

## JOB DESCRIPTION

JOB DETAILS	
<b>Job Title</b>	Clinical Patient Flow Co-ordinator – Elective Care (Surgery)
<b>Reports to</b>	Critical Care Cluster Manager / Clinical Matron
<b>Band</b>	7
<b>Department/Directorate</b>	Critical Care; Surgical Services Division

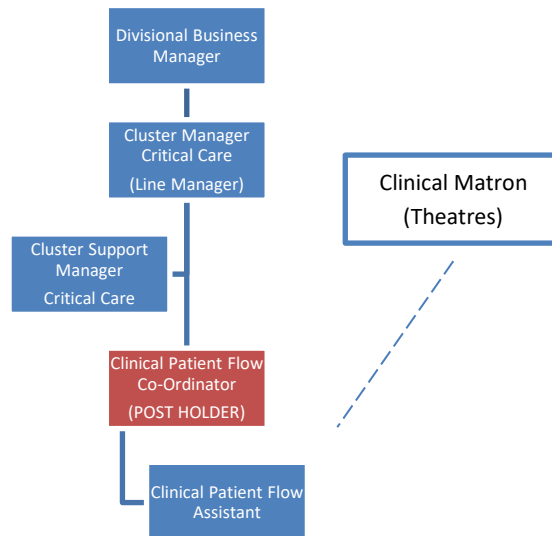
JOB PURPOSE
<p>The purpose of this role is to work with the theatres teams to ensure the daily smooth running and the best utilisation of theatre lists and that patients with a clinical priority have access to theatre and the appropriate aftercare. To ensure patients have attended pre-assessment and are fit for surgery. To review data and make recommendations on service improvement and appropriate access to theatre for all specialities;</p>

KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES
<ul style="list-style-type: none"> <li>• , The post holder will be responsible planning and delivery of effective theatre lists to support the delivery of Referral to Treatment and Cancer Action Plan targets, liaising with the Cluster Managers and Divisional Business Manager</li> <li>• To develop and monitor an integrated planning and scheduling service for elective NHS and private patient activity across all theatre blocks (RD&amp;E and Community sites).</li> <li>• Coordinate between Surgeons, Anaesthetists and Theatre Teams to ensure theatre capacity is both safe and productive.</li> <li>• Responsible for ensuring scheduling systems function effectively and are fully utilised and act as first point of call for clinical or managerial staff when utilisation issues occur.</li> <li>• To guide, instruct and monitor junior staff, students and support staff.</li> <li>• To practice in accordance with Professional Codes and statutory requirements.</li> <li>• The post holder will be expected to meet objectives set out during Personal Development Reviews.</li> <li>• To ensure the appropriate anaesthetic cover is provided both in theatres and also ancillary services, such as Endoscopy, Cardiology and Interventional Radiology.</li> <li>• The post holder is responsible for reviewing and analysing waiting lists and theatre activity, to provide strategic insight into future demand / capacity and will articulate this to the senior team.</li> <li>• The post holder works cross divisionally and establishes contacts in each of the areas to support and resolve issues linked to elective patient flow and anaesthetic support, this includes paediatrics.</li> </ul>

KEY WORKING RELATIONSHIPS
<p>Areas of Responsibility: Critical Care – Theatres (Main / PEOC / CWH / Community); Intensive Care; Recovery;</p> <p>No. of Staff reporting to this role: 1 (If applicable)</p> <p>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 This will include verbal, written and electronic media.</p> <p>Of particular importance are working relationships with:</p>

Internal to the Trust	External to the Trust
<ul style="list-style-type: none"> <li>• Cluster Managers / Cluster Support Managers</li> <li>• Clinical Nurse Managers / Senior Team Leaders / Sisters / Team Leaders</li> <li>• Theatre Practitioners</li> <li>• Support Services – Estates</li> <li>• Recovery Staff</li> <li>• Surgical Admission Ward</li> <li>• Intensive Care Staff</li> <li>• Anaesthetists</li> <li>• Surgical Teams (all specialities)</li> <li>• Divisional Business Managers (Surgical Services)</li> <li>• Admin Service Managers</li> <li>• Secretarial Teams</li> <li>• Site Management Team</li> <li>• Operations Team</li> <li>• Endoscopy / Radiology / Cardiology</li> <li>• Pre-Assessment Team</li> <li>• Divisional Manager (Surgical Services)</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>

## ORGANISATIONAL CHART



## FREEDOM TO ACT

- In conjunction with clinical teams will make decisions daily on access to theatres and will provide recommendations on theatre utilisation and prioritisation of patients, for sign off by Divisional Director, as per Trust guidelines, where patients need to be cancelled. Post holder works independently and plans their own workload to meet required deadlines ensuring full utilisation of all theatre resources is maintained to meet the needs of the Trust
- This role is the primary contact for theatres, ICU and site management on the daily patient flow within elective capacity
- Ability to manage operational pressures independently on a daily basis and will manage any issues that may arise, communicating appropriately any actions taken to the Divisional Director.
- To use managerial and judgemental skills to analyse complex situations and formulate appropriate solutions/responses.

