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## Overview

This standard is about proactively managing both elective and emergency patient flows from decision to admit to discharge. It involves actively managing demand and discharges and resolving short-term conflicts as they arise. This standard is suitable for patient flow managers working across an organisation, directorate or department. Patient flow managers will need to know and understand patient pathways but may not be responsible for the care or management of individual patients. The management of patient pathways is covered by a separate workforce competence.

Users of this standard will need to ensure that practice reflects up to date information and policies.

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### Performance criteria

*You must be able to:*

- P1 the roles and responsibilities of others, both internal and external to your organisation, involved in the management of patient flow within your organisation
- P2 the importance of effective communication with everyone involved in maintaining patient flow and how to achieve this
- P3 the importance of prompt and accurate documentation and exchange of
- P4 organisational requirements and procedures for maintaining patient flow records
- P5 obtain and use full and up-to-date information on:
  - P5.1 planned elective admissions
  - P5.2 predicted emergency admissions
  - P5.3 predicted length of stay
  - P5.4 planned discharges
- P6 forecast demand and use this information to manage elective and emergency capacity
- P7 anticipate capacity problems and take appropriate action
- P8 inform departments/specialties of predicted demand and advise on appropriate action
- P9 work with relevant people to schedule elective admissions to achieve a smooth patient flow
- P10 ensure that patient flow takes account of:
  - P10.1 clinical risk and patient safety
  - P10.2 available capacity
  - P10.3 planned discharges
  - P10.4 waiting time targets
- P11 ensure that demand and capacity align across your area of responsibility
- P12 identify any resource shortfalls affecting timely progress for individuals along their care pathways and contribute to problem resolution
- P13 maintain regular communication with relevant people to monitor patient flow
- P14 ensure expected length of stay is actively managed from the earliest possible point of the patient journey
- P15 recognise and take appropriate action to resolve real time demand and capacity mismatches
- P16 continuously monitor for escalation triggers and implement agreed escalation strategies promptly when required
- P17 produce records and reports that are clear, comprehensive and accurate, in accordance with organisational requirements and procedures

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### Knowledge and understanding

*You need to know and understand:*

- K1 care pathways as agreed and used by clinicians within your organisation
- K2 clinical risk and patient safety issues in relation to care pathways and the implications of these for managing patient flow
- K3 predicted lengths of stay for different care pathways
- K4 the nature, sequence and urgency of each stage of the care pathways
- K5 the requirements of each stage of care pathways and how the flow of individuals to and from the services required can be managed and optimised
- K6 the resources that are required at each stage of care pathways
- K7 services and admission procedures within the wider health community
- K8 your organisation's patient flow policy and systems
- K9 tools and techniques for managing patient flow
- K10 demand and capacity management across elective and non-elective care pathways
- K11 your organisation's capacity in the short, medium and long term
- K12 the characteristics of your organisation's capacity, e.g. in relation to specialties, intensive care, short/long stay, female/male occupancy, theatres
- K13 the patterns and predictability of your elective and emergency arrivals and admissions by hour of day, day of the week and month of the year
- K14 your organisation's discharge profile by time of day, day of the week and day of admission
- K15 the staff available, and their respective scopes of practice, to enable or support patient pathways at any one time
- K16 capacity in the wider health community and how this impacts on admissions and discharges to and from your own organisation
- K17 the factors influencing the effectiveness of patient flow processes and outcomes
- K18 the types of problems that can arise in managing patient flow and how potential problems can be prevented and addressed
- K19 agreed triggers and actions for different levels of escalation
- K20 the information needed to manage patient flow and your organisations procedures for accessing and maintaining up-to-date information
- K21 the importance of aligning elective and emergency admissions and discharges and how to achieve this
- K22 the protocols and guidelines for prioritising admissions
- K23 the importance of actively managing length of stay from the earliest possible point of the patient journey and the organisational policy and procedures for achieving this
- K24 how to monitor bed availability on an hourly basis
- K25 procedures for monitoring and recording scheduled and actual elective admissions on a daily basis

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- K26 procedures for monitoring and recording predicted and actual emergency admissions on a daily basis
- K27 how to monitor planned and predicted discharges on an hourly, daily and weekly basis
- K28 strategies for managing patient in-flow and discharge processes
- K29 strategies for escalating patient flow at ward, directorate, hospital and wider health community levels
- K30 current legislation, guidelines, policies and codes of practice which affect your responsibilities and work practice
- K31 access targets for healthcare services in the country in which you work
- K32 the boundaries of your role and the importance of working within your scope of practice
- K33 the roles and responsibilities of others, both internal and external to your organisation, involved in the management of patient flow within your organisation
- K34 the importance of effective communication with everyone involved in maintaining patient flow and how to achieve this
- K35 the importance of prompt and accurate documentation and exchange of information
- K36 organisational requirements and procedures for maintaining patient flow records

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### Additional Information

#### External Links

This standard links with the following dimension within the NHS Knowledge and Skills Framework (October 2004):

Dimension: G5 Services and project management

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<b>Developed by</b>	Skills for Health
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