



DELIVERING
OUTSTANDING
CARE AND
EXPERIENCE



RECRUITING,
DEVELOPING AND
RETAINING OUR
WORKFORCE



AN **ANCHOR**
IN OUR
COMMUNITIES



WORKING TOGETHER
WITH LOCAL HEALTH
AND SOCIAL
CARE PROVIDERS



DELIVERING
LONG-TERM
SUSTAINABILITY

NHS
North West Anglia
NHS Foundation Trust

Information pack for the post of

Lead Nurse-Capacity and Flow

Division of Medicine

February 2024



**GOOD TO
OUTSTANDING**



Welcome from Chief Executive Hannah Coffey

Hello and welcome to our Trust! I am delighted that you are considering our organisation as a place to work.

This is a really exciting time for our patients and staff as we work with our local health system partners across Cambridgeshire, Peterborough and South Lincolnshire to deliver some key development projects that will shape the care we provide for future generations within the 900,000-strong catchment we serve. As well as building a new hospital at Hinchbrook and redeveloping our sites at Peterborough and Stamford to better meet the needs of patients, we are investing in a Trust-wide electronic patient record system and harnessing digital technology within our diagnostic services to enhance the quality and speed of diagnosis and treatment.

It's a great time to be joining TeamNWA AngliaFT where we truly value the health and wellbeing of our staff and encourage our leadership team to empower their teams to be the best they can be, to help them develop in their careers and, at the same time, ensure our patients can experience good quality care by people who are dedicated to serving their health needs.

If you are looking to develop your career in an environment that's primed for organisational change, where you can actively contribute to the quality improvements we are making for our patients and staff, then look no further for your next role.

A handwritten signature in black ink, appearing to read 'Hannah Coffey', with a long horizontal flourish extending to the right.

Hannah Coffey
Chief Executive Officer

Job Description

JOB TITLE	Lead Nurse -Capacity and Flow (Medicine Division)
GRADE	NHS AfC: Band 8A
HOURS OF WORK	37.5hrs per week
DEPARTMENT	Medicine
BASE	Peterborough City Hospital-Cross site working is expected.
RESPONSIBLE TO	Deputy Divisional Operations Director
ACCOUNTABLE TO	Divisional Nursing Director

Job Summary

The Lead Nurse-Capacity and Flow (Medicine Division) is pivotal to supporting the Division in maintaining flow and supporting capacity into and out of the Medical bed base. They will lead a team of three Medical Bed capacity managers across the Peterborough and Hinchingbrooke sites.

You will be expected to liaise closely with ward MDTs, the discharge planning team and wider stakeholders in relation to complex/delayed discharges.

You will be expected to support in driving the Divisions discharge process, focusing on pro-active discharge planning, continuing healthcare assessment, the prevention of delayed discharges and reduction in readmission rates. You will ensure that patient experience feedback is used to maintain standards or implement improvements that have an effect on care and discharge.

This role will give you the opportunity to build relationships with internal and external stakeholders, developing your communication and negotiation skills.

The post holder will set clear objectives for their team, supporting with the understanding of where the role of the Medical Bed Capacity Manager sits both within the Division and the wider organisation.

They will establish clear governance procedure(s) within the teams to ensure good communication, learning and best practice is established.

The Lead Nurse-Capacity and Flow (Medicine Division) will support their team with unblocking barriers to discharge and will use their clinical knowledge to be a point of contact/escalation both within the Division, wider Trust and external to ensure that all suitable capacity across the medical bed base is utilised appropriately; to maintain and maximise flow and patient and staff safety.

The post holder will participate in clinical activity to maintain registration but the role is predominantly an operational management role.

Key Working Relationships

Medicine bed capacity manager	Ward managers and ward nursing teams
Divisional Director (and/or Deputies)	Ward medical teams
Divisional Nursing Director	Patient flow coordinators [PFC]
Head of Nursing	Ward Trackers
Divisional Operations Director (and/or Deputy)	Senior Site manager(s)
Divisional Operational Manager(s)	Site senior leads
Service manager(s)	Head of Discharge and Flow
Matrons and Heads of Service/Department	Head of Site Operations

Job purpose:

The post holder will actively monitor performance, quality, safety and service development within the Medical bed base, in line with Divisional and Trust wide policy/protocols.

