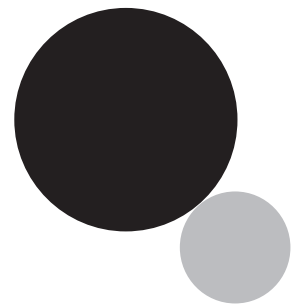


# **Report on Published Job Descriptions for Clinical Audit Staff in NHS Organisations**



**for Healthcare Quality Improvement Partnership**

November 2009



# Report on Published Job Descriptions for Clinical Audit Staff in NHS Organisations

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# Management summary

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As part of a project to develop job descriptions and Knowledge and Skills Framework (KSF) outlines for clinical audit staff, the Healthcare Quality Improvement Partnership (HQIP) requested that a review of published job descriptions of clinical audit staff working in NHS organisations be carried out. The aim of the review was to learn about roles and responsibilities for clinical audit staff, salary bands and any other information related to structures for clinical audit jobs in NHS organisations.

We carried out several Google searches related to clinical audit jobs in the UK, using a number of combinations of search terms. We accepted any job or role description that referred to a job that was focused on providing support for clinical audit at an organisational or clinical service level in an NHS organisation, whatever the actual job title. We also included clinical audit job descriptions from NHS organisations we work with that were willing to provide their job descriptions related to clinical audit for this purpose.

We separated the job or role descriptions retrieved by clinical audit job. We then collated all references to clinical audit-related roles and responsibilities across the same jobs into a single non-duplicated master list of clinical audit-related roles and responsibilities for each job.

We found reference to the job of head of clinical audit; however, we were unable to locate a complete job description for this job. We did not find published job descriptions for the job titles of clinical audit practitioner or clinical audit specialist.

The most frequently available job description was for the job of clinical audit facilitator; however, the job has different salary bands in NHS organisations ranging from 6 to 4. As indicated by the range of salary bands, clinical audit facilitators vary from having senior to more junior roles in NHS organisations.

Overall, there were more types of clinical audit-related jobs available at lower salary bands, such as clinical audit assistant, clinical audit clerk, and clinical audit administrator. Some of these jobs were at salary bands 3 or 2.

Few job descriptions referred to leadership or management roles or responsibilities related to clinical audit, for example, developing and implementing strategies or policies related to clinical audit and influencing the organisation on matters related to clinical audit. The roles and responsibilities tended to emphasis carrying out specific tasks, such as clinical audit programmes and projects, and supporting others understanding clinical audit projects in various ways.

The lines of accountability in the available clinical audit job descriptions demonstrate different perceptions of the organisational 'home' for clinical audit staff in NHS organisations. In summary, from the available job descriptions, there appear to be three models in use for positioning clinical audit staff in NHS organisations:

- as part of the governance management structure and team, including risk management
- as part of the quality assurance management structure and team
- aligned with the organisation's research management structure and team.

The roles, responsibilities, accountabilities and salary bands for clinical audit jobs may relate to the perceived value and contribution of clinical audit in NHS organisations.

# 1 Purpose of this report

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A search and collation of published job descriptions for clinical audit jobs in NHS organisations has been carried out to learn about current structures, salary band levels and levels of responsibility of clinical audit staff working in NHS organisations.

This report describes the findings of the review. It includes the following:

- the background to and the aim and objectives of the review
- the search design
- the identified roles and responsibilities of clinical audit staff
- the implications of the findings.

The report is intended to support any action in relation to clinical audit staff jobs, responsibilities and salary bands in NHS organisations.

## 2 Background and objectives of the review

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### **The background**

As part of a project to develop job descriptions and KSF outlines for clinical audit staff, HQIP has requested that a review of published job descriptions for clinical audit staff working in NHS organisations be carried out.

The review findings could make a contribution to the design of a survey of clinical audit staff on structures, responsibilities and salary bands and to job descriptions and KSF outlines for clinical audit staff working in NHS organisations.

### **Aim and objectives**

The aim of the review was to learn about roles and responsibilities for clinical audit staff, salary bands and any other information related to structures for clinical audit jobs in NHS organisations.

The specific objectives of the review were to identify:

- job titles for clinical audit staff in NHS organisations
- roles and responsibilities for clinical audit staff in different jobs, including clinical audit specific as well as generic roles and responsibilities
- salary bands for clinical audit staff in different jobs
- the role to which each clinical audit job is accountable.

## 3 Design of the review

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### Search design

We carried out several Google searches related to clinical audit jobs in the UK, using a number of combinations of search terms including the following: ("job description" OR "role description") AND "clinical audit" AND (assistant OR administrator OR clerk OR facilitator OR practitioner OR specialist OR manager OR head).

Because many clinical audit staff working in NHS organisations have combined clinical audit and clinical governance roles, we also used a number of combinations of search terms including the following: ("job description" OR "role description") AND "clinical governance" AND (assistant OR administrator OR clerk OR facilitator OR practitioner OR specialist OR manager OR head).

Of approximately 9,900 references to clinical audit-related job descriptions and approximately 17,600 references for clinical governance-related job descriptions, we found that after the first 500 references, the entries were duplicated and/or the usefulness of the references diminished.

We accepted any job or role description that referred to a job that was focused on providing support for clinical audit at an organisational or clinical service level in an NHS organisation, whatever the actual job title. We included clinical audit job descriptions from NHS Scotland organisations because of their relevance and usefulness, although we recognise that the HQIP project will not apply to Scotland. We excluded from the review a very considerable number of job or role descriptions for clinical staff jobs, such as doctors, nurses or allied health professionals, which included reference to participating in clinical audit. We also excluded from the review job descriptions for clinical audit jobs in private sector healthcare organisations.

In addition, we solicited clinical audit-related job or role descriptions from NHS organisations with which we work and included these descriptions in the analysis.

The shortcoming of the review is that only published or solicited job or role descriptions related to clinical audit can be analysed; therefore, there is the possibility of bias represented by reliance only on those job descriptions that are published or were solicited. However, we could not detect any trend among the organisations that do or do not publish their job descriptions for clinical audit or any explanation that would account for why some organisations publish such job descriptions and others do not.

We found a total of 23 job descriptions that were sufficiently complete to use in the review.

## **Analysis of published job descriptions**

We separated the job or role descriptions retrieved by clinical audit job. We collated all references to clinical audit-related roles and responsibilities across the same jobs into a single non-duplicated master list of clinical audit-related roles and responsibilities for each job. We retained any headings that were used to group related roles and responsibilities for each job.

Many published job descriptions for clinical audit staff also referred to generic roles and responsibilities that were not directly related to clinical audit, such as infection control, health and safety, or confidentiality. We collated all references to these generic roles and responsibilities into one master list because the generic roles and responsibilities applied to every clinical audit job.

We also collated any person specifications for clinical audit jobs and any references to salary band, KSF dimensions or outlines, or any other information related to the project, when these were available.

## 4 Roles and responsibilities in clinical audit job descriptions

The job titles specified by HQIP were not all found in published or solicited clinical audit job or role descriptions. The roles and responsibilities in clinical audit jobs appear in the boxes that follow for the jobs that we were able to identify through the published or solicited job descriptions. The jobs are arranged by salary band level.

### Head of Clinical Audit (band 8)

We were unable to find published job descriptions for the job title of Head of Clinical Audit. We infer that Head of Clinical Audit is not a frequently available job and/or that senior management functions related to clinical audit may be incorporated in a job description that applies to the management of research or governance or quality assurance as well as clinical audit.

