JOB DESCRIPTION

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| **1.** | JOB IDENTIFICATION  |
| Job Title: | Site Flow/Capacity and Demand Manager  |
| Agenda For Change Band:Responsible to  | Band 8AClinical Service Manager, Medical Specialties  |
| Department(s): | Acute Hospital Site |
| Directorate: | North Acute Sectors  |
| Operating Division: | ACUTE SERVICES DIVISION |
| Job Reference: |  |
| Last update:  | April 2022 |

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| **2.** | **JOB PURPOSE** |
|  | * Responsible for safe patient flow within the hospital and for co-ordinating the work of the site flow hub in supporting patient safety and the delivery of the 4 hours standard for Emergency Care.
* Contribute to operational and strategic inpatient plans to ensure that agreed objectives are implemented and quality standards achieved.
* Responsible for ensuring safe, effective and person centred management of patient flow throughout hospital.
* To drive strategic improvement utilising Scottish Government publications including the ‘six essential actions to improve unscheduled care’ and support colleagues with ‘daily dynamic discharge’.
* To support and lead the development and implementation of systems and processes to ensure patient flow key performance indicators are achieved.
* To utilise Quality Improvement methodology to drive and implement data driven improvements to patient flow outcomes.
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| **3.** | **DIMENSIONS** |
|  | * Managing flows of scheduled and unscheduled inpatient activity.
* The post holder would be required to work autonomously. The nature of this highly pressurised role requires interaction with all levels of staff, all departments and involves close liaison with EDs, assessment and receiving units, inpatient wards, medical staff, pharmacy, diagnostic, management, infection control, facilities and ward staff. Liaison with other acute sites will on occasion be required.
* This post is both predictive and responsive to the ever-changing needs of the service.
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| **4.** | **ORGANISATIONAL POSITION** |
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| **5.** | **ROLE OF THE DEPARTMENT** |
|  | The purpose of the Site Flow Hub and team is to optimise the continuum of care by managing the patient effectively throughout the whole of their care episode, from admission into the hospital and back to the community. The process of enhancing patient flow management is accomplished by an improved admission process, comprehensive discharge planning. The team provide a comprehensive patient flow and bed management system in collaboration with all relevant professional groups and NHS GG&C’s Divisions to include other health care providers and HSCP partners, ensuring bed capacity is utilised both efficiently and effectively throughout professional groups and NHS GG&C’s Divisions to include other health care providers and HSCP partners, ensuring bed capacity is utilised both efficiently and effectively throughout whilst safely maintaining both the emergency and elective admissions to the acute sites.  |

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| **6.** | **Main Duties and Responsibilities** |
|  | To provide safe, effective, person centred care to patients and their families within NHS GGC Acute services. The Site Flow/ Demand and Capacity Manger will provide onsite senior leadership in the co-ordination and operationally oversee plus take necessary actions in the day to day management of patient admissions, transfers and discharges to ensure maximum safe and effective bed usage. Support the site delivery of the Unscheduled Care Emergency 4 hour access standard. **Leadership*** Act as a change agent to support the successful development/implementation of improvement programmes.
* Manage the work of multiple stakeholders to develop and ensure safe patient flow in the acute hospital.
* Work with and influence key representatives across NHSGGC to bring about changes in the practices of individuals and services who may have a high level of emotional engagement and commitment to existing ways of working. This requires a high level of interpersonal skills and the ability to use different communication techniques and influencing strategies to obtain the required solution.
* Ensure that all 3 of NHS Scotland Healthcare Quality Strategy’s ambitions for safe, clinically effective and person centred care are integral to the flow of patients.

