

UROLOGY SERVICES INQUIRY

USI Ref: Notice 80 of 2022

Date of Notice: 23rd September 2022

Addendum Witness Statement of: Ms Vicki Graham

I, Vicki Graham, wish to make amendments and an addition to my response to Section 21 Notice Number 80 of 2022. The amendments are as follows:-

1. At paragraph 1.2 (WIT- 60854), I have stated *'During my time as a Cancer Services Co-Ordinator Band 5 from 06.10.2014 to 09.08.2022 my main duties included supporting the Head of Services and OSL (Operational Support Leads), the performance management and commissioning functions within Cancer, the management of the Service and Budget Agreement (SBA) within Cancer Services and the management of the administrative staff within Cancer Services.'* This should state *'During my time as a Cancer Services Co-Ordinator Band 5 from 06.10.2014 to 09.08.**2020** my main duties included supporting the Head of Services and OSL (Operational Support Leads), the performance management and commissioning functions within Cancer, the management of the Service and Budget Agreement (SBA) within Cancer Services and the management of the administrative staff within Cancer Services'.*

2. At paragraph 7.1 (WIT-6086), I have stated *'Angela Muldrew, Cancer Services Co-Ordinator, would have held these meetings either ad-hocly if something had changed or needed to change following advice from Wendy Clayton/ Sharon Glenny, OSL (Operational Support Lead) to ensure that we were all aware of a change in practice.'* This should state *'Angela Muldrew, Cancer Services Co- Ordinator, would have held these meetings ~~either~~ ad-hocly if something had changed or needed to change*



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following advice from Wendy Clayton/ Sharon Glenny, OSL (Operational Support Lead) to ensure that we were all aware of a change in practice.'

3. At paragraph 34.1 (WIT-60910), I have stated '*I cannot answer this question as I never attended any Governance meetings, and while I added some SAI (Serious Adverse Incidents), onto the Datix System, some relating to Urology patients and delays with referrals, not all of these SAIs were aligned to Urology.*' This should state '*I cannot answer this question as I never attended any Governance meetings, and while I added some **Incident Forms (IR1)** onto the Datix System, with some relating to Urology patients and delays with referrals, **not all of these incident reports** were aligned to Urology. **Some of these incident reports may or may not have become an SAI.***'

4. At paragraph 24.5 (WIT-60897), I have stated '*From my recollection if they printed off these referrals from CCG, they always ensured that if they printed 10 referrals, that 10 printed by cross-referencing with CCG.*' This should state '*From my recollection **and by way of example** if they printed off these referrals from CCG, they always ensured that if they printed 10 referrals, that 10 printed by cross-referencing with CCG.*'

5. At paragraph 32.1 (WIT-60909), I have stated '*From my recollection if I, or others, while working as a Cancer Tracker/MDT Co-ordinator (Band 4), or as a Cancer Services Co-Ordinator (Band 5) raised any concerns that were identified as an SAI (Serious Adverse Incident), I do not recall being advised of the outcome of any investigation if it was logged onto the DATIX (Risk Management System).*' This should state '*From my recollection if I, or others, while working as a Cancer Tracker/MDT Co-ordinator (Band 4), or as a Cancer Services Co-Ordinator (Band 5) raised any concerns **a DATIX was raised on the Risk Management System**. I do not recall being advised of the outcome of any investigation if it was logged onto the DATIX (Risk Management System). **In particular I do not recall being informed that a Datix I had raised became an SAI.***'

6. At paragraph 34.1 (WIT-60910), I have stated '*I cannot answer this question as I never attended any Governance meetings, and while I added some SAI (Serious*



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*Adverse Incidents), onto the Datix System, some relating to Urology patients and delays with referrals, not all of these SAIs were aligned to Urology.' This should state 'I cannot answer this question as I never attended any Governance meetings, and while I added some **incident forms** onto the Datix System, some relating to Urology patients and delays with referrals, not all of these were aligned to Urology.'*

7. At paragraph 34.2 (WIT-60911), I have stated 'An example of a Urology SAI was the delay with a patient.' This should state 'An example of a Urology **issue raised as a DATIX** was the delay with a patient.'

8. In relation to my response to question 4, I want to add my new role as of 01.05.2023. **Job Title: Performance Manager (Band 7) (Period 01.05.2023 – to be confirmed) as a secondment, for six months initially, with the potential for extension.** My line manager is Elaine Murphy – Interim Head of Performance. Please see 1. Performance Manager Band7_JD_Final. I cannot say my job description is or is not an accurate reflection of my roles and responsibilities as I have only started the post.

