

POSITION DESCRIPTION

Position Title	Patient Flow Coordinator
Reports to (Title)	Nurse Director Clinical Operations
Group Director/ Chief	Group Director, Nursing and Education
Department	Clinical Operations
Position Location	Malvern
Award/Agreement	Salary & Conditions in accordance with Contract of Employment
Delegation of Authority Level	N/A

Position Summary & Role Purpose

The Patient Flow Coordinator plays a crucial role in facilitating the progression of care and patient flow within the hospital. The role supports the organisation at key times of peak activity to manage the flow of patients from all admission/access points, working with the senior operational leaders to optimise occupancy and efficiency.

As a Registered Nurse, the Patient Flow Coordinator assists with daily capacity management by proactively identifying, planning, and initiating plans for the patient journey. You will prioritize non-complex patients who are expected to be discharged within the next 48 hours (either based on Estimated Discharge Date or medical readiness). Collaborating with the Clinical Operations team, Nurse Directors, Nurse Unit Managers, Allied Health Teams, treating VMOs (Visiting Medical Officers), and both internal and external providers, you will ensure timely and safe discharges.

The primary purpose of this role is to take immediate action to enhance patient care progression across Cabrini wards, services, and the Emergency Department. Your focus includes establishing agreed-upon Estimated Discharge Dates and discharge destinations for all patients. Additionally, you will identify and address any delays in care progression at the ward level, assisting and mentoring the clinical teams.

Furthermore, this role contributes to improving Cabrini's access and flow Key Performance Indicators (KPIs), which encompass metrics such as Ambulance off-load /bypass times, discharges before 10 am and 12 pm, and reduced PACU bypass time.

Key Result Areas

1. Key Responsibilities, Outcomes and Activities

1.1 Leadership and management

- In collaboration with the treating VMO and ward, identifies patients at least 48 hours in advance of Estimated Discharge Date and collaborates with teams to confirm next day pre 10 am discharges.
- Drive and support routine discussion and accurate documentation of key components of the patient journey board that support access and flow including EDD, discharge destination, medically ready, discharge ready status and confirmed discharge date. Attends or supports leadership attendance at PM bed meeting to flag patients for discharge by 10 am each day utilising discharge lounge where possible.

- In collaboration with the ward and treating teams actively strives to deliver on and improve ward discharge and admission performance, by supporting staff to ensure that the key tasks are completed to enable this and that there are standard ward practices for this e.g. Discharge Lounge utilisation, real time discharge in PAS and logging a Discharge clean request for cleaning.
- Liaise with internal and external services such as Cabrini @ home, referring acute hospitals to facilitate admission and discharge, VMO's private consulting suites and pre-admission team.
- Refers patients to complex discharge planners. Complex discharge planning would generally be required where there is not a pre-determined discharge destination, where there is conflict with the family about suitable discharge destination, where one service has refused to accept the patient for care or where significant extra resources and time are required to facilitate discharge.
- Create and manage key patient information collateral to enable the communication of expectations to patients and families regarding the Cabrini discharge processes, using multimodal methodology.

1.2 Operational Responsibilities

- Ensure families and carers are informed and ready to support early discharges from the Discharge Lounge.
- Participate in Tier 1 (Access and Bed Management meeting) to identify the planned discharges and escalate to Tier 2 (Nurse Director huddles) any cases where there are delays to discharge that can't be addressed by the treating team in a timely manner.
- Meets organisational and local KPIs pertaining to access and activity and provide a monthly report about variances against targets and actions to address performance.
- Act as a resource to the treating team/VMO about good practice discharge planning and the services available to meet the ongoing needs of the patients on discharge.
- Work collaboratively with the Nurse Directors, Hospital Coordinators and Nurse Unit Managers to drive the patient flow management and enable timely access and disposition plans for all patients.

1.3 Resource Management

- Adherence to the Cabrini codes of professional conduct, code of ethics, standards of practice and competencies, Mission, Values and Vision, and the Behaviours that Matter.

1.4 Contributes to the achievement of professional expertise for self and direct reports through:

- Maintenance of ongoing personal professional development / continuing education
- Personal application of the Cabrini performance management framework
- Identifying, encouraging, and monitoring the continuing development of others within a learning culture.

2. Work Health and Safety

Cabrini is committed to providing facilities and services which minimise the risk of physical and psychosocial harm to our workforce, patients, residents, clients and visitors, so far as is reasonably practicable.

To achieve this, managers are required to implement, in consultation with their employees, the components of Cabrini's work health and safety management systems (the collection of policies, procedures, guidelines, other related documents and resources) to control the hazards that their employees, and any other person exposed to the work they do, may face. The WHS management system enshrines a risk management approach to managing hazards. For any hazards not explicitly

covered in the WHS management system, managers are required to assess and control hazards as outlined in the WHS Risk Management Procedure.

Employees are responsible to work in a way that protects their own health and safety and that of others who may be affected by their actions. This includes following the policies and procedures from the WHS management system that apply to their work, any local processes and instructions from their manager regarding how work is to be performed. Employees are responsible to report hazards, incidents and injuries to their manager.

The Cabrini WHS Department facilitate the ongoing development and review of the WHS management system, build the capability of managers to assess and manage wellbeing, hazards, incidents and injuries and provide advice and support in the management of these areas.

The Cabrini Work Health and Safety Responsibilities Procedure defines the responsibilities of employees at all levels of the organisation – Chief Executive; Group Directors; General Managers; Managers; those with specified work health and safety responsibilities; and all other employees. Please refer to the procedure for more details of the responsibilities associated with your role.

3. Safety and Quality

It is the responsibility of all staff at Cabrini to ensure that they provide safe high quality care to our patients, residents and service users. Safe care means accepting individual and shared responsibility as well as compliance with the Cabrini policies and protocols by all staff.

4. Child Safety

Cabrini complies with the Victorian Child Safe Standards, as updated in 2022. All children who come to Cabrini have a right to feel and be safe. Cabrini policies and practices aim to keep children safe from harm. All Cabrini staff must comply with all policies as amended from time to time including the following:

- Child safe organisational framework
- Child safety code of conduct
- Child safety reporting policy and procedure

Organisational Relationships

- Reports directly to the Nurse Director Clinical Operations
- Maintains a close collaborative working relationship with the:
 - Multidisciplinary teams
 - Access team (Hospital Coordinators)
 - Discharge Lounge ANUM
 - Patients, family, and carers
 - Nurse Unit Managers
 - Internal and external services to support discharge from acute health
 - Service Leadership team/Nurse Directors
 - Group Director Nursing and Clinical Education
 - Clinical Service Directors Malvern and Directors of Nursing/General Managers of the other sites

Committee Membership

The Patient Flow Coordinator will participate as a member of the following committees:

- Relevant external committees as a representative of Cabrini
- As directed by the Nurse Director Clinical Operations

Staff Development

The Patient flow Coordinator will demonstrate a commitment to personal and professional development of self and staff by:

- Participating in professional development programs
- Maintaining own skills and knowledge
- Remaining up to date with contemporary human resources practices
- Contributing to the Cabrini professional development program as required
- Participating in performance reviews in accordance with Cabrini policy

Key Competencies

The Patient Flow Coordinator must demonstrate the following requirements:

ESSENTIAL

Educational/Vocational

- Tertiary qualifications in Nursing

Registration

- Nurse registered with AHPRA.

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Experience

- Relevant good experience and understanding of safe discharge principles
- Good operational understanding of health services, private health funding models, systems management (PAS)
- Flexibility to adapt to different clinical wards and units and support the Clinical Operations team
- Experience navigating discharge for patients in a complex health and community service system including high level skills in comprehensive assessment; discharge planning and counselling.
- Excellent communication skills and ability to engage a wide range of stakeholders
- Demonstrated ability to work collaboratively and demonstrated leadership qualities
- Commitment to continued professional development
- Ability to manage a demanding workload, and effectively prioritise tasks.

Desirable but not essential for Performance in this Position

- Experience in a leadership role or e.g. shift leader, ANUM, NUM or equivalent
- Relevant post graduate qualifications or working towards same
- 5 years' experience in acute and/or sub-acute healthcare settings

Conditions of Employment

Salary and conditions in accordance with the Cabrini Contract of Employment / Employment Agreement

Our mission

WHO WE ARE

We are a Catholic healthcare service inspired by the spirit and vision of Mother Cabrini and the Missionary Sisters of the Sacred Heart of Jesus.

WHAT WE BELIEVE

We are a community of care, reaching out with compassion, integrity, courage and respect to all we serve.

WHAT WE DO

We provide excellence in all of our services and work to identify and meet unmet need.

Our values

Our values form the base of our mission, are built around what we believe and drive how we act. They are drawn from Mother Cabrini's life and reflect her heart, her spirit, her conviction and her approach.

Compassion

Our drive to care is not just a professional duty to provide excellent quality care but is born of a heartfelt compassion for those in need, motivated by God's love for all people.

- We care deeply about each and every person we serve
- We respond willingly and positively to help meet the needs of those around us
- We put people first as we look to provide extra support and care, beyond our professional duties
- We promote a sense of belonging and community.

Integrity

We believe in the power of hope to transform people's lives and remain faithful to the bold healing mission and legacy of Mother Cabrini.

- We remain true to our beliefs at all times – our mission and values are non-negotiable
- We are welcoming, hospitable and find comfort and motivation in the context of God's all-inclusive love
- We look for the good in each other and recognise each person's contribution as we work together to provide the best possible experience for our patients, residents and their families
- We are honest and reliable, making decisions that are consistent with our mission and taking responsibility for our own actions.

Courage

We have the strength, determination, vision and conviction to continue the work of Mother Cabrini and the Missionary Sisters.

- We care for the whole person – spiritually, physically and emotionally – creating an environment of hope and healing
- We rise up to challenges and opportunities, meeting them with an open mind and a positive attitude
- We maintain the courage of our convictions and express our values through our actions
- We continually look beyond our current services to help support and engage with those who are marginalised.

Respect

We believe that every person is worthy of the utmost respect and the best possible healthcare. We know that our resources are entrusted to us to use for the benefit of others.

- We uphold the worth and dignity of all people, regardless of gender, race, age, ability and social position and treat them with courtesy, respect, equality and justice
- We respect ourselves, our colleagues and the excellence of the services we deliver
- We identify and respond to emerging healthcare needs in our community
- We manage our resources wisely and actively seek to minimise our impact on the environment.

Behaviours that matter

Our values are displayed in the way in which we behave in every interaction – with each other, with our patients and residents, with their families and carers, and with visitors and other customers.

The behaviours that matter have been identified through consultation with staff. They are the minimum standard expected for all who work at Cabrini (employees, volunteers and accredited staff). They describe the organisational culture that we think is fundamental to our mission to “provide excellence in all of our services”.

Unacceptable behaviours have also been identified and described as follows. These behaviours are inconsistent with our values, have a detrimental effect on others and prevent us from achieving our mission and quality goals. If you experience or witness these behaviours, please speak up. If you are unable to address the issue yourself, advise your manager, another senior member of staff or People and Culture.

We are committed to safety and quality:

Behaviours that matter	Unacceptable behaviours
We put patient/resident safety first	We are careless, impulsive or take unnecessary risks that may cause harm to patients/residents
We ask questions to understand the problem	We jump to conclusions and look for someone to blame
We admit when we make a mistake and seek a solution	We try to cover up or make excuses for mistakes
We look for opportunities to improve our care and services	We resist or sabotage change
We speak up when we see behaviour that is inconsistent with our values	We encourage or participate in poor behaviour

We are here to provide service:

Behaviours that matter	Unacceptable behaviours
We greet everyone warmly	We are rude or discourteous
We are always kind and caring	We are arrogant or demeaning
We give our full attention to the person speaking to us	We are distracted, impatient or dismissive
We communicate openly, sensitively and in a timely manner	We are dominating, abrupt or sarcastic

We work together to achieve the best outcome:

Behaviours that matter	Unacceptable behaviours
We are quick to offer help without waiting to be asked	We refuse to help even when it is clearly required
We share information readily to promote the best care and services	We withhold information or are competitive to the detriment of others
We do as we say we will	We are unreliable or inconsistent
We encourage and support each other	We berate or humiliate others
We give praise for a job well done	We are excessively critical or devalue the contributions of others

We exhibit a positive attitude:

Behaviours that matter	Unacceptable behaviours
We approach our day with energy and enthusiasm	We are negative or apathetic
We look for the best in people	We are judgemental and put others down

We take pride in our personal appearance	We look dishevelled, dirty or have offensive personal odour
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We want to build a just and sustainable community:

Behaviours that matter	Unacceptable behaviours
We treat each other fairly	We are hostile or abuse our power
We use our resources responsibly	We are wasteful or extravagant
We consider the environmental impact of all we do	We are thoughtless or careless

APPROVAL

The above statements are intended to describe the general nature and level of work being performed by the incumbent of this role. This document may be revised or updated at any time in line with role, and/or organisational changes. Any such changes will be communicated with the appointed person.

I certify that this position description is an accurate description of the responsibilities assigned to the role

Authorised:



7/5/24

Megan Mills
Group Director Nursing and Clinical Education

Date