**Site Management** * To support a proactive patient flow management strategy.
* To operationally oversee and take necessary actions in the day to day management of patients admissions, transfers and discharges to ensure maximum safe and effective bed usage.
* Facilitate where appropriate the safe transfer of acute patients between hospital sites within the Sector / Board and out with the Board area.
* Proactively manage the Admissions Flow through the Emergency Department and Assessment Units ensuring patient movement is continuously maintained and blockages are avoided.
* Prevent crowding in ED and Acute Assessment areas to ensure patients can be seen, assessed and discharged by prioritising and coordinating tasks across the various clinical and operational staff/teams.
* Actively monitor the processes in the Emergency Department through the ED Floor Co-ordinator ensuring the Discharged and Admitted pathways are optimised and ensuring that Flow 1 pathway is continuously delivered at 100% compliance
* Track Emergency Department patients who are at risk of waiting longer than four hours and to expedite actions for patients experiencing delays to avoid long waits
* Facilitate ED Safety Pause 2 hourly
* Support the safe, appropriate admission/transfer/boarding if required of patients enabling the safe admission of acute emergency admissions from a variety of sources both internally and externally.
* In partnership with SCN’s plan resources to ensure effective patient flow in order to facilitate timely admissions and discharges.
* Liaise with diagnostics, domestics, and other departments as appropriate to facilitate rapid access to investigations; room cleans etc. particularly where these actions are crucial for timely decisions. This will require negotiation skills using influence.
* To contribute to and update operational policies regarding patient flow.
* To support SCN’s and discharge coordinators to prevent discharge delays. This will involve providing support in ensuring bed availability and down streaming of inpatient beds occurs at all times, thus preventing bed blocking and utilisation of all available beds.
* To support the concepts of efficient, effective safe and dynamic discharge planning.
* To support Clinical team in event of major incidents. The post holder would be part of the Major Incident response team ensuring bed availability in required specialist area, discharge planning as well as flow control across site during and after a major incident event.
* The post holder will play a key role in three times daily Huddles, ensuring data submitted timeously and actions are completed.
* To advise and support the multidisciplinary team on any bed or impending flow issues that may arise on a continuous basis within site.
* To liaise with all members of the clinical teams to ensure that the utilisation of beds is maximised throughout the day.
* Educate and empower ward based staff to expedite all discharges within the recommended timeframe.
* Responsible for effective leadership and engagement with local clinicians and managers across medical, surgical, diagnostics and facilities support services to plan and deliver the required capacity to meet the daily/hourly emergency care demand.
* Participate in service improvement projects in relation to the efficient and effective utilisation of inpatient beds and the inpatient journey.
* Review Ambulance presentations and liaise with HALO to ensure that the SAS teams are able to offload/transfer patients in a timely manner.
* Order additional transport to facilitate discharge as directed by duty GM.
* Ensure that the organisation responds appropriately in times of unprecedented demands at a clinical and operational level to ensure standards of care are maintained.
* To implement and evaluate patient flow policies and good practice guidelines.

**Quality Improvement*** Lead the implementation of patient flow improvement initiatives within the multidisciplinary team.
* To provide accurate reports as required and within agreed timescales regarding patient activity and bed utilisation.
* To participate in breach analysis; investigation, reporting and learning from breaches to improve flow.
* To collect and utilise data pertaining to patient flow processes and outcomes
* To collect and collate data on a range of safety and hospital efficiency including ‘safe to start’ declaration, child protection, and risk events
* Updating clinical teams on sharing of good practice and leading on quality improvement projects for patient flow.
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| **7a** | EQUIPMENT AND MACHINERY |
|  | Competent and regular use of the following equipment:* Telephone, mobile and DECT phones
* Patient information Systems e.g. Trakcare, Portertrak, MicroStrategy
* Intranet and Internet
* IT equipment, PC/Laptop/Printer
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| **7b.** | **SYSTEMS** |
|  | The post holder will* Comply with the data protection act, Caldecott Guidelines, local policies and procedures relating to confidentiality and any access to medical records
* Maintain computer records in relation to flow management systems and processes
* Collate and analyse data on all aspects of the patient flow journey
* Review accuracy of predicted admissions and discharges
* Collate and analysis all information on all patients who breach the 4 hour ED target and prepare report for Senior Management team for escalation to GGC Board or Government level
* Check and record information on all scheduled and unscheduled flow episodes.
* Data analysis from the huddle on acuity, activity, occupancy, staffing levels, and ‘safe to start’
* Post holder will collate and analyse all data for presentation to Senior Management Team
* Computer Systems including - computer software Microsoft office, excel, PowerPoint
* MICROSTRATEGY to monitor - Emergency Department, Operational Admission/Discharge, Waiting List activity.
* TRAKCARE to monitor ED activity and acuity, breach analysis, ED attendance and admission rates.
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| **8.** | ASSIGNMENT AND REVIEW OF WORK |
|  | * Work is generated from the daily flow of patients through scheduled and unscheduled care.
* Work is exceptionally variable and the post holder will to respond to predictable and unpredictable events.
* Responsive to the specific needs of the service
* Work is self-directed as the role is autonomous
* Professionally accountable for actions
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| **9.** | **DECISIONS AND JUDGEMENTS** |
|  | * The post holder will work autonomously assessing; planning, implementing and evaluating own workload.
* Exercise the ability to calmly and confidently challenge any interactions with regards to

the movement of patients around the hospital which could jeopardise the deliveryof high quality care.* Definitive, person centred decision making on minimising transfer of patients