- This role will work without supervision and make decisions effectively based on the information they have gathered and analysed, ensuring resources are used effectively.
- Works within broad organisational and professional policies

### **COMMUNICATION/RELATIONSHIP SKILLS**

- Works closely with the theatres staff, surgical cluster managers and consultant surgeons and anaesthetists to ensure full utilisation of theatre capacity across Main, PEOC & Day Case Theatres on a daily basis
- Develops close working relationships with senior managers, consultant surgeons, admin managers, medical secretaries and other key staff.
- Effectively communicates confidential, highly complex planning and patient's related information which may be conflicting.
- A high level of communication skills will be required to engage clinicians across various specialities to reach a conclusion over patient priorities where they will have conflicting opinions. This will require empathy and integrity from the post holder, who must remain independent at all times and represent the patient.
- Liaises daily with key staff to update and improve theatre schedules where necessary to ensure full utilisation, using your working knowledge of the theatre environment.
- Negotiates influences, persuades and reconciles conflicting views in a challenging environment in a manner that fosters effective and lasting relationships with colleagues, staff, users and other stakeholders.
- Employs a range of communication techniques to impart complex information to a range of audiences (large and small, internal and external). Presents information both formally and informally to Cluster Team, Surgeons and Surgical Services Senior Management Team.
- To influence and prioritise the development of knowledge, ideas and work practice in self and others
- Links with services outside of the Surgical Division (Endoscopy / Cardiology / Radiology) to ascertain anaesthetic needs and ensure appropriate provision of staff and anaesthetists to deliver contracted sessions
- Works with ICU to ensure all patients that require overnight stay can be accommodate, and co-ordinates with the surgeons, intensivists and anaesthetist if there are any issues. In the event of any escalation within the hospital, will co-ordinate workloads with theatres and ICU.
- The post holder is emotionally aware of the teams and environments they work with and support, often in conflicting and stressful times. They remain calm and work with them to achieve the best result, using emotional intelligence.

### **ANALYTICAL/JUDGEMENTAL SKILLS**

- Analyse and interpret complex theatre utilisation data, providing strategic advice to managers and clinicians, making recommendations and implementing changes.
- Make judgements where there are conflicting needs for theatre capacity, providing alternatives and reconciling individual needs.
- This role will make informed decisions on the elective capacity of theatres and the ability to process patients in a safe environment, whilst maximising utilisation of the theatre resource.

### **PLANNING/ORGANISATIONAL SKILLS**

- Responsible for scheduling and development of effective theatre capacity management.
- Leads on the review, development and implementation of processes for scheduling patients and operating session in conjunction with surgeons, specialty teams and cluster managers.
- On a daily basis, plans, manages and organises a broad range of highly complex theatre utilisation processes ensuring maximum use of theatre capacity, taking into account staffing, equipment and time conflicts.
- Drawing on your clinical knowledge, adjust plans, strategies and programmes both on a daily basis and in the long term to ensure theatres are used effectively and efficiently.

- Plan ahead for elective surgery pro-actively maintaining links to assess theatre lists and patients on the lists and arrange appropriate changes where necessary, work closely with senior medical staff to ensure all patients are treated within their breach dates.
- Establish processes which allow re-scheduling of sessions not required by the named surgeon, taking into consideration waiting list pressures, cross speciality requirements, anaesthetic cover requirements and emergency capacity and demand.
- Plans and implements new ways of working, undertakes service redesign and capacity planning.
- Organises and schedules additional capacity for theatres, utilising knowledge of the theatre environment, to provide for both NHS and Private patients as deemed appropriate.
- Ensures systems and processes are in place to manage flexible theatre sessions.
- Regularly reviews theatre timetable and recommends and implements changes, with the Cluster Manager / Cluster Support Manager, to meet the ever changing needs of the services
- Prioritises lists on a daily basis should there be a shortfall in resources and ensure that the most clinically urgent patients are seen. On a weekly basis, attends the clinical prioritisation group to review forthcoming lists and enacts any decisions taken by the group.
- In the event of a major incident, OPAL 4 or surge planning, this role will be aware of the bigger picture and provide “on the ground” operational support to the Division.
- Establish processes which allow rescheduling of sessions not required by the named surgeon, taking into consideration waiting list pressures, cross speciality demand, anaesthetic cover requirements and emergency capacity demand

