



Business Services
Organisation

Directorate of Legal Services

— PRACTITIONERS IN LAW TO THE
HEALTH & SOCIAL CARE SECTOR —

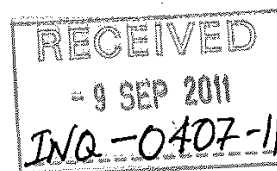
2 Franklin Street, Belfast, BT2 8DQ
DX 2842 NR Belfast 3

Your Ref:
CMcG-0014-11

Our Ref:
HYP B04/1

Date:
8 September 2011

Ms Bernie Conlon
Secretary
Inquiry into Hyponatraemia- related deaths
Arthur House
41 Arthur Street
Belfast
BT1 4GB



Dear Madam

RE: INQUIRY INTO HYPONATRAEMIA RELATED DEATHS –CLAIRE ROBERTS

I refer to the above and to your letter dated 2nd June 2011 (CMcG-0014-11) I can advise that the Director of Nursing post in the RBHSC in 1995 was entitled Nurse Manger and the post-holder was Audrey Lockhead. She has since left the employment of the Trust and the HR Department have been unable to locate her Personnel file. Her Job description is not available. The equivalent post in RBHSC currently within the Belfast Health and Social Care Trust is entitled Childrens Services Manager and I enclose a copy of the Job Description. Audrey Lockhead left the Trust to work in [REDACTED]

[REDACTED] She however has left there, married and moved to England. Four Seasons Healthcare would not release to us her current contact details but said they would ask her to contact us however we have not been contacted.

Regarding the Job descriptions for Medical Director and Clinical Directors RBHSC and management arrangements I refer you to my letter dated 21st July 2011 in response to letter CMcG-008-11.

Yours faithfully

pp Nicola Dooher

Wendy Beggs
Assistant Chief Legal Adviser

Direct Line: [REDACTED]

Email: [REDACTED]

Providing Support to Health and Social Care





Belfast Health and
Social Care Trust

JOB DESCRIPTION

Title of Post: Childrens Services Manager
Royal Belfast Hospital for Sick Children
Child Health Services

Post Band: 8B

Reports to: Co-Director of Child Health

Responsible to: Director of Social Services Family and
Childcare

Job Summary

The Belfast Trust is seeking to establish a robust management structure in all areas of service provision to ensure the Trust's overall strategic aims are met. In child and family services the Trust wishes to develop a structure which will reflect the distinct nature of child and family service delivery in the Belfast. The Belfast Trust will deliver an extensive range of children and women's services both locally and across the region. It will bring together the management of children's and women's services across four acute hospital sites as well as health and social services for women and children in the community in Belfast.

The Childrens Services Manager for the Royal Belfast Hospital for Sick Children will be responsible through the Co Director of children's services for the development and management of all child health services across the acute service.

The Royal Belfast Hospital for Sick Children which is the major Children's Hospital in Northern Ireland has provision for 106 beds providing a comprehensive range of regional specialist services, as well as acute care to children within the Greater Belfast area.

He/she will work to achieve objectives required within the performance management framework for the Trust.



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KEY RESULTS AREAS:

Setting Direction

- To support the Co -Director of children's services in the development, implementation and delivery of the Trusts children's services strategy, ensuring integration with corporate strategy and service delivery priorities.
- Provide leadership to staff within the Royal Belfast Hospital for Sick Children in line with service and corporate objectives. To harness and maintain the support and commitment of staff under their control.
- To support the Co Director of Children's services and the senior management of child and family services in the task of delivery on delegated statutory functions in child care.
- To develop and maintain working relationships with other Childrens Services Manager colleagues and to ensure achievement of service and Trust objectives and the effective functioning of the children's senior management team in the Trust.

Service Delivery

- To be managerially responsible and accountable for all services provided within the Royal Belfast Hospital for Sick Children.
- To manage transition recruitment processes and consolidate arrangements for the Royal Belfast Hospital for Sick Children aspects of the new organisation at the earliest opportunity.
- To establish appropriate systems, policies, procedures and management arrangements for delivering the child health services within the Royal Belfast Hospital for Sick Children.
- 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 effective and undertake regular benchmarking.
- 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 are assessed holistically with multidisciplinary and intersectoral involvement where appropriate.
- To ensure full compliance with all governance standards for the Trust's child health services including the assessment and management of risk.
- To ensure the Trust's child health services comply with all professional regulatory and requisite standards.
- To ensure that robust performance management arrangements in the child health service group are developed and implemented.
- To ensure the defining and monitoring of performance standards in contracts/service level agreements with independent service providers.

