

JOB DESCRIPTION

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| **JOB DETAILS**  |
| **Job Title**  | Lead Practitioner/Head of Patient Flow – Eastern Services |
| **Reports to**  | Associate Director Operations  |
| **Band**  | 8b (Subject to final matching) |
| **Care Group** | Operations |

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| **JOB PURPOSE**  |
| To provide expert leadership, workforce development and advice in relation to the provision of patient flow and site management within the Care Group, and across the Eastern footprint.Facilitating and challenging Trust wide clinical practice and processes and leading improvements in patient services and quality for patient flow and site management, being accountable for the operational management of patient flow including 24 hour responsibility of bed capacity/demand and both elective and non-elective admissions. The post holder will also be responsible for continuously developing, implementing and monitoring systems that underpin the most efficient and cost effective structure for the future of bed based care, and deliver expert strategic and operational support on all issues relating to patient flow across the Eastern site.Developing approaches for the utilisation of best practice and research evidence which supports nursing and improves patient/carer experience. |
| **KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES** |
| The postholder provides strong operational leadership and advice across the Trust to ensure that best practice in relation to patient flow and discharge decision making is achieved both within the team of Operations and Eastern site management and in other services across the Trust.The postholder will be:* Professional lead/support for Matron for Patient Flow – Eastern Services
* Line manager for Matron for Patient Flow and identified members of the site management team

The postholder will ensure that the Trust complies with all the requirements in relation to delivering safe and effective care for patient flow. This will include advising the Chief Nursing Officer, Trust Directors, Directors of Patient Care, Care Group Directors, Management teams, Clinicians and Clinical staff across the Trust in relation to compliance with statutory guidance and best practice guidelines for operational delivery and patient flow.The postholder will also assist the Chief Nursing Officer and the Care Group Triumvirate in delivery of the implementation of the Nursing vision as it relates to patient flow and site and operational management, taking a strategic lead when requested, contributing to an effective quality improvement work programme as part of the corporate non-professional agenda. This will include advising on and monitoring the standard of patient care/nursing practice for patient flow throughout Eastern Services and working collaboratively with the post holder within Northern Services; often with a need to be transformative and innovative as services expand and relationships across the Trust and system are developed to meet local need.The postholder will promote and embed a culture where all patients and their families, are empowered and treated with dignity and respect. |
| **KEY WORKING RELATIONSHIPS**  |
| Areas of Responsibility: ClinicalNo. of Staff reporting to this role: Matron for Patient Flow and a cohort of the site management team The post holder is required to deal effectively with staff of all levels throughout the Trust as and when they encounter on a day to day basis in addition the post holder will deal with the wider healthcare community, external organisations and the public. This will include verbal, written and electronic media.The post holder will be required to work closely with other care group non-medical, medical and management teams to ensure consistency.Of particular importance are working relationships with:

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| **Internal to the Trust**  | **External to the Trust**  |
| * Chief Nursing Officer
* Director of Nursing
* Medical Director
* Care Group Deputy Medical Directors
* Care Group Directors of Patient Care
* Care Group Directors
* Lead Nurses, Senior Nurses, Matrons, Midwives
* Associate Directors/General Managers/Head of Services
* Specialist Nurses
* Consultants and other medical staff
* Nursing Staff
* Governance Managers
* HR Business Partner
* Divisional Accountant
* Corporate Services i.e. safeguarding, patient safety, patient experience
* Operations team and wider discharge services
 | * Patients/Carers/Relatives
* External Agency Managers/staff
* Regulators
* Other NHS Trusts
* ICB
* Transport Teams
* VCSE services
* Bay 6
* Prison services
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| **ORGANISATIONAL CHART**  |
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| **FREEDOM TO ACT**  |
| The post holder has the freedom to act autonomously to ensure that areas within portfolio achieves its objectives through the core areas of strategic planning; general management; financial management; performance management; planning, policy and service development, including transformation; service quality; workforce management; and information Management.The post holder will make decisions based on their own interpretation of broad clinical profession and professional policies advising the organisation how these should be interpreted. There will be significant autonomy in this role with the post holder being responsible for a wide range of duties. This would include complex patient care and safety decisions, professional leadership, staffing skill mix challenges, and complex HR issues. |
| **COMMUNICATION/RELATIONSHIP SKILLS**  |
| The post holder will:* Demonstrate a high level of effective communication with all staff, including often communicating highly sensitive condition related information to patients, relatives, staff and carers.