Head of Clinical Audit	
Band	Role and responsibilities
8c	<i>Job referred to but job description was not provided</i>

Clinical audit jobs with the word Manager in the title were not at salary band 8.

### Clinical Audit Practitioner (band 7)

We were unable to locate any published job description for the job title of Clinical Audit Practitioner.

We found reference to a Clinical Audit Manager job at band 7; however, a full description of responsibilities was not provided.

Clinical Audit Manager	
Band	Role
7	Facilitate and promote clinical audit and clinical effectiveness which encompasses undertaking practical audits and raising awareness of clinical effectiveness and evidence based practice  Inspire and lead others to meet the demanding needs of the clinical audit and effectiveness programme
<i>No more detail provided</i>	

## Clinical Audit Specialist (band 6)

We were unable to locate any published job description for the job title of Clinical Audit Specialist.

We found two clinical audit jobs that were defined as at salary band 6. These jobs and their roles and responsibilities follow in the boxes.

<b>Assistant Clinical Audit Manager</b>	
<b>Band</b>	<b>Responsibilities</b>
6	<p>Develop effective systems and processes for clinical audit at the ... Trust in conjunction with the Clinical Audit Manager</p> <ul style="list-style-type: none"><li>• Ensure relevant processes are in place for implementation of the clinical audit strategy in conjunction with the Clinical Audit Manager</li><li>• Review progress with implementation of the trust action plan</li><li>• Monitor the quality of clinical audit projects and ensure effective use of the clinical audit project database/registration system</li><li>• Monitor the use of the rolling audit programme time and report activity to the Trust Clinical Audit Committee</li></ul> <p>Coordinate cross Trust clinical audit projects and interface/interagency projects</p> <ul style="list-style-type: none"><li>• Liaise with key personnel across the trust to identify suitable hospital-wide projects</li><li>• Establish links and liaise with clinical audit/governance staff within primary care and other relevant organizations to determine priorities for interface audit</li><li>• Ensure appropriate planning and communication for projects which cross divisions/directorates/trusts</li><li>• Ensure accuracy and appropriate design of cross trust clinical audits</li><li>• Analyse data and produce high quality reports for cross trust clinical audit projects</li><li>• Ensure effective dissemination of hospital/interface projects</li></ul> <p>Regularly liaise with the ... site clinical audit department</p> <ul style="list-style-type: none"><li>• Assist with developing common approaches to audit</li><li>• Ensure hospital-wide audits are conducted appropriately with both departments</li><li>• Provide regular updates from central site audits</li></ul> <p>Assist staff across the trust with prioritising areas for clinical audit</p> <ul style="list-style-type: none"><li>• Promote the use of incident data, complaints, claims and surveys for identifying audit priorities</li><li>• Liaise with the Information Department to identify audit topics from benchmarking data and Key Performance Indicators</li></ul> <p>Supervise clinical audit staff and provide advice/support when required</p> <ul style="list-style-type: none"><li>• Manage the Clinical Audit Data Administration Officer and case note transit clerks</li><li>• Carry out day to day supervision of Clinical Audit Facilitators</li><li>• Train new clinical audit staff</li></ul> <p>Deputise for the Clinical Audit Manager when required, including attendance at relevant meetings, eg, Trust Clinical Audit Committee</p>

### Assistant Clinical Audit Manager

Band	Responsibilities
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- |   |  |
|---|--|
| 6 | <p>Develop and deliver up-to-date training packages</p> <ul style="list-style-type: none"><li>• Ensure relevant clinical audit education leaflets are available and up to date</li><li>• Develop the monthly clinical audit training course and design appropriate workshop scenarios</li><li>• Advise and support the Clinical Audit Facilitators in developing and running training courses or workshops</li></ul> <p>Raise the profile of the Trust's clinical audit achievements both internally and externally</p> <ul style="list-style-type: none"><li>• Ensure the effectiveness of the clinical audit intranet page as a dissemination method</li><li>• Assist with the planning and organization of the trust's annual Clinical Audit and Risk Management Fair</li></ul> |
|---|--|

### Senior Clinical Audit and Effectiveness Manager

Band	Job purpose
------	-------------

- |   |   |
|---|---|
| 6 | <p>Lead the development and implementation of the provider directorate's clinical audit and effectiveness strategy and work programme within the clinical and practice governance agenda</p> <p>Lead and coordinate the delivery of the provider directorate clinical audit programme ensuring that milestones are met and that staff have the appropriate skills to undertake projects, providing training if necessary</p> <p>Support the implementation of learning and improvement in services and individual practice as a result of clinical audit and effectiveness initiatives and promote quality assurance within the provider directorate</p> <p>Develop robust partnerships internally and externally with key stakeholders and develop new partners</p> <p>Increase the level and activity of clinical audit in the provider directorate and demonstrate enhanced levels of clinically effective treatments and pathways</p> <p><b>Responsibilities</b></p> <p>Develop awareness of the structure and process of provider services in order to provide effective support to clinical and practice teams in the evaluation of their work</p> <p>Coordinate the annual clinical audit programme for the trust provider service, appropriately providing the clinical audit support needed</p> <p>Develop a challenging and modern annual clinical audit programme that takes account of national and local requirements and delivers evidence to support innovation and optimum outcomes for patients and professionals</p> <p>Coordinate and keep updated an audit database to provide opportunity for shared learning across the trust</p> <p>Produce reports on progress with the clinical audit programme to the relevant Governance Committee</p> |
|---|---|

## Senior Clinical Audit and Effectiveness Manager

<b>Band</b>	<b>Responsibilities</b>
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- |   |  |
|---|--|
| 6 | <p>Develop mechanisms for ensuring that all components of clinical governance are appropriately linked with clinical audit and are fed into the trust's governance plans</p> <p>Provide advice and support to teams undertaking clinical audit projects, including audit design, statistically appropriate sample size and change as a result of audit work</p> <p>Undertake and coordinate agreed audit projects across the patient care pathway, which may be across primary and secondary care</p> <p>Undertake analysis, interpretation and presentation and dissemination of audit findings</p> <p>Lead project management and technical support for specific projects (clinical audits, surveys, questionnaires or other work related to quality improvement, service evaluations)</p> <p>Ensure involvement of all relevant stakeholders in identification, design, delivery and implementation of analysis</p> <p>Ensure that projects are planned and managed so that agreed timescales are met, liaising with the project lead and other staff as required and take remedial action as required</p> <p>Lead audit project meetings as required and taking appropriate action as a result of these meetings</p> <p>Overall responsibility for ensuring that data gathering, data presentation and data storage methods comply with the principles of Information Governance and the Data Protection Act</p> <p>Develop, provide and facilitate audit methodology and clinical effectiveness training</p> <p>Overall responsibility for development and dissemination of all the clinical audit and effectiveness documentation and guidance</p> <p>Develop and ensure database is maintained for the collation of clinical audit and effectiveness projects that is accessible to provider staff</p> <p>Support provider staff in sharing and learning from audit and effectiveness project outcomes</p> <p>Develop, maintain and disseminate the clinical audit advice pack as a tool for learning</p> <p>Ensure input is provided into the development of key components of clinical governance, including input into relevant committees and provide support to specified pieces of work</p> <p>Lead the clinical audit contribution to the development and production of the clinical governance annual report</p> <p>Represent provider directorate and contribute to relevant audit and effectiveness networks locally, regionally and nationally</p> <p>Contribute to the development of the clinical governance team in a collaborative and supportive framework</p> <p>Develop and maintain awareness of relevant national audit and effectiveness developments, updating relevant key stakeholders as appropriate</p> |
|---|--|

## Clinical Audit Facilitator/Analyst (band 5)

The HQIP specification identifies the Clinical Audit Facilitator job at salary band 5; however, we found that the job title of Clinical Audit Facilitator had salary bands ranging from 4 to 6. The roles and responsibilities of Clinical Audit Facilitator are in the box.

