

JOB DESCRIPTION

1. JOB IDENTIFICATION

Job Title:	Clinical Site Co-ordinator
Responsible to:	Service Manager for Patient flow, delayed discharge and day services.
Department:	Patient Flow
Directorate:	Acute and Ongoing Care
Operating Division:	East Lothian Health and Social Care Partnership
Job Reference:	068860
No of Job Holders:	3

2. JOB PURPOSE

The Post Holder is responsible for the co-ordination and management of clinical capacity across the hospital site including clinical assessment and decision making in response to service demands, utilising appropriate performance management data to identify where capacity meets or does not meet demand and thereafter ensure that the correct resources are applied at the right time, right place and in the right format.

Responsible for ensuring safe and effective patient flow management in both Scheduled and Unscheduled care, contributing to site and Pan Lothian patient flow management.

Work collaboratively with East Lothian Management teams across all sites using clinical leadership to influence capacity and flow , support the site with initial responsibility as first response during the out of hours period and trigger escalation procedures for matters out with own scope of responsibility.

3. DIMENSIONS

The post holder is responsible for:

- Co-ordination and management of all patient flow across all sites including flows across integrated care pathways.

Staffing Responsibilities:

- Whilst the post holder has no direct reports, part of the Clinical Site Coordinator role will involve the effective deployment of the clinical workforce across site in the out of hours period, at weekends and at other times in response to site needs.

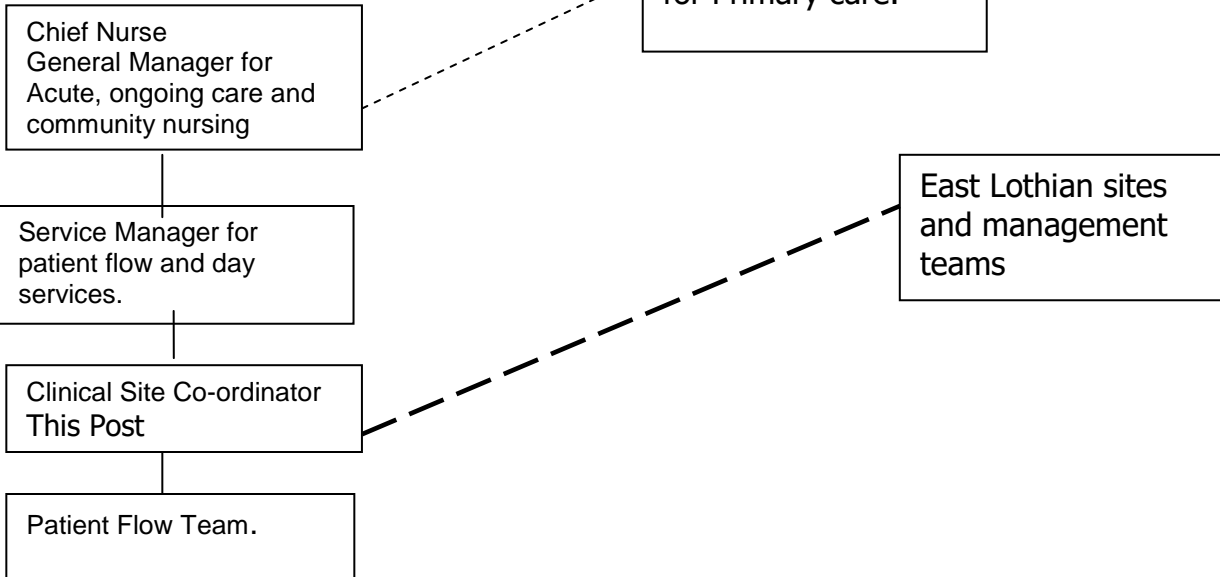
Financial Responsibilities :

- Required to have an awareness of budgetary pressures within the service
- Responsible for authorising shifts particularly in out of hour's period in excess of £1000 per month and to sign off shifts in the absence of senior managers.

The post holder will support the patient flow team to co-ordinate flow across all sites and will be based in one hospital for a specified period of time and will be expected to move across sites to meet the needs of the service as required.

