



The Sydney
children's
Hospitals Network

care, advocacy, research, education

Sydney Children's Hospitals Network

**Proposed SCHN Patient Flow Service Restructure
Consultation Document**

July 2022

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Background

The Sydney Children's Hospitals Network (SCHN) is a Specialty Network Board Governed Statutory Health Corporation established in 2010.

The Network comprises the Children's Hospital at Westmead (CHW), Sydney Children's Hospital Randwick (SCH), Bear Cottage Manly, The Newborn and Paediatric Emergency Transport Service (NETS) at Bankstown, Kids Research (located at both CHW and SCH) and The Children's Court Clinic in Parramatta.

A review of governance for the SCHN conducted in 2019 led by Professor Kathy Alexander made a clear recommendation for the implementation of site-based leadership at both hospitals and a Director of Clinical Operations (DCO) role was implemented and commenced at both CHW and SCH in March of 2021.

The current structure and governance framework of the Patient Flow Service for both CHW and SCH has been in place since the formation of the network. In line with the implementation of the site DCO positions and development of fit for purpose operational hubs at each hospital, the function of which is to A) support the cohesive and efficient management of operations related to the flow of patients into and out of the hospitals and B) facilitate optimal linkages with the developing model of Virtual Care delivery across the network, a review of the structure and governance related to the patient flow services is timely and seeks to ensure efficiency in service delivery in addition to intuitive alignment with the evolution of governance for clinical operations across the network.

It is proposed that the Patient Flow Service across the network would benefit from being restructured in order to both align the service more intuitively with the network governance structure and enable consistency and efficiency in the operational approach to the management of flow both within the SCHN and from external locations.

In addition to this, amending the structure to integrate the Staffing Nurse Managers and the operational management of nurse staffing resources will facilitate further efficiency in the coordination and application of these resources within both hospitals and optimise the utilisation of specific skill sets to meet patient care requirements.

Current State

The key function of the SCHN Patient Flow Service is to facilitate efficient and timely access to beds and transfer of patients from the following sources:

- The CHW and SCH Emergency Departments
- Booked surgical and medical patients
- Patients requiring admission from SCHN clinics
- Patients requiring transfer from the ambulatory model to an inpatient model
- Patients requiring transfer between wards/units
- Interhospital transfers from other LHDs

In addition, the Patient Flow Service has a role in facilitating urgent admissions of critically ill children and neonates to PICU, CICU and Grace Centre for Newborn Care through supporting timely outflow of patients from these areas once clinically appropriate.

With regards the transfer of admitted patients from the Emergency Department, the Patient Flow Service supports the achievement of operational KPIs and seeks to optimise patient safety through timely transfer of patients into the appropriate bed. This is supported by a collaborative approach to the timely discharge of patients and the optimisation of capacity.

At both CHW and SCH, the Patient Flow Services work closely with the Staffing Manager to optimise the utilisation of staffing resources and ensure resources are allocated in such a way as to minimise risk and optimise capacity. The Staffing Managers are responsible for the management of the Casual Pool and CHW/SCH Ward nursing resources and all associated functions such as recruitment, rostering, leave management, monitoring and management of performance and oversight of nursing professional issues such as maintenance of registration and credentialing.

The service is currently structured as follows:

CHW:

- Patient Flow Manager (Nurse Manager 5) 1.0 FTE
- Patient Flow Manager (SSP) (Vacant position) 0.2 FTE
- CHW Bed Manager (Nurse Manager 4) (Vacant position) 1.0 FTE
- CHW After Hours Nurse Managers (AHNM) (Nurse Manager 3) 4.58 FTE

Linkage with the Nurse Manager Staffing.

SCH:

- Patient Flow Manager (Nurse Manager 5) 1.0 FTE
- Patient Flow Manager (SSP) 0.2 FTE
- SCH Bed Manager (Senior Registrar) 1.0 FTE

- SCH Care Continuum Coordinator (Nurse Manager 3) 0.8 FTE (remaining 0.2 FTE in SCH HELP Centre)
- SCH After Hours Nurse Managers (AHNM) (Nurse Manager 3) 4.24 FTE

Linkage with the Nurse Manager Staffing.

