Senior Nurse Out of Hours

SENIOR NURSE PATIENT FLOW

A Competence Assessment Tool: Supporting Professional Development

Final
April 2016

CONTENTS

1.0   Introduction

The Clinical Director of the HSC Safety Forum (NI) asked NIPEC to take forward a regional project to address Recommendations 1 and 11 contained within the Regulation and Quality Improvement Authority Report on the *Review of Hospitals at Night and Weekends* (RQIA, 2013). As part of the project, this Competence Assessment Tool was developed by the regional Task and Finish Group, chaired by Brenda Creaney, Executive Director of Nursing and Patient Experience, Belfast Health and Social Care Trust. Membership of the Group included senior representatives from key stakeholders including the five HSC Trusts, NIPEC, Professional and Staff Side Organisations and regional Human Resources representation.

This Competence Assessment Tools comprises the minimum core elements required of all professionals undertaking the role of Senior Nurse/Patient Flow. Each HSC Trust can build on these when recruiting and selecting for specific posts within their organisation.

To find out more information about the Career Pathway and supporting resources for all Senior Nurse Out of Hours roles, including Senior Nurse/Patient Flow, Senior Nurse/Hospital at Night and Senior Nurse/Hospital at Night and Patient Flow, visit: www.nursingandmidwiferycareersni.hscni.net

1.1   Development of the Competence Assessment Tool

The development of the Competence Assessment Tool began by undertaking a comprehensive review of local, national and international literature to source competency frameworks and competencies relevant to the Senior Nurse/Patient Flow role.

Once the competency areas and statements were agreed by the Task and Finish Group, the Competence Assessment Tool was refined over a period of four months through engagement with a wide range of key stakeholders throughout Northern Ireland, which included: Senior Managers; Human Resources and representatives from Education, Professional and Staff Side organisations. The Competence Assessment Tool was approved by the Task and Finish Group in March 2016.

1.2   Who is the Competence Assessment Tool For?

This Competence Assessment Tool will apply to a professional undertaking the role of Senior Nurse/Patient Flow. Titles may differ for this role within individual HSC Trusts and could either be Senior Nurse/Patient Flow, Bed Manager or Night Sister. The roles, however, are similar and include facilitating the flow of patients through the acute hospital/s within the Trust.

2.0   The Competence Assessment Tool

The Competence Assessment Tool is underpinned by the Nursing and Midwifery Council's *Code: (*NMC*; 2015)* and is designed to help you consider how well you do your job.

The next few pages provide information for you on how to:

- use the Competence Assessment Tool to assess yourself and get others to assess you
- provide evidence for renewal of your registration and revalidation with the Nursing and Midwifery Council (NMC)
- provide evidence of achievement for your KSF personal development plan
- use your assessment results to focus on your development needs, prepare for supervision meetings and support your career development.

The Tool is made up of five core competency areas (Figure 1) that are applicable for all those undertaking the role of Senior Nurse/Patient Flow. Within each competency area is a list of competence statements that you can use to assess yourself against and plan for your learning and development.

The Tool is made up of six core competency areas (Figure 1) that are applicable for all those undertaking the role of Senior Nurse/Hospital at Night.

Within each competency area is a list of competence statements that you can use to assess yourself against and plan for your learning and development. A copy of The Competence Assessment Tool is available at:
http://nipecportfolio.hscni.net/compro/ReadOnly/CompSelect.asp

