongoing confidence of the public in service provision.
- To comply with the HPSS code of conduct.

Records Management

Co-Directors are responsible to the Director of Child Health and Dental Services for all records held, created or used as part of their business including corporate and administrative records whether paper-based or electronic and also including e-mails. All such records are public records and are accessible to the general public, with exception, under the Freedom of Information Act 2000, the Environment Information Regulations 2004 and the Data Protection Act 1998.

This Job Description is subject to review in the light of changing circumstances and is not intended to be rigid and inflexible but should be regarded as providing guidelines within which the Co-Director for Child Health and Dental Services works. Other duties of a similar nature and appropriate to the grade may be assigned from time to time by the Director.

Terms and Conditions

Full-time/Job Share

The NHS terms and conditions (Agenda for Change) will apply to this post.

Salary will be £TBC per annum.

In addition to 10 public holidays, the annual leave allowance will be as follows:

- On appointment – 27 days
- After 5 years service – 29 days
- After 10 years service – 33 days

He/she may be required to travel throughout Northern Ireland, the United Kingdom, the Republic of Ireland and elsewhere. The successful candidate should therefore have access to a form of transport that will permit them to meet with requirements of the post in full and be prepared to travel as required.

BELFAST HEALTH AND SOCIAL SERVICE TRUST

Personnel Specification:

Title of Post: Co-Director Chid Health and Dental Services

Band: TBC

Directorate: Specialist Hospitals Women and Child Health

Knowledge, skills and experience required:

- Applicants must provide evidence by the closing date for application that they are working in a substantive post ***within one of the Belfast HSS Legacy Trusts, and have:***
- A University degree or relevant professional qualification and worked for at least 3 years in the last 6 years in a senior management role in a major complex organisation.

OR

- be in a Senior management role or equivalent and worked for at least 4 years in a senior management role in a major complex organisation.

AND

- delivered against challenging performance management programmes for a minimum of 3 years in the last 6 years meeting a full range of key targets and making significant improvements.
- for a minimum of 3 years in the last 6, have worked with a diverse range of stakeholders, both internal and external to the organisation, to achieve successful outcomes.
- Successfully demonstrated high level people management, governance, leadership and organisational skills for a minimum of 2 years in the last 6 years.
- Experience of financial management and budgetary control in a complex organisation.

SHORTLISTING

A shortlist of candidates for interview will be prepared on the basis of the information contained in the application form. It is therefore essential that all applicants demonstrate through their application how and to what extent their experience and qualities are relevant to this post and the extent to which they satisfy each criterion specified.

Candidates who are shortlisted for interview will need to demonstrate at interview that they have the required competencies to be effective on this demanding leadership role. The competencies concerned are given in the NHS Leadership Qualities Framework.

1 Belfast Trust area covers the Belfast City Hospital, the Mater Infirmorum, Regional Medical Physics, The Royal Hospitals, North and West Belfast, South and east Belfast and Greenpark.

CHILD HEALTH & DENTAL SERVICES

SUB DIRECTORATE