* Utilise excellent communication and negotiation skills in order to influence and persuade others, engender cooperation in relation to service improvements and the implementation of change within the Trust.
* Demonstrate empathy and all aspects of effective emotional intelligence.
* Provide and receive complex, sensitive/highly sensitive or contentious information, and be aware of and able to manage the barriers that can compromise effective communication. This will also include providing expert advice to managers and clinicians where required.
* Support complex negotiation and discussions with external Trusts, other agencies and non-health services.
* Lead sensitive and complex communication strategies on behalf of patients and families with complex health and social care challenges.
* Lead effective liaison, communication and collaborative working with other professionals, other services and non-health agencies.
* Attend external multi-agency meetings to discuss and solve complex challenges with regard to operations.
* Strong presentation skills are required, as is the ability to influence views convincingly and coherently by using a variety of media.
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| **ANALYTICAL/JUDGEMENTAL SKILLS** |
| The post holder has a high degree of autonomy and responsibility for interpreting / implementing organisational policies, anticipating problems for which there is no precedent and for proposing solutions to these. Strategic priorities and objectives will be agreed with the Associate Director Operations, but day to day prioritisation and planning of work will be largely self-directed in line with agreed objectives. This will also include:* Providing overarching leadership skills which employs complex analytical and synthesis systems to interpret options for a variety of different challenges across the Trust. This can range from management of significant day to day operational capacity challenges, leading the site management team through critical incidents, to facilitating complex discharge conversations i.e. the management of patients with challenging behaviour and the need to lead a multi-professional//agency complex discharge strategy meeting
* Making complex clinical and operational judgements, manages conflicting views/ reconciles inter and intra professional differences of opinion.
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| **PLANNING/ORGANISATIONAL SKILLS** |
| The post holder will:* Be required to plan and organise complex activities and programmes, some of which will require adjustment; acting independently and with autonomy, whilst also directing the work of others.
* Manage all site management staffing services, supporting the clinical matrons, and providing expert advice on professional, managerial and budgetary challenges.
* Act as a key member within the Operational management team in implementing and maintaining the clinical governance and risk management work plan, including the evidence of CQC Essential Standards and Outcomes.
* Facilitate and challenge clinical practice and processes, and involve relevant staff in improving patient services for hospital discharge and patient flow and general site management.
* Be accountable for the professional leadership and development of services involving patient flow including the relevant policies and service development both within the Operations and across the Trust.
* Take a lead role in formulating and leading strategic plans for advancing the development of patient flow, admission and discharge policies locally, Trust wide and nationally as required.
* Plans specialist nursing service provision in area of responsibility, including education and training.
* Provide site leadership for capacity and demand, negotiating a range of options involving complex, sensitive and contentious issues to ensure patients are placed in the right place at the right time to ensure quality care, patient experience and efficiency for the organisation
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| **PATIENT/CLIENT CARE**  |
| The post holder will:* Be accountable for the delivery of highly speciality programmes of care within Operations and the provision of specialised advice.
* Function at an advanced expert level of clinical theory and practice having a breadth of knowledge and skills relevant to site management, patient flow and operational delivery.
* Provide and demonstrate expert knowledge and skills in relation to area of site management and patient flow, ensuring and promoting credibility amongst relevant stakeholders.
* Have patient/carer contact on a day to day basis within their overall leadership role.
* Develop highly specialist care models / pathways and care delivery for individual patients across admission and discharge policies, capacity planning and site management in support of referring clinicians.
* There will also be occasions when they may need to provide senior nursing support within one of the areas they are responsible for, or throughout the Trust when providing Senior Nurse On-Call.
* They will also have patient and carer involvement when involved in leading complex care strategy meetings and care planning.
* Be the named Trust Lead for the administration of the Mental Health Act for patients held under a section of the Act within the Organisation to ensure the Act is legally enforced
* Be the named Trust Lead for working with Devon prisons to ensure and improve safety and cohesive working
* Be the clinical/operational Lead for patients who are homeless, working with Bay 6 and Exeter City Council to ensure no patient is discharged to the street unless it is their choice
* Work with ward teams and service development to improve discharge planning
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| **POLICY/SERVICE DEVELOPMENT**  |
| The post holder will:* Maintain an awareness of up-to-date professional and clinical practice issues and ensure that national policy is reflected in practice.
