



CAPACITY AND FLOW MANAGER – EMERGENCY CENTRE

INFORMATION FOR CANDIDATES

ABOUT THE TRUST

The Shrewsbury and Telford Hospital NHS Trust (SaTH) is the main provider of acute hospital services for around half a million people in Shropshire, Telford & Wrekin and mid Wales.

Encompassing some of the most picturesque parts of England and Wales, the Trust's catchment stretches from the Cambrian Mountains in the west, to Newport and the fringes of the Black Country in the east.

The main towns include: Bridgnorth, Ludlow, Market Drayton, Oswestry, Shrewsbury and Whitchurch (in Shropshire); Newport, Telford and Wellington (in Telford & Wrekin); and Newtown and Welshpool (in Powys) – all beautiful and unique.

Our main service locations are The Princess Royal Hospital (PRH) in Telford and The Royal Shrewsbury Hospital (RSH) in Shrewsbury which are located 20 minutes drive apart. Together they provide 99% of our activity. Both hospitals provide a wide range of acute hospital services including accident & emergency, outpatients, diagnostics, inpatient medical care and critical care.

We also provide services such as consultant-led outreach clinics at Telford, the Robert Jones and Agnes Hunt Orthopaedic Hospital, Gobowen and the Bridgnorth, Ludlow and Whitchurch Community Hospitals.

We employ more than 6,000 people, and hundreds of colleagues and students from other organisations also work in our hospitals. We benefit from around 1,000 wonderful volunteers, and our main charitable partners are the League of Friends at The Royal Shrewsbury Hospital, Friends of The Princess Royal Hospital, and the Lingen Davies Cancer Appeal which is based at The Royal Shrewsbury Hospital.



OUR VISION AND VALUES

The Shrewsbury and Telford Hospital NHS Trust is an organisation that strives to provide high quality, safe care for our patients in an environment which our staff are proud to work in

Our Vision:

“To provide excellent care for the communities we serve”

Our Values:



OUR VISION

We believe that by adhering to our Vision and working with our Values in mind we can behave in a way which will ensure the right results for the people that matter most – our patients and their families.

OUR VALUES

Our Trust Values provide a guide for our daily lives which we are all expected to uphold, both at work and when we are representing the Trust.

Our Values were developed by staff and our patients, so they represent what is important to us within the organisation and the way we should all behave towards patients, carers, visitors, partners and each other.

You will see our Values throughout the Trust; they are not just words on a page, they represent what we are about here at SaTH. We want patients and their families to say that the care and service they receive from all of us is consistently high-quality, safe, effective, and personalised, so the feelings behind the Values shouldn't come as a surprise to anyone working in the NHS.

The reason why it is important that they are clearly written down is, so we all know what's expected, and none of us are surprised if we are asked to explain any unacceptable behaviour. Ultimately, if we follow our Values, we will provide services that are better for our patients and better for each other.

COLLEAGUE BENEFITS

GENERAL

27 days annual leave entitlement at joining, increasing with length of service, plus 8 bank holidays

Flexible working policies

Generous maternity pay and 2 weeks full pay paternity leave

Colleague recognition scheme and long service awards

Option to buy and sell additional annual leave

Greener travel initiative, including cycle to work scheme and lift share

Childcare information and support available, including onsite nurseries

Discounted bus passes with Arriva

FINANCIAL

Access to various local and national discounts via various external websites

- Blue Light Card
- Health Service
- Discounts NHS

Salary sacrifice schemes for home electronics and bikes

Generous Pension scheme

Access to a financial support booklet

Pre-retirement courses

Free Will writing service

Savings and Loan schemes

HEALTH AND WELLBEING

PSYCHOLOGICAL SUPPORT

- Coaching
- Mental Health First
- Aiders Chaplaincy

PHYSICAL SUPPORT

- Fast track physiotherapy service Free
- eye test vouchers

HEALTHY LIFESTYLES AND EMOTIONAL SUPPORT

- Slimming World referral scheme Staff
- cervical screening service Long Covid support
- Access to wellbeing/rest rooms
- Menopause support including advocates, webinars, toolkits, clinics, and bi-monthly meet ups Men's
- Health - Bi-monthly forums and men's MOT
- Sleep School Wellbeing Support