4. ORGANISATIONAL POSITION

Key : Direct line management _____
Professional management - - - - -
Collaborative working - - - - -



5. ROLE OF THE SERVICE:

East Lothian Health and Social Care Partnership is responsible for managing in-patient hospital services in East Lothian. The 3 hospital sites are East Lothian Community Hospital (ELCH), Belhaven Hospital and Edington Hospital and they provide a range of adult in-patient, day and outpatient services within East Lothian. In-patient services include orthopaedic, stroke and general rehabilitation, step down facilities, HBCCC and mental health unit. Day services include endoscopy along with an expanded outpatient department.

In total there are a potential of 164 beds available across 3 sites. 44 of these beds can be used flexibly during periods of high activity. ELCH 88 with the additional 44 flexible capacity, Belhaven 23 including 12 nursing home registered beds, Edington 9 beds.

The Clinical Site team will provide a comprehensive site and patient flow management service, in and out of hours, throughout a 7-day week.

In relation to site management, the team is responsible for:

- The initial response in relation to the management of the real estate and escalation of any incidents due to power failure, fire, electricity, equipment failure.
- At specified out of hours periods or at times of escalation supporting and directing the effective deployment of the staffing resource throughout the wards and departments ensuring patient safety is paramount and skill mix is adequate.
- In relation to patient flow, the team is responsible for daily operations on each site which supports delivery of safe clinical practice and the national access targets for waiting times:
- Facilitate processes to support allocation of a bed for all patients who require admission to hospital via an emergency route within a 4-hour period. This role is integral to the clinical teams working closely with senior clinical decision-makers and clinical teams in all specialities across the hospital site. .
- For all patients who require admission to hospital via an elective route initiates processes to allocate a bed post procedure in either day surgery or in an inpatient area. This role is integral to the clinical teams and senior clinical decision-makers in the elective specialities including surgery and theatres.

- Facilitate/coordinate processes to ensure patients who are discharged from our wards and departments are completed in a timeous way, supported by discharge facilitators and effective use of the discharge hubs, lounges and transport partners
- Facilitate patient transfers to alternatives facilities including facilities in partner health boards, community hospitals and nursing homes are managed in a safe, planned and timeous way.

6. Key Results Areas:

1. Providing professional leadership whilst acting as a source of clinical and managerial advice responsible for the coordination of safe patient flow on a specified site ensuring the safety of patients and the delivery of the highest possible standard of care within the financial resources available.
2. Responsible for continuous data capture through walk rounds of site to ensure accuracy and influence analysis and reporting of this generating the real-time picture of site capacity at any time to enable advice and support to be given to clinical areas where service pressures are identified ,enabling planning of patient flow across Lothian.
3. To support local clinical decision-making contributing overview of the site capacity position supporting safe patient flow both within the acute site of responsibility and to external hospitals.
4. As and when required respond to specific needs of clinical service area through the provision of core essential nursing skills e.g patient assessment escalation within clinical medical teams
5. Contribute to the development of policies, procedures and standards and protocols in relation to site and patient flow, that impact across NHS Lothian, implementing within multidisciplinary teams to ensure that safe working practices are maintained for both patients and staff.
6. In all elements of site coordination role ensure adherence to the Right Patient Right Place Right Time policy and associate Standard Operating Procedures for NHS Lothian whilst recognising the aim of the Six Essential Actions.
7. Contribute to the business continuity planning processes for the site / patient flow whilst ensuring ongoing provision of services.
8. As part of the Major Incident and Site Response Teams respond to both clinical and non-clinical emergencies in line with NHS Lothian Policy and Procedures e.g. cardiac arrest, fire and including the Major Incident call-out. and co-ordinate and implement the response.
9. To contribute to complaints resolution by providing an initial response, deciding when to either seek local resolution or determine when to escalate.
10. Support coordinated planning and implementation of appropriate discharge without delay which may involve engagement with all departments' e.g laboratory, pharmacy and allied health professionals as well as discharge lounges and transport services.
11. To maintain an up to date knowledge of patient pathways to enable implications of these on patient flow enabling appropriate movement of the patient through the pathway ensuring safe patient care.
12. Demonstrate an awareness of financial responsibility across the needs of services budget to utilise resources effectively. Responsible for monitoring and authorising nursing, medical and admin bank shifts.
13. Responsible for ensuring that the quality of patient care is assessed and appropriate clinical placement is implemented in collaboration with clinicians/specialities with specific reference to pathways, transfers, discharges and boarding policies.
14. Responsible for undertaking an education role to a variety of healthcare professionals across East Lothian sites in relation to site coordination policy, process and pathways, promoting integrated multidisciplinary working and understanding of key interdependencies. On an ongoing basis to deliver direct training and education on site and capacity to nursing staff for succession planning purposes.