#### **PATIENT/CLIENT CARE**

- Is responsible for assessment, planning, implementation and evaluation of peri-operative care of patients (undergoing surgery in theatre) to ensure all patients listed are fit to proceed
- Actively promotes effective communication within departments and multi-disciplinary teams
- Understanding specific anaesthetic requirements which may need additional staff / equipment and communicating these to the relevant teams at the earliest opportunity
- In order to maintain your registration, you will be required to work within the clinical setting as detailed.
- This post is part of the Surgical Services Risk Assessment team for COVID, and gets involved on a daily basis in assessing the practicalities of staff and their family with COVID, expediting results and offering solutions to the individuals and their teams.
- There will be an expectation to continue to maintain their clinical skills, partaking in patient care within a theatre environment, either as an ODP or nurse practitioner to ensure registration remains valid. This will be facilitated by a weekly list within theatres in trained role.

#### **POLICY/SERVICE DEVELOPMENT**

- Suggests changes to and implements policies and procedures with regards to theatre capacity management, the consequences of which impact on other areas.
- Develops standard operating procedures regarding booking and scheduling of theatre capacity
- Contributes to the development and implementation of long term plans and policies for continued development of theatre services.
- To work closely with the cluster support manager and Trust information team in the development and implementation of information management system for theatres.
- To identify and act on any risk that could affect the safety of patients or staff
- To participate in and contribute to changes and improvements within the Directorate and Trust.

#### **FINANCIAL/PHYSICAL RESOURCES**

- Awareness of the equipment and consumables required for procedures and will liaise with the relevant teams to ensure this is in place
- Having an overview of the equipment in each location, including Wonford, Heavitree and all community sites and providing support and advise the relevant teams where they can source equipment and help co-ordinate the transport of equipment for loan purposes across sites

- Is an authorised signature on EROS for all theatres and will be able to support, if required.
- Works within allocated budgets and ensures appropriate utilisation of resources.

## **HUMAN RESOURCES**

- To assess, identify and evaluate own specialist knowledge and practice needs in relations to knowledge and skills required to meet demands of the job.
- To understand their own role and scope, identify own development needs and take responsibility for their continuing professional development and performance whilst maintaining a personal development plan.
- Make effective use of appropriate learning opportunities for themselves and others and apply learning to practice and any future developments.
- To undertake annual mandatory training updates and other relevant courses in line with Trust and local policies.
- To contribute to the analysis of staffing requirements against workload activity
- Develop tools that will aid the theatre roster team to the right number of staff to meet the service need across all theatre groups.
- Develop tools to aid theatre roster team to allocate scrub nurses that are procedure specific.
- To provide clear instructions and accurate information to junior staff, students and support workers to ensure smooth running of theatres
- Expediate any COVID test results for all theatres staff / anaesthetic staff required on the day to ensure lists can start in a timely manner or staff can be moved accordingly
- In the absence of the Cluster Manager, chair the weekly cross-theatre staffing meeting and ensure all theatres have sufficient cover for their lists; if there is any shortfall on the day or at forward planning, review the shortages and ensure priority lists are staffed and discuss movement of staff accordingly.
- Instructs other staff about theatre practice on a daily basis, providing direction on skill mix, bed management, equipment for all specialities and theatres; Provides guidance for ICU and Knapp on management of patients and appropriate admittance;
- Undertake line management duties, including recruitment, absence management, early stages of disciplinary and grievances, and undertake performance appraisals.

## **INFORMATION RESOURCES**

- Liaise with team managers, senior managers, cluster managers, consultants and external partners to provide comprehensive performance data and information e.g. cancelled operations, session utilisation.

## **RESEARCH AND DEVELOPMENT**

- Act as a role model by ensuring own actions promote quality and identify and manage any risks.
- Keep up to date and act consistently with quality standards and guidelines within own area of responsibility.
- Participates in audits of patient care and Safe Site Surgery
- Have an understanding of the CQC quality agenda and how standards and guidelines within own area of responsibility.
- Continually monitor and evaluate the quality of work against quality standards in own area and take effective action to address them.
- Participate in local clinical governance issues.
- Undertake audit of theatre utilisation processes already in place, and make recommendations for new or improved processes.
- Contribute effectively to evaluation studies.

## **PHYSICAL EFFORT**

- As the role co-ordinates the various theatres and specialities, there is a large amount of walking involved on a daily basis;
- On an adhoc basis, you may also help with moving of patients in order to aid patient flow between admission area / theatres / recovery;

## PHYSICAL SKILLS

- Use of a screen is also necessary at various times of the day.
- Good working knowledge of Excel and Word;
- Daily management of Snapboard within MY CARE

## MENTAL EFFORT

- Frequently you will be working through patient lists and timetables to ensure that theatres are fully utilised and patients are ready for surgery which will require prolonged periods of interpreting data and ensuring accuracy. This requires prolonged periods of concentration, often with continual interruptions and adjustment of priorities to manage patient flow safely and efficiently;
- Decisions are often made at a fast pace and you will need to be up to speed with each theatre complex to juggle the safe management of patients, provide guidance on the movement of staff and consultants to meet the changing needs, which can be unpredictable on a daily basis.