Discounts with local gyms

LEARNING AND DEVELOPMENT

COACHING AND MENTORING

Opportunities to grow, develop and perform at your best

LEADERSHIP ACADEMY

Leadership and management training for all levels of staff

ACCESS TO ELEARNING COURSES

Many eLearning modules to learn from with access available at home

APPRENTICESHIPS

There are a growing number of apprenticeship opportunities at SaTH across all disciplines

Secondment and acting-up opportunities

Support to complete qualifications such as NVQ, Masters etc. whilst on the job



JOB DESCRIPTION

Job Title	Emergency Capacity and Flow Manager
Band	7
Directorate	Service Delivery Directorate
Accountable to	ED Matron/Operations Manager
DBS Required?	Enhanced

JOB OVERVIEW

Oversee timely flow of patients across the Emergency Care Centre. The post holder will lead the co-ordinated support of flow within the Emergency Centre including ED & Acute Medicine, with a focus on:

- Delays in patients journey within the EDs & Acute Medicine
- Working in partnership with other specialties to ensure the management of patients is in line with KPIs.
- Leading and introducing flow pathways across wards and departments
- Leading the ED Flo Co team
- Leading the Acute Medicine Facilitator team

- Facilitate and ensure timely departure of all patients.
- Effective utilisation of discharge lounge and AMDA
- Promoting safe alternatives to hospital stay
- Effective use of alternatives to ED pathways
- Utilisation of SDEC and UTC provision
- Close working with Ambulance Navigator to support Ambulance offload delays in conjunction with site team and pinning out processes
- Oversight of appropriateness of patients admitted to Acute Medicine to prevent exit block occurring
- Working closely with other Divisional reps to support patient flow
- Support with solutions and escalation of delays including specialties, mental health pathways, fit2sit, ARA, immunocompromised pathway, transfer of patients from ED to Acute & Acute to deeper bed base linking in with Senior Support of the day where appropriate

Through developing effective links and relationships with relevant professional partners, the postholder will;

- Act as their principal point of contact, to ensure that all flow arrangements are agreed and information flows effectively, providing as seamless a service as possible for patients and their families.
- Assist staff to ensure best practice in planning safe and timely patient discharges in order to achieve best outcomes for patients and to optimise hospital bed utilisation and reduce length of stay .
- Maximise the use of ED cubicles and Acute Medicine inpatient beds, enabling local and national NHS targets to be met using knowledge, skills, experience, influence, negotiation, and advanced communication skills to identify and resolve issues that could impact patient pathways.
- Ensure standardisation of processes and reporting across all discharge areas within Emergency.
- Assess, monitor and report on discharge trends, patient length of stay, delayed transfers of care, utilisation of the discharge lounge, utilisation of virtual ward, criteria to admit and practice related issues within Acute Medicine
- Contribute to board rounds and patient discharge meetings where appropriate.
- Ensure timely specialty review and onward transfer of patients from ED to the patient's selected specialty. Escalating any delays to the Women's & Children's and Surgery, Anaesthetics and Critical Care (SACC) Divisional leads.
- Ensure timely access to diagnostics, therapies, SLT and any other support services across the acute floors and ED's. Escalating any delays to the relevant Divisional leads.
- Ensure capacity with SDEC, AMA, and the Acute Floor is maximised to support flow through our ED's.
- Working with colleagues in SACC to ensure SAU, T&O and oncology assessment area capacity is maximised and patients presenting to ED are redirected to these areas appropriately and in a timely manner.
- Ensure virtual ward is maximised via step up and step-down referrals.

The role will require an interface with all medical departments, wards, emergency departments, Integrated discharge team and the clinical site team to ensure patient flow through the emergency departments, assessment units and medical wards, ensuring patient safety is paramount at all times.

The post holder will represent Emergency at Site Safety briefings and other huddles reporting escalations and progress updates.

The post holder will work with nursing, clinical and operational teams to constantly assess capacity and identify and implement plans to manage demand against available capacity. This will include being well-informed of any impacts resulting in unnecessary delays in any part of the patient's journey from admission. They will be accountable for ensuring each patient has a next critical step that is actioned daily. They must resolve any constraints resulting in delays in patient treatment and journey.