Figure 1: Core competency areas
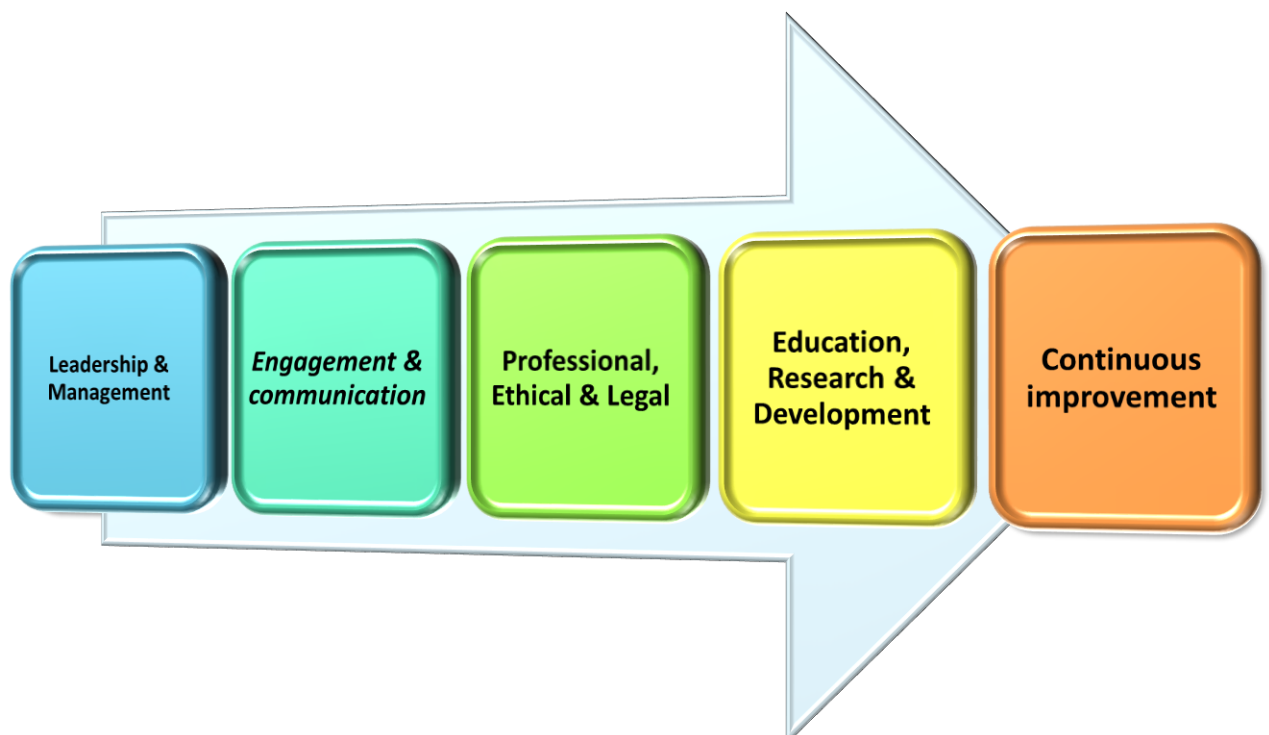
Within each competency area is a list of competence statements that you can use to assess yourself against and plan for your learning and development. A copy of The Competence Assessment Tool is available at:
http://nipecportfolio.hscni.net/compro/ReadOnly/CompSelect.asp

2.1 How will I benefit from using the Competence Assessment Tool?

The Competence Assessment Tool can help you identify the knowledge and skills required for your role.

By undertaking a self-assessment you can use the results to prepare for supervision meetings and identify areas which you find challenging and need further development in.

The assessment tool can also enable you to focus on areas for career development and where relevant, support your preparation for job interviews. It can also be used in conjunction with other Competencies relevant to your role as a Senior Nurse/Patient Flow.

The five core competency areas within this tool have been mapped against the core and relevant specific dimensions of the NHS Knowledge and Skills Framework (KSF; DH, 2004). The areas expand on the dimensions covered by KSF and the competence statements provide you with specific competency requirements for the role of Senior Nurse/Patient Flow.

This has been done so that you can use your assessment results to help you provide evidence for your annual KSF development review meetings. You can then agree your learning and development outcomes, with your line manager, which are relevant to your post outline.

Your assessment results and related reflections can be entered into your online portfolio, or completed on a hard copy. To create and build your own confidential portfolio online visit http://nipecportfolio.hscni.net/

This will help you to evidence your competence and related learning and development needs and meet other requirements such as renewal of your NMC registration and revalidation.

