



Engagement and co-creation within a roster review

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Your experience

- Who has undertaken rota changes recently?
- What was your experience?
- What went well?
- What were your challenges/issues?
- Lessons learnt (change in approach)?



Our experience

- Previous rota review attempts
- What was our experience?
- What went well?
- What were our challenges/issues?
- Lessons learnt (change in approach)?



Who are we?

- Cover 10,000 square miles which is 20% of mainland England
- Population of 5.3 million
- 17.5 million visitors PA
- ARP trial Trust
- 4000 Staff (2,500 UNISON members)
- 96 Stations
- 600+ Vehicles



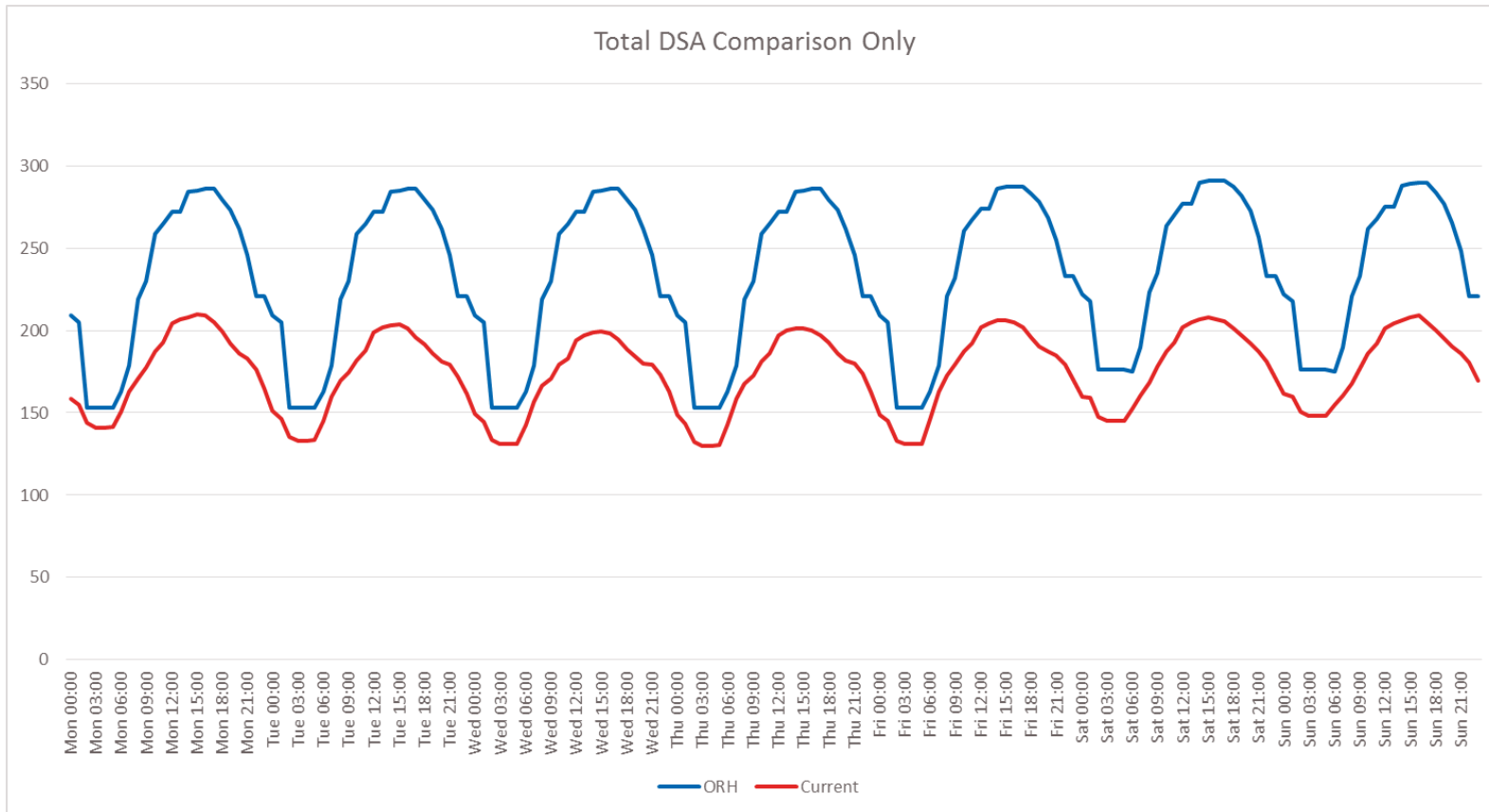


Our Challenge: The need to change

- Well-being of staff – overruns to long hours working to breaks to high utilisation rates to fairness and transparency
- Performance and cost efficiencies
- Increasing demand
- Changing shape of demand – Ambulance Response Programme
- Modernisation and standardisation of ways of working within the Trust
- Change is difficult – you have to plan to get it right!

