

This part of the generic competences relate to direct clinical practise; the importance of placing patient needs at the centre of care and of promotion of patient safety, team working, and high quality infection control. Many of these competences will have been acquired during the Foundation programme and core training but as part of the maturation process for the Emergency Physician these competences will become more finely honed and all trainees should be able to demonstrate the competences as described by the highest level descriptors by the time of their CCT.

#### **CC4 Time management and decision making**

To become increasingly able to prioritise and organise clinical and administrative duties in order to optimise patient care. To become increasingly able to make appropriate clinical and clerical decisions in order to optimise the effectiveness of the clinical team		
<b>Knowledge</b>	<b>Assessment Methods</b>	<b>GMP Domains</b>
Understand that organisation is key to time management	C, ACAT	1
Understand that some tasks are more urgent or more important than others	E, Mi, C, ACAT	1
Understand the need to prioritise work according to urgency and importance	E, Mi, C, ACAT	1
Understand that some tasks may have to wait or be delegated to others	C, ACAT	1
Outline techniques for improving time management	C, ACAT	1
Understand the importance of prompt investigation, diagnosis and treatment in disease management	E, Mi, C, ACAT	1, 2
<b>Skills</b>		
Identify clinical and clerical tasks requiring attention or predicted to arise	Mi, C, ACAT	1, 2
Estimate the time likely to be required for essential tasks and plan accordingly	Mi, C, ACAT	1
Group together tasks when this will be the most effective way of working	Mi, C, ACAT	1
Recognise the most urgent / important tasks and ensure that they are managed expediently	Mi, C, ACAT	1
Regularly review and re-prioritise personal and team workload	Mi, C, ACAT	1
Organise and manage workload effectively	Mi, C, ACAT	1
<b>Behaviours</b>		

Ability to work flexibly and deal with tasks in an effective fashion	ACAT, C, PS	3
Recognise when you or others are falling behind and take steps to rectify the situation	ACAT, C, PS	3
Communicate changes in priority to others	ACAT, PS	1
Remain calm in stressful or high pressure situations and adopt a timely, rational approach	ACAT, PS	1
<b>Level Descriptor</b>		
1	<p>Recognises the need to identify work and compiles a list of tasks</p> <p>Works systematically through tasks with little attempt to prioritise</p> <p>Needs direction to identify most important tasks</p> <p>Sometimes slow to perform important work</p> <p>Does not use other members of the clinical team</p> <p>Finds high workload very stressful</p>	
2	<p>Organises work appropriately but does not always respond to or anticipate when priorities should be changed</p> <p>Starting to recognise which tasks are most urgent</p> <p>Starting to utilise other members of the clinical team but not yet able to organise their work</p> <p>Requires some direction to ensure that all tasks completed in a timely fashion</p>	
3	<p>Recognises the most important tasks and responds appropriately</p> <p>Anticipates when priorities should be changed</p> <p>Starting to lead and direct the clinical team in an effective fashion</p> <p>Supports others who are falling behind</p> <p>Requires minimal organisational supervision</p>	

4	<p>Automatically prioritises and manages workload in the most effective fashion</p> <p>Communicates and delegates rapidly and clearly</p> <p>Automatically responsible for organising the clinical team</p> <p>Calm leadership in stressful situations</p>
<b>Emergency department context</b>	
1	<p>Can manage more than one patient at a time in the ED</p> <p>Able to prioritise sick patients</p> <p>Completes required assessments before ARCP</p>
2	<p>Ensures all discharge summaries/diagnoses are completed during the shift</p> <p>Manages more than 2 majors/assessment patients and 4 minors at any one time</p> <p>Makes disposal decisions within 30 minutes of completion of examination or seeks help to make decision</p> <p>Able to recognise need to commence resuscitation before full history and examination</p> <p>Able to complete additional audit/research at suggested points in year</p>
3	<p>Delegates some tasks or adopts teamwork strategy to complete tasks where appropriate</p> <p>Completes CTR at least three months before closing date</p> <p>Offers to help others where deadlines slipping</p> <p>Allocates staff appropriately to deal with surges in demand</p>
4	<p>Manages whole team to meet demand with minimal delays</p> <p>Responds to staffing shortages with appropriate actions to minimise risk to patient flow</p> <p>Changes pace and approach to patients in queue during periods of maximal demand</p> <p>Adopts more teaching style during periods of low demand</p>
<b>Leadership</b>	Specialty trainees should demonstrate competence in all elements of domains, with some evidence in setting direction
Demonstrating personal qualities	<p>Remains calm during resuscitation ***</p> <p>Remains calm during periods of maximal demand **</p> <p>Maintains same level of safe assessment and management regardless of demand</p>
Working with	Recognises signs of stress in others and takes action to support

others	including re-allocation of tasks, and delegation **
Managing the service	Maintains an overview of work streams in department ** Maximises use of other professions to reduce waits in a safe and appropriate way **
Improving services	Undertakes review of rotas and patient attendances, matching demand with staffing Reviews decision making by audit of unexpected events, missed diagnoses and delays in patient care, and develops actions plans for improvement *
Setting direction	Develops business case for additional consultant or nursing staff * Promotes consultant-based service Is proactive in reviewing high risk patients for trainees **