To complete your assessment and add it to your portfolio, visit
http://nipecportfolio.hscni.net/compro/ReadOnly/CompSelect.asp

You can use your online portfolio to:

• Keep details about your career journey to date
• Keep information to help prepare for your appraisal, review or revalidation
• Show what you have learned through your day-to-day experiences
• Store information about your learning activities
• Get help to write a reflection.

2.2   How do I use the Competence Assessment Tool?

The Competence Assessment Tool allows you to build up a picture of how you are performing in your role. It is up to you to decide how much of the Competence Assessment Tool you wish to use. Figure 2 presents an outline of the steps you should work through, to get the most benefit from the Assessment Tool.

Figure 2: Learning and Development Framework

Step 1	**Assess** your knowledge and skills using the competence assessment tool to find out about your learning and development needs. Follow the instructions on http://nipecportfolio.hscni.net/compro/ReadOnly/CompSelect.asp to enable you to complete your assessment online. Compile your evidence to support your assessment.
Step 2	**Plan** your learning and development needs from your assessment results, including any 360° feedback and other sources of information. Record and prioritise your overall learning and development needs with your line manager using your KSF personal development plan.
Step 3	**Implement** the learning and development activities agreed with your line manager in your KSF personal development plan. This should include a meeting with your line manager to discuss progress.
Step 4	**Evaluate** your learning and development in relation to improvements in your knowledge and skills with regard to your role. Maintain a reflective record of your learning and development in your portfolio at http://nipecportfolio.hscni.net/ to support your preparation for your supervision sessions or development review meetings.

Adapted from the NIPEC Learning Needs Analysis:
Guide for Ward Managers and Team Leaders (NIPEC, 2009)

3.0   COMPETENCY AREAS

3.1   COMPETENCY AREA: LEADERSHIP AND MANAGEMENT

This competency area has been mapped against the following KSF dimensions: Core Dimensions C1, C2, C3, C4, C5 and C6; Specific Dimensions G1 and G6.

Rating Scale:

LD	**I need a lot of development**
SD	**I need some development**
WD	**I feel I am well developed**
NA	**Is not applicable to my role**

1. LEADERSHIP AND MANAGEMENT	LD	SD	WD	NA
a) Awareness of the wider health and social care structure and how to access relevant services to ensure the patient journey is co-ordinated in a timely, effective manner	☐	☐	☐	☐
b) Knowledge of the governance and risk management arrangements that are in place for the services you are responsible for	☐	☐	☐	☐
c) Ability to take appropriate action to identify and manage risk and to maintain safety of users, staff and others in accordance with relevant regulations, policies and procedures	☐	☐	☐	☐
d) Knowledge of the necessary process required to optimise the patient journey through the health care system at a pace appropriate to each individual needs	☐	☐	☐	☐
e) Ability to manage Nursing issues out of hours to include the deployment of staff	☐	☐	☐	☐
f) Ability to manage the safety of the hospital site out of hours	☐	☐	☐	☐
g) Ability to facilitate the safe transfer of patients between hospitals within the Trust and to facilities outside of the Trust	☐	☐	☐	☐
h) Provides professional leadership on the Hospital site	☐	☐	☐	☐
i) Manages demand in line with capacity and local escalation arrangements including enhanced capacity	☐	☐	☐	☐
j) Ability to co-ordinate the admission of all scheduled and unscheduled patients to ensure all patients are admitted to the most appropriate clinical area for their clinical needs	☐	☐	☐	☐
k) Develops implements and evaluates patient flow policies and good practice guidelines	☐	☐	☐	☐
l) Collaborates with physicians, medical staff, ward staff and multidisciplinary teams to instigate and co-ordinate the actions required to ensure timely discharge to prevent patients being delayed inappropriately	☐	☐	☐	☐
m) Oversees the implementation of and take actions within the Trust's escalation plan as required	☐	☐	☐	☐