They will ensure that their team is providing a responsive, high-quality service to service users, their families and carers.

Monitor the teams contribution to the overall objectives of the Trust and ensure the service meets commissioning and stakeholder expectations and delivers value for money.

The post holder will work collaboratively with senior staff across the Division to manage and achieve improvements in Medicine services generally.

The post holder will provide professional governance & clinical leadership to the service areas.

The role works autonomously, linking closely within the Medicine Senior Leadership Team, with the support of the Head of Site Operations and their team(s) to ensure action on all issues related to the Medical bed base are resolved.

The post holder will be expected to take part in the Senior Manager on-call rota.

DUTIES AND RESPONSIBILITIES

You will attend the daily staffing call and capacity meetings. During periods of heightened escalation levels you will provide an update in these meetings of the Divisional position and the action the Division is taking to de-escalate. You will play a key role in leading the Divisional response during these times.

You will strive to continually improve various performance metrics across the Medical bed base.

You will use Power BI data to monitor the timely use of Discharge lounge and the identification of 'golden patients' across the medical bed base to support with increasing this. You will compile action plans for each ward, working collaboratively with the Matron, ward, clinical and operational managers/leads to bring about a sustained improvement in early use of discharge lounge and identification of 'golden patients.'

You will use Power BI data to monitor the LoS across the medical bed base and support with reducing this. You will compile action plans for each ward, working collaboratively with the Matron, ward, clinical and operational managers/leads to bring about a sustained reduction in LoS.

To lead on capacity with demand planning for the Medical inpatient bed base. Working strategically with internal and external stakeholders developing the pathways to accessing inpatient care and support discharge.

To support the Matrons, ward, and operational managers by contributing to the development of annual objectives in relation to capacity and flow, with clear action plans, milestones and monitoring processes; ensuring these are aligned to the Divisions annual objectives.

To support the Matrons, ward, and operational managers to manage capacity and flow related change for their ward areas, implementing and evaluating the agreed strategic plans.

To support your teams to actively identify patients who are suitable for virtual ward and ensure that referrals are completed within a timely fashion.

To support your teams to actively identify patients who are suitable for interim/rehab/placement beds and support the ward teams, along side Matron colleagues to ensure that referrals are completed within a timely fashion.

To review relevant reports on a daily basis, ensure that all patients have a timely/GREEN action and that no patient is residing in hospital for longer than they require.

To support your teams with reviewing PDDs on a daily basis to ensure these are up to date and accurate on the relevant EPR systems.

To take overall responsibility for ensuring that patients are identified for escalation areas on a daily basis (including the weekend)

Ensure effective systems are in place to embed learning and continuous improvements from incidents and complaints related to Medical capacity and flow.

Ensure tasks and responsibilities are effectively, fairly, and evenly distributed within your team and that deadlines are met.

To be responsible for compiling the weekend, bank holiday and 'special event' plans for the Division. Ensuring plans are clearly articulated, risks identified and mitigated and clear steps outlined during periods of escalation.

To assess, manage and document Divisional risks, relating to capacity and flow within the Medical bed base, in line with the Trust risk management policies.

Working at our Trust

A. Our Values

Our Trust Values highlight the core principles and ideals of our Trust and underpin everything that we do. They establish the kind of people we want to be, the service we hope to provide and how we interact with our stakeholders and community.

The Values were created and selected by members of the public, patients and our staff, and highlight the principles we believe are the most important. They steer the decisions we make and guide the behaviour of our Trust family so we can accomplish our Vision.

We regularly measure ourselves against these Values, at every organisational level, so we can identify how we are living them and where we need to make improvements. The Trust board will monitor and review how the Trust performs against the values regularly, to ensure we provide the best possible patient care.