* Lead on patient flow and site management on behalf of the Eastern site; particularly managing the current risk to the Trust.
* Propose, develop and implement policy and/or service changes and develop standards to support patient flow and site management development and delivery, some of which will impact beyond own area of responsibility.
* Work with the named professionals for safeguarding to ensure that individual safeguarding concerns are effectively acted upon within the guidance. Involvement may include external agencies and providing evidence in court proceedings.
* Provide assurance that systems and processes are in place to monitor patient safety and quality performance and to take remedial action when required.
* Represent Royal Devon University Healthcare NHS Foundation Trust on local, regional and national groups as required, working closely with other stakeholders to provide the strategic vision for the development of relevant clinical and social care services within the Trust and further afield.
* Implement policies, guidelines and standards in regards to operational delivery, patient flow and site management which have been developed at a local, regional and national level in relation to providing the highest quality safe, effective and inclusive person-centred care and services across the Trust.
* Delivery of NHS targets and other national and local initiatives affecting patient flow
* Develop, implement and audit compliance of all policies relating to patient flow including Admission and Discharge policies
* Support the development, implementation and maintenance of the Trust Capacity plan to manage patient flow throughout the year
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| **FINANCIAL/PHYSICAL RESOURCES**  |
| The post holder will:* Oversee and be accountable for all clinical budgets within site management through maintaining/improving profitability, compiling with all Trust financial rules, yet still delivering a safe and high quality service for all patients and staff.
* Effectively manage charitable funds, recognising and balancing finance v. quality/safety/efficiency.
* Participate in annual planning cycle for Eastern wide site management and operational services.
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| **HUMAN RESOURCES**  |
| The post holder will:* Provide effective line management of senior nursing staff within site management team and other senior staff as delegated by Associate Director of Operations.
* Lead and hear disciplinary, sickness, performance and grievance procedures as appropriate hearing cases as appropriate ensuring issues in relation to NMC registration/capability/fitness to practice are properly considered and dealt with.
* Act as investigating officer when appropriate for complaints, serious untoward incidents or safeguarding investigations, providing expert opinion in areas/complex situations where there is conflicting and a range of opinions.
* Oversee and provide expert advice with regard to recruitment and selection.
* Provide clinically based teaching sessions within own clinical areas as requested.
* Formulate, plan and teach specialist knowledge and packages of learning, relevant to site management and patient flow, to a variety of multi-professional staff across the Trust, also including medical and nursing students.
* Be accountable for the compliance of essential and mandatory training for all of the site management staff, including PDRs, absence management, disciplinary & grievance procedures.
* Support the provision of training of site management both within the Operations and the wider Trust.
* Represent the Chief Nursing Officer/Director of Nursing/Director of Patient Care/Care Group Director and Associate Director of Operations internally and externally when requested.
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| **INFORMATION RESOURCES**  |
| The post holder is responsible for generating and recording information appropriately and for monitoring the quality of information generated by others and undertake regular audits as appropriate. The post holder will use a variety of software packages and will be required to manipulate date via spreadsheets application and use word-processing or PowerPoint packages for the preparation of presentation and reports. |
| **RESEARCH AND DEVELOPMENT**  |
| The post holder will:* Ensure a proportion of the role’s time is utilised to support QI, research and audits within the Care Group, Speciality, and the wider Trust.
* Support and lead sections of the Care Group’s Internal Audit programme.
* Evaluate research and audit for patient flow and discharge planning, with a view to disseminating research and audit findings across the Trust.
* Conduct and lead appropriate complex research projects within Care Group/Specialty, (and wider nursing) which provide outcomes which examine professional practice, and improves patient experience.
* Promote the use of evidence-based practice to improve the quality of care and services within area of Operations and site management across Royal Devon University Healthcare NHS Foundation Trust.