1. LEADERSHIP AND MANAGEMENT	LD	SD	WD	NA
n) Ability to expedite rapid access to investigations, particularly where results will prevent hospital admission or enable timely/early discharge	☐	☐	☐	☐
o) Challenges decision making in relation to the admission of patients as appropriate	☐	☐	☐	☐
p) Works within the Trust, and with other Trusts, to ensure repatriation of patients	☐	☐	☐	☐
q) Works in partnership with ward sisters/charge nurses to ensure that discharge planning is commenced on admission including Estimated Date of Discharge	☐	☐	☐	☐
r) Ability to provide reports which will inform the Trust Senior Management Team regarding patient activity and bed utilisation	☐	☐	☐	☐
s) Ability to identifying your management style to ensure that at all times provide a caring service and to treat those with whom they come into contact in a courteous and respectful manner	☐	☐	☐	☐
t) In identifying your leadership style and areas for development - Strengths and weakness and appropriate use to lead people through change and role model good example	☐	☐	☐	☐

3.2 COMPETENCY AREA: ENGAGEMENT AND COMMUNICATION

> This competency area has been mapped against the following KSF dimensions:
> Core Dimensions 1, 2, 3, 4, 5 and 6; Specific Dimensions G1, G6, and HWB3.

Rating Scale:

	LD	I need a lot of development
	SD	I need some development
	WD	I feel I am well developed
	NA	Is not applicable to my role

2. ENGAGEMENT AND COMMUNICATION	LD	SD	WD	NA
a) Understanding and valuing of patients' cultural preferences, health beliefs and behaviours	☐	☐	☐	☐
b) Knowledge of how to collaborate effectively with other members of the multi-professional team	☐	☐	☐	☐
c) Demonstrate effective interpersonal/communication skills within a multi-disciplinary setting	☐	☐	☐	☐
d) Establishes and maintains effective communication networks throughout the hospital	☐	☐	☐	☐
e) Develops links with the patient flow community regionally and beyond	☐	☐	☐	☐
f) Maintains effective communication with internal and external stakeholders at all levels of the organisation	☐	☐	☐	☐
g) Ensures good communication between staff and patients and relatives is maintained to assist in their understanding of care, treatment and progress of the patient and outcomes	☐	☐	☐	☐
h) On a day-to-day basis communicates with Infection Control Teams as required to ensure the safe and effective utilisation of beds	☐	☐	☐	☐
i) Communicates with senior managers and clinicians regarding bed availability and associated pressures	☐	☐	☐	☐
j) Ability to challenge multi-professional team members in an assertive manner	☐	☐	☐	☐
k) Ability to anticipates barriers to communication and takes action to improve communication	☐	☐	☐	☐
l) Ability to proactive in seeking out different styles and methods of communicating to assist longer term needs and aims	☐	☐	☐	☐
m) Ability to take a proactive role in producing accurate and complete records of the communication consistent with legislation, policies and procedures	☐	☐	☐	☐
n) Ability to effectively communicate and build relationships with all nursing staff, students, managers and service leads to ensure partnership	☐	☐	☐	☐

2. ENGAGEMENT AND COMMUNICATION	LD	SD	WD	NA
o) Ability and confidence to participate regionally and contribute to strategic and professional requests for feedback	☐	☐	☐	☐
p) Ability to recognise barriers to Communication - Self-awareness of own techniques that are barriers to communication. Recognize skills and seek skills improvement training as required	☐	☐	☐	☐

3.3 COMPETENCY AREA: PROFESSIONAL, ETHICAL AND LEGAL

> **This competency area has been mapped against the following KSF dimensions: Core Dimensions 1, 2, 3, 4, 5 and 6; Specific Dimensions G1, G6, and HWB3.**

Rating Scale:

LD	I need a lot of development
SD	I need some development
WD	I feel I am well developed
NA	Is not applicable to my role

