

JOB DESCRIPTION

1. JOB IDENTIFICATION

Job Title:	Flow Centre Coordinator
Responsible to:	Flow Centre Supervisor
Department(s):	Lothian & Borders Flow Centre
Directorate:	Outpatients & Associated Services
Job Reference:	L-OAS-FC-FCC
Last Update:	November 2022

2. JOB PURPOSE

To support NHS Lothian and NHS Borders sites and Integrated Joint Boards (IJB) to manage safe and effective patient flow.

Responsible for ensuring provision of a responsive and effective patient flow service for Lothian GP's, IJBs and other HCP's who request urgent patient referrals, by determining the most appropriate pathway to the right service on the appropriate site within Lothian. This will include planning and coordinating pathways and journeys according to clinical need and transport method via calls from wards, clinical departments and GPs across NHS Lothian and Borders to enable admission, transfer and discharge of patients.

Responsible for ensuring provision of a single point of contact for NHS24 and Health Care Professionals in the out of hours period to support LUCS Clinical in the delivery of an unscheduled care service to patients across Lothian. This will include the allocation of urgent /emergency appointments for Primary Care Emergency Centres (PCECs), planning the deployment of emergency home visits based on resource available and time stratifications. Also responsible for providing a call handling service for patients known to the District Nurse service across NHS Lothian, and a professional to professional call handling service for Scottish Ambulance Service, Pharmacies and non-acute sites across NHS Lothian including care and nursing homes.

3. DIMENSIONS

To be a single point of contact for NHS Lothian and Borders, and by applying NHS Lothian and NHS Borders taxi policy, determine and book the most appropriate and cost-effective transport option which includes internal courier services, taxis, couriers, and Blood Bikes Scotland.

By liaising on behalf of patients by telephone, and applying the appropriate guidelines, book either bus or rail transport for patients to Golden Jubilee National Hospital, Glasgow.

By using Aadastra, book appointments for Primary Care Emergency Centres (PCECs) for urgent patients' referrals as directed by NHS 24

The NHS Lothian Flow Centre is a unique model of service delivery to support the interface between primary, secondary, community and social care services. There is no similar model nationally.

The Flow Centre manages an estimated 260,000 calls per year, of which 136,000 are for referrals for same or next day urgent acute care both in hours and in the out of hours period.

The Flow Centre also manages all requests for safe and timely transport for discharges and transfers across Lothian & Borders, managing its own fleet of transport to enhance that provided by other agencies including the Scottish Ambulance Service.

As NHS Lothian is a national tertiary centre this role requires linkages to other Boards in Scotland and the occasional management of UK wide and international transport requests. **The service is managed 24/7 365 days per year.** The Lothian and Borders Flow Centre has a key role in the coordination of capacity across all 3 adult acute sites to support urgent flow 24/7 365 days per year.