<b>Clinical Audit Facilitator (includes Clinical Audit Facilitator/Analyst and Clinical Governance Administrator/Facilitator)</b>	
<b>Band</b>	<b>Role</b>
6	<p>Provide guidance and support for the trust-wide clinical audit and effectiveness programme, working with clinicians and other healthcare staff in the promotion, design, implementation and reporting of effective audit</p> <p>Work with the divisions and units to develop audit forward plans and assist in monitoring key aspects of the plan</p> <p>Undertake specific projects in line with the trust's clinical governance strategy and objectives and priorities set by the Clinical/Research and Risk Management Executive Committee and the Clinical Audit Committee</p> <p>Maintain up-to-date and accurate records of audit activity and of resulting action plans in order to effectively manage re-audit and closure of the audit loop</p> <p>Liaise with members of the quality assurance team in order to provide a cohesive approach to quality management at the trust</p>
5	<p>Assist healthcare professionals at the trust's central site to undertake effective clinical audit and to support the development and implementation of the trust's clinical audit strategy</p> <p>Coordinate clinical audit projects within the agreed clinical audit programme at the trust in accordance with the needs of the Clinical Audit Committee/Drugs and Therapeutics Committee</p> <p>Implement clinical audits through involvement in design, analysis, data collection, report preparation and dissemination of results</p> <p>Facilitate clinical audit throughout the trust, giving both technical and administrative support and encourage health professionals in the development and implementation of clinical audit</p> <p>Communicate audit results both orally and in writing to a range of audiences</p> <p>Communicate audit results orally and in writing to own and other professions, assist healthcare and other staff interpretation of audit results</p> <p>Provide advice on clinical audit methods</p> <p>Coordinate the service's Clinical Performance Indicator (CPI) process, producing reports based on CPI data to provide key clinical information for use by staff and managers across the service</p> <p>Conduct 'snapshot' clinical audits and facilitate other staff to undertake clinical audit</p> <p>Train staff in CPIs and clinical audit</p> <p>Further develop the systems and processes required to support the clinical effectiveness agenda throughout the organization, including the development and implementation of an annual clinical audit programme for the trust</p>

**Clinical Audit Facilitator (includes Clinical Audit Facilitator/Analyst and Clinical Governance Administrator/Facilitator)**

<b>Band</b>	<b>Role</b>
5	<p>Provide audit support to specific business units and the multidisciplinary team within those units and influence changes to clinical practice from the outcomes of clinical audit</p> <p>Collect and report on audit data for ...</p> <p>Lead, develop and enable clinical teams to implement clinical audit for ...</p> <p>Support the collection of complete and accurate data and the production of detailed reporting and analysis in line with national standards, produced in a timely, accurate and useful format</p> <p>Serve as a key member of relevant local steering groups and teams</p>
4	<p>Support clinical audit and effectiveness improvement activity within the trust</p> <p>Facilitate audit by overseeing the project management of specified service projects and ensuring the audit process is carried through to completion</p> <ul style="list-style-type: none"> <li>• Give advice and support to individual clinicians and service groups</li> <li>• Agree a sample size and identify methods of data analysis</li> <li>• Provide data analysis for supported projects</li> <li>• Ensure the audit process is followed through to completion</li> <li>• Ensure that action plans are provided and project management</li> </ul>
	<p><b>Responsibilities</b></p>
4 – 6	<p><b>Communications and leadership</b></p> <p>Communicate professionally and effectively with consultants, clinical directors, senior management, clinicians and colleagues, internally and at all levels in external organizations</p> <p>Receive and provide complex information</p> <p>Have a major influence on the methodologies and processes that can be used to obtain the best results from the Advancing Quality projects</p> <p>Work with colleagues to develop a culture of quality improvement participating in trust-wide quality improvement activities as required</p> <p>Negotiate with various professions to obtain information/data required for audit</p> <p>Use tact and diplomacy when dealing with clinical professionals</p> <p>Present sensitive information about performance and change required</p> <p>Develop and disseminate action plans and evaluate the implementation of such plans</p> <p>Develop and disseminate the clinical audit and effectiveness newsletter</p> <p>Promote the trust’s clinical audit activities through the intranet, newsletters, posters, publications and other awareness raising events</p> <p>Support provider staff in sharing and learning from audit and effectiveness project outcomes</p> <p>Facilitate trust-wide dissemination of audit results using appropriate media to include posters, publications and presentations</p> <p>Communicate efficiently with staff at all levels, including the presentation of the results of audit projects to small and large groups</p>

**Clinical Audit Facilitator (includes Clinical Audit Facilitator/Analyst and Clinical Governance Administrator/Facilitator)**

**Band Responsibilities**

**4 – 6 Communications and leadership**

Assist the Clinical Audit Coordinator in planning and development of clinical audit training/awareness activities for all staff groups

Provide and facilitate audit methodology and clinical effectiveness training

Participate in education programmes for staff on clinical governance, clinical audit and effectiveness

Provide support and one to one training for new team members as directed by Clinical Audit Coordinator

Provide tuition, advice and support to clinical and other staff in relation to the clinical and non-clinical audit and survey activities

Contribute to trust-wide clinical governance and clinical audit induction and teaching sessions, workshops and conferences

Maintain and disseminate the Clinical Audit Advice Pack as a tool for learning

Promote services provided by the clinical audit and effectiveness team widely within the trust

Facilitate audit project meetings as required and take appropriate action as a result of these meetings

Facilitate meetings to ensure opportunities for relevant projects are identified, pursued and supported

Liaise with unit audit leads to ensure that unit clinical audit meetings are supported

Lead and/or participate in local and regional meetings

Provide relevant information at meetings

Represent the trust at clinical governance and clinical audit meetings as required

Attend and report to relevant committees/groups (eg, Clinical Audit Committee, ... group)

Represent trust and contribute to relevant audit and effectiveness networks locally, regionally and nationally

Attend and contribute to local, regional and national meetings to share information, present results and to network with others

Answer telephone and email enquiries and forward messages and attachments via email to appropriate personnel

Ensure that timely and accurate records are kept of all clinical audit activity, action plans and re-audits

Ensure that time scales are maintained and made available to divisions, units and other members of the quality assurance team

Produce reports

Produce reports on progress with the clinical audit programme to the relevant Governance Committees

Regularly report progress with the audit forward plan to the divisions and units and ensure recommendations are implemented and re-audited as required

Provide regular reports on audit activity and findings to the clinical audit manager and the trust board, including the trust's annual clinical audit report

**Clinical Audit Facilitator (includes Clinical Audit Facilitator/Analyst and Clinical Governance Administrator/Facilitator)**