3. PROFESSIONAL, ETHICAL AND LEGAL	LD	SD	WD	NA
a) Knowledge of professional accountability relating to own practice and that of team members.	☐	☐	☐	☐
b) Knowledge of policy developments that have an impact on health care provision e.g. disability.	☐	☐	☐	☐
c) Knowledge of clinical governance, risk assessment/ management and adverse incident reporting arrangements.	☐	☐	☐	☐
d) Awareness of DHSSPS policy and standards, for example, safe handling, records management and administration, storage and custody of medicinal products.	☐	☐	☐	☐
e) Awareness of the NMC Code (2015), standards and professional guidelines.	☐	☐	☐	☐
f) Awareness of Data Protection Act (1998).	☐	☐	☐	☐
g) Awareness of local policies and procedures relevant to the Patient Flow service.	☐	☐	☐	☐
h) Awareness of the requirement for emergency medical assistance using protocols and guidelines.	☐	☐	☐	☐
i) Awareness of protocols, guidelines and patient group directives to inform the decision making process.	☐	☐	☐	☐
j) Development of Trust policies and protocols appropriate to the Patient Flow service.	☐	☐	☐	☐
k) Demonstrates responsibility for own continuous professional development and revalidation with the NMC.	☐	☐	☐	☐
l) Ability to reflect on own practice and adapt if necessary.	☐	☐	☐	☐
m) Recognise situations where consideration for withdrawal for of treatment should be made.	☐	☐	☐	☐

3. PROFESSIONAL, ETHICAL AND LEGAL	LD	SD	WD	NA
n) Manage information, reports and records in line with professional guidelines and the Trust's clinical governance framework.	☐	☐	☐	☐
o) Appropriately challenge health and social care practice which could compromise the safety, privacy or dignity of patients.	☐	☐	☐	☐
p) Ability to evaluate sufficiency of own knowledge and practice against the KSF outline for the post and identifies own development needs and interests	☐	☐	☐	☐
q) Ability to develop and agrees own personal development plan with feedback from others	☐	☐	☐	☐
r) Ability to use techniques of facilitation, reflection in and on action, and other relevant methods to develop others understanding of role	☐	☐	☐	☐
s) Ability to work collaboratively with clinical colleagues to promote staff development and a culture of professional practice development and service improvement	☐	☐	☐	☐
t) Ability to access and record information to hold others to account and to be held accountable to the Trust.	☐	☐	☐	☐
u) Ability to delegate appropriate responsibility and authority to staff in order to ensure optimum and effective service delivery and decision-making, whilst retaining overall accountability and responsibility for outcomes.	☐	☐	☐	☐
v) Self-aware of how to engage with people, use of inter-professional skills to develop self and others. Work within team sharing ideas and methods, reflecting in and on actions using facilitation skills and effective communication to develop self and others.	☐	☐	☐	☐
w) Prepare for and attend managerial supervision sessions	☐	☐	☐	☐

3.4 COMPETENCY AREA: EDUCATION, RESEARCH AND DEVELOPMENT

> **This competency area has been mapped against the following KSF dimensions: Core Dimensions 1, 2, 3, 4, 5 and 6; Specific Dimensions G1, G6, and HWB3.**

Rating Scale:
- **LD** I need a lot of development
- **SD** I need some development
- **WD** I feel I am well developed
- **NA** Is not applicable to my role

4. EDUCATION, RESEARCH AND DEVELOPMENT	LD	SD	WD	NA
a) Knowledge of education, learning and development opportunities and resources available to support team and individual practice and performance	☐	☐	☐	☐
b) Contributes to the development of professional and/or multi-professional practice	☐	☐	☐	☐
c) Knowledge of how to access and critically appraise current evidence from a variety of sources	☐	☐	☐	☐
d) Understanding of service development processes and evidence based practice, e.g. data collection, audit, patient/client involvement and research	☐	☐	☐	☐
e) Develop and promote a culture of research and evidence based practice to enhance person-centred care	☐	☐	☐	☐
f) Access and use current information systems to support evidence based practice	☐	☐	☐	☐
g) Promote and develop clinically effective practice by developing, implementing, monitoring and evaluating evidence based policies and procedures	☐	☐	☐	☐
h) Networks with peers across professional groups within the organisation promoting the exchange of knowledge, skills and resources	☐	☐	☐	☐
i) Demonstrates the use of relevant and current information and communication technology to include email, internet and databases	☐	☐	☐	☐
j) Contribute to systems that critically analyse the on-going quality of care and influence action plans in collaboration with team leaders / ward managers to address issues arising	☐	☐	☐	☐
k) Participate in research, audit & benchmarking activities as required	☐	☐	☐	☐
l) Reflects upon and evaluates own learning and development needs and sets about developing these	☐	☐	☐	☐