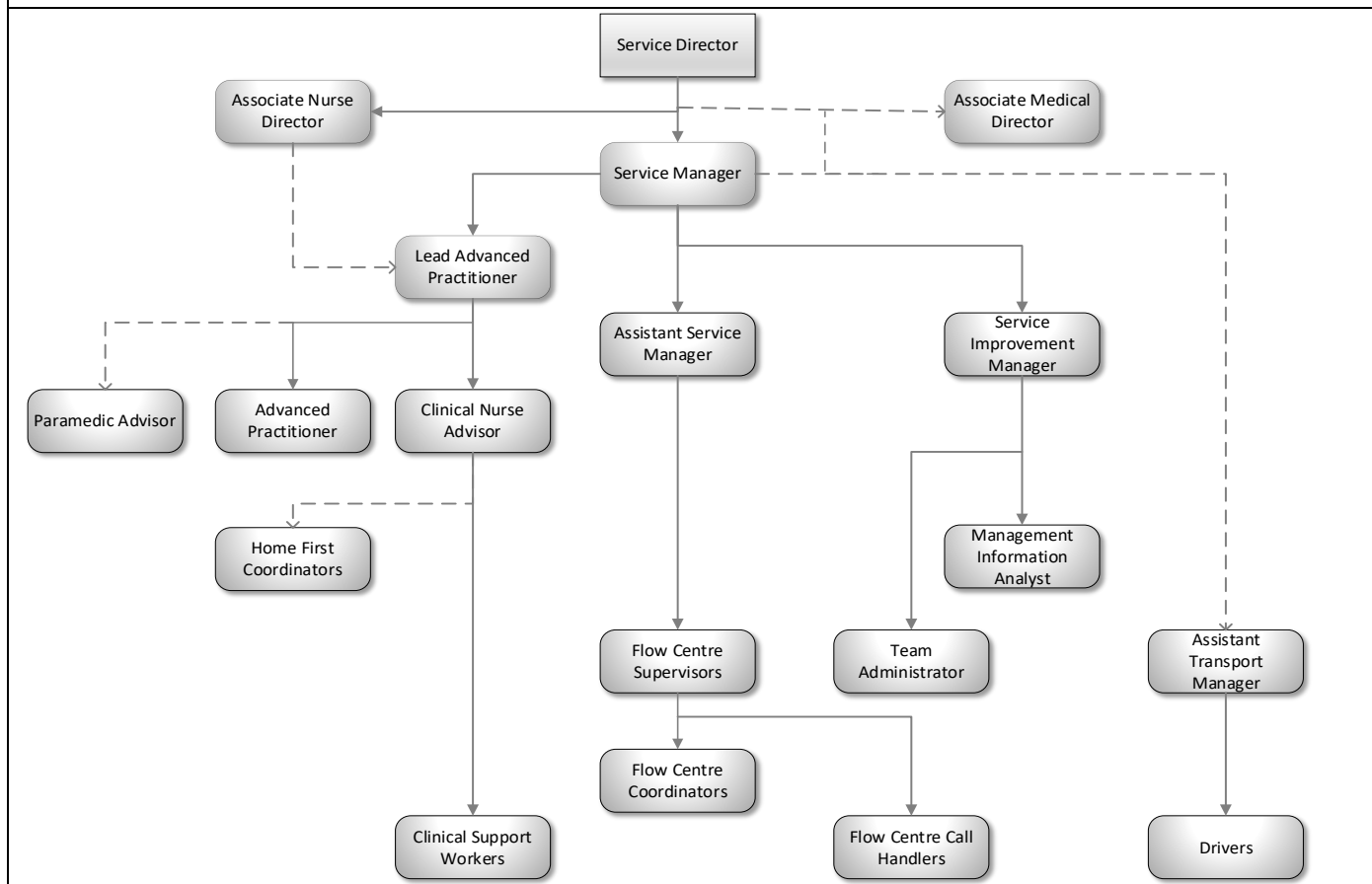
This role works collaboratively and clinically with Lothian Unscheduled Care Service (LUCS) local Integrated Joint Boards, HSCPs, 3rd sector ,GPs and other social and health care partners to develop pathways and signposting for alternative forms of care for patients.

The Lothian and Borders Flow Centre has a key role in major incident/ adverse weather, major transport disruption and business continuity.

The postholder has no budgetary responsibility however, they are responsible for sourcing the most financially appropriate patient transport option to minimise NHS Lothian spend on taxis and couriers while acknowledging the safe and appropriate carriage of staff, patients and equipment.

The postholder is employed within NHS Lothian and there may be a requirement to work flexibly across Lothian to meet service demands.