**Band Responsibilities**

**4 – 6 Communications and leadership**

Maintain comprehensive reports of completed clinical audit activity and suitable summaries for internal and external publication in the quarterly integrated governance monitoring report, annual clinical governance report and the clinical audit annual report

Present information clearly and concisely, through written reports or presentations aimed at various levels and staff groups as required

Contribute to/coordinate the development and production of the clinical governance annual report

Contribute to the quarterly integrated governance monitoring report as required

**4 – 6 Planning and organising**

Assist in the development, management and maintenance of the Advancing Quality projects within the trust

Support the annual clinical audit programme for the trust provider service, appropriately providing the clinical audit support needed

Support the Senior Clinical Audit and Effectiveness Manager to develop an annual clinical audit programme that takes account of national (RST, NSF, Healthcare Commission and NICE) and local requirements

Facilitate the development of multidisciplinary clinical audit programmes including the preparation of detailed audit proposals for consideration by the Clinical Audit Committee

Coordinate the development of the trust clinical audit programme, reflecting national, regional and local priorities including clinical governance issues

Liaise with unit audit leads and divisional managers to develop an audit forward plan to meet national and local priorities

Undertake and/or facilitate the completion of approved clinical audit programmes to agreed time scales as follows:

- Ensure the preparation and submission of appropriate audit proposals to the Clinical Audit Committee for consideration
- Prepare or assist in the preparation of suitable audit data collection and survey tools where required
- Input and analyse clinical audit data or provide tuition and advice to staff in data input and analysis methods where agreed
- Assist in the preparation of detailed reports including recommendations and appropriate action plans

Work closely with the Clinical Effectiveness Coordinator to oversee trust participation in national clinical audits, eg, Healthcare Commission funded clinical audits, NCAPOP studies

Undertake and coordinate agreed audit projects across the patient care pathway, which may be across primary and secondary care

Facilitate the development and implementation of routine and sustainable mechanisms for ... audits

Assist in the development and monitoring of the clinical audit programme for the trust

**Clinical Audit Facilitator (includes Clinical Audit Facilitator/Analyst and Clinical Governance Administrator/Facilitator)**

**Band Responsibilities**

**4 – 6 Planning and organising**

Provide project management and technical support for specific projects. These may include clinical audits, surveys or other work related to quality improvements, such as the evaluation of new services

Project manage a programme of clinical audits including:

- Project planning – ensure appropriate use of the local audit proposal process and liaise with project participants to establish aims and objectives of the audit
- Database/proforma design – undertake the design of data collection tools and databases using specific software packages, ie, SPSS, data capture software
- Data collection – use tools provided by software suppliers to retrieve information (eg, Medway) and undertake data entry, utilising scanning facilities where appropriate. Liaise with external data managers to optimise data provided to clinical audit (eg, pharmacy database, Ascribe, Information Department)
- Analysis/interpretation – design databases/spreadsheets to prepare statistical analysis using Teleform, SPSS, Access and Excel. Undertake statistical analysis and produce preliminary reports for interpretation with participants
- Reports and action plans – produce detailed reports integrating all information extracted from data analysis and present reports to participants, interested groups and committees

Ensure that projects are planned and managed so that agreed timescales are met liaising with the project lead and other staff as required

Secure action plans following presentation of project results

Plan, prioritise and organize own workload according to section requirements meeting all deadlines

Advise the Clinical Audit Manager of any deviations from routine schedules or potential problems

Maintain effective records of all meetings, requests and documents

Contribute to the development of strategies, development plans and protocols for the clinical audit department in line with the clinical and research governance agenda/development plan, including external reviews such as the Healthcare Commission, NHSLA Risk Management Standards, NICE and national standards

Contribute to the management of the clinical audit department

Participate in the evaluation and monitoring of the service in liaison with the Assistant Director, Quality Assurance and the quality assurance team

Identify and participate in any operational changes necessary to ensure the effective development of the service

Oversee the workload of ... the clinical audit administrator

**4 – 6 Partnership working**

Develop awareness of the structure and process of provider services in order to provide effective support clinical and practice teams in the evaluation of their work

Liaise with the Quality Improvement Directorate

Develop in support of the Senior Clinical Audit and Effectiveness Manager mechanisms for ensuring that all components of clinical governance are appropriately linked with clinical audit and are fed into the trust's governance plans

**Clinical Audit Facilitator (includes Clinical Audit Facilitator/Analyst and Clinical Governance Administrator/Facilitator)**

**Band Partnership working**

4 – 6 Ensure divisional audit and effectiveness plans link with the trust's clinical governance strategy and priorities

Work closely with the Assistant Director Quality Assurance, Divisional Managers and other colleagues to assist in the development and monitoring of divisional action plans in relation to clinical governance

Facilitate continuity between unit audit activity and trust clinical governance strategy and priority areas

Provide support to designated clinical governance committees and forums by preparing minutes and agendas for the meeting

Provide administrative support to the Clinical Audit Committee and other related committees and working groups as and when required

Support and contribute to the development of clinical benchmarking for designated specialities

Ensure that all audits involve all stakeholders across the patient care pathway

Ensure patient and carer participation in development of proposals for audit and surveys as appropriate

Develop and maintain an in-depth knowledge and understanding on integrated governance issues

Maintain an up-to-date awareness and knowledge of the principles of clinical governance and share this knowledge with colleagues

Maintain and update knowledge of national developments in clinical audit and effectiveness and feed back to the trust via appropriate routes

Maintain and update a suitable level of knowledge of developments in ... standards ... in order to effectively support clinical audit activity

Liaise with and provide input into the development of key components of clinical governance including input into relevant committees such as infection control and provide support to specified pieces of work

Develop and maintain awareness of relevant national audit and effectiveness developments, updating relevant key stakeholders as appropriate

Maintain links to appropriate groups and contribute to network clinical audit activity as required

Develop and maintain relationships with lead clinicians and other clinical and non-clinical staff with regard to the implementation of ... audits

Provide advice and support in the development of Advancing Quality projects

Provide advice and support to teams undertaking clinical audit projects, including audit design, statistically appropriate sample size and change as a result of audit work

Work closely with a wide range of healthcare professionals to ensure that appropriate clinical audit tools are designed to measure standards of care

Provide practical support for corporate audit projects in line with the trust's clinical audit policy and provide support and advice to clinical teams conducting audit, including some or all of the following:

- Design a data collection tool
- Carry out data collection
- Design and build databases
- Analyse data
- Write summary and full report

**Clinical Audit Facilitator (includes Clinical Audit Facilitator/Analyst and Clinical Governance Administrator/Facilitator)**

**Band Partnership working**

4 – 6 Assist the Clinical Audit Coordinator in providing comprehensive audit support, planning and designing audits, data capture, validation and analysis in line with Integrated Governance and quality improvement initiatives

Liaise with Performance Information analysts

Liaise with EPR implementation development staff

Provide full support to the line manager at all times

Ensure that the Assistant Director, Quality Assurance, is kept informed of trends and gaps in service provision

Contribute to the development of the clinical governance team in a collaborative and supportive framework

Attend and contribute to quality assurance team meetings and events

Participate in monthly team brief

4 – 6 **Data retrieval and analysis and management**

Develop systems to identify patients eligible for inclusion in a clinical audit

Assess if cases obtained for a clinical audit are complete

Devise, develop, modify, maintain and update appropriate databases and spreadsheets to support ongoing audit work in line with agreed datasets and definitions