It is essential that the post holder can work independently and escalate to the appropriate department or specialty across the organization, ensuring the patient receives the proper care in the right place by the right person.

The post holder will offer clinical leadership and clinical advice/support to all care areas within the hospital while proactively managing patient experience and expectations.

The post holder will be expected to establish and maintain positive working relationships with other multi-disciplinary team members in line with the Trust Values and relevant Trust Policies.

MANAGEMENT AND LEADERSHIP

- Work in collaboration with wards and ED teams to plan and manage timely the discharge of patients from the hospital.
- Establish effective working relationships with all nursing, support staff, medical staff, operational managers, site teams, community teams, and transport services.
- Liaise with the Integrated Discharge Team to promote the most effective movement of patients in a timely manner.
- Ensure daily board rounds are maintained and provide teaching and coaching to the multi-disciplinary team members where required.
- Provide a single point of contact for wards and departments and ensure that processes and systems are adhered to at all times.
- Maintain daily forums that support patient flow, such as long stay reviews and ward-based check chase challenge.
- Supports the Trust to meet the standards of A&E waiting times as laid down in the NHS plan and subsequent government targets. Managing staff, patient, and public expectations of the service throughout the process
- Monitor long-stay patients, ensuring each patient has an action plan and an owner of appropriate actions to facilitate discharge.
- Line Manage the Flow coordinators, oversee the patient journey coordinators, and ensure training & education is given to the team.
- Ensure mandatory training and appraisals are up to date across the flow team.
- Have an awareness of quality issues regarding the inpatient journey within the Trust.

- Monitor and report any concerns to the appropriate lead matron on standards of care observed during clinical working and ensure appropriate follow-up to said incidences.
- Take responsibility for maintaining self-development and seeking educational opportunities as appropriate to support revalidation and registration and ensure Professional Code of Conduct is upheld.
- To unblock any discharge/transport issues that may impede discharge.
- Represent the Medicine and Emergency Care Division at site safety meetings ensuring a comprehensive update and plan for capacity and flow within Emergency is shared.
- Support the delivery and embedding of improvement work.
- Monitor and report against key metrics ensuring delivery of rectification plans where required.
- Ability to work flexibly and adapt to a fast paced and quickly changing environment.
- Demonstrate professional leadership and act as a resource for all staff.
- Knowledge of discharge processes required in order to support the patient safely through the discharge pathway.
- Respond to emergency situations with composure, always maintaining patient safety.
- Maintain patient dignity and confidentiality at all times

COMMUNICATION AND RELATIIONSHIPS

The Emergency flow and capacity manager will have exceptional communication skills to enable working with key multidisciplinary colleagues such as (but not exhaustive):

Internal

- Integrated Discharge Team
- Director of Operations and Deputy
- Director of Quality and Chief Nursing and deputy
- Centre Managers
- Operational managers
- Theatres, Critical Care, Ward managers and staff
- Matrons
- Site teams
- Patients, families and carers
- Consultant Medical Colleagues and other medical staff
- Allied health professionals
- Support services
- Infection control staff
- Flo cos and Facilitators

External

- Ambulance service and private ambulance companies
- Tertiary referral centers
- Bed Managers at other hospitals
- Social workers
- External agencies i.e. Fire Brigade, Police
- ICB
- Relevant voluntary organisations

Build effective relationships with all colleagues responsible for flow and patient pathways across the Divisions, Trust and system.

Demonstrate evidence of communication/problem solving skills within a team, including organisational and planning skills.

- To communicate effectively with patients and carers potentially complex, sensitive or distressing information; in order to provide patient centered care, to encourage self- management, maximize rehabilitation potential and to ensure understanding of the condition.

To maintain clear, accurate and concise patient records in line with departmental and professional standards and include relevant outcome measures.

EDUCATION, PROFESSIONAL DEVELOPMENT AND TRAINING

- Registered with the Nursing and Midwifery Council or Health and Care Professionals Council with relevant acute post registration experience.
- To take every reasonable opportunity for maintaining, developing, and acquiring competencies and skills for self-development.
- To support the implementation of an effective appraisal system, ensuring that all staff have set objectives that identify and support individual development and training needs.
- To participate in the supervision, training, and effective mentorship of junior staff.
- To participate in informal and formal training sessions for their staff, delivering orientation programs for new staff and provide relevant feedback to all members of the team.