## EMOTIONAL EFFORT

- On a daily basis, you will be communicating with Intensive Care, Surgeons and Management Staff to ensure that patients can be accommodated. As part of these discussions decisions may be made regarding cancellation or postponement of critically ill patients, which can be challenging and highly emotional.
- You will have exposure to traumatic events on a frequent basis, such a managing complex trauma patients or particularly challenging cases, including distressed family members
- You will occasionally work with the transplant co-ordinator to release theatre time should a retrieval be necessary, which is often a highly distressing environment.
- On a daily basis you will be dealing face to face with patients, often delivery bad news relating to delays or cancellation of surgery, which can often lead to challenging behaviour.

## WORKING CONDITIONS

- You will frequently spend a large amount of your day in and out of theatre environments; The role is available at the beginning and end of each theatre day.
- You will regularly encounter challenging or distressed behaviour surrounding conflicting decisions on patient care.
- As you will be working in and around the theatre environment, you will be regularly exposed to patients undergoing surgery or who are recovering post surgery.
- During your clinical days you will be an active member of the theatre team and exposed to various bodily fluids, dependent on the procedure being undertaken.

## OTHER RESPONSIBILITIES

Take part in regular performance appraisal.

Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling

Contribute 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 infection

As 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.

## **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.

Northern Devon Healthcare NHS Trust and the Royal Devon and Exeter NHS Foundation Trust continue to develop our long standing partnership with a view to becoming a single integrated organisation across Eastern and Northern Devon. Working together gives us the opportunity to offer unique and varied careers across our services combining the RD&E's track record of excellence in research, teaching and links to the university with NDHT's innovation and adaptability.

# PERSON SPECIFICATION

<b>Job Title</b>	Clinical Patient Flow Co-ordinator – Elective Care (Surgery)
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Requirements	Essential	Desirable
<b>QUALIFICATION/ SPECIAL TRAINING</b>		
Registered General Nurse / C&G 752 / Diploma or Degree Level ODP	x	
<b>KNOWLEDGE/SKILLS</b>		
Innovative, able to problem solve and make decisions	x	
Ability to influence and negotiate across a broad range of professions and/or organisations as appropriate	x	
Ability to analyse/interpret a range of highly complex data in order to identify solutions to service delivery	x	
Detailed knowledge of performance management frameworks and methodologies		x
Ability to manage own time and meet deadlines	x	
<b>EXPERIENCE</b>		
Proven experience of working in Theatres / Wards	x	
Proven experience in change management / project management	x	
Good understanding of theatre procedures	x	
Experience in demand and capacity planning		x
<b>PERSONAL ATTRIBUTES</b>		
Remain calm in stressful situations	x	
Good team member	x	
An understanding of Trust and relevant NHS issues around performance	x	
Good persuasive and conflict resolution skills	x	
Can demonstrate a high level of integrity and fairness	x	
<b>OTHER REQUIREMENTS</b>		
The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust.		
Flexible approach to work and adaptable to changing needs of service		
Ability to travel to external meetings		
Shows evidence of ongoing professional development.		



		FREQUENCY			
		(Rare/ Occasional/ Moderate/ Frequent)			
WORKING CONDITIONS/HAZARDS		R	O	M	F
<b>Hazards/ Risks requiring Immunisation Screening</b>					
Laboratory specimens	Y	X			
Contact with patients	Y		X		
Exposure Prone Procedures	N				
Blood/body fluids	Y		X		
<b>Hazard/Risks requiring Respiratory Health Surveillance</b>					
Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate)	N				
Respiratory sensitisers (e.g isocyanates)	N				
Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel)	Y	X			
Animals	N				
Cytotoxic drugs	N				
<b>Risks requiring Other Health Surveillance</b>					
Radiation (>6mSv)	N				
Laser (Class 3R, 3B, 4)	N				
Dusty environment (>4mg/m3)	N				
Noise (over 80dBA)	N				
Hand held vibration tools (=>2.5 m/s <sup>2</sup> )	N				
<b>Other General Hazards/ Risks</b>					
VDU use (> 1 hour daily)	Y				X
Heavy manual handling (>10kg)	N				
Driving	N				
Food handling	N				
Night working	N				
Electrical work	N				
Physical Effort	Y			X	
Mental Effort	Y				X
Emotional Effort	Y		X		
Working in isolation	N				
Challenging behaviour	Y		X		