Develop, maintain/coordinate and keep updated a trust clinical audit database ensuring to record the up-to-date status of audit projects to provide opportunity for shared learning across the trust and that is accessible to provider staff

Capture, collate and enter data to support these audits

Extract data from healthcare records, EPR, PAS and various systems and sources in order to create datasets containing clinical information

Access reports provided and advise regarding missing data, trends etc

Maintain suitable knowledge and awareness of IT software to underpin audit activity to include word processing, spreadsheet, presentation, statistical and form design packages

Enable clinical teams to use electronic data collection wherever possible, supporting and training these staff to use relevant databases and spreadsheets

Routinely use databases, spreadsheets and word processing software

Ensure quality of clinical audit data in terms of accuracy, consistency and timeliness

Undertake analysis of data against agreed clinical audit measures

Formulate and implement action plans

Ensure that data gathering, data presentation and data storage methods comply with Caldicott guidance, the principles of Information Governance, the Data Protection Act and local security

Check the data used for producing reports and the finished reports to ensure that the data are accurate; act as a second checker for reports produced by other team members

Produce Powerpoint presentations of audit results and present these findings to multidisciplinary meetings

Provide own solutions to development needs of the service

In addition, we found the clinical audit job of Clinical Audit Officer at salary band 5. The roles and responsibilities are in the box.

<b>Clinical Audit Officer</b>	
<b>Band</b>	<b>Role</b>
5	<p>Provide support to the ongoing development of the trust clinical effectiveness and audit programme</p> <p>Undertake clinical audit projects aimed at producing changes to practices and improving the quality of care delivered to our patients, including examining the appropriateness of the treatment given by staff to the patient in accordance with clinical guidelines and the suitability of the level of response provided (ambulance response times, type of vehicle, etc)</p> <p>Design and set-up projects; collect, input and analyse data; write reports and formulate recommendations for changes to practice</p> <p>Support other staff undertaking clinical audit, both internally and externally, by providing individual tuition and contributing to clinical audit training sessions</p> <p><b>Responsibilities</b></p> <p>Coordinate and manage clinical audit projects which includes setting up a project timetable that is achievable and meets the projects methodology</p> <p>Plan data collection, inputting, analysis and report writing so that reports are delivered according to the proposed timescales</p> <p>Design data collection tools for each project</p> <p>Liaise with the internal and external agencies to receive relevant clinical, performance and operational information</p> <p>Review, interpret and extract information from a variety of sources including tapes of emergency telephone calls, ambulance service patient records, hospital records and other sources as required in order to collect data</p> <p>Set-up spreadsheets and accurately input data for each project</p> <p>Conduct literature searches and obtain relevant evidence from published scientific articles</p> <p>Set-up project advisory/steering groups, incorporating members from multidisciplinary backgrounds and user representatives, as appropriate</p> <p>Prepare and submit applications for ethical and other approvals, as appropriate</p> <p>Undertake explorative data analysis, using qualitative and quantitative statistical analysis techniques</p> <p>Interpret findings to develop recommendations for changes to clinical practice</p> <p>Report progress and present findings to relevant committees</p> <p>Produce written reports using a scientific reporting format</p> <p>Liaise with relevant committees and departments throughout the trust to facilitate the implementation of recommendations and changes in practice</p> <p>Assist in the development of the trust's Clinical Audit Work Plan and future clinical audit activities.</p> <p>Contribute to other trust improvement projects as necessary.</p> <p>Comply with relevant procedures and policies, such as the trust's Clinical Audit Strategy, NHS Research Governance, the trust's R&amp;D Strategy and the Data Protection Act.</p>

<b>Clinical Audit Officer</b>	
<b>Band</b>	<b>Responsibilities</b>
5	<p>Administrate project steering group meetings to include: setting the agenda; contacting invited members; distributing documentation; arranging venues, and other associated tasks</p> <p>Attend, and contribute to, other relevant committees and meetings as required</p> <p>Write progress reports for internal and external audiences, including key stakeholders and service reviewers</p> <p>Write scientific papers for publication in peer-reviewed scientific and academic journals</p> <p>Write articles for publication in popular media, such as magazines and newsletters</p> <p>Assist with the dissemination of reports and the wider dissemination of findings through posters and formal presentations at conferences and meetings both within and outside the trust</p> <p>Contribute articles to the trust Clinical Audit and Research Bulletin and other newsletters that are disseminated across the trust and to external organizations</p> <p>Collate information and prepare briefings for presentation at relevant committees as required</p> <p>Actively contribute to activities that promote clinical audit and research at the trust</p> <p>Contribute to other activities aimed at developing an evidenced based culture within the trust, such as monthly seminars and provide an advisory role at research surgeries</p>

### Clinical Audit Data Input Clerk (band 4)

The published job description for Clinical Audit Clerk appeared to be focused on entering data for national and other databases, and providing information from such databases, although the job title doesn't include data input. The roles and responsibilities are in the box.

<b>Clinical Audit Clerk</b>	
<b>Band</b>	<b>Role</b>
4	<p>Coordinate entries into national databases</p> <p>Use other databases as they develop for the management of patients with ...</p> <p><b>Responsibilities</b></p> <p>Contribute to improving the quality and overall management of the audit database in consultation and cooperation with key managers and groups of staff</p> <p>Provide regular statistical information and reports for the ... team for presentation locally and nationally</p> <p>Ensure that all specified data is recorded accurately on the appropriate database and be responsible for data accuracy</p> <p>Encourage clinicians to provide accurate and complete data</p> <p>Work closely with medical, nursing and support staff to ensure there is comprehensive audit within all departments</p>

<b>Clinical Audit Clerk</b>	
<b>Band</b>	<b>Responsibilities</b>
4	<p>Arrange and provide agreed reports for monthly distribution to general manager</p> <p>Arrange and provide agreed reports for ... business meeting. Take action notes from the meetings and circulate, ensuring all actions are completed as agreed through discussion</p> <p>Identify and implement service change and process improvement to current practices in conjunction with relevant groups to improve the service delivery</p>

Other job descriptions included reference to entering or collating data in databases or spreadsheet software, particularly job descriptions for Clinical Audit Facilitator.

In addition, the job of Clinical Audit Assistant has published job descriptions; however, the job of Clinical Audit Assistant can have salary bands 4, 3 or 2. The roles and responsibilities for Clinical Audit Assistant are in the box.