B. Divisional Structure

Following the formation of North West Anglia Foundation Trust in April 2017, our operational functions across our hospitals merged to form five clinical divisions:

- Division of Medicine
- Division of Urgent Care and Emergency Care
- Division of Surgery

- Division of Family and Integrated Support Services
- Division of Maternity, Gynaecology and Breast Services

The clinical divisions are key to our service delivery and they are led by a triumvirate comprising a Divisional Director, Divisional Nursing Director, and Divisional Operations Director.

C. Your responsibilities to the Trust, our patients and staff

The Trust aims to provide high standards of patient care and to ensure that our staff are supported in their roles that help us achieve this. As part of your role, you are expected to adhere to Trust policies and procedures which are designed to guide you in your work and ensure that the Trust, and you as an individual, comply with legal requirements. Non-adherence to Trust policies and procedures may be addressed through the Trust's disciplinary process.

Key policies are outlined below; you are also required to act by policies specific to your job role, which are covered at induction.

Equality and Diversity Policy

No patient or member of staff should receive less favourable treatment on grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation, and should not be placed at a disadvantage which cannot be shown to be justifiable. You have a responsibility to patients and staff to ensure that this is achieved.

Health & Safety

You have a responsibility to consider yourself and anyone else that could be affected by the things you do or don't do, that you should have while at work. You are responsible for informing your manager of any health and safety concerns you identify by using the trust incident reporting system for any accidents, incidents or near-misses that happen to you or that you are aware of to reduce injuries or loss.

Additionally, if you have management responsibilities you must ensure the implementation of the Trust's health and safety and risk management policies, procedures, and codes of practice through your directorate or business unit management structure ensuring that communication pathways are clear and explicit at all levels of employment, to maintain the health, safety and welfare of employees or others who may be affected.

Data Protection

You are to always maintain the highest standards of data protection and confidentiality, ensuring that person-identifiable data is held securely (including password protection and encryption) and that data held and entered into Trust systems is correct. You are to observe confidentiality for commercially sensitive data and to promote the highest standards of information governance by the Data Protection Act 1998, Freedom of Information Act 2000 and Trust policies and procedures.

Data Quality

It is your responsibility to ensure that any data collection required is accurate, timely, complete, and stored securely in the appropriate place or system, whether as a paper or an electronic record. This includes data input onto the Trust's information systems, patient records, staff records and finance records. You are expected to submit data for quality assurance checks as required. You will be expected to undertake training required to assure the quality of data collected and to participate in any relevant audits required as part of the Trust's and external quality improvement programmes.

Customer Care

You are always required to put the patient first and do your utmost to meet their requests and needs courteously and efficiently. So that you to understand the principles of customer care and the effects on you and the service that you provide, full training will be given.

Values

How our staff live and work according to our values will be through our 'personal responsibility framework' - which outlines how staff are expected to behave.

Infection Control

You have a responsibility to comply with Trust policies for personal and patient safety and prevention of healthcare-associated infection (HCAI); this includes a requirement for consistent compliance with hand hygiene, use of personal protective equipment and safe disposal of sharps. You will be asked about adherence to measures for reducing HCAI at the annual appraisal.

Smoking Policy

You are not allowed to smoke in Trust buildings or grounds. Assistance will be provided to assist you to quit smoking through our Occupational Health service.

Confidentiality

Under no circumstances, either during or after the end of your employment may you divulge any unauthorised personal identifiable information relating to the Trust. This also includes but is not limited to, information covering patients, individual staff records, industrial relations, financial affairs, contract terms and prices or business forecasts.

Safeguarding the welfare of children and vulnerable adults

You should be aware of Trust policies and procedures on safeguarding the welfare of children and vulnerable adults., and appreciate the importance of listening to children, young people, and vulnerable adults, particularly when they are expressing concerns about their own or other children's/vulnerable adult's welfare.

Mandatory Training

You are required to attend mandatory training as required. if you are unable to attend a required session you should ensure that this is rectified with your line manager's support at the next available opportunity.

Raising issues of Concern

If you have any concerns about practices or processes within the Trust, you should raise this with your line manager. If you do not feel able to raise concerns directly you should access the Trust's haven procedures for raising issues of concern in confidence.