4. ORGANISATIONAL POSITION



5. ROLE OF DEPARTMENT

The Directorate of Outpatients and Associated Services sits within the Acute Services within NHS Lothian. This Directorate is responsible for:-

- The management of all external healthcare provision to ensure that adequate resources are available to meet waiting times legislation and benchmark services ensuring they provide value for money, (circa £8-10m per annum).
- The operational management of Outpatient Services across NHS Lothian to effect the implementation of standardised, efficient and patient-centred pathways and processes. Ensure compliance with all governance standards. Delivering effective and efficient clinical services (in excess of 1 million patient attendances per annum).
- Leadership of implementation of the Modern Outpatient Strategy and the modernisation of outpatient services to reflect changes in roles and priorities across primary and secondary care.
- The management of acute Diabetic and Endocrinology and Dermatology services across Lothian, ensuring the service is patient centred and responsive to the needs of these long term conditions patient groups (£13.4m budget).
- The redesign of outpatient services across NHS Lothian, standardising processes to optimise capacity and exploring and implementing new ways of working to optimise the experience for the patient (the redesign of models of care affecting 68,000 patient attendances).
- The management and further development of the Lothian Flow Centre for all acute services in NHS Lothian, which supports the incoming and discharging flow of patients in real time across all sites (125,000 calls per annum and 101,000 patient/general transport journeys).

6. KEY RESULT AREAS

1. To provide a single point of contact for GPs and IJBs across Lothian providing advice to ensure the effective referral management of acute referrals to the appropriate site and/or service across Lothian, ensuring that protocols and zoning procedures are used correctly to determine alternatives to admission/assessment based on clinical information provided by the referrer
2. To be responsible for the planning and organisation of transport via SAS, Ambulance Control Centre (ACC) and patient transport services for patient admission to hospital, liaising with ACC in order to provide updates for GP's and patients within time frames and prioritising ambulances. Also responsible for the coordination, planning and deployment of emergency home visits in the out of hours period based on resource available and time stratifications
3. To take responsibility for day to day effective management of GP referrals to receiving hospitals in Lothian and handover individual caseloads to colleagues.
4. By following current guidance and protocols e.g Patient Needs Assessment (PNA) for patient transport or NHS Lothian and Borders Taxi Policy for staff transport, obtain detailed information on each individual case to determine the appropriate patient transport solution, including where required challenging requests for transport made by staff at all levels across NHS Lothian or NHS Borders. Continually evaluate this information and adapt to changing individual patient requirements and transport availability to support patient flow and ensure best use of resources at all times.
5. Responsible for ensuring provision of a single point of contact for NHS24 and health care professionals in the out of hours period to support LUCS Clinical in the delivery of an unscheduled care service to patients across the Lothian area. This will include the allocation of urgent /emergency appointments for Primary Care Emergency Centres (PCECs).
6. To accurately collate and document information on Adastra that is received from clinicians via the Professional to Professional telephone line, ensuring that the information is sent in a timely manner to the appropriate clinician / PCEC for doctor advice.
7. To identify pressure points within the patient flow system, making decisions about how to resolve these and react accordingly by redirecting activity based on knowledge of patient need and service availability.
8. To accurately collate and document, in a timely manner, patient information using multiple systems concurrently for onward referral to the appropriate clinical receiving teams and the transportation of patients to the receiving hospital/services
9. To act as a single point of contact in relation to patient transport for patients out with Lothian who require to be seen and treated within our Services and then transported back to their Board area e.g. planning and operationally managing the repatriation

journeys to other Boards using knowledge and skills to ensure appropriateness of transport option and staff skills required, single point for other Boards who are trying to efficiently utilise transport options available