<b>Clinical Audit Assistant</b>	
<b>Band</b>	<b>Role</b>
4	<p>Responsible for providing support to clinical audit projects that are aimed at producing changes to the trust's clinical practices to ensure that optimum care is delivered to our patients, including examining the appropriateness of the treatment given by staff to the patient in accordance with clinical guidelines and the suitability of the level of the emergency response provided (ambulance response times, type of vehicle deployed, etc)</p> <p>Contribute to national and regional clinical audit projects</p> <p>Support and facilitate internal and external staff undertaking clinical audit</p>
3	Provide clerical support to the clinical audit department
2	Retrieve case notes for clinical audit/governance purposes from medical records filing library and other locations throughout the hospital sites and deliver to clinicians and audit personnel undertaking clinical audit projects
4	<p><b>Responsibilities</b></p> <p>Undertake data collection to include:</p> <ul style="list-style-type: none"> <li>• Design data collection tools for each project, with appropriate coding for ease of input</li> <li>• Collect data as required from internal and external agencies, including local hospitals and national registries</li> <li>• Review and interpret operational and clinical information from a variety of sources including ... patient records, and other sources as required making decisions about whether clinical guidelines are being followed</li> <li>• Merge information where more than one record exists</li> <li>• Set up spreadsheets and input data for each audit project</li> <li>• Maintain close and effective links with relevant groups to enable the efficient collection of data</li> <li>• Plan data collection to ensure project deadlines are met</li> </ul>

## Clinical Audit Assistant

### Band Responsibilities

- 4
- Contribute and prepare data for national and regional audits by:
- Transferring information into national databases
  - Ensuring that the data contributed are accurate
  - Ensuring that submission deadlines are met
- Undertake quality assurance of data for clinical audit projects, checking for accuracy of data entered and ensuring completeness
- Conduct literature searches and obtain relevant references
- Assist in explorative data analysis and interpretation of findings from clinical audit projects
- Contribute to the development of recommendations aimed at changes to clinical practices and procedures
- Administrate project steering group meetings to include: setting the agenda; contacting invited members; distributing documentation; arranging venues, and other associated tasks
- Take and distribute formal minutes as required
- Attend, and contribute to, other relevant committees and meetings as required
- Ensure that clinical audit databases are kept up-to-date by liaising with relevant groups to monitor the progress of clinical audit projects and the implementation of recommendations resulting from clinical audits
- Assist in the development of the trust's Clinical Audit Work Plan and future clinical audit activities
- Contribute to other trust improvement projects as necessary
- Comply with relevant procedures and policies, such as the trust's Clinical Audit Strategy, NHS Research Governance, the trust's R&D Strategy and the Data Protection Act
- Assist in enquiries from internal and external staff regarding clinical audit projects
- Facilitate the involvement of staff in clinical audit projects by providing general advice and guidance
- Assist in the delivery of clinical audit training to other staff across the trust who plan to undertake clinical audit
- Contribute to progress reports for internal and external audiences
- Collate information for presentation at relevant committees as required
- Contribute articles to the trust Clinical Audit and Research Bulletin and other newsletters that are disseminated across the LAS and to external organisations
- Assist with the dissemination of reports and the wider dissemination of findings through posters and formal presentations at conferences and meetings both within and outside the trust
- Actively promote the work of the Clinical Audit (and Research) Unit within the trust, and contribute to activities which increase effective operational input into clinical audit and research at the trust
- Contribute to other activities aimed at developing an evidenced based culture within the trust, such as bi-monthly seminar, Journal Club and providing an advisory role at advice surgeries

<b>Clinical Audit Assistant</b>	
<b>Band</b>	<b>Responsibilities</b>
3	<p>Design databases in order to fulfil the requirements of the clinical audit facilitators</p> <p>Input data from completed audit proformas into clinical audit databases including ESTHER</p> <p>Use in-house scanning software for data capture</p> <p>Assist in the collection of audit data from a variety of sources, ie, by trawling the wards and collating data from the ward registers adhering to specific inclusion criteria</p> <p>Assist in the retrieval of case notes from various wards and departments throughout the trust</p> <p>Ensure that all patient records are accurately tracked into and out of the office using PAS</p> <p>Attend the Clinical Audit Department staff meetings</p> <p>Shred confidential waste material generated by the Clinical Audit Department</p> <p>Undertake general office duties when required, ie, photocopying and filing</p>
2	<p>Retrieve case notes for clinical audit/governance purposes from the medical records filing libraries and other locations through the trust sites and deliver to clinicians and audit personnel undertaking clinical audit projects</p> <p>Access the Patient Management System (PMS) to identify and track the location of patient care notes</p> <p>Liaise the medical records, medical secretaries and other departments within the trust to retrieve and deliver case notes for clinical audit purposes</p> <p>Maintain confidentiality of all information obtained</p>

### **Clinical Audit Administrator (band 4)**

Job descriptions for Clinical Audit Administrator appeared to represent different organisational structures as some job descriptions also included administrative support for research as well as clinical audit and others referred specifically to managing the clinical audit office. The roles and responsibilities for Clinical Audit Administrator are in the box on the next page.

## Clinical Audit (and Research) Administrator/Office Manager and Administrator

Band	Role
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4	Manage all the office administration for the Clinical Audit and Research unit and provide effective and efficient clerical support to its staff
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Responsible for the day-to-day running of the administration requirements for the clinical audit and risk management departments

Provide office management and secretarial support to the departments

Serve as Personal Assistant to the Head of Clinical Audit and Research/Heads of Clinical Audit and Patient Safety and Risk Management

Serve as the main and first point of contact for people contacting the department and deal with a range of issues and enquiries from other internal and external persons

Responsible for maintaining the clinical audit and research library, keeping its contents catalogues, ordering books and journals and providing a library service to all staff

### Responsibilities

Assist with clinical audit and research projects, as necessary, which may include data inputting, sending out letters and questionnaires to patients, travelling to other sites, including London hospitals, to collect data

Obtain medical records as required and record via the patient Administration System (PAS)

Undertake audits of patient records containing sensitive, personal and sometimes distressing information

Undertake surveys (e.g. library usage) as required and propose changes to processes as a result of feedback

Create and populate spreadsheets with data collected for audits and research projects, ensuring they are in a format that is suitable for statistical analysis

Gather data to provide information on a range of subjects for the Head of department and other departments as necessary

Assist with the compilation, production and distribution of departmental reports and presentation material

Contribute to the writing and layout of materials for completed clinical audit reports, such as posters and newsletters

Contribute to activities aimed at developing an evidenced based culture within the trust, such as monthly seminars

Maintain and keep up-to-date the 'Clinical Audit (and Research) Dissemination Register' to ensure that everyone who requests a copy of an audit or research report receives one

Print and bind copies of clinical audit reports for dissemination both internally and externally

Disseminate reports and covering letters in accordance with the dissemination plans of the Clinical Audit Strategy (and the R&D Strategy)

Liaise with, and ensure the quality of work produced by, local print shops as necessary

Distribute promotional material for completed clinical audits and research reports, such as posters

## Clinical Audit (and Research) Administrator/Office Manager and Administrator

### Band Managing office functions

- 4 Manage the department's office administration
- Have overall responsibility for the day-to-day office management of the department and ensure a full secretarial and administrative service is provided
- Provide professional and comprehensive administrative support to the heads of clinical audit and patient safety and risk management to enable the internal and external elements of his/her jobs to function effectively and efficiently
- Provide a secretarial service to the department's management team and other members of the directorate when required, which includes composing letters, documents and diary management
- Provide, maintain and develop efficient office systems to enable the effective operation of the clinical audit and risk departments using an 'electronic office' philosophy
- Operate clear working systems which allow for traceability of work in the event of absences
- Manage own workload to ensure that work is prioritised appropriately and that timescales/deadlines are met
- Act as the main and first point of contact for the department and deal with both routine and non-routine queries and tasks
- Provide advice and collate information that can be complex and drawn from a variety of sources for a range of people from within the trust and external organizations
- Liaise and negotiate with a range of people including clinicians, academic partners, service users and patients when requesting data and information, arranging meetings, etc
- Arrange clinical audit (and research) related meetings as necessary, to include contacting invited members, arranging venues and hospitality
- Responsible for the administrative organisation of the trust Clinical Audit Committee and Risk Management Committee and the Clinical Audit and Risk Management Fair
- Responsible for the administrative organization of monthly departmental meetings to include cascading the trust-wide team brief and other meetings as required
- Take formal minutes, to include transcribing shorthand and taped information, writing detailed sets of minutes and action plans
- Organise the departments' filing system and apply an orderly procedure so that all journal articles, reports, datasets, patient report forms, etc used and produced by the department are easily accessible and catalogued
- Ensure the storage of data and patient report forms in line with policies and procedures for data protection and data storage
- Apply a range of service policies and procedures (including HR policies) in order to deal with staff and management queries and provide basic advice
- Maintain and update departmental notice boards, service policy and procedure manuals and clinical guideline manuals. Ensure distribution of updates to all clinical audit staff
- Collate information to maintain and record overtime, annual leave and sickness on a computerised system. Cross check and verify records, produce and distribute weekly returns on time using a range of computer software