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| **PHYSICAL SKILLS** |
| The post holder will be required to travel to both Northern and Eastern sites, including the Trust’s Community sites where required. The post will involve a combination of sitting, standing, walking duties and developed skills will be required to work clinically. |
| **PHYSICAL EFFORT** |
| The physical effort for this role will be a combination of sitting, standing or walking, but will be dependent on the challenge at that time. The units covered are spread across the Trust so it will involve a lot of walking throughout the day.At times the individual will need to be physically active, for example when providing patient care and/or being on-call where their role is varied and broad, and can result in many challenging situations. |
| **MENTAL EFFORT** |
| As part of an unpredictable work pattern, the post holder will be required to undertake frequent and extended periods of concentration that may include frequent interruptions to deal with staff needs or service issues. This may include various challenging situations such as managing aggressive behaviour or emotionally challenging situations/processes. |
| **EMOTIONAL EFFORT** |
| With the nature of the role it is likely that the postholder will have frequent exposure to distressing/emotional, and frequent indirect exposure to highly distressing/emotional circumstances. This can include bereavement, mental health patient challenges, distressing safeguarding issues and complex discharge challenges.This may involve direct face to face contact with patients, or their relatives, carers, conveying unwelcome news and managing associated challenging behaviours.The post holder will also be required to regularly deal with conflicting viewpoints or information which may be complex or of a sensitive nature where highly developed negotiation skills will be required. This will often be in a pressurised situation. |
| **WORKING CONDITIONS** |
| The post holder does have a responsibility for being part of the Trust’s Senior On-Call rota. There are also senior responsibilities with regard to the role if significant incidents are called. The post holder is required to use VDUs extensively throughout their daily role.The post holder is expected to carry mobile phone to be contacted when required.Occasional exposure to uncontained bodily fluids when working clinically |
| **OTHER RESPONSIBILITIES**  |
| Take part in regular performance appraisal.Undertake any training required in order to maintain competency including mandatory training, e.g. Manual HandlingContribute to and work within a safe working environment You are expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infectionAs an employee of the Trust, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust’s disciplinary policy) up to and including dismissal.You must also take responsibility for your workplace health and wellbeing:* When required, gain support from Occupational Health, Human Resources or other sources.
* Familiarise yourself with the health and wellbeing support available from policies and/or Occupational Health.
* Follow the Trust’s health and wellbeing vision of healthy body, healthy mind, healthy you.
* Undertake a Display Screen Equipment assessment (DES) if appropriate to role.
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| **APPLICABLE TO MANAGERS ONLY**  |
| Leading the team effectively and supporting their wellbeing by:* Championing health and wellbeing.
* Encouraging and support staff engagement in delivery of the service.
* Encouraging staff to comment on development and delivery of the service.
* Providing effective and supportive clinical leadership that inspires, motivates and empowers all nurses within the Care Group and across the Trust to deliver high-quality care to patients.
* Ensuring during 1:1’s / supervision with employees you always check how they are.
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| **DISCLOSURE AND BARRING SERVICE CHECKS** |
| This post has been identified as involving access to vulnerable adults and/or children and in line with Trust policy successful applicants will be required to undertake a Disclosure & Barring Service Disclosure Check. |
| **GENERAL**  |
| This is a description of the job as it is now. We periodically examine employees' job descriptions and update them to ensure that they reflect the job as it is then being performed, or to incorporate any changes being proposed. This procedure is conducted by the manager in consultation with the jobholder. You will, therefore, be expected to participate fully in such discussions. We aim to reach agreement on reasonable changes, but if agreement is not possible, we reserve the right to insist on changes to your job description after consultation with you.Everyone within the Trust has a responsibility for, and is committed to, safeguarding and promoting the welfare of vulnerable adults, children and young people and for ensuring that they are protected from harm, ensuring that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted and adhered to by all members of staff.  |

PERSON SPECIFICATION

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| **Job Title** | Lead Practitioner for Patient Flow |

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| **Requirements** | **Essential** | **Desirable** |
| **QUALIFICATION/ SPECIAL TRAINING*** Registered Practitioner with current and relevant NMC/HCPC registration
* MSc in Nursing or health related field, or equivalent demonstrable experience
* Post-registration of qualification/post-graduate diploma & training preferably in Division/specialties relevant area or experience
* Demonstrates evidence of commitment to professional development
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| **KNOWLEDGE/SKILLS*** Relevant extensive experience working at a Senior Nurse level within operational services and relevant clinical and management experience.
* Experience of working and influencing at a senior level and leading a team or service.
* Experience of achieving changed clinical practice.
* Demonstrable experience of developing staff and teams.
* Demonstrable experience of implementing and managing change effectively.
* Thorough and up to date knowledge of clinical theory and best practice, particularly within specialty areas and the application of this in practice.
* Understanding of NMC/HCPC Code of Practice and requirements of it for the practice and behaviour of staff and self.
* Experience of involvement in Clinical Governance.
* Strong organisational skills – able to organise own workload and take responsibility for our clinical actions and systems/standards across area of responsibility.