10. To respond timeously to adverse events which impact on transport and patient flow e.g. adverse weather, major transport disruption or major incident. In cases of major incident and interruption to business continuity, to act as a conduit for information between the Site Management, Site and Capacity teams and Scottish Ambulance Service to support them in decision making processes.
11. During times of critical system failure, act as a business continuity resource, supporting the Scottish Ambulance Service in the admission, discharge and transfer of patients. e.g. provide SAS with booked transport data when their system crashes to ensure Lothian patients have no interruption to their transport pathway
12. To work in partnership with Integrated Joint Board Locality Hubs, Scottish Ambulance Service, and 3rd sector to ensure these agencies work together to support discharge and align all aspects of the patient pathway.
13. To communicate and negotiate effectively with a range of Health Care Professionals regarding patient flow and transport to achieve appropriate outcome based on patient acuity and transport resource e.g. advising GPs as to alternative pathways that may be more suitable for the patient as an alternative to admission e.g. Hospital at Home, work in Partnership with RVS to provide a patient discharge car service, Red Cross in Midlothian to provide a supported discharge pathway
14. In conjunction with Patient Flow colleagues and using available IT systems plan and operationally manage utilisation of Lothian, Out of Area and Palliative ambulances, patient transport, buses and cars across services within the Board area, and work with other Boards to ensure a planned approach to transport wherever possible
15. To support the sharing of knowledge of systems /processes within the L&B Flow Centre for other Boards and Organisations who are seeking to replicate this model. e.g. support and mentoring staff from other Boards and Councils who are looking to replicate a Flow Centre in their home Board
16. To demonstrate effective team working with all internal and external staff and, to contribute to the training, support and mentoring of new staff.
17. To support NHS Lothian's values of quality, teamwork, care and compassion, dignity and respect, and openness, honesty and responsibility through the application of appropriate behaviors and attitudes
18. Provide admin cover over a 24/7 period, 365 days per year. Shifts include days, nights, evenings, weekends, public holidays (including Christmas day / New Year)

7a. EQUIPMENT AND MACHINERY

- Computer (including Office Communicator)
- Telephone
- Mobile telephone

- Printers
- Photocopier
- Vehicle Tracking devices
- Flow Centre vehicles and cars Vehicle tracking devices
- Handheld computer devices (iNurse)

7b. SYSTEMS

- Trak (patient management system) (Lothian & Borders)
- Cleric (PTS Web Browser)
- Cordic (Taxi web browser)
- BT Cloud(call centre technology)
- Emergency Care Summary (ECS)/Key Information Summary (KIS)
- LearnPro
- Flow Centre Intranet website resources
- Microsoft Office Software
- Satellite tracking & navigation systems
- Vehicle maintenance and break down procedures
- Aداstra (Out of Hours Patient management System)
- iCabbie (taxi management system)
- Hospital bleep system
- 365 Response

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

8. ASSIGNMENT AND REVIEW OF WORK

- The postholder works within clearly defined guidelines and protocols supported by their supervisor during core business hours but is responsible for managing their day to day workload . The workload is largely driven by the needs of the patient referrals and there is a need to be able to prioritise caseload and work as effectively as possible, referrals can be generated by:GPs, NHS 24, LUCS Clinical, Integrated Joint Boards, wards and departments, Scottish Ambulance Service, Patients, Staff and other Health Boards
- Work is self-directed across both planned and unplanned activity. The post holder is required to demonstrate good judgement and the ability to prioritise decisions. Planned work will be allocated by the line manager and is undertaken by all post holders within the role. This requires effective joint working and strong communication amongst those staff working within this role.
- An annual appraisal and review of performance will be undertaken by direct line manager (L&B Flow Centre Supervisor), in line with NHS Lothian's appropriate policies.

9. DECISIONS AND JUDGEMENTS

- Responsible for identifying pressure points within the patient flow system, escalating to duty Supervisor and react accordingly by redirecting activity based on knowledge of reported patient need and service availability e.g. by monitoring the acute site activity
- Using resources available, ensure expectations of timescales for patient appointments, home visits or patient transport are identified and any difficulty in meeting these are escalated to the Supervisor.
- Advising Health Care Professionals (HCPs) on the appropriate patient pathway and patient transport requirements using acquired knowledge of healthcare and patient acuity e.g. advising on patient referrals such as which site for a particular specialty, analysing information presented and then applying knowledge of hospital services to find the most appropriate pathway for the patient often using medical terminology to support decision making.
- Decisions relating to the day to day management and placement of GP referrals to receiving hospitals in Lothian and handover individual caseloads to colleagues, applying taxi policy to staff e.g. Board members, Consultants and negotiating alternative transport options if they do not meet the criteria, prioritising palliative transport for patients based on palliative type, applying knowledge of ambulance staff skills to ensure they have correct skills and equipment to transport patient safely.
- Required to make decisions based on clinical need presented within the parameters set by the line manager, patient needs assessment and standard operating procedures. GP's may require guidance and direction in what availability is appropriate in a speciality area, however will seek guidance and direction from Supervisor or Clinical Nurse Advisor within the Flow Centre or Scottish Ambulance Service Clinical Advisor, based on site, on more complex matters.
- Makes decisions based on available clinical information taking into consideration the financial and resource availability within the L&B Flow Centre for patient and staff transport, while managing the clinical pathway, identifying and mitigating risk e.g. applying taxi policy to staff e.g. Board members, Consultants and negotiating alternative transport options if they do not meet the criteria,
- Use protocols to advise of the most effective appropriate referral pathway for GP referrals seeking advice from Site & Capacity Senior Nurse /Service Manager if required