NOTE:

By virtue of section 43(1) of the Inquiries Act 2005, "document" in this context has a very wide interpretation and includes information recorded in any form. This will include, for instance, correspondence, handwritten or typed notes, diary entries and minutes and memoranda. It will also include electronic documents such as emails, text communications and recordings. In turn, this will also include relevant email and text communications sent to or from personal email accounts or telephone numbers, as well as those sent from official or business accounts or numbers. By virtue of section 21(6) of the Inquiries Act 2005, a thing is under a person's control if it is in his possession or if he has a right to possession of it.

Statement of Truth

I believe that the facts stated in this witness statement are true.



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Signed: *Vicki Graham*

Date: 04/05/2023

JOB DESCRIPTION

JOB TITLE	Performance Manager
BAND	7
DIRECTORATE	Performance and Reform
INITIAL LOCATION	Craigavon Area Hospital Site
REPORTS TO	Head of Performance
ACCOUNTABLE TO	Assistant Director for Performance Improvement

March 2023**JOB SUMMARY**

The post holder will support the Head of Performance through the continual development of an effective performance management function that is in keeping with the Trust's Performance Management Framework and is in line with evidence based best practice. This will include the development of new methods of assessing performance and managing performance in line with, for example, Outcomes Based Accountability (OBA).

Further the post holder will support the Head of Performance to develop integrated performance management reporting, facilitating analysis, interpretation and risk analysis at Corporate and Directorate level in line with the Minister's Commissioning Plan Direction and Trust performance indicators.

The post holder will develop robust demand and capacity models to support decision making and business planning process, including, for example, bed utilisation and elective capacity modelling and facilitate prediction linked to additional demand or capacity initiatives proposed.

The post holder will develop strong networks across the Region and act as key liaison for Directorate and Specialty level issues.

The post holder will manage the Performance Team resources taking responsibility for the utilisation and success of these resources in the evolving performance arena, deputising for the Head of Performance as required.

KEY DUTIES / RESPONSIBILITIES**Performance Management Function**

1. Support the Head of Performance through the development, implementation and management of an effective performance management function, in keeping with the Trust's Performance Management Framework and in line with evidence based best practice.
2. Develop, establish and continually refine performance management reporting mechanisms to support assurance and accountability requirements, for example but not limited to, the Trust Board Performance Report and the development of Integrating Reporting.
3. In the development of Corporate Level reporting ensure the appropriate application and combination of information, interpretation, Regional and National benchmarking and operational input/intelligence is utilised to evidence the level of performance and assessment of risk.
4. Seek to ensure that performance measures represent a broad view of the Trust's Corporate objectives and provide a focus against which the Trust can assess delivery of safe, personal and effective care.
5. In conjunction with the Head of Performance develop new methods of assessing performance and managing performance in line with, for example, Outcomes Based Accountability (OBA).
6. In conjunction with the Head of Performance, develop robust demand and capacity models to support decision making and business planning processes, including, for example, bed utilisation and elective capacity modelling and facilitate prediction linked to additional demand or capacity initiatives proposed.
7. Develop, implement and continually refine the performance management function to ensure that the appropriate level of performance management intelligence is available to the Operational Directorates. Key to the development of the performance function will be:
 - The review, analysis and interpretation of the performance measurement intelligence;
 - The risk assessment of performance against the relevant objectives and goals for improvement and organisational goals;
 - Leading and articulating the development of action planning to effect improvement within capacity; and, when necessary;
 - Escalation of risk to the Head of Performance for internal review.
8. Work collaboratively with Assistant Directors; Senior Managers; and Clinicians providing performance management support at a Divisional/Specialty level including provision of a performance oversight at Divisional/Specialty Level meetings.
9. Provide a review of performance with an oversight on the wider performance management agenda including the provision of Rolling Risk and Action Registers.
10. Undertake, as required, project support and recovery planning/support to Operational Directorates to facilitate performance improvement/turnaround.
11. In support of the Head of Performance provide an oversight to the development and monitoring

of Performance Improvement Trajectories and Service and Budget Agreements Levels, ensuring that deviations in performance are understood and appropriate action planning is implemented, where necessary.