15. Through the Critical Incident Reporting system, support the appropriate manager in identifying key themes from incidents and complaints suggesting appropriate changes and actions in a report to the Senior Manager; contribute to the management of incidents and complaints as per policy.

Out of Hours: evenings and weekends as part of the senior nurse's rota.

16. Provide first response in the event of any incident in the out of hours period including nursing, site specific and any other incident acting as conduit between the site and on-call manager determining what issues can be dealt with or those to be escalated.
17. Responsible for coordinating all planned and unplanned patient movement to ensure maximum bed utilisation and safety of the patients.
18. Provide a concise, effective and timely handover to enable a full pan-Lothian picture of each individual site and out of hours activity e.g. fire, drugs incident etc.
19. Responsible for administrative functions for the site e.g. putting out of hours locum doctors onto patient information systems, security arrangements and preparing the trajectory for the safety huddle (staffing, capacity on wards etc)
20. Responsible for monitoring the out of hours nursing plan coordinating any outstanding actions e.g. ensuring all planned bank or agency arrive and responding to any change to the plans eg gaps in resource taking remedial actions such as deploying staff appropriately.
21. Responsible for authorising bank shifts in out of hour's period in excess of £1000 per month with authority to sign off shifts in the absence of senior managers.
22. As the senior nurse for the hospital in the out of hours period, at weekends and at other times, ensure the clinical area is adequately resourced through effective deployment of the clinical workforce to ensure safety for patient and staff.

7a. EQUIPMENT AND MACHINERY

Responsible and knowledgeable in the safe use of all clinical and non clinical equipment used within the area although may not have daily clinical involvement.

Note: New equipment may be introduced as the organisation and technology develops, however training will be provided.

7b. SYSTEMS

The following are examples of systems which will be used when undertaking the role:

- HR Systems for recording of all staff information, training activity, pay information
- Patient information recording systems eg TRAK/ Edison
- Range of systems/databases for capacity management
- Risk assessments
- Incident Reporting Systems
- Staff bank ordering system

Note: New systems may be introduced as the organisation and technology develops, however training will be provided.

8. ASSIGNMENT AND REVIEW OF WORK

The post holder is expected to work autonomously with responsibility to the Clinical Site Team Lead who will provide guidance and professional management, work review and formal appraisal of performance.

Workload will be generated by the needs of the site in the management of patient flow and will be largely unpredictable.

The post holder will have a professional and personal development plan, which is reviewed annually by the Service Manager for day service and patient flow team.

9. DECISIONS AND JUDGEMENTS

To make complex decisions (clinical, professional and operational) for the hospital site on a daily basis, including giving professional and managerial advice to the multidisciplinary team e.g. level of escalation regarding capacity status and clinical risk; coordinating and recognising potential serious internal major incidents and managing this proactively; recognising need to Treat and Transfer Patients to other hospital sites within NHS Lothian.

Makes decisions on the optimum use of the ward/directorate resource including staff skill mix. Makes decisions based on assessment of clinical risk and with regard to optimising safe personal entered care.

Maintain emergency flow of admissions by using clinical judgement when placing patients and managing capacity across parent site and making decisions to redirect the flow in collaboration with clinicians/ colleagues on other adult sites.

When Site Lead, manage ER decisions to maintain staff and patient safety eg. Removing of staff from service.

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

Responding to unexpected patient demand and activity e.g. major incident/health epidemics whilst balancing demand management and capacity planning on a day to day basis given the challenges presented by high activity and bed occupancy rates and national initiatives.

Required to make decisions, which are potentially contentious and challenged by other clinical staff, which may be more senior, across NHS Lothian.

Prioritising and meeting competing demands from patients and members of the health professional group and balancing clinical leadership and operational responsibilities.

Continual requirement to work to real-time data through analysis of changing information whilst managing all other operational elements of role

11. COMMUNICATIONS AND RELATIONSHIPS

Liaise with the multi-disciplinary team regarding service needs and requirements daily and share knowledge and expertise face-to-face, by telephone, by e-mail and letter or fax with hospital and community nursing and community medical staff.