3.5 COMPETENCY AREA: CONTINUOUS IMPROVEMENT

> **This competency area has been mapped against the following KSF dimensions: Core Dimensions 1, 2, 3, 4, 5 and 6; Specific Dimensions G1, G6, and HWB3.**

Rating Scale:

LD	**I need a lot of development**
SD	**I need some development**
WD	**I feel I am well developed**
NA	**Is not applicable to my role**

5. CONTINUOUS IMPROVEMENT	LD	SD	WD	NA
a) Knowledge of how to use relevant quality indicators to measure	☐	☐	☐	☐
b) Knowledge of measuring for improvement and interpreting causes of variation	☐	☐	☐	☐
c) Awareness of continuous improvement methodologies and their application to improve the Patient Flow service	☐	☐	☐	☐
d) Working in partnership with a range of clinicians and managers in the planning and/or development of the Patient Flow service, promoting the involvement of patients and relatives/carers	☐	☐	☐	☐
e) Ability to review processes/practices including those within the Patient Flow service to enhance the delivery of safe, effective and person-centred care and deliver required efficiencies	☐	☐	☐	☐
f) Identify areas of practice where Patient Flow services can be improved and proactively take forward any changes identified being aware of and overcoming barriers to change	☐	☐	☐	☐
g) Fosters a culture of continuous quality improvement through the use of audit, supervision, personal reflection and patient feedback on practice by self and other members of the team/ service	☐	☐	☐	☐
h) Displays organisational skills in capturing information pertaining to quality measures within the service	☐	☐	☐	☐
i) Ability to critically analyse the information captured and instigate any measures necessary to address quality concerns if indicated	☐	☐	☐	☐
j) Identifies the need for change, leads innovation and manages changes in practice and/or service	☐	☐	☐	☐
k) Systematically captures and disseminates learning and best practice at all levels of the service	☐	☐	☐	☐

5. CONTINUOUS IMPROVEMENT	LD	SD	WD	NA
l) Contribute to developments in the Trust's education and learning needs framework, in collaboration with nurses and midwives e.g. Mandatory Training, Preceptorship, and Learning in Caring, Annual Appraisal and Supervision	☐	☐	☐	☐
m) Promote an effective learning culture that maximises the acquisition of competence of nursing to provide high quality patient/client care	☐	☐	☐	☐
n) Contribute to the development of flexible approaches to practice development on nursing/midwifery/specialist public health nursing programmes	☐	☐	☐	☐

3.6 COMPETENCY AREA: PEOPLE MANAGEMENT

This competency area has been mapped against the following KSF dimensions: G6,

Rating Scale:
 - **LD**   I need a lot of development
 - **SD**   I need some development
 - **WD**   I feel I am well developed
 - **NA**   Is not applicable to my role

6. People Management	LD	SD	WD
a) Knowledge of how to use relevant quality indicators to measure	☐	☐	☐
b) Knowledge of measuring for improvement and interpreting causes of variation	☐	☐	☐
c) Awareness of continuous improvement methodologies and their application to improve the Patient Flow service	☐	☐	☐
d) Working in partnership with a range of clinicians and managers in the planning and/or development of the Patient Flow service, promoting the involvement of patients and relatives/carers	☐	☐	☐
e) Ability to review processes/practices including those within the Patient Flow service to enhance the delivery of safe, effective and person-centred care and deliver required efficiencies	☐	☐	☐
f) Identify areas of practice where Patient Flow services can be improved and proactively take forward any changes identified being aware of and overcoming barriers to change	☐	☐	☐
g) How confident are you in supervising and managing the of day-to-day work of other staff in your team to ensure they deliver high quality of care	☐	☐	☐
h) How confident are you in managing grievances disciplinary chairing interview and selection panels writing KSF outlines etc	☐	☐	☐