Development and Innovation

- To support innovation and change to underpin the modernisation of child health services in line with the DHSSPS reforms.
- To lead quality initiatives such as Investors in People and Charter Standards in the Royal Belfast Hospital for Sick Children.
- To demonstrate progress on the redesign of existing roles for the Royal Belfast Hospital for Sick Children.

Collaborative Working

- To work closely with other statutory and voluntary agencies in order to ensure optimum overall coordination of service delivery to families and children.
- Developing appropriate communication channels with service users to maximise their involvement and contributions to service planning, design and evaluation.
- To work closely with all relevant stakeholders to secure their commitment and involvement in child protection, child health and family support processes.

- To participate in and work in partnership with the Belfast Trust child protection panel, the current ACPC s and any future Safeguarding Board for NI.
- To work closely with education and training bodies to ensure that child health has a highly skilled workforce.

Communication and Information Management

- To support and lead on the coordination of information and documentation for the Trust Accountability Reviews, ensuring that all relevant progress is reflected in the submissions for the Royal Belfast Hospital for Sick Children.
- In collaboration with the co-director provide Reports for the Service Group, the Trust Board, and the Director of Human Resources as required, identifying progress against plans and achievement against the management plan, in line with Priorities for Action and the Trust Performance Management Framework.
- To work closely with the Head of Corporate Communications to ensure staff are kept well informed on matters relating to their employment and work experience.
- To 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.
- To provide all appropriate returns and Reports as required by statutory bodies, the DHSSPS, and the HSSA.

Quality

- To work within the requirements of the Trust's integrated governance framework, ensuring that all policies related to delivery of child health meet relevant legislative and policy requirements.
- To support the achievement of relevant controls assurance standards for the Royal Belfast Hospital for Sick Children.

Financial and Resource Management

- To be responsible for the management of the Royal Belfast Hospital for Sick Children budgets and ensure the meeting of all financial targets.

- To participate in contract and service level negotiations with commissioners as delegated by the co director for child health.
- To support and lead the development of capital investment strategies within the Royal Belfast Hospital for Sick Children in collaboration with the co director, ensuring these reflect and contribute to meeting targets set by the HSSA and the Trust's Corporate Plan.
- To work within Royal Belfast Hospital for Sick Children budgetary constraints, providing advice on the costs and benefits of planned developments.

People Management and Development

- To deputise for the Co Director of Child Health in his/her absence, on a rotational basis with other Childrens Services Managers.
- To promote the corporate values and culture of the organisation through the development and implementation of relevant policies and procedures, and appropriate personal behaviour.
- To 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.
- To lead the development and implementation of workforce modernisation initiatives for the Royal Belfast Hospital for Sick Children.
- To contribute as an effective member of the child health team.
- To participate in the Trust's Performance Review Scheme. To review the performance of direct reports on a regular basis, and to provide direction on personal development requirements and appropriate action.
- To take responsibility for his/her own performance and take action to address identified personal development areas.
- To ensure that management structures and practices in the Royal Belfast Hospital for Sick Children support a culture of effective team working, continuous improvement and innovation.
- Maintain good staff 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 ensure that these policies are adhered to by staff for which 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

Childrens Service Managers are responsible to the Co-Director of Childrens Health 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 emails. All such records are public records and are accessible to the general public, with limited exceptions, 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 Childrens Service Managers . Other duties of a similar nature and appropriate to the grade may be assigned from time to time by the Co-Director.

Terms and Conditions

Full- Time/Job Share

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

Salary will be Band 8B

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 the requirements of the post in full and be prepared to travel as required.

**Childrens Services Manager Royal Belfast Hospital for Sick Children
Child Health Services**

Personnel Specification:

Applicants must provide evidence by the closing date for application that they are working in a substantive post in the Belfast HSC Trust or the Regional Medical Physics Agency.

Knowledge, skills and experience required:

- Have a university degree or relevant professional qualification **and** have worked for at least 2 years in the last 5 years in a senior management role.

OR

- Have worked for at least 3 years in the last 5 years in a senior management role.

AND

- Demonstrate evidence of personal responsibility for achieving measurable improvements, at an organisational level, across a range of performance management activities
- Have worked with a diverse range of stakeholders, both internal and external to the organisation, to achieve successful outcomes.
- Demonstrate evidence of contributing to the development of plans that enable efficient and effective organisational change
- Demonstrate high level people management, governance, leadership and organisational skills for a minimum of 2 years in the last 5 years.
- Experience of financial management and budgetary control
- Have excellent communication skills, both orally and in writing

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

August 2007