around site.* Works without direct supervision.
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| **10.** | **MOST CHALLENGING /DIFFICULT PART OF THE JOB** |
|  | * High profile pressurised post,
* Manages the day-to-day operational issues of bed management and patient flow
* To deal with very stressful situations on a frequent basis when supply and demand are unable to be met easily.
* Thinking logically and strategically at all times while under pressure
* Diffusing volatile situations
* Managing many different and diverse personalities in a professional calm manner at all times
* To participate in the development of a longer-term strategy that underpins the philosophy of efficient and effective use of beds and impact positively on the quality of patient centred services.
* Working autonomously, without direct supervision, not infrequently in exceptionally stressful circumstances
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| **11.** | **COMMUNICATIONS AND RELATIONSHIPS** |
|  | The post holders will develop effective communication strategies to ensure the efficient and effective utilisations of the beds.* This will include responding to complex pressures of the service using both written and verbal communications
* Continuous processing, assimilating, analysing and responding to all types of information
* Co-ordinating patient activity and subsequent communications from a variety of sources redirecting and ensuring safe and acceptable solutions for patients are achieved.
* Interacts with all levels of staff, all departments and involves close liaison with ED,

**INTERNAL COMMUNICATIONS WILL INCLUDE:*** Senior Charge Nurses
* Lead Nurses
* Clinical Service Managers
* Senior Management Team
* Lead Clinicians
* Medical Records Staff
* Business Managers
* Nursing staff
* Medical staff
* Portering staff
* Domestic staff
* Theatre Staff
* Pharmacy Staff
* Infection control
* Diagnostic staff
* Discharge co-ordinator
* Patients
* Relatives

**EXTERNAL COMMUNICATIONS WILL INCLUDE:*** Other Flow coordinators and Bed Managers
* External Ward Staff
* Ambulance staff
* Other Relevant staff
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| **12.** | **PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| **Physical Skills**: * Dexterity, co-ordination and sensory skills for use of advanced keyboard skills to input data and collate information.
* Ability to handle complex information about activity waiting times and emergencies

 **Physical Demands**: * Constant physical effort walking /standing throughout and around the hospital site on your own; irrespective of geography of building/site or inclement weather
* In times of crisis, aid transfer of patients to respective wards and inter ward transfers, thus alleviating pressure within departments

 **Mental Demands**: * High levels of concentration required at all times when exploring solutions to patient flow pressures on a very frequent basis throughout the day
* Retention and communication of knowledge and information whilst being subject to frequent interruptions from members of the multidisciplinary team
* To be fully aware at all times of patient movement throughout the hospital and fully aware of the pressure/demands this incurs to all staff
* Making judgements which involve highly complex facts and situations which require analysis, interpretation and comparison of a range of options
* Providing and receiving complex sensitive or contentious information where persuasive, motivational, negotiating, empathetic, reassurance skills required
* Using well developed inter-personal communication skills where there are significant barriers to acceptance of change in relation to bed utilisation

**Emotional Demands**: * Regularly communicating in a challenging environment and required to deal with strongly held views and differences in opinion when delivering difficult messages to teams.
* Exposure to emotional or distressing situations happens on a very regular basis.
* Continuously supporting members of both nursing/medical staff with decision making with regards to patient flow
* Awareness of accountability/responsibility for all decisions taken with regards patients movement
* Remaining calm and in control when dealing with very difficult pressured situations
* Skilled to diffuse emotive situations in a professional manner
* High intensity nature of patient flow management can be emotionally exhaustive
* Having a pivotal role within the hospital ultimately requires the flow coordinator to always be accessible at all times throughout the day

**Working Conditions**: * Regular pressure from external sources to provide additional information at short notice
* Autonomous role
* Shift flexibility
* No uninterrupted breaks
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| **13.** | KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB  |
|  | The post-holder will have:* Educated to degree level or equivalent
* Significant experience in an operational management role
* Excellent interpersonal skills
* Demonstrable experience of successful leadership and delivering measurable improvement in organisational performance.
* Excellent working knowledge of Acute Services in the Secondary Care Setting.
* Evidence-based track record of leading and delivering change within a complex organisational system with significant resource constraints.
* Good working knowledge of Primary Care Services
* Excellent analytical and numerical skills
* Excellent IT knowledge and skills
* Advanced theoretical and practical knowledge of a range of clinical procedures and practices
* Knowledge of hospital policies/procedures and practices specific to the working environment
* Excellent, effective listening and problem solving abilities
* Effective time management skills
* Ability to work effectively under immense pressure
* Ability to use initiative
* Well-developed people management/team management skills
* Sound Leadership Skills
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| **14.** | JOB DESCRIPTIONS AGREEMENT |
| Job Holder’s Signature: ……..…….…………………………………..Head of Department Signature: ……………………………………… | Date: …………………….Date: ……………………. |