

BEST PRACTICE SURVEY OF CAPHC CENTRES

The value of creating an “Operations Manager” role in a Pediatric ER

The Montreal Children’s Hospital is interested in creating a new position/role in our Emergency Department to provide support to the ER’s clinical leadership and staff. We are considering the creation of a full-time position for an "operations manager" type role. The intent is to transfer the day-to-day management of all the operational responsibilities away from the clinical staff (i.e. Assistant Head Nurse, charge nurses, etc). This could include such things as managing equipment needs, following-up on supply issues, dealing with staffing, coordinating security needs, addressing pharmacy and lab issues, etc., as they arise on a daily basis.

ISSUE	QUESTION	CHEO	CHUM	GRAND RIVER HOSPITAL
Providing administrative / management leadership and support to the clinical leaders and staff in the ER	<ul style="list-style-type: none"> Do you have an “Operations Manager” type function in your ER? What is the official title? What are the primary roles, responsibilities and functions? What is the “relationship” of this role with the ER clinical leadership and staff? 	Yes Manager of ED services Managing day to day operational issues i.e. staffing, equipment, The staff report directly to the manager	Somewhat. Clinical Manager Day to day issues including: staffing, bed management for organization, resolving patient complaints/concerns, implementing/facilitating change, performance appraisals (160 staff), recruitment, retention, meeting with suppliers for new equipment and installation of new equipment, major renovation projects	Yes. Clinical Manager. The Clinical Manager acts in a supportive role by co-ordinating and communicating daily inpatient activities on the unit to enhance the delivery of safe, effective care.
	Could you please provide us with a sample job description, if available.	Yes please see attached.	The clinical manager role is the operations manager.	Attached.
Is there value added from the addition of this role?	<ul style="list-style-type: none"> What have been the benefits of this function to the ER? Have there been any challenges? What, if anything, would you do differently? 	This is a new role, however other areas in the hospital have this role and there is value in having someone dedicated to the day to day needs.	The current job description of the clinical manager is under review.	With a focus on the vision of Grand River Hospital, the Clinical Manager provides the leadership that creates a visible culture of respect, healing, education and patient centered care that serves and meets the needs of our community and staff.

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ISSUE	QUESTION	CHUS Fleurimont	Credit Valley Hospital
Providing administrative / management leadership and support to the clinical leaders and staff in the ER	<ul style="list-style-type: none"> Do you have an “Operations Manager” type function in your ER? What is the official title? What are the primary roles, responsibilities and functions? What is the “relationship” of this role with the ER clinical leadership and staff? 	<p>Hello, In our ER (CHUS Fleurimont), we do not have an operations manager. But as the Nurse Manager I do this role. To help with my daily routine and administrative emergencies; I do have a clerical support. She is a secretary (no nursing or medical background) that does help me on an unofficial title since we do not have a permanent role or budget to explain her presence (we don't have job description).</p> <p>So she's in fact my operations support. So she does what I ask her to do; she doesn't take any decision; she just follow directive. Going from: validating the pay, doing some resume of reunions, doing orders of nursing or medical equipment. She does some follow-up regarding installation, repairs, memo... She help with assignation of the staff schedule,</p>	<p>We have a clerical assistant position for staffing, supply issues, payroll Title = ER Clerical Assistant Reports to ER Nurse Manager We have a Clinical Leader (RN) for day to day patient/staff/equipment issues and follow up for patient concerns, quality issues, assists Charge Nurses with flow Title= ER Clinical Leader Reports to ER Nurse Manager</p>
	Could you please provide us with a sample job description, if available.		Yes – will attach
Is there value added from the addition of this role?	<ul style="list-style-type: none"> What have been the benefits of this function to the ER? Have there been any challenges? What, if anything, would you do differently? 	<p>Value: Definitely for the Nurse Manager (me). Without her presence I couldn't do everything and I'll be less present on the floor to see what's going on in my ER. There would be a delay in asking the nursing and medical equipment, follow-up...</p> <p>Challenge: finding someone that would risk working (like in a contract) without the guaranty of her position (no budget means that it can be stop anytime).</p>	<p>Both positions assist NM in day to day operation of large volume ED (74,000 visits and 25% are Paediatrics) Staff schedules, payroll, shift changes, performance appraisals etc are the biggest challenge with approx. 170 staff The Clinical Leader role was added last summer and has made a huge difference in our ability to start, monitor and sustain various quality initiatives around patient satisfaction, flow and care needs.</p>

ISSUE	QUESTION	UNIVERSITY OF ALBERTA / STOLLERY HOSPITALS	WINNIPEG REGIONAL HEALTH AUTHORITY
Providing administrative / management leadership and support to the clinical leaders and staff in the ER	<ul style="list-style-type: none"> Do you have an “Operations Manager” type function in your ER? What is the official title? What are the primary roles, responsibilities and functions? What is the “relationship” of this role with the ER clinical leadership and staff? 	<p>Yes. Originally this was a role done by one individual. The ED initially had two Patient Care Managers. One who had a Clinical role and one an Operation role. With funding issues only one Patient Care Manager but developed 5 Unit Managers who have each taken a piece of Operations under their responsibilities along with their clinical role when on the unit. The 5 UM's work a 12 hour D/E rotation with 8 hours on the unit and 4 hours in the office. For example one UM has lead on all IS and EDIS issues and initiatives and is the liaison along with the PCM another UM looks after all Laboratory issues and is the liaison along with the PCM. The UM's attend all inter departmental meetings and when they can not attend the PCM attends. This keeps management aware of issues and projects that are occurring. The UM's due to their close contact to the front line and knowledge of what works and what does not can address operational issues in a very timely manner.</p> <p>This group reports to the PCM and operational issues are discussed at a monthly Patient Care Meeting where all stakeholders attend with Lab, Pharmacy, DI and IS sending their departmental leads. This has provided open and timely communication with issues generally being resolved very quickly.</p>	No
	Could you please provide us with a sample job description, if available.	Have not as yet developed one as it is a combination of the clinical and operational that originally existed.	N/A
Is there value added from the addition of this role?	<ul style="list-style-type: none"> What have been the benefits of this function to the ER? Have there been any challenges? What, if anything, would you do differently? 	<p>Timely response to operational issues. Open communication and good flow of information. On occasion the shift work of the UM does not always lend it self to meetings during the week but generally the PCM can attend.</p> <p>Nothing we find this currently works well for the department.</p>	N/A