The role of the Care Continuum Coordinator position at SCH is to support discharge planning processes and the transfer of care for patients. It is planned to absorb these functions into the patient flow service until further arrangements can be determined. With regards the specific functions of the Patient Flow Manager (Senior Staff Specialist) at SCH, it is envisaged that the particular functions of this position in relation to patient flow will also be absorbed.

Service structure is discrete at each site with the Patient Flow Managers currently reporting to the Executive Director of Clinical Operations (EDCO) and Nurse Managers Staffing currently reporting to the site Directors of Nursing (DON).

Proposed State

It is proposed to implement a consistent service structure at each site and update relevant reporting lines to more intuitively align with the emerging SCHN governance structure.

In addition to this it is proposed to align the Patient Flow and Staffing services to support the more seamless management of nurse staffing resources informed by acuity and in line with the management of capacity. In addition to this, linkages between the Patient Flow Service and the Virtual Kids Model of Care are currently in existence and these will continue to develop in line with the growth of the Virtual Kids Model of Care and further support efficiency in the management of patient flow.

Proposed structure as follows:

CHW:

- Nurse Manager Patient Flow (NM5) 1.0 FTE
- Nurse Manager Staffing (NM3) 1.0 FTE
- AHNMs NM3 FTE to be determined in relation to the outcome of the 12 roster consultation

SCH:

- Nurse Manager Patient Flow (NM5) 1.0 FTE
- Nurse Manager Staffing (NM3) 1.0 FTE

- AHNMs NM3 FTE to be determined in relation to the outcome of the 12 hour roster consultation

It is proposed to implement a Health Services Manager level 1 position (1.0 FTE each site) whose role function will be to provide support to the site DCO and Patient Flow Managers and undertake project work related to organisational performance and the improvement of same.

The CHW AHNM team is currently rotating through shifts across the 24 hour continuum and fulfilling the bed coordination role during day shifts, Monday to Friday. It is planned to implement this model at SCH. The focus of the bed coordination role is to liaise internally with the Nurse Manager Patient Flow, ward and unit NUMs and Nurse Managers, The Emergency Department leadership, clinic coordinators and Medical Officers in order to facilitate admission and transfer of patients. The bed coordination role also liaises with external LHDs regarding incoming and outgoing patient transfers in order to ensure these are being achieved in order of priority and in line with bed availability.

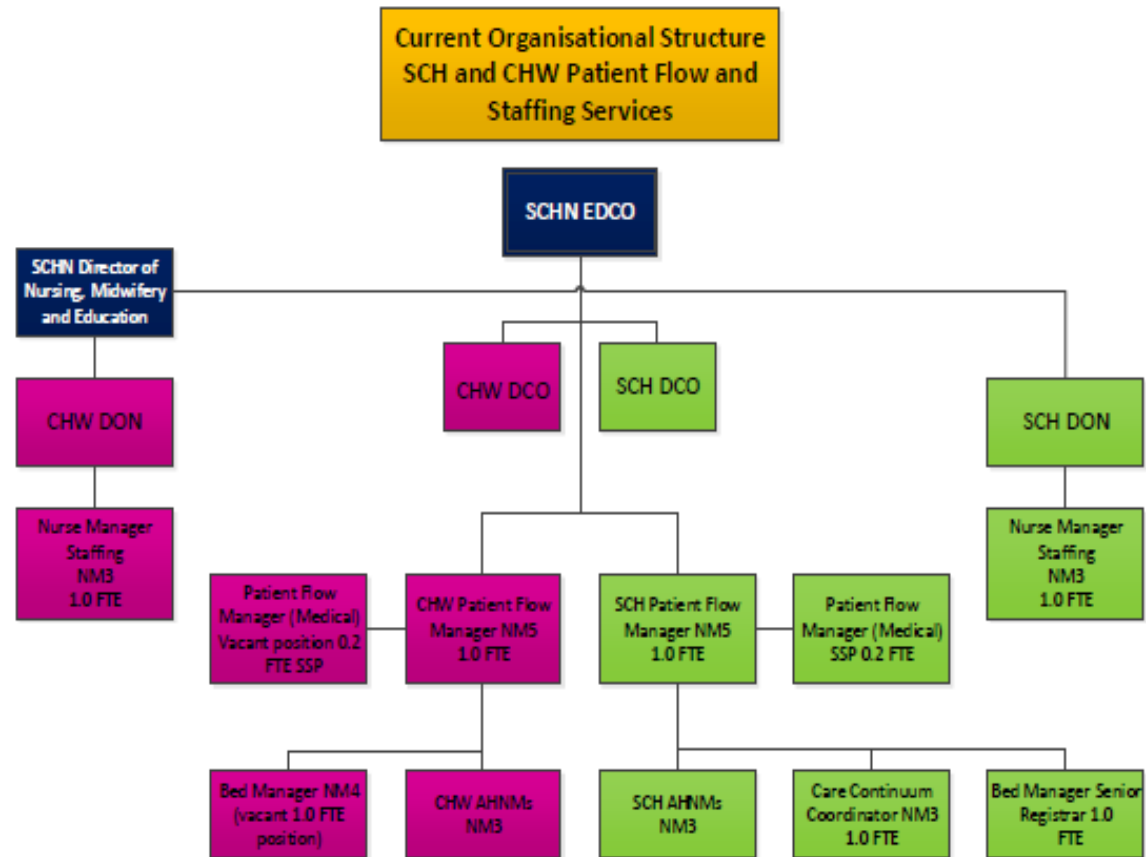
In light of the plan to implement a consistent model at both hospitals, it is proposed to rename the After Hours Nurse Manager role via a process of consultation in order to better reflect the position working across the 24 hour continuum.

Consultation around 12 hour shift pattern

It is proposed to consult with the AHNMs at both CHW and SCH regarding transition to a 12 hour shift pattern with AM shifts from 0730 - 2000 and ND shifts from 1930 - 0800.

This is proposed in order to further support efficiency in service delivery through a reduction in the number of handovers per 24 hour period from three to two and align the shift patterns for the patient flow service with the majority of shift patterns in the wards and units. This will further enhance continuity of support for clinical teams from the AHNMs.

Current Structure



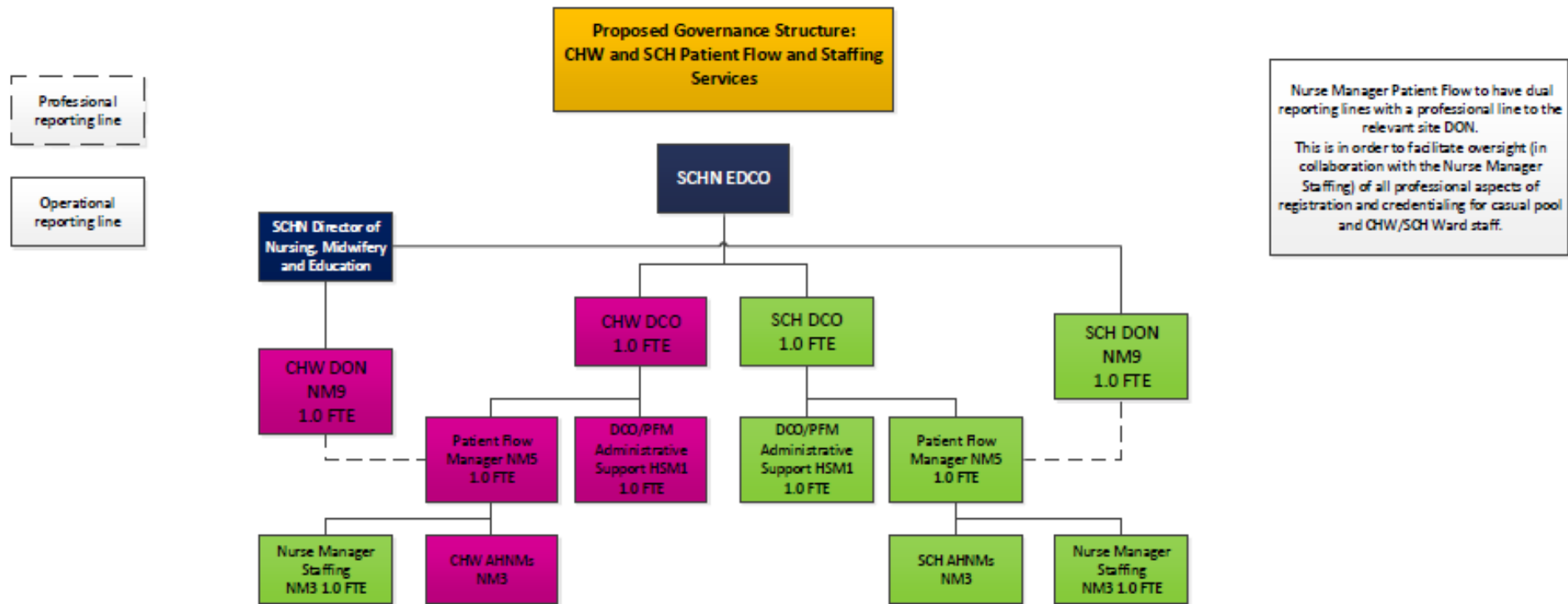
Affected Positions

Position	FTE	Classification	Description
• Nurse Manager Patient Flow SCH	1.0	Nurse Manager 5	Amendment to reporting line to site DCO with a professional reporting line to the site DON
• Care Continuum Coordinator SCH	1.0	Nurse Manager 3	Position to be deleted
• Bed Manager SCH	1.0	Senior Registrar	Position to be returned to the General Medicine Service at SCH with support to be provided to the Patient Flow Service as required
• Patient Flow Manager (Medical SSP) SCH	0.2	Senior Staff Specialist	Position to be deleted and the 0.2 FTE to be returned to the General Medicine Service at SCH
• Nurse Manager Staffing SCH	1.0	Nurse Manager 3	Operational reporting line to be amended
• Nurse Manager Patient Flow CHW	1.0	Nurse Manager 5	Amendment to reporting line to site DCO with a professional reporting line to the site DON
• Bed Manager CHW	1.0	Nurse Manager 4	Position to be deleted (vacant position)
• Patient Flow Manager (Medical SSP) CHW	0.2	Senior Staff Specialist	Position to be deleted, 0.2 FTE already returned to General Medicine Service at CHW
• Nurse Manager Staffing CHW	1.0	Nurse Manager 3	Operational reporting line to be amended

New Proposed Positions

Position	FTE	Classification	Description
1. Project Support Officer	2.0 (1.0 FTE per site)	HSM1	Position to provide administrative support to the site DCO and undertake project work to support improvements in the operational efficiency of the SCHN
2. AHNM SCH	1.0 FTE	Nurse Manager 3	Additional resource within the AHNM team to facilitate 24 hour rotating roster incorporating bed coordination on day shifts Monday – Friday. FTE to be confirmed pending the outcome of the 12 hour roster consultation.
3. AHNM CHW	1.0 FTE	Nurse Manager 3	Additional resource within the AHNM team to facilitate 24 hour rotating roster incorporating bed coordination on day shifts Monday – Friday. FTE to be confirmed pending the outcome of the 12 hour roster consultation.

Proposed Structure



Nurse Manager Patient Flow to have dual reporting lines with a professional line to the relevant site DON. This is in order to facilitate oversight (in collaboration with the Nurse Manager Staffing) of all professional aspects of registration and credentialing for casual pool and CHW/SCH Ward staff.

Method of Filling Positions in the Proposed Structure

Individual meetings with staff member who may be affected will take place throughout the change process.

Where a change is proposed, this will be discussed with staff members who may be affected.

Proposed Timetable

	Stage	Timescale
A.	Consultations with staff and notification to unions	25.7.22
B.	Consultation Close	8.8.22
C.	Consideration of feedback	19.8.22
D.	Final decision and communication	29.8.22

Employee Assistance Program

Employee Assistance Program (EAP) is a free strictly confidential and professional counselling service provided by the Sydney Children's Hospitals Network to all staff. Staff can access the program via the following contact details:

- AccessEAP (1800 818728)
- Converge International Free call 1800 337 068

Feedback and Contact Details

Enquiries and feedback regarding the proposed structure to:

- Dr Joanne Ging: Executive Director of Clinical Operations
joanne.ging@health.nsw.gov.au
- Sally Whalen: Director of Nursing, Midwifery and Education
sally.whalen@health.nsw.gov.au

Appendix A – Position Descriptions

The proposed HSM Position Description is attached.

POSITION TITLE (200 characters limit)	Operations Project Support Officer
POSITION NUMBER (from Stafflink) MANDATORY If this is a new position, acquire the position number after the new position has been created.	TBC
AWARD	Health Managers (State) Award
POSITION CLASSIFICATION	Health Mgr Lvl 1
LOCATION	Sydney Children's Hospitals Network
DOES THIS ROLE MANAGE/ SUPERVISE OTHERS?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
DOES THIS REQUIRE SENIOR EXECUTIVE LEVEL STANDARDS?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
PRIMARY PURPOSE (2800 characters limit in ROB)	<p>The Director of Clinical Operations Portfolios and Patient Flow Services are primarily responsible for the efficient management of site based operational processes and performance and for the safe and efficient management of patient flow, both within and external to the SCHN.</p> <p>The Operations Project Support Officer provides support to the site Director of Clinical Operations and the site Patient Flow Manager. This includes administration, preparation and presentation of data, MoH reporting, management of projects related to the improvement of operational efficiency at the relevant site and other functions related to the Director of Clinical Operations (DCO) and Patient Flow Manager's (PFM) portfolio.</p>
KEY ACCOUNTABILITIES (3100 characters limit in ROB) <i>A high level description of the outcomes the role is expected to deliver.</i> <i>'Key Accountabilities' should be:</i> <i>- outcome focused, rather than process focused</i> <i>- ordered in importance and/or frequency</i>	<p>Director of Clinical Operations support:</p> <ul style="list-style-type: none"> • Develop and maintain office management systems for effective and efficient management of resources and communication. • Deliver a full range of administrative support services including but not limited to preparation of reports, presentations, briefings and agendas; type minutes in real time using a laptop; review, format and type documents for the Director. • Management of DCO diary and emails, including organising and prioritising workflow for timely completion. • Manage the regular reporting and performance requirements.

- as specific to the role as possible while not detailing tasks.
There should be no more than 6-8 'Key Accountabilities' in total.

- Facilitate the Directorate’s performance appraisal system and maintain a register of development plans.
- Facilitate the Directorate's compliance with mandatory training and other governance requirements.
- Management of records and documentation including copying, mailing, distribution and filing to ensure record keeping is maintained for the Directorate.
- Present and always maintain a professional work area.
- Co-ordinate recruitment and other administrative requirements for the Directorate, such as maintaining rosters and records of staff leave.

Patient Flow Manager Support:

- Support the management of performance appraisals and maintain a register of development plans.
- Undertake MoH reporting as required.
- Support the maintenance of Healthroster.
- Assist in responding to and actioning requests from internal and external stakeholders.
- Obtain and prepare data for presentation as required.

Project Management:

- Support the Director of Clinical Operations, Patient Flow Manager and SCHN Whole of Health Lead (as part of the Operations Directorate) in undertaking project work that enables the achievement of identified goals and outcomes within the clinical operations directorate.

General Requirements:

- Maintain good working relations with immediate team and the broader SCHN staff.

Teamwork:

- Contribute to the functioning of the Executive team and Directorate. This includes ad hoc coverage of Executive and Directorate telephones and reception areas.
- Maintain the highest level of confidentiality in all matters including executive and directorate communications and meetings.

Equipment and Software:

- Advanced skills in setting up, using and problem solving issues relating to equipment and software such as personal computers and laptops, audio and visual conference equipment, printers, MS Word, Excel, Powerpoint, Outlook and other applications

KEY CHALLENGES

(max 3)
(700 characters limit)

The challenges that are regularly encountered in the role.

Negotiating competing priorities in a busy and demanding work environment, while maintaining a high standard of outputs and customer service

Ability to be flexible and adapt work practices to suit circumstances.

<p>The Key Challenges should not restate the Key Accountabilities. <u>There should be minimum of 1 and maximum of 3 "Key Challenges" in total.</u></p>	<p>To prioritise the requirements of the role in supporting the DCO and PFM and balance meeting these with undertaking and completing the required project work.</p>	
<p>KEY RELATIONSHIPS (internal) (max 3) (200 characters limit) The key stakeholders and customers the role is expected to interact with routinely, rather than periodically. Relationships with both internal (within the department/agency) and external (outside the department/agency) stakeholders should be included where relevant. All roles require interaction with internal stakeholders, however some roles may not interact with external stakeholders.</p>	<p>WHO</p>	<p>WHY</p>
	<p>1. Director, Clinical Operations</p>	<p>To support the work of the office of the Director, a key member of the SCHN Executive team</p>
	<p>2. Patient Flow Manager</p>	<p>To support the work of the Patient Flow Manager and extended patient flow team.</p>
	<p>3. Team members within the clinical operations directorate</p>	<p>To ensure internal and external stakeholders are supported and requests actioned in a timely manner.</p>
	<p>4. SCHN Executive team and support staff</p>	<p>To ensure work undertaken by the Directorate aligns with the work of the broader Executive team.</p>
<p>KEY RELATIONSHIPS (external) (max 2) (200 characters limit) As above</p>	<p>WHO</p>	<p>WHY</p>
	<p>Ministry of Health</p>	<p>To ensure that reporting required by the SCHN is undertaken and completed within specified timeframes.</p>
<p>IS THIS A PUBLIC SENIOR EXECUTIVE ROLE WHICH MANAGES RELATIONSHIPS AT THE MINISTERIAL LEVEL?</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	<p><input type="checkbox"/> Other \$ _____ please specify the monetary value of the financial delegation (ex: 5000.00).</p>
<p>FINANCIAL DELEGATION</p>	<p><input checked="" type="checkbox"/> As per delegation manual</p>	
<p>ESSENTIAL REQUIREMENTS (700 characters in word)</p>	<p>Vaccination Category (A or B): A WWCC (Yes/No): Yes Qualifications/ Licenses/ Registrations (award requirement): N/A</p>	

	<p>Work Health and Safety:</p> <p>Select which of the following applies:</p> <p><input checked="" type="checkbox"/> Supervisor As a leader you are expected to support the organisation achieve the aims of the safety management system, to establish and maintain a positive health and safety culture in the workplace and to consult with workers and</p>
	<p>others when making decisions that may impact upon the health, safety and welfare of those in the workplace.</p> <p style="text-align: center;">OR</p> <p><input type="checkbox"/> Non-Supervisor You must take all reasonable care for yourself and others and comply with any reasonable instruction, policies and procedures relating to work health safety and wellbeing</p>
<p>SELECTION CRITERIA (700 characters for each criteria in word) (max 8)</p>	<ol style="list-style-type: none"> 1. Demonstrated success in delivering high level support services to Executive staff. 2. Demonstrated exceptional office and project management skills and demonstrated excellent organisational skills. 3. A degree in Business and/or Project Management, equivalent work experience, or a combination of study and work experience. 4. Highly developed communication skills (written and oral) with an ability to interact with people at all levels. 5. Demonstrated ability to show initiative and use sound judgment 6. Demonstrated ability to work collaboratively, as part of a team as well as independently, with experience in people management. 7. Demonstrated ability to manage a high workload, prioritise tasks whilst under sustained pressure, and maintain accuracy and attention to detail 8. Meeting organisation and minute taking experience in real time using computers and proficient use of equipment and software to the level described in the position description.
<p>OTHER REQUIREMENTS (Standard text do not amend) (3100 characters in word)</p>	<p>Understand and practice person centred care.</p> <p>Work in partnership with consumers on improving and evaluating the delivery of services.</p> <p>Actively participate in quality improvement activities.</p> <p>Ensure timely and accurate reporting of near or actual, incidents or patient safety concerns.</p> <p>Be familiar with SCHN Child Protection Policy and Procedures and notify any allegations of suspected child abuse and neglect in line with policies.</p> <p>Adhere to all current SCHN and NSW Health policies and procedures, including the NSW Health Code of Conduct.</p>