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

Providing and receiving sensitive information while ensuring that all patient information is accurately documented and maintained in a finite time especially during times of high call volume to prevent interruption to patient flow across Lothian and out with Board area.

Advising GPs and other HCPs of alternatives to admission following application of the PNA, taxi policy or rezoning due to capacity demands while dealing with negative responses to decisions and outcomes made by postholder.

Managing patient, staff and service user expectations when workload is variable and especially around times when transport resources or bed availability are limited.

Meeting Service Level Agreement (SLA) targets for answering incoming calls while continuing to assess, plan and re-evaluate the patient pathway.

Shift pattern to cover a 24/7 period, 365 days per year. Shifts include days, nights, evenings, weekends, public holidays (including Christmas day / New Year).

11. COMMUNICATIONS AND RELATIONSHIPS

The postholder will be required to establish and maintain excellent written and verbal communication skills, including negotiation and skills of persuasion, with both patients directly and a wide range of NHS, Social Care and 3rd sector staff within Lothian and across the wider NHS system.

This will be related to all matters relating to patient journey/pathway e.g. by collation of information received by GPs /HCPs for admission / referral, and by following guidelines, offer the GP /HCP the correct clinical pathway for the individual patient which may be a hot clinic or a front door assessment.

Internal

All levels of staff across NHS Lothian.

Discharge Lounge staff

Clinical Nurse Managers

Site and Capacity teams.

AHPs

Locality Hubs

NHS 24

LUCS Clinical

External

Scottish Ambulance Service

GPs / primary care

Taxi services – several times per day

Social Work Services

Nursing / Care Homes

Volunteer services

3rd sector

Police

Other Boards

District Nurse services

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

Physical

- Working at PC for approximately 95% of time in a restricted position in a busy call centre environment.
- Speed and accuracy in recording patient details from wards, departments and GPs.
- Wearing headset for long periods.
- Adjusting to a shift pattern across a 24/7 period if not used to this.

Mental

- Concentration required when responding to a high volume and rapid throughput of telephone calls with potentially high impact on patient's outcome and discharge profile across Lothian if mistakes are made.
- Prolonged periods of high activity.
- Constant requirement to answer telephone promptly.

Emotional

- Occasionally dealing with verbal aggression and with challenging and determined members of staff.
- Dealing with patients, families and carers who are anxious and emotionally distressed in a sensitive and professional manner
- Dealing with conflicting demands of GP requirements and hospital sites admission criteria's especially when rezoning is required.
- Exposure to confidential clinical information that at times can be distressing.

Environmental

- Noisy, open plan call centre environment.
- Continuous use of VDU

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

- Excellent IT skills including telephony equipment/systems and use of databases
- Advanced keyboard skills
- Excellent communication and customer service skills
- Educated to HNC level or equivalent experience
- Previous experience of working in a healthcare setting or call centre / other public environment.
- Understanding of medical terminology, GP and patient requirements, degree of acuity as well as high level knowledge of patient transport systems

The postholder will be required to complete an in-house competency based training programme to achieve the full range of competencies required to undertake role

14. JOB DESCRIPTION AGREEMENT

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

Job Holder's Signature:

Date:

Head of Department Signature:

Date: