

3 Responsibilities

Contents

- 3.0 Introduction
- 3.1 Organisational principles
- 3.2 Director
- 3.3 Associate Director
- 3.4 Quality Advisor
- 3.5 Divisional Coordinator
- 3.6 Programme Manager
- 3.7 Assistant Programme Manager
- 3.8 Screener
- 3.9 Administrative Support
- 3.10 Head of Audiology
- 3.11 Professional Lead
- 3.12 Technical Support
- 3.13 Head of Administration
- 3.14 Central Support Services
- 3.15 Information and Evaluation
- 3.16 Business manager
- 3.17 Finance Manager
- 3.18 Other responsibilities

3 Responsibilities

3.0 Introduction

This section enables an individual to determine which aspects of the quality system they have, or share, overall responsibility for. The section lists each post within NBHSW and screening services which has overall responsibility for ensuring that NBHSW quality standards are met and/or has overall responsibility for ensuring that quality control checks or quality audits are carried out. For each post, a list of relevant standards, quality control checks and quality audits can be found in sections 4 to 6.

3.1 Organisational principles

- There should be a single all-Wales screening programme with overall responsibility for the programme being clearly identified.
- Those responsible for setting policies, protocols and standards should also be responsible for the consequences of their implementation.
- There should be a clear management focus on the programme, with those managing the programme have few competing priorities.
- There should be clear lines of accountability throughout the programme.
- Individual and organisational roles and responsibilities within the programme should be clearly defined.
- Quality assurance should be central to the management of the programme.
- Management and quality assurance responsibilities should be integrated as far is practicable.
- Policies and protocols should cover all elements of the programme and should be clearly documented
- Mandatory all-Wales policies and protocols should be used in preference to recommendations and guidelines.
- Policies, protocols and standards should be amended appropriately in the light of developing evidence and experience.
- Performance against standards should be closely monitored and appropriate action taken in cases of non-compliance.
- All relevant professions and disciplines should be involved in the management of the programme and, where appropriate, management delegated to a local level.
- Screening staff must be supported adequately by programme management.

3.2 Director

- Overall responsibility for the management, quality assurance and evaluation of all aspects of the screening programme.

3.3 Associate Director

- Responsibility for the day to day management, evaluation and quality assurance of the screening process from the provision of antenatal information, through the screening programme and assessment procedure.
- Responsibility for ensuring the satisfactory service provision for those babies identified by the screen up to the age of 2 years
- Responsibility for ensuring satisfactory services are in place to complete audiological follow up or child health surveillance up to 2 years
- Responsibility for attending the relevant quality related groups
- Responsibility for managing an All Wales budget

3.4 Quality Advisor

The Associate Director, Divisional Coordinators, Programme Manager representative and audiology representative advise the Quality Advisory Group on issues regarding NBHSW. The group will recommend to the AWMG commissioning further work from an expert in a particular field as the needs of the programme are identified.

3.5 Divisional Coordinator

- Responsibility for ensuring that the screeners follow the NBHSW procedures and protocols as outlined in the Quality Manual
- Responsibility for monitoring the quality of the service, across Wales, using information and data collected and collated for the purpose. See section 2.5
- Responsibility for ensuring that standards are in place to measure quality and that reports are produced for the AWMG
- Responsibility for bringing quality deficiencies to the attention of the Associate Director
- Responsibility for attending and providing information to the Quality Advisory Group

- Responsibility for receiving advice regarding quality improvements from the Quality Advisory Group
- Responsibility for recommending corrective action as necessary and verifying the outcome of any action taken
- Responsibility for providing feedback on quality to the Associate Director
- Responsibility for advising the Associate Director on ways of improving quality
- Responsibility for attending the relevant quality related group(s)
- Responsibility for encouraging the continuous professional development of colleagues
- Responsibility for ensuring the continuous professional development of screeners
- Responsibility for ensuring the quality of training of new screeners
- Responsibility for clinical decisions within the screening programme
- Responsibility for liaison with maternity and audiology services and all other local stakeholders
- Responsibility for attending local multidisciplinary groups
- Responsibility for convening and chairing NBHSW divisional management group

3.6 Programme Manager

- Responsibility for ensuring that the screeners and administrative staff follow the NBHSW procedures and protocols as outlined in the Quality Manual
- Responsibility for line managing the Assistant Programme manager
- Responsibility for managing a divisional budget
- Responsibility for monitoring the quality of the service, across Wales, using information and data collected and collated for the purpose. See section 2.5
- Responsibility for bringing quality deficiencies to the attention of the Divisional Coordinator
- Responsibility for recommending corrective action as necessary and verifying the outcome of any action taken
- Responsibility for providing feedback on quality to the Divisional Coordinator
- Responsibility for ensuring the quality of training of new screeners
- Responsibility for ensuring maintenance, repair and calibration of equipment
- Responsibility for maintaining accommodation and office equipment
- Responsible for convening and chairing NBHSW local management group

3.7 Assistant Programme Manager

- Responsibility for ensuring that the screeners and administrative staff follow the NBHSW procedures and protocols as outlined in the Quality Manual
- Responsibility for monitoring the quality of the service, across their sites, using information and data collected and collated for the purpose. See section 2.5
- Responsibility for bringing quality deficiencies to the attention of the Programme Manager
- Responsibility for providing feedback on quality to the Programme Manager
- Responsibility for management of administrative staff within their sites
- Responsibility for deputising for the Programme Manager
- Responsibility for maintaining accommodation and office equipment

3.8 Screener

- Responsibility for screening babies following the protocols and procedures recorded in the Quality Manual.
- Responsibility for accurately recording results.
- Responsibility for providing accurate information to parents, public and professionals
- Responsibility for reporting all incidents to the programme manager.
- Responsibility for seeking help if required.
- Responsibility for routine checks and care of the equipment as recorded in the equipment protocols
- Responsibility for assisting in the training of new screeners and demonstrating screening as requested

3.9 Administrative Support

Site

- Responsibility for accurately recording results.
- Responsibility for following the administrative procedures
- Responsibility for providing accurate information to parents, public and professionals
- Responsibility for reporting all incidences to the programme manager
- Responsibility for seeking help if required

Divisional

- As above and including
- Responsibility for supervision of administrative staff
- Responsibility for undertaking specific duties as instructed by the Programme Manager
- Responsibility for undertaking secretarial duties

3.10 Head of Audiology

- Responsibility for assessment
- Responsible for providing audiological testing and recording the results of those babies referred from the screen
- Responsibility for providing audiological information to NBHSW
- Responsibility for ensuring that audiologists participate in All Wales audit as directed by Divisional Audit Facilitators and the Associate Director
- Responsibility for the audiologist following the clinical care pathway for assessment and habilitation as recorded in the Quality Manual
- Responsibility for providing training, information and support to screeners and the Technical Support
- Responsibility for providing and recording the results of the targeted behavioural test (if there is not a separate Head of Community Audiology)
- Responsibility for the attendance at the relevant management meetings with NBHSW

3.11 Professional Lead (managerially responsible to trust)

- Responsibility for following the clinical care pathway for assessment and habilitation as recorded in the Quality Manual for those babies who reside in their trust
- Responsibility for decision making in the care pathway
- Responsibility for coordinating care for babies who reside in their trust and ensuring that information flows appropriately
- Responsibility for ensuring that children who transfer into the trust over 6 weeks and are not eligible for the screening programme receive the appropriate surveillance or test procedure. Access to the NBHSW module of the Child Health System may be arranged for this purpose
- Responsibility for providing and recording the results of the targeted behavioural test where the Professional Lead is the Head of Community Audiology
- Responsibility for providing training, information and support to screeners
- Responsibility for assisting the audiology departments in following NBHSW protocols and procedures
- Responsibility for attending the relevant Children's Hearing Services Group
- Responsibility for the attendance at the relevant management meetings with NBHSW
- Responsibility for providing audiological information to NBHSW

3.12 Technical Support (managerially responsible to Head of Audiology)

- If the Technical Support has most sessions during the working week dedicated to prearranged clinics, it may be necessary to have a fixed session each week allocated to new born hearing screening with additional cover provided for screener support.
- Responsibility for following the relevant equipment procedures and protocols outlined in the Quality Manual.
- Responsibility for ensuring equipment is properly maintained. This should at a minimum include
 - Weekly inspection and routine check of equipment

Weekly collection and collation of the equipment log sheets
Regular audit of software and algorithm fields as per protocol 6.22.0 of the Quality Manual

- Responsibility for providing training, information and support to screeners. This is for all existing screeners and taking a lead role in training new screeners on equipment use.
- Responsibility for undertaking screening in exceptional circumstances
- Responsibility for working with screeners and programme managers to minimise the impact on the screening programme of equipment errors
- Responsible for ensuring that the Senior Technical Support is informed of any errors with the equipment and contacting the manufacturers when appropriate
- Responsibility in assisting the Divisional Coordinator in "signing off" screeners and ongoing quality assurance
- Responsibility for reporting problems to the programme manager
- Responsible for the attendance at the relevant management meetings with NBHSW

3.13 Head of Administration

- Responsibility for all quality standards, controls and audits where he/she is identified as managerially responsible or line manages the person managerially responsible. This includes:
 1. The Programme Managers
 2. Administration Support
 3. Screeners (but excludes clinical responsibility for the screeners)
 4. Central Support Services
- Responsibility for reviewing and updating the 'NBHSW Administration Procedures' document.

3.14 Central Support Services

- The Central Support Services take the lead for coordination within screening services for the following activities
 1. Records Management
 2. Workplace Health
 3. Accreditation and awards e.g. Investors In People, Charter Mark
 4. The Welsh Risk Management Standards and Welsh Risk Pool
 5. Training both organisational and professional development
 6. Leaflet and public information

3.15 Information and Evaluation

The Information and Evaluation Team under the managerial responsibility of the Head of Information are responsible for

1. Purchase and replacement of IT equipment as agreed by the All Wales Management Group
2. Assisting with the training in use of equipment and confidentiality and data protection
3. Providing IT support through on site visits where practical and through a telephone help line
4. Providing monthly reports on screening activity to each screening site
5. Providing 6 monthly divisional reports
6. Providing an annual report for NBHSW
7. Continuing to work with the managers of NBHSW to improve the quality of data and generated reports
8. Providing further reports as requested by the Associate Director

3.16 Business manager

Responsible for providing a lead role for NBHSW in the following

1. Coordinate development and progress reporting on operational planning documents
2. Lead on estates issues
3. Risk Management and Risk Assessment activity
4. Provide support and advice on the construction and development of business cases

5. Lead on Health and Safety provision
6. Responsibility for the management of all relevant Service Level Agreements between the Programme and relevant providing Trusts
7. Lead on procurement and contracting issues
8. Hold all Wales Budget
9. Engage in financial planning with all local budget holders

3.17 Finance Manager

1. Responsible, with input from budget holders, for the planning of all revenue
2. Responsible for ensuring that all planned budgets are accepted by the Programme Lead and the Screening Director
3. Responsible for the monitoring and reporting of all budgets
4. Responsible for forecasting all budgets
5. Responsible for ensuring that budget holders carry out their day to day work in accordance with the Trust financial policies and procedures
6. Responsible for ensuring that financial records are maintained by budget holders in an orderly fashion acceptable to the finance auditors
7. Responsible for providing financial training to all budget holders and supplies officers
8. Responsible for ensuring the integrity of the financial information relating to business cases
9. Responsible for ensuring that best value is sought in all decision making
10. Responsible for liaising with the commissioners on funding issues
11. Responsible for ensuring the Standing Financial Instructions are adhered to
12. Provide ad hoc financial advice to all managers
13. Acts as the interface with Trust HQ for financial issues

3.18 Other Responsibilities

The following responsibilities are addition to, and often complementary to, those listed in this section. They are aligned with the quality assurance and line management structures and are not specifically documented in this manual.

- **Risk Management and Health and Safety**

The Director is responsible for all risk management and health and safety matters within NBHSW. Risk management is co-ordinated through the Screening Services Risk Management Group which includes the Associate Director of NBHSW. Responsibility for Health and Safety is delegated through the line management structure and is managed through the NBHSW Health and Safety Committee and local management groups. Management of Health and Safety is set out in the Screening Services Health and Safety Policy.

- **Controls Assurance**

The Director is responsible for the implementation of Controls Assurance within NBHSW. The development of Controls Assurance standards may lead to new responsibilities being vested in managers within NBHSW. These will be specified in the individual's job descriptions.

- **Caldicott Guardian**

The director of the Public Health Division is designated as the Caldicott Guardian. The Head of Information and the Information Governance and Evaluation Manager supports the Directors in the implementation of this role.