**Clinical Audit (and Research) Administrator/Office Manager and Administrator**

**Band    Managing office functions**

- 4        Responsible for recording attendance and personnel details for both departments on the hospital electronic staff record system, including entries of non-attendance and authorized payroll instructions
- Maintain close working relationships with the support teams of the trust directors, senior managers and with external staff and organizations
- Provide familiarisation of the administrative role to new clinical audit staff
- Provide training to new departmental administrative staff as and when required
- Monitor the individual budget lines for both the Clinical Audit and Patient Safety Risk Management Department budgets, including highlighting potential errors
- Responsible for day-to-day management of petty cash for the clinical audit department
- Responsible for ordering and stocking of office consumables, including raising purchase orders and signing for receipt of goods
- Undertake other general administrative duties such as photocopying, faxing, printing, etc

In addition, we identified published job descriptions for the jobs of Clinical Audit Filing Clerk and Clinical Audit Administrative support. The roles and responsibilities are in the box.

**Clinical Audit Filing Clerk/Administrative support**

**Band    Role**

- 2        Provide support to the Clinical Audit Team primarily in the location and retrieval of medical case notes and in terms of admin support

**Responsibilities**

Coordinate and oversee the acquisition of medical case notes for specified audits:

- Maintain a system to log progress on the acquisition of case notes for each specific audit and propose changes in working practices in line with evolving demands of the role
- Liaise with medical records staff, medical secretaries, wards etc to investigate and locate 'missing' notes using hospital computer systems where appropriate
- Obtain case notes/other patient records and track appropriately and according to trust Policy
- Using hospital IT systems, locate records from other departments and hospitals as required
- Liaise closely with relevant medical staff and audit officers to ensure co-ordinated timely provision of notes for individual audit projects ensuring deadlines are met
- Ability to troubleshoot any anomalies with tracing of case notes and know when to seek advice from supervisor
- Retain a record of all audit requests
- File case notes when work is completed

Ensure all patient records required for audit purposes are maintained in a secure and confidential manner and can be located when required:

- Ensure that all movement of patient records, to, from and within the audit department are tracked on the departmental system using Excel spreadsheet to enable accurate location of all case notes traced to the clinical audit department

## Clinical Audit Filing Clerk/Administrative support

Band	Responsibilities
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- |   |  |
|---|--|
| 2 | <ul style="list-style-type: none"><li>Propose and implement changes to the departmental tracking system to reflect changes in working practices</li><li>Ensure appropriate storage of case notes to allow easy out of hours access for Medical Records staff in case of emergency</li><li>Liaise with Audit Officers and medical staff to ensure case notes used for clinical audit are transported, stored and returned to Medical Records Library according to trust policy</li><li>Undertake monthly stock checks of all case notes traced to the audit department to ensure the accuracy of departmental records</li><li>Keep accurate records of all tracer changes notified to the Medical Records Library</li></ul> |
|---|--|

Liaise with Audit Officers with regard to the status of case notes delivered directly to clinical staff for the purpose of data collection:

- On behalf of the relevant audit officer, ensure data collection forms completed by medical staff out with the department are collated and checked against master lists and collected from individuals as required
- Ensure that healthcare professionals provide the department with appropriately completed audit forms in line with agreed deadlines
- Ensure that all audit documentation is completed correctly and liaise with appropriate personnel where further work is required

Assist the Audit Assistant in the provision of administrative support to the Clinical Audit team and deputise during periods of her absence:

- Maintain accurate records of distribution lists in order to assist members of the clinical audit team to disseminate literature, agendas, minutes, etc efficiently
- Coordinate the organisation of meetings and workshops including the production of necessary documentation and publications liaising with medical, nursing and management staff as appropriate
- Maintain schedule of specialty audit meetings including location and special requirements
- Be responsible for the coordination of room bookings and catering for specialty audit meetings, including identifying the needs of individual audit officers and ensuring computer and projection equipment is available as required
- Assist with the organisation of training courses associated with the department including booking venues, assembly course materials etc
- Undertake general administrative duties including preparation of routine letters, filing and photocopying, receiving and sorting incoming mail and preparing outgoing mail for dispatch
- Ensure appropriate levels of Audit Information/training packs are maintained
- Act as an information centre for junior doctors requiring audit assistance for audit rolling half day meetings
- Handle enquiries to the department efficiently and professionally
- Ensure stationery requirements of the department are maintained, including ordering of stock, establishing and maintaining a system pertaining to requisitions and deliveries and maintenance of stock levels, ordering as required

Assist the Audit Officers with straightforward input of clinical audit data:

- Be responsible for the accurate input of straightforward clinical audit data into identified data bases/spreadsheets as compiled by Audit Officers
- Liaise with medical and non-medical staff members to clarify any inappropriate details recorded on data collection forms.
- Identify and inform relevant Audit Facilitators on incomplete or inconsistent data forms that may require further investigation

**Clinical Audit Filing Clerk/Administrative support**

**Band Responsibilities**

- 2 Work as part of a team with staff in the department and assist as required in order to meet departmental deadlines:
- Adopt a flexible attitude to the post, organising time and duties as required on a weekly basis and be responsive to the changing priorities of the department in order to meet constantly shifting deadlines
- Ensure confidentiality of all information obtained in accordance with the Data Protection Act 1998, Trust Confidentiality Policy, and Departmental Policy

## 5 Responsibilities and accountabilities for clinical audit jobs

Using the published job descriptions identified, the roles to which clinical audit jobs are responsible and accountable are identified in the table.