RESEARCH AND AUDIT

- To participate in developing systems for assessing the users views on the quality of services provided and for involving patient's relatives and their representatives in the planning and development of services

HUMAN RESOURCES

- To ensure that all local and national HR policies, procedures and guidelines are adhered to and report any failure to do so appropriately.

USE OF INFORMATION

- To ensure that staff maintain and update EPR to support patient care.
- To be conversant in the use of electronic communication systems, personal computer systems, normal office equipment and Trust EPR system.
- To be able to analyse, translate and present complex information in forms understandable and accessible to all staff.



PERSON SPECIFICATION

The following pages contain a description of the qualifications, skills, experience, knowledge and other attributes a candidate should ideally possess to successfully perform this role.

QUALIFICATIONS

ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> • Active registration with the Nursing and Midwifery Council (NMC) or Health and Care Professionals Council (HCPC) • United Kingdom recognised Diploma/Degree • Evidence of ongoing professional development through maintenance of professional portfolio and registration revalidation 	<ul style="list-style-type: none"> • Qualification in management and leadership within a healthcare setting

EXPERIENCE AND KNOWLEDGE

ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> • Experience of working in an acute clinical environment with minimum of four years post registration experience. • Knowledge of discharge pathways and flow processes throughout the acute setting 	

SKILLS

ESSENTIAL	DESIRABLE
<ul style="list-style-type: none"> • Able to priorities own workload and that of others as appropriate • Personally resilient and able to manage complexity and work in an ambiguous or changing environment • Excellent presentational, communication and interpersonal skills • Demonstrates ability to maintain and contribute to the development of standards of practice, conduct or decision making in conjunction with team, Modern Matron, General Manager and Clinical Lead • Acts as a role model and are able to lead by example to ensure the Trust’s values and behaviours are reinforced throughout their area of practice. • Able to lead, influence and motivate others. • Able to effectively and appropriately escalate concerns to reduce risk and promote patient safety • Demonstrates ability to keep up to date with professional issues that influence role. • Demonstrates ability to question and challenge in a professional way. • Tenacity to pursue goals energetically and succeed despite resistance. • Strong, professional leadership qualities, assertive and self-confident individual • Ability to lead, manage and motivate all staff within sphere of responsibility. • Self-motivated and able to work under own initiative and prioritise workload • Ability to work cross site as required 	<ul style="list-style-type: none"> • Able to contribute to the development, implementation, monitoring and evaluation of policies/protocols/guidelines relevant to area of practice

OTHER

ESSENTIAL	DESIRABLE
<ul style="list-style-type: none">• Enthusiastic and self-aware• Creative and Flexible• Resilient under pressure• Team focused• Reliable, Adaptable and Dependable	

GENERAL CONDITIONS

As they undertake their duties, all our people are required to uphold and demonstrate the Trust's core values of: Partnering, Ambitious, Caring and Trusted. Collaboration and partnership are also central to our approach in delivering our fundamental activities of patient care, teaching, and research.

HEALTH & SAFETY

As an employee of the Trust, you have a responsibility to:

- take reasonable care of your own Health and Safety and that of any other person who may be affected by your acts or omissions at work; and
- co-operate with the Trust in ensuring that statutory regulations, codes of practice, local policies and departmental health and safety rules are adhered to; and
- not intentionally or recklessly interfere with or misuse anything provided in the interests of health and safety

INFECTION PREVENTION AND CONTROL (IPC)

The prevention and management of acquired infection is a key priority for the Trust. As an employee of the Trust, you have a responsibility to:

- ensure that your work methods are compliant with the Trust's agreed policies and procedures and do not endanger other people or yourself; and
- be aware of infection prevention and control policies, practices, and guidelines appropriate for your duties and you must follow these at all times to maintain a safe environment for patients, visitors and colleagues; and
- maintain an up-to-date knowledge of infection prevention and control, policies, practices, and procedures through attendance at annual mandatory updates and ongoing continuing professional development; and
- challenge poor infection prevention and control practices of others and to report any breaches, using appropriate Trust mechanisms (e.g. incident reporting policy)

INFORMATION GOVERNANCE

The Trust is committed to compliance with Information Governance standards to ensure that all information is handled legally, securely, efficiently, and effectively. You are required to comply with the Trust's Information Governance policies and standards.

