# Capacity & Flow Manager
## Candidate Pack

# Job Summary

*\*\*This summary has been generated using AI to provide a clear and accessible overview of the role. It is intended to support candidates who may find the full job description harder to read, such as those who are neurodiverse, have learning disabilities or lower literacy levels. Our goal is to make the application process more accessible and inclusive for everyone.\*\**

- The role leads the smooth and safe flow of patients through the Emergency Care Centre, including ED and Acute Medicine.
- It focuses on reducing delays, supporting timely assessments, and making sure patients move to the right place at the right time.
- The post holder will work closely with many teams, lead flow and facilitator staff, and help make best use of areas such as SDEC, the discharge lounge and assessment units. They will monitor capacity, solve problems that slow patient journeys, and escalate issues when needed.
- The role also involves supporting safe discharge planning, improving pathways, and building strong working relationships across the hospital to ensure patients receive the right care quickly and safely.

# Job Description

| Job title: | Emergency Capacity and Flow Manager |
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| Grade: | 7 |
| Site: | The Royal Shrewsbury Hospital |
| Accountable to: | Matron/Operations Manager |
| DBS required: | Yes - Enhanced |

## Main Duties

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.

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 always paramount.

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 multidisciplinary 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 multidisciplinary team members where required.

• Provide a single point of contact for wards and departments and ensure that processes and systems are always adhered to.

• 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 to support the patient safely through the discharge pathway.

• Respond to emergency situations with composure, always maintaining patient safety.

• Always maintain patient dignity and confidentiality

**COMMUNICATION AND RELATIONSHIPS**

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 centres

• 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 centred 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

| | Essential | Desirable |
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| **Qualifications** | • Active registration with the Nursing and Midwifery Council (NMC) or Health and Care Professionals Council (HCPC) • United Kingdom recognised Diploma/Degree<br>• Evidence of ongoing professional development through maintenance of professional portfolio and registration revalidation | • Qualification in management and leadership within a healthcare setting |
| **Experience** | • Experience of working in an acute clinical environment with minimum of four years post registration experience.<br>• Knowledge of discharge pathways and flow processes throughout the acute setting. | |
| **Knowledge and skills** | • Able to priorities own workload and that of others as appropriate<br>• Personally resilient and able to manage complexity and work in an | • Able to contribute to the development, implementation, monitoring and evaluation of policies/protocols/guidelines relevant to area of practice. |

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| | 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 | |

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| | • and challenge in a professional way.<br>• Tenacity to pursue goals energetically and succeed despite resistance.<br>• Strong, professional leadership qualities, assertive and self-confident individual<br>• Ability to lead, manage and motivate all staff within sphere of responsibility.<br>• Self-motivated and able to work under own initiative and prioritise workload.<br>• Ability to work cross site as required. | |
| **Other** | • Resilient under pressure.<br>• Team focused.<br>• 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;
- co-operate with the Trust in ensuring that statutory regulations, codes of practice, local policies and departmental health and safety rules are adhered to;
- not intentionally or recklessly interfere with or misuse anything provided in the interests of health and safety.

# Infection Prevention and Control

The prevention and management of acquired infection is a key priority for the Trust. Any breach of infection control policies is a serious matter which may result in disciplinary action.  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;
- 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 staff;
- 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;
- 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.  Failure to do so may result in action being taken in accordance with the Trust's Disciplinary Procedure.

- **Confidentiality and Security** - Your attention is drawn to the confidential and sensitive 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** - The unauthorised use or disclosure of information relating to the Trust's activities or affairs, the treatment of patients or the personal details of an employee, will normally be considered a serious disciplinary offence which could result in dismissal. 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. Unauthorised disclosure of any of this information may be deemed as a criminal offence. If you are found to have permitted the unauthorised disclosure of any such information, you and the Trust may face 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 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;
- take responsibility for the maintenance and improvement of personal and professional competence and to encourage that of colleagues and subordinates;
- participate in the Trust's appraisal processes including identifying performance standards for the post, personal objective setting and the creation of a personal development plan in line with the KSF outline for the post.

## Safeguarding Children and Vulnerable Adults

We all have a personal and a professional responsibility within the Trust to identify and report abuse. This may be known, suspected, witnessed or have raised concerns. Early recognition is vital to ensuring the patient is safeguarded; other people (children and vulnerable adults) may be at risk. The Trust's procedures must be implemented, working in partnership with the relevant authorities. The Sharing of

Information no matter how small is of prime importance in safeguarding children, young people and vulnerable adults.

- As an employee of the Trust you have a responsibility to ensure that:
  - o you are familiar with and adhere to the Trusts Safeguarding Children procedures and guidelines.
  - o you attend safeguarding awareness training and undertake any additional training in relation to safeguarding relevant to your role.

## NHS Sexual Safety Charter

The Trust is committed to ensuring that all employees work in an environment that is safe, inclusive, and free from sexual misconduct, harassment, and discrimination. As a signatory to the NHS Sexual Safety Charter, the Trust upholds a zero-tolerance approach to sexual harassment and supports anyone affected by inappropriate behaviour. In accordance with the Workers Protection (Amendment of Equality Act 2010) Act 2023, the Trust has a statutory duty to take reasonable steps to prevent sexual harassment of its employees. All staff, are required to treat others with dignity and respect at all times and to cooperate with Trust policies, procedures and training designed to maintain a culture of safety, professionalism, and mutual respect.

## 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 aims 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.

To support this, we have developed the SaTH Improvement Method, a structured approach to change that provides practical tools and techniques to help you understand what success looks like with clear aims, enables you to measure progress and plan meaningful improvements.

You won't be doing this alone. Whether you're new to improvement or already leading change, the Improvement Hub is here to guide you with expert advice, hands-on support, and a wide range of training opportunities to help you grow and thrive throughout your time at SaTH whilst making improvements in your area of

work. Join us in shaping a culture of continuous improvement, where every colleague is supported to make a difference.

## Equal opportunities and diversity

The Shrewsbury and Telford Hospital NHS Trust is an Equal Opportunities Employer, fully committed to fostering an inclusive workplace where all staff feel valued and able to thrive. We believe that a diverse workforce, reflective of our community, is essential for delivering the best patient care.

We will not discriminate against any job applicant or colleague based on any protected characteristic, including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, ethnic or national origin), religion or belief, sex, or sexual orientation. Selection for appointment, training, development, and promotion will be based purely on merit and the individual's ability to meet the role requirements.

As a post-holder, you have a personal responsibility to uphold the Trust's commitment to equality by treating all colleagues and patients with respect and dignity. You must actively support measures introduced to ensure equality of opportunity and will not discriminate, harass, or bully others, or condone such behaviour.