12. Manage the Performance Team to deliver performance management functions including appropriate managerial responsibilities for all staff within your control.
13. Develop and implement a range of Standard Operating Procedures for use within the Performance Team and to govern the organisation's approach to performance management to ensure that it is in line with the Trust's Performance Management Framework and evidence based best practice.
14. Develop a network of internal and external contacts associated with performance and establish good external links with key stakeholders to promote best practice and understand Regional approach and challenges.
15. Review and develop, as required, the Performance SharePoint site providing a hub for performance management; performance challenges and action planning. Thus influencing a greater culture of transparency across the Operational Directorates and providing an opportunity for shared learning and recovery planning.
16. Work with Senior Information Managers to influence and direct the development of information flows and performance measurement information to provide timely and accurate information to underpin the performance management function.
17. Implement systems that facilitate the review; analysis; and interpretation of data, produced by the Information Department, specifically highlighting deviations from expected targets/trends and escalating key issues as appropriate with suggested action plans to address issues.
18. Continually seek ways to enhance the formation and presentation of performance management information and to develop innovative ways to disseminate the information to the relevant audiences.
19. Be the first point of contact and liaison for Information Team colleagues and foster good communication and clear lines of accountability with this and other functional support teams including Planning and Finance.

People Management

20. Provide clear leadership to staff within the Performance Team and ensure a highly skilled, flexible and motivated workforce.
21. Undertake regular supervision with all staff under your control.
22. Ensure the effective implementation of all Trust staff management policies and the achievement of all relevant targets such as sickness and absenteeism, turnover etc.
23. Ensure the effective management of staff health and safety within the team.
24. Develop and maintain effective working relationships with other Directorate colleagues to ensure

achievement of Trust objectives.

25. Establish collaborative relationships and networks, as appropriate, with external stakeholders in the public; private and voluntary sectors to ensure the Trust effectively discharges its functions.

General

26. Deputise, as and when required, for the Head of Performance.
27. Assist the Head of Performance in the development of the Performance annual work plan.
28. Develop and sustain operational relationships and lines of communication.
29. Undertake general administrative support duties within the team including maintenance of databases/systems, rolling risk registers etc.
30. Represent the Trust, as appropriate, on external groups related to relevant areas of work.

HUMAN RESOURCE MANAGEMENT RESPONSIBILITIES

31. Review individually, at least annually, the performance of immediately subordinate staff, providing guidance on personal development requirements and advise on and initiate, where appropriate, further training.
32. Maintain staff relationships and morale amongst the staff reporting to him/her.
33. Review the organisation plan and establishment level of the service for which he/she is responsible to ensure that each is consistent with achieving objectives, and recommend change where appropriate.
34. Delegate appropriate responsibility and authority to the level of staff within his/her control consistent with effective decision making, while retaining overall responsibility and accountability for results.
35. Participate, as required, in the selection and appointment of staff reporting to him/her in accordance with procedures laid down by the Trust.
36. Take such action as may be necessary in disciplinary matters in accordance with procedures laid down by the Trust.

GENERAL REQUIREMENTS

The post holder will be required to:

37. Ensure the Trust's policy on equality of opportunity is promoted through his/her own actions and those of any staff for whom he/she has responsibility.
38. Co-operate fully with the implementation of the Trust's Health and Safety arrangements, reporting any accidents/incidents/equipment defects to his/her manager, and maintaining a clean, uncluttered and safe environment for patients/clients, members of the public and staff.

39. The HSC Code of Conduct for Employees sets out the standards of conduct expected of all staff in the Southern Health & Social Care Trust and outlines the standards of conduct and behaviours required during and after employment with the Trust. Professional staff are expected to also follow the code of conduct for their own professions.
40. Adhere at all times to all Trust policies/codes of conduct, including for example:
 - a. Smoke Free policy;
 - b. IT Security Policy and Code of Conduct;
 - c. Standards of attendance, appearance and behaviour.
41. Contribute to ensuring the highest standards of environmental cleanliness within your designated area of work.
42. Co-operate fully with regard to Trust policies and procedures relating to infection prevention and control.
43. All employees of the trust are legally responsible for all records held, created or used as part of their business within the Trust including patients/clients, 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 exception, under the Freedom of Information act 2000 the Environmental Information Regulations 2004 and the Data Protection Acts 1998. Employees are required to be conversant with the Trusts policy and procedures on records management and to seek advice if in doubt.
44. Take responsibility for his/her own ongoing learning and development, including full participation in KSF Development Reviews/appraisals, in order to maximise his/her potential and continue to meet the demands of the post.
45. Represent the Trust's commitment to providing the highest possible standard of service to patients/clients and members of the public, by treating all those with whom he/she comes into contact in the course of work, in a pleasant, courteous and respectful manner.
46. Available/able to work any 5 days out of 7 over the 24-hour period, which may include on-call/stand-by/sleep-in duties, shifts, night duty, weekends and Public Holidays if required immediately on appointment or at a later stage following commencement in response to changing demands of the service.
47. This post may evolve over time and this Job Description will therefore be 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 individual works. Other duties of a similar nature and appropriate to the grade may be assigned from time to time.
48. It is a standard condition that all Trust staff may be required to serve at any location within the Trust's area, as needs of the service demand.



PERSONNEL SPECIFICATION

JOB TITLE AND BAND	Performance Manager – Band 7
DIRECTORATE	Performance Team, Directorate of Performance & Reform
SALARY	
HOURS	37.5 hour per week

February 2022

Notes to applicants:

1. You must clearly demonstrate on your application form under each question, how you meet the required criteria as failure to do so may result in you not being shortlisted. You should clearly demonstrate this for both the essential and desirable criteria.
2. Shortlisting will be carried out on the basis of the essential criteria set out in Section 1 below, using the information provided by you on your application form. Please note the Trust reserves the right to use any desirable criteria outlined in Section 3 at shortlisting. You must clearly demonstrate on your application form how you meet the desirable criteria.
3. Proof of qualifications and/or professional registration will be required if an offer of employment is made – if you are unable to provide this, the offer may be withdrawn.

ESSENTIAL CRITERIA		
SECTION 1: The following are ESSENTIAL criteria which will initially be measured at shortlisting stage although may also be further explored during the interview/selection stage. You should therefore make it clear on your application form whether or not you meet these criteria. Failure to do so may result in you not being shortlisted. The stage in the process when the criteria will be measured is stated below.		
Factor	Criteria	Method of Assessment
Experience/ Qualifications/ Registration	<p>1. Relevant Degree of recognised professional qualification or equivalent/higher qualification AND 2 years' experience in a role with a significant focus on performance analysis or project management (Equivalent to HSC Band 5 or above).</p> <p>OR HNC/HND or equivalent/higher qualification AND 3 years' experience in a role with a significant focus on performance analysis or project management (Equivalent to HSC Band 5 or above).</p> <p>OR 5 years' experience with a significant focus on performance analysis or project management (Equivalent to HSC Band 5 or above).</p> <p>2. Experience in delivering against objectives, within tight timescales, to achieve improvement.</p>	Shortlisting by Application Form

	<p>3. Experience in drafting/writing reports and presentation of information in graphical formats.</p> <p>4. Experience in working with a diverse range of internal and external stakeholders.</p> <p>5. Significant experience in the use of Microsoft Office products including Excel and Word or equivalent.</p> <p>6. Have a minimum of 1 years' experience of staff management.</p>	
Other	<p>7. Hold a current full driving licence which is valid for use in the UK and have access to a car on appointment. This criteria will be waived in the case of applicants whose disability prohibits driving but who have access to a form of transport approved by the Trust which will permit them to carry out the duties of this post.</p>	Shortlisting by Application Form
SECTION 2: The following are ESSENTIAL criteria which will be measured during the testing/interview/selection stage.		
Please note that only those applicants that pass the assessment test will be called for interview.		
Skills/ Abilities/ Knowledge	<p>8. Possess knowledge and skill in demand and capacity modelling and experience in the ability to translate this to different scenarios.</p> <p>9. Have knowledge of the HSC Commissioning Plan Objectives and Goals for Improvement; Quality/Safety Standards; and the Performance Management agenda within Health and Social Care with the ability to interpret and relate data/data definitions to the delivery of services.</p> <p>10. Ability to provide effective leadership and develop strategic direction within the Performance Team and to Operational Teams, as required.</p> <p>11. Ability to identify solutions to problems and implement them effectively.</p> <p>12. Ability to maintain and continually improve services and systems to meet high standards of quality and professionalism with knowledge of service improvement/business re-engineering tools and techniques.</p> <p>13. Ability to influence and negotiate with a diverse range of internal and external stakeholders at a senior level.</p> <p>14. Excellent numerical and analytical skills with ability to apply strict attention to detail.</p> <p>15. Effective planning and organisational skills with an ability to</p>	Pre-Interview Testing and/or Interview

	<p>prioritise own workload, and that of the Team.</p> <p>16. Ability to work to tight timescales whilst meeting targets/deadlines.</p> <p>17. Effective communication skills (oral and written) and interpersonal skills with the ability to interpret and communicate complex issues effectively.</p> <p>18. Ability to develop and maintain good working relationships, both within the Team and with wider colleagues.</p> <p>19. Ability to identify solutions to problems and implement them effectively.</p>	
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As part of the Recruitment & Selection process it may be necessary for the Trust to carry out an Enhanced Disclosure Check through Access NI before any appointment to this post can be confirmed.

THE TRUST IS AN EQUAL OPPORTUNITIES EMPLOYER

Successful applicants may be required to attend for a Health Assessment

All staff are required to comply with the Trust's Smoke Free Policy