The post holder must demonstrate the highest level of interpersonal skills, providing and receiving complex and sensitive information to families where there can be significant barriers to understanding or acceptance. This may be due to learning difficulties, mental health issues, where English is spoken as a foreign language or in breaking bad news to families.

Maintain robust communication with the Clinical Management Teams to ensure the operational and clinical priorities are addressed including attending appropriate site, clinical and multidisciplinary meetings as necessary.

To initiate and maintain good channels of communication between professionals involved in care and treatment of patients regarding timeous and safe placement of patients in appropriate clinical areas

Other relevant lines of communication will encompass the following internal and external groups to ensure the gathering and dissemination of information as appropriate. This is daily regular communication:

Internal Communication –

Executive Lead – communicate sitrep report as requested.

Directors of Scheduled & Unscheduled Care – provide briefings at daily huddle Associate/Nurse Director – escalation of any safety or governance issues

Heads of Service for all CMTs, Service Managers – liaise to optimise patient flow and capacity

Head of Therapy and leads - liaise to optimise patient flow and capacity

Social Work – liaise to optimise patient flow and capacity

Discharge Teams - liaise to optimise patient flow and capacity

Senior Manager/Executive on Call – escalate any business continuity issues

Clinical Nurse Managers across Lothian - escalation of any safety or governance issues

Clinical Directors and leads - escalation of any safety or governance issues

Communications team – E.g Patients or staff of media interest.

External Communication

Scottish Government- sitrep report as requested (daily when services under pressure)

General Managers in the HSCPs – telephone communication on matters arising

GP's and Community Health Practitioners – assistance from team to complete

Voluntary Agencies

Scottish Ambulance Service

Social Work

Police

Patients, Carers, General Public

Educational institutes and staff organisations.

12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

Physical Skills: (expertise required although skills may only be used occasionally):

Administer intravenous, subcutaneous and intra-muscular injections

Ability to set up syringe pumps and intravenous infusions.

Insertion of urinary catheters.

Placement of naso-gastric tubes.

Recording of 12-lead ECGs.

Intravenous cannulae / venepuncture.

Intravenous additives.

Blood Glucose monitoring.

Semi-automatic Defibrillator.

Advanced maintenance of patient's airway (ambu-bagging).

Advanced Life Support (ALS or ILS Provider)

Administration of oral and inhaled medicine

Physical Demands:

Patient movement with use of mechanical aides, manoeuvre patients.

Push beds, trolleys, wheelchairs.

Continuous walking throughout a 12.5hr shift patient movement with use of mechanical aids/hoists – on occasion

Mental Demands:

Concentration, required due to the nature of the site and capacity coordinator’s role which will be subject to frequent interruption from a range of sources e.g multidisciplinary team, external contacts, members of the public
Constant requirement to hold bleep often when lone working with no facility to provide break relief.

Managing and analysing data and numerical reasoning.

Participating in safety huddles where there is potential for challenging and conflicting exchanges with Clinical Management Teams in relation to e.g. Cancellation of Electives/Flexing extra capacity in one area requiring resource of staff to be given from another area.

Concentration required when maintaining records, analysing data and preparing reports i.e. information to Scottish Government.

Emotional Demands:

Coping with the constraints of an isolated role in a highly demanding and pressurised environment.

Communicating potentially contentious information to staff, patients and relatives about movement or transfer of patients to other wards/hospitals.

Communicating with distressed/anxious/worried patients/relatives on a regular basis communicating highly complex issues with the multidisciplinary team.

Working Conditions:

Occasional exposure to body fluids whilst visiting wards/clinical environments

Potential exposure to Violence and Aggression by patients/relatives and general members of the public .

13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

First level registered general nurse

Educated to SCQF level 10 e.g. post graduate diploma in management and leadership or short course equivalent

Evidence of management and leadership, education and training.

Previous experience of managing patient flow and skill mix with evidence of ability to influence and lead e.g. at ward manager level

Knowledge of patient pathways across wards and emergency departments

Evidence of detailed clinical knowledge and decision making. Time management skills

Evidence of effective problem solving skills

Excellent communication skills.

Effective interpersonal and influencing skills.

Excellent team working skills

IT skills

14. JOB DESCRIPTION AGREEMENT

A separate job description will need to be signed off by each post-holder to whom the job description applies.

Date:

Job Holder’s Signature:

Head of Department Signature:

Date: