**SYSTEM FLOW & PATHWAY COORDINATOR**

**JOB DESCRIPTION**

**Job Title:** System Flow and Pathways Coordinator

**Grade:** 8B or equivalent (indicative and subject to AfC Evaluation)

**Responsible to**: Deputy Director of Commissioning (initially)

**Accountable to:** Director of Pathway Integration, NHS Leeds CCG

**Hours:** 30 -37.5hrs (Secondment/Temporary Contract 6 months initially)

**JOB SUMMARY**

During the pandemic and beyond it is fundamental that the Health and Care System works together to create safe levels of capacity and maintains sufficient flow across all areas. This ensures hospital admission avoidance where possible, that patients who need inpatient hospital care are admitted and treated as efficiently as possible and then discharged as soon as possible. Discharge should preferably be to the person’s home.

While there has been good progress and much already works well, to achieve our ambitions for every person, every day, will require significant, system-wide transformation. This will include the understanding, coordination, pooling, and redistribution of existing resources to focus on safe discharge, community assessment, improving patient outcomes and home-based rehabilitation and support. This level of system wide transformation needs senior level leadership and is the primary aim of this post.

The System Flow and Pathway Coordinator role is a senior leader who can make decisions on behalf of all health and care agencies in the system to facilitate system flow.

The aim of the role is to provide strong leadership and promote collaborative working whist driving a culture of continuous service improvement to achieve the transformational outcomes and objectives.

The system will develop governance arrangements to support the effective delivery of this ambition. While the formal accountabilities are through the Clinical Commissioning Group, it is expected that escalation will be through the City’s System Resilience Operational Group which will provide the operational support to this ongoing work.

**MAIN PURPOSE OF JOB**

**The post holder is responsible for supporting the implementation of the ‘Discharge to Assess’ approach and development of a Single Multi-Disciplinary Pathway which includes:**

* Ensuring people are discharged using “**home-first**” principles and that the patient/person being supported and their carers views are central to the discharge planning process and discussions
* Ensuring assessments for long term care take place outside of a hospital setting.
* Establishing cross-system working to ensure appropriate health and social care support ( including the third sector)is provided in the right setting following discharge from hospital.
* Overseeing a system of real time and high-quality data using reporting requirements for each organisation, and ensuring the local system uses this information and learns lessons from the findings.
* Responsibility for oversight and monitoring of Community Bed occupancy. Ensuring daily data recording on bed availability and occupancy by bed type is maintained and use the information to plan local capacity.
* Mobilise resources where required to meet capacity of acute, community and social care providers to support and facilitate out of hospital flow, whilst ensuring a focus on continuous service improvement

* Ensuring robust tracking of patients on all pathways including outcomes and follow up.
* Responsible for being single point of escalation and resolution of outstanding issues/disagreements around discharge with delegated authority to commit resource, short term, within agreed predefined parameters.
* Ensuring discharges from community beds are increased and delays reduced, applying the same approach and actions used in acute settings.
* Improving and acting as key point of communication with local care home and domiciliary care providers on matters relating to system flow.
* Developing a systemic way of hearing from and responding to service recipient experience/providers’ feedback to ensure best possible care.
* Provide leadership in the deployment of workforce, skill mix and training to deliver discharge requirements with the support of system partners. With a focus on continuous improvement and collaborative working
* Monitoring flow on all pathways and hold providers to account to ensure that there is no over description of need, or over prescription of care.
* Work in partnership with the strategic leadership teams to increase home based discharges to meet or exceed national benchmarks
* Contribute to system plans for escalation including Winter, promoting understanding that capacity is not limited to beds (acute or community).

**POSITION IN ORGANISATION**

**Reports to:** Deputy Director of Commissioning, NHS Leeds CCG (initially)

**Accountable to:** Director of Pathway Integration, NHS Leeds CCG

**SCOPE AND AUTHORITY**

* To provide and receive highly complex, sensitive or contentious information and overcome significant barriers to understanding and acceptance in a potentially hostile or highly emotive atmosphere.
* Participate in the System Resilience Operational Group (SROG) to advise on system flow issues/constraints and areas for escalation.
* To communicate service-related information to executives and senior managers, staff, external agencies (including regulators): requires negotiating, persuasive, motivational, reassurance skills.
* The post holder will be required to have regular contact with internal and external stakeholders using all forms of communication tools and will often need to engage with them over highly sensitive, complex, contentious and confidential issues, requiring extremely strong collaborative and engagement skills.
* Personally lead, support and contribute to formal negotiations with senior level staff from external stakeholders, providing a high level of negotiating expertise to secure the most advantageous arrangements.
* Participate in relevant internal and external working groups/projects, services and initiatives to provide project, information and analytical advice and expertise.
* Present project information and issues, explaining complexities, to a wide range of internal and external stakeholders both small discreet and very large groups of clinical and managerial leaders across organisations.

**KNOWLEDGE, TRAINING AND EXPERIENCE**

* Highly motivated professional, with experience of delivering transformational change, system redesign, analytical and data reporting knowledge.
* Experience and knowledge of health and social care practice and legislation, focusing on the integration of health and social care pathways.
* Ability to support multi professional/skilled teams by recommending and sometimes making decisions about the best pathways for a particular person or family; including liaising with, and supporting referrals to, other agencies .
* Knowledge and awareness of evidence-based process for system flow and improved outcomes for people receiving treatment in urgent unplanned and complex care.
* Knowledge, understanding and experience of theory and practice for large- and small-scale change with the ability to motivate and work at all levels working across a range of transformational experienced/non experienced leaders clinical and non-clinical skill sets.
* Support all organisations and members to share best practice and drive cross system innovation by:
* Simplifying pathways to flow across the system
* Identifying pathways for people with complex treatment/support needs
* Maximising cross system capacity and integration
* Support a solution focussed culture and one of learning across the system by engaging staff in flow transformation schemes
* On behalf of the CCG Director of Pathway Integration and the system operational director’s work within the overall strategic objectives set and operationally support the implementation of the strategy.

**ACCOUNTABILITY**

* Accountable for direct delivery of system flow that meets or exceeds national guidance including Discharge to Assess and a Single Multi-Disciplinary Pathway

**INFORMATION MANAGEMENT**

* Responsible for implementing appropriate information sharing systems.
* Facilitate effective working practices for the end to end processes.
* Ensure accurate analysis of management information.
* Ensure processes are in place for appropriate information sharing.

**FINANCIAL AND PHYSICAL RESOURCE**

* Support the development of new ways of working to maximise system capacity and ensure efficient resource utilisation through financial initiatives.
* Ensure physical resources are deployed in the system where they are most required in order to maintain person flow.

**OPERATIONAL RESPONSIBILITIES**

* Responsibility for, leading challenging conversations with partner agencies regarding appropriate patient pathways, availability of onward care resources.
* Challenge ways of working and persuade, motivate and influence other senior managers to realign service process where necessary ensuring system flow and positive outcomes for people.
* Development of a robust, resilient and effective navigation meeting process, embedding evidence based best practice for patient discharge that will support decision making and communication across operations and ward teams.
* To ensure there is clear agreement for the recording of key information/decisions that is proportionate to the data entry that is required for teams in line with key reporting frameworks.
* Ensures stakeholder representation and engagement where appropriate to support decision making and approval of new processes.
* Interpret and present complex information on all aspects of function practice in a clear, understandable and audience-appropriate manner to senior management and committee level groups.
* Advise on innovative opportunities and support all departments ( including Third Sector providers) in their strategies and programmes to maximise service benefits, ensuring that best practice is developed and delivered at organisational and departmental levels.
* Work with the Heads of Services and partners from all relevant organisations to develop and implement joint schemes with multi-agencies to maximise service effectiveness and efficiency.
* Report progress against the strategy through personal representation at senior management forums and by written reports to appropriate boards and groups of staff.
* Ensure that best practice is developed and delivered at organisational and divisional levels. Challenge ways of working and persuade, motivate and influence other senior managers to realign service process where necessary.
* Ensure the securing of value for money, giving due consideration to all relevant factors including risk, quality and other factors.

**PLANNING AND ORGANISATION**

* Develop and implement qualitative and quantitative measures to determine performance against the organisational strategy and winter pressures task force plan.
* Undertake the tracking of progress against plans and transition milestones, ensuring appropriate processes are in place to flag issues, risks and concerns with the relevant stakeholders.
* Ensure that an appropriate strategy is in line with business objectives and are fully cascaded.
* Advise on innovative opportunities and support all departments ( including Third Sector providers) in their strategies and programmes to maximise service benefits.

**POLICY AND SERVICE DEVELOPMENT**

* Proposes changes to system functions making recommendations for other models of service delivery.
* Contribute to and review the development of existing cross organisational schemes and contribute to the development of an integrated approach to project management.
* The post holder will need to maintain a good knowledge of emerging policies from government departments. This will assist in the thinking and definition of the strategy discussions for the organisation and stakeholders.
* The job description and person specification are an outline of the tasks, responsibilities and outcomes required of the role. The job holder will carry out any other duties as may reasonably be required by their line manager.
* The job description and person specification may be reviewed on an ongoing basis in accordance with the changing needs of the Department or Directorate and the Organisations.

**PERSON SPECIFICATION**

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| **Supporting Evidence** | **Description** | **Essential** | **Desirable** | **Assessment** |
| **Knowledge, Training and Experience** | Educated to masters level or equivalent level of experience of working at a senior level .  Leadership and transformation/quality improvement training  Registered Nurse / AHP/SW with current registration.  Knowledge of specialist areas, acquired through Professional Health or Social Care post graduate diploma or training or experience to master’s level equivalent.  An understanding of the background to and aims of relevant health & social care policy and ability to appreciate the implications of this for engagement and organisational change.  Understanding and previous experience of quality improvement methodology and implementing a continuous improvement culture.  Ability to define and analyse data to inform system improvement and work with partners to improve systems | **X**  **x**  **X** | **X**  **X**  **X** | **x**  **X**  **X** |
| **Communication**  **Skills** | Provide and receive highly complex, sensitive and contentious information, negotiate with senior stakeholders on difficult and controversial issues, and present complex and sensitive information to large and influential groups.  Provide and receive highly complex, sensitive or contentious information; present complex, sensitive or contentious information to large groups/ significant barriers to acceptance; hostile, antagonistic or highly emotive atmosphere.  Communicates service-related information to executives and senior managers, staff, external agencies (including regulators): requires negotiating, persuasive, motivational, reassurance skills; gives formal presentations at both national and local level, manages and reconcile conflicting views where there are significant barriers to acceptance or understanding. | **X**  **X**  **X** |  | **X**  **X**  **X** |
| **Leadership & Engagement** | Ability to establish **mutual trust**, through both honesty and integrity. Role model behaviours that inspire, and develop a culture of can do proactivity. | **X** |  | **X** |
| **Negotiating & Influencing skills** | Able to influence others to achieve the goals, objectives and system requirements.  Ability to influence at director level enabling changes in service behaviour.  Ability to negotiate across providers to ensure the best for our service users and families  Ability to influence providers to change clinical and operational behaviours to during periods of escalation thus ensuring flow is maintained.  Negotiation with providers to ensure operational delivery is focused on system rather than Organisational approach. | **X**  **X**  **X**  **X**  **X** |  | **X**  **X**  **X**  **X**  **X** |
| **Transformation** | Experience of leading system level transformation across a range of programmes.  Demonstrable experience of undertaking small- and large-scale transformation across organisations. | **X**  **X** |  | **X**  **X** |