- Confidentiality and Security - Your attention is drawn to the confidential nature of information collected within the NHS. Whilst you are employed by the Trust you will come into contact with confidential information and data relating to the work of the Trust, its patients or employees. You are bound by your conditions of service to respect the confidentiality of any information you may come into contact with which identifies patients, employees or other Trust personnel, or business information of the Trust. You also have a duty to ensure that all confidential information is held securely at all times, both on and off site.
- Disclosure of Information - To ensure that information is only shared with the appropriate people in appropriate circumstances, care must be taken to check the recipient has a legal basis for access to the information before releasing it. Upon leaving the Trust's employment and at any time thereafter you must not take advantage of or disclose confidential information that you learnt in the course of your employment, to protect yourself and the Trust from any possible legal action.
- Information Quality and Records Management - You must ensure that all information handled by you is accurate and kept up-to-date and you must comply with the Trust's recording, monitoring, validation and improvement schemes and processes.

PROFESSIONAL STANDARDS AND PERFORMANCE REVIEW

As an employee of the Trust, you have a responsibility to:

- participate in continuous personal development including, statutory and mandatory training as appropriate for the post; and
- maintain consistently high personal and professional standards and act in accordance with the relevant professional code of conduct; and
- take responsibility for the maintenance and improvement of personal and professional competence and to encourage that of colleagues and subordinates

SAFEGUARDING CHILDREN AND VULNERABLE ADULTS

We all have a personal and a professional responsibility within the Trust to identify and report abuse.

As an employee of the Trust, you have a responsibility to ensure that:

- you are familiar with and adhere to the Trusts Safeguarding Children procedures and guidelines
- you attend safeguarding awareness training and undertake any additional training in relation to safeguarding relevant to your role

SOCIAL RESPONSIBILITY

The Trust is committed to behaving responsibly in the way we manage transport, procurement, our facilities, employment, skills, and our engagement with the local community so that we can make a positive contribution to society. As an employee of the Trust, you have a responsibility to take measures to support our contribution and to reduce the environmental impact of our activities relating to energy and water usage, transport and waste.

CONTINUOUS IMPROVEMENT

The Shrewsbury and Telford Hospital NHS Trust is committed to creating a culture that puts Continuous Improvement at the forefront of our transformational journey and our aim is to empower colleagues at all levels have the confidence, capability, passion, and knowledge, to test changes and make improvements at SaTH and in the communities we serve.

Following a successful five-year partnership with the Virginia Mason Institute in the USA, SaTH

continues to further develop and embed the Trust's approach to Continuous Improvement at all levels of the organisation. You will be supported by an Improvement Hub, which will provide the necessary expertise to support you make improvements, while also providing training at various stages of your time at SaTH, as part of your continuing professional development.

EQUAL OPPORTUNITIES AND DIVERSITY

The Shrewsbury and Telford Hospital NHS Trust is striving towards being an equal opportunities employer. No job applicant or colleague will be discriminated against on the grounds of race, colour, nationality, ethnic or national origin, religion or belief, age, sex, marital status or on the grounds of disability or sexual preference.

Selection for training and development and promotion will be on the basis of an individual's ability to meet the requirements of the job.

The Shrewsbury and Telford Hospital NHS Trust the post-holder will have personal responsibility to ensure they do not discriminate, harass, bully, or contribute to the discrimination, harassment or bullying of a colleague or colleagues, or condone discrimination, harassment or bullying by others.

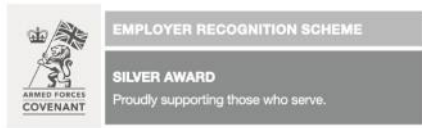
The post-holder is also required to co-operate with measures introduced to ensure equality of opportunity.

NO SMOKING POLICY

There is a no smoking policy in operation within the Trust. Smoking within the Trust's premises or within the Trust's grounds is not permitted.

MISCELLANEOUS

This job description is an outline of the key tasks and responsibilities of the post and is not intended to be an exhaustive list. The job may change over time to reflect the changing needs of the Trust and its services as well as the personal development.





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