



Renal Workforce Planning for Managers and Administrators

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INTRODUCTION

The establishment of the Renal Workforce Planning Group provided the opportunity for Renal Managers and Administrators to be recognised as members of the multidisciplinary team. In the 1991 Renal Association publication Provision of Services for Adult Patients with Renal Disease in the United Kingdom, reference was made to managerial staffs but detailed analysis of their roles and the projected workforce requirement was not reported. Since this document was produced, the role of the dialysis administrator in particular has expanded to take account of the growth in the dialysis population and the expectations of the patients to which they provide support.

PURPOSE

To date little evidence exists that any workforce planning has been undertaken for this staff group when compared to other disciplines.

The objective was to identify:

- The role of the Manager and Administrator in the Renal Unit.
- The average number of patients for which they have responsibility.
- To determine a base line number of staff to enable future predictions to be made.

METHODOLOGY

A questionnaire was sent to members of the Association of Renal Managers to outline roles and patient numbers.

Other care groups and service providers both within the NHS and private sector were consulted on workforce planning for Managers and Administrators within their respective networks.

RESULTS

- Renal Managers grades can depend on the definition of the post within the department and the individual profession of the manager.
- The role of Renal Managers can be distinct from that of the Renal Administrators although in some instances the roles are combined.
- The role of the administrator is one of providing support to the rest of the renal team and to the population of patients receiving dialysis as well as those who have received transplantation.
- Ratio of the number of patients receiving dialysis to Administrator is approximately 1:275 (max1:480).

The Role of the Renal Manager

The key roles identified:

- Responsible for service provision
- Strategic planning and development
- Financial and budgetary control
- Implementation of national and local health policies
- PFI/PPI developments
- Staff management
- Clinical Governance
- Contract negotiations with commissioners of Renal Services
- Data collection and provision of statistical information
- Implementation of renal IT strategies

The Role of the Renal Administrator

The key roles identified:

- Stock control, monitoring and procurement of dialysis consumables
- Contract monitoring
- Liaison with local authorities and agencies
- Patient holiday dialysis arrangements
- Reporting of financial and statistical information to relevant organisations
- Supervision and staff training
- Local management of EPO prescribing
- Maintaining patient information databases
- Home Dialysis assessments

CURRENT ISSUES FACING THE PROFESSION

440 new and replacement dialysis stations are predicted. Within this figure home and daily haemodialysis programmes are mentioned. Expansion of home dialysis programmes will have an impact on the numbers of Renal Administrators that are required to support this level of service development.

RECOMMENDATIONS

The number of whole time equivalent staff will be dependant upon the service that is provided by the individual renal centre. This may include home dialysis and CAPD programmes and satellite dialysis facilities. After consultation with staff and from indicated levels of administrative staff found in the private sector a recommended ratio of :

1WTE: 150 Dx pts with Administrative support above this figure.

FUTURE DEVELOPMENTS

- Collaborative style of working needs to be adopted where the involvement in planning patient pathways should be developed.
- Initiatives currently being developed by some cancer care managed networks recognise the role of the manager as facilitator and co-ordinator of the networking system.
- Training in network leadership skills is a requirement to meet that service need.
- Through the Modernisation Agency DOH has identified the need to train managers within the Leadership Centre for Health, established in May 2001.

REFERENCES

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