Clinical Audit job	Responsible to	Accountable to
Head of clinical audit	<i>Not provided</i>	<i>Not provided</i>
Clinical Audit Manager	Associate Director of Clinical Governance	Associate Director of Clinical Governance
Assistant Clinical Audit Manager	Clinical Audit Manager	Director of Clinical Audit and Risk Management
Senior Clinical Audit and Effectiveness Manager	Clinical and Practice Quality Manager	Lead Nurse and Assistant Director Clinical Governance
Clinical Audit (and Effectiveness) Facilitator/Analyst, including Clinical Governance Administrator/Facilitator	Assistant Director Quality Assurance	Chief Nurse/Deputy Chief Executive
	Clinical Audit Facilitator	Head of Clinical Governance
	Senior Clinical Audit and Effectiveness Manager	Clinical and Practice Quality Manager
	Clinical Audit Coordinator	Director of Clinical Audit and Risk Management
		Assistant Director, Integrated Governance, Clinical Governance
Clinical Audit Officer	Clinical Audit Manager	Head of Clinical Audit and Research
Clinical Audit Clerk	Administration Manager	Directorate General Manager
Clinical Audit Assistant	Clinical Audit Manager	Head of Clinical Audit and Research
	Clinical Audit Coordinators	Clinical Audit Coordinators
	Assistant Clinical Audit Coordinators	
	Assistant Clinical Audit Manager	Head of Clinical Audit

Clinical Audit job	Responsible to	Accountable to
Clinical Audit (and Research) Administrator/ Office Manager and Administrator	Head of Clinical Audit and Research	Head of Clinical Audit and Research
	Head of Clinical Audit	Assistant Director of Clinical Governance
	Business Manager	Business Manager (clinical service)
	Clinical Effectiveness Coordinator	Head of Clinical Governance
Clinical Audit Filing Clerk/Administrative Support	Audit Department Supervisor	Head of Department – Clinical Audit

The lines of accountability in the available clinical audit job descriptions demonstrate different perceptions of the organisational ‘home’ for clinical audit staff in NHS organisations. In summary, from the available job descriptions, there appear to be three models in use for positioning clinical audit staff in NHS organisations:

- as part of the governance management structure and team, including risk management
- as part of the quality assurance management structure and team
- aligned with the organisation’s research management structure and team.

Alignment of clinical audit with research may be influenced by reference to related knowledge and skills involved in research and audit in *The NHS Knowledge and Skills Framework (NHS KSF) and Development Review Process* and the inclusion of surveys and audits in the Research and Development factor in the *NHS Job Evaluation Handbook*. As the role of clinical audit in the NHS is not clearly represented in either of the NHS documents referred to, it is conceivable that NHS organisations chose to follow the documents because they represent national policy.

The differences in accountability for clinical audit in NHS organisations may reflect NHS organisations’ understandings of clinical audit. In the governance model, clinical audit may be seen as the tool used to demonstrate the provision of clinically effective care, as demonstrated by the number of job titles that combine the words clinical audit and clinical effectiveness. In the quality assurance model, clinical audit may be seen as a quality improvement tool used to drive improvements in the quality or safety of patient care. The two concepts of governance and quality assurance are not inconsistent, but it is noteworthy that NHS organisations may understand the concepts as different and involving different management structures.

It was not possible from the lines of accountability to conclude the line of overall management accountability for clinical audit, that is, whether at the top of NHS organisations, clinical audit is ultimately accountable to a doctor executive, a nurse executive or a manager executive.

## 6 Conclusions

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Based on analysis of those job descriptions related to clinical audit jobs in NHS organisations that are published or we could retrieve by direct solicitation, we can draw the following conclusions:

- Few NHS organisations appear to have a job for managing clinical audit exclusively and it is not entirely clear how clinical audit is managed in NHS organisations. Jobs that include responsibility for management tend to be defined in relation to clinical governance; however, such jobs can be vague about defined accountability for managing clinical audit strategy, policies, programmes or support in the organisation.
- NHS organisations do not appear to recognise high-level expertise in clinical audit through salary bands of 7 or 6 for job titles such as Clinical Audit Specialist or Clinical Audit Practitioner. Where clinical audit jobs exist at salary bands of 7 or 6, they tend to be clinical audit-management related.
- The most frequently available clinical audit job description is for the title of Clinical Audit Facilitator; however, there isn't consistency in the salary bands for this job with Clinical Audit Facilitator jobs banded at 6, 5 or 4.
- Given the frequency of availability of published job descriptions related to clinical audit jobs, there is the possibility that clinical audit jobs tend to be at lower rather than higher salary bands. There are several different clinical audit jobs at salary band 4, for example, including Clinical Audit Facilitator, Clinical Audit Assistant, Clinical Audit Administrator, or Clinical Audit Filing Clerk.
- Some NHS organisations have designated some clinical audit jobs at low salary bands, including 3 and 2 for jobs such as Clinical Audit Assistant and Clinical Audit Filing and Admin Support.
- There appears to be little consistency across organisations in the use of titles for the various roles and the allocation of roles for the various titles.
- In general, clinical audit job descriptions appeared to emphasise carrying out specific tasks, such as clinical audit programmes and projects, and supporting others undertaking clinical audit projects through training and giving advice. These appeared to be less recognition of roles related to influencing the NHS organisation through development and implementation of strategies and policies and very little reference to the demonstrated achievement of measured improvements in the quality of patient care.
- The lines of accountability in the available clinical audit job descriptions demonstrate different perceptions of the organisational 'home' for clinical audit staff in NHS organisations. Clinical audit staff can be part of any of the following structures: governance, quality assurance or research.

## 7 Implications

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The success of clinical audit as a quality improvement process in a healthcare organisation is dependent on the resources the organisation allocates to support the clinical audit process effectively. Clinical audit specialist staff represent a key resource needed to support clinical audit.

There are roles and responsibilities needed to promote, support and manage appropriate and effective clinical audit activities in a healthcare organisation. The needs and complexities of healthcare organisations may mean that these roles and responsibilities are allocated to job titles and job descriptions differently; however, the roles and responsibilities are fundamental to the success of clinical audit as an activity.

This review is limited to those job descriptions that could be easily accessed, and bias in the selection of these job descriptions is recognised. However, if the job descriptions represent even crudely the state of clinical audit jobs in NHS organisations, they can suggest why clinical audit may not be realising its potential to drive improvements in the quality of patient care. The following are limitations to current clinical audit jobs as suggested by the small sample of clinical audit job descriptions:

- It is unclear how clinical audit is strategically led and managed throughout an NHS organisation through role descriptions of staff members.
- There appear to be fewer higher paying jobs (salary bands 8 and 7) and more lower paying jobs (salary bands 4, 3 and 2) in clinical audit.
- The same job titles in clinical audit do not mean that individuals in the jobs are in the same salary bands. For example, the job of Clinical Audit Facilitator can have a salary band of 6 to 4. Many clinical audit jobs are identified as being at salary bands 4, 3 and 2, including Clinical Audit Clerk, Clinical Audit Assistant and Clinical Audit Administrator.
- The position of clinical audit in NHS organisations can vary in what appears to be one of three models, that is, part of the governance structure, part of the quality assurance structure, or aligned with research. The position of clinical audit in the organisation obviously expresses the organisation's perception of the role of clinical audit in the organisation.
- Clinical audit jobs appear to emphasise tasks such as getting a clinical audit programme developed, getting mandatory clinical audits done, providing training on clinical audit, going to meetings, and writing reports. There is virtually no reference in the available job descriptions to actively delivering quality improvements through the clinical audit process or influencing the organisation to use the clinical audit process to drive improvements in the quality of patient care.

In the context of these findings, it is desirable to have a national set of clinical audit job titles and job descriptions that spell out the full range of roles and responsibilities needed to ensure that the clinical audit process effectively delivers measured improvements in the quality of patient care, particularly the effectiveness, safety and experience of patient care. The national set of clinical audit job titles and job descriptions should guide NHS organisations to consider the full range of expertise needed among staff in order to deliver clinical audit programmes and individual clinical audits that add value to the organisation, and particularly to patient care.