* Highly effective communication skills – able to communicate verbally and written to large groups of staff, patients and relatives including in situations of conflict and distress, ensuring that communication is tailored to the person being addressed.
* Thorough understanding of Management of COSHH and Health and Safety of Patients Staff and Visitors across the Trust.
* Evidence of involvement in service users’ advocacy and complaints resolution.
* Project management experience.
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| **EXPERIENCE** * Well-developed clinical practice. Able to advise on and implement improvements to the quality and efficiency of care for patients in wards/units and specialties across the Trust.
* Ability to make judgements on clinical and professional standards.
* Demonstrates commitment to an empathetic and caring approach to patients and relatives and ability to motivate staff to demonstrate this to ensure that all patients’ dignity and respect are maintained at all times.
* Experience in managing change and service development, including often resolving complex situations
* Demonstrates ability to apply research-based practice and advocate it to improve the quality & efficiency of wards/units/services.
* Demonstrate ability to interpret and analyse data and adapt national and local policy from several sources into Trust standards.
* Ability to act as an effective facilitator and clinical supervisor and demonstrate evidence of ability to educate others.
* Ability to initiate, undertake and facilitate audit and clinical effectiveness projects and to develop services from research and best practice guidance.
* Ability to write management reports identifying investigation findings, clearly documented with appropriate judgement and actions needed.
* Able to gain credibility with and influence fellow clinicians, managers and specialty leads – including influencing clinical changes where appropriate.
* Able to lead specific nursing and policy development across the wider health community in conjunction with other agencies.
* Able to work and cope with rotating shift patterns – early, late over 7 days of the week as required, and to fully undertake senior managers’ on call.
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| **PERSONAL ATTRIBUTES** * Dealing with bad news – ability to sensitively inform service users on emotional and complex issues such as patient death, diagnosis and treatment, complaints, investigation and resolution. Able to support and facilitate own staff in dealing with these issues.
* Conflict – ability to deal with conflict within any of the terms for which post is responsible, which may also include service users.
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| **OTHER REQUIREMENTS** * Management of COSHH and Health and Safety of Patients Staff and Visitors in the ward environment.
* Physical skills and ability to manually handle patients and appropriate lifting aids to maintain patient comfort and assist in rehabilitation e.g. patient hoists, commodes, wheelchairs etc. push patients trolleys and beds to the areas of the hospital
* Flexible working hours.
* The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust.
* Ability to travel to other locations as required.
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|  | **FREQUENCY****(Rare/ Occasional/ Moderate/ Frequent)** |
| **WORKING CONDITIONS/HAZARDS** | **R** | **O** | **M** | **F** |
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| **Hazards/ Risks requiring Immunisation Screening** |  |  |  |  |
| Laboratory specimens |  |   |  |  |  |
| Contact with patients | Y |  |  |  |  |
| Exposure Prone Procedures | Y |   | X |  |  |
| Blood/body fluids | Y |   | X |  |  |
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| **Hazard/Risks requiring Respiratory Health Surveillance** |  |  |  |  |  |
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| Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate) | Y |  X |  |  |  |
| Respiratory sensitisers (e.g isocyanates) | Y |  X |  |  |  |
| Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel) | N |  |  |  |  |
| Animals | N |  |  |  |  |
| Cytotoxic drugs | N |  |  |  |  |
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| **Risks requiring Other Health Surveillance** |  |  |  |  |
| Radiation (>6mSv) | N |   |  |  |  |
| Laser (Class 3R, 3B, 4) | N |  |  |  |  |
| Dusty environment (>4mg/m3) | N |  |  |  |  |
| Noise (over 80dBA) | Y |  X |  |  |  |
| Hand held vibration tools (=>2.5 m/s2) | N |  |  |  |  |
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| **Other General Hazards/ Risks** |  |  |  |  |
| VDU use ( > 1 hour daily) | Y |  |  |  |  X |
| Heavy manual handling (>10kg) | Y |  X |  |  |  |
| Driving | Y |  |  X |  |  |
| Food handling | Y |  X |  |  |  |
| Night working | Y |  | X |  |  |
| Electrical work | N |  |  |  |  |
| Physical Effort  | Y |   |  X |  |  |
| Mental Effort  | Y |  |  |  |  X |
| Emotional Effort  | Y |  |  |  |  X |
| Working in isolation | Y |  |  X |  |  |
| Challenging behaviour | Y |  |  |  X |  |