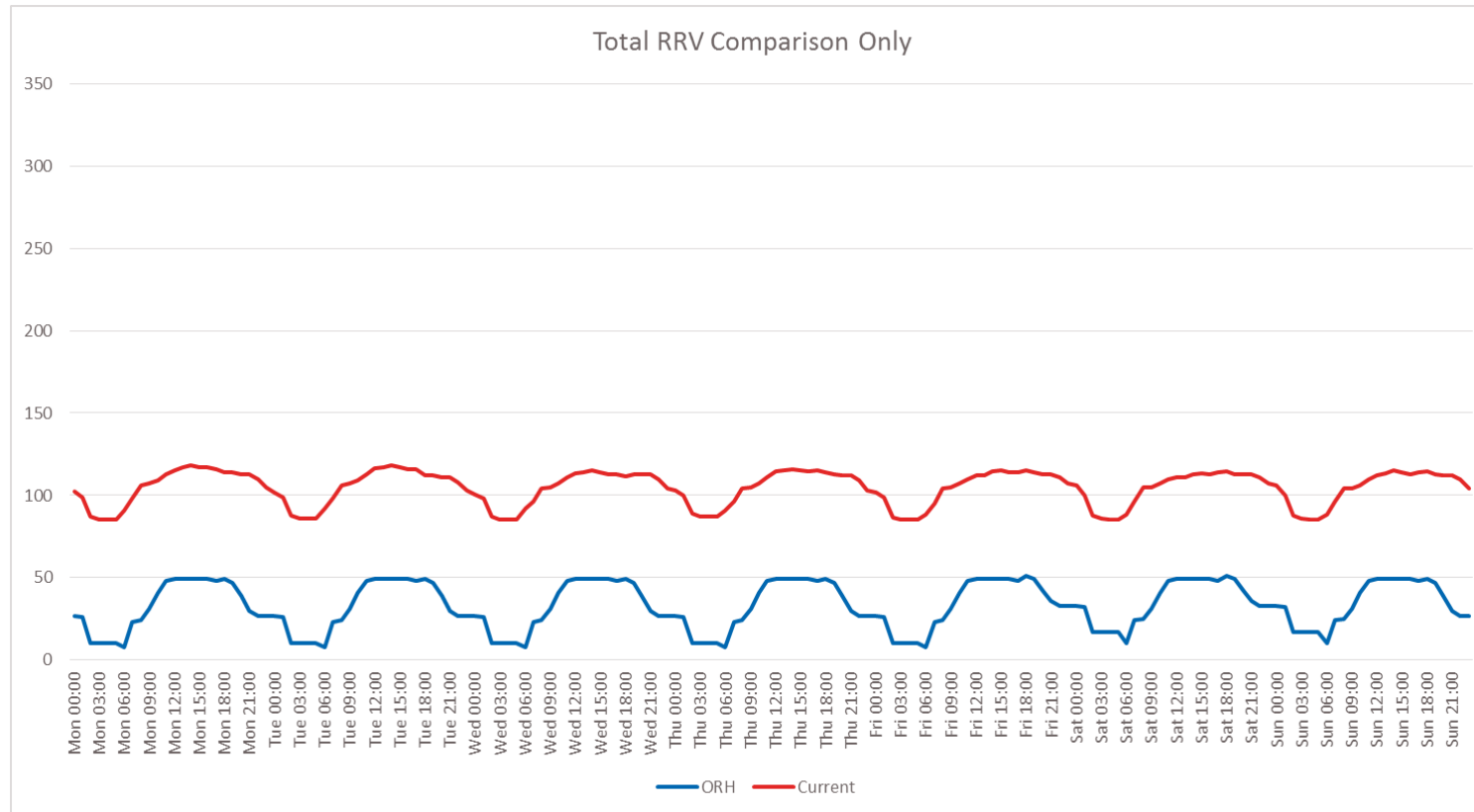


Historic demand versus current (DCA)





Historic demand versus current (RRV)





Project Resourcing and Governance

- Major strategic & emotive project – governance & resourcing are critical
- Preparation and planning essential – demand, core principles, engagement with stakeholders
- Governance:
 - Steering Committee – Project Team – Working Parties
 - Reporting and control mechanisms established
- Resourcing:
 - Locations and facilities
 - Exec sponsorship
 - Subject matter experts inc HR, Communications, Estates, Finance etc
 - Project support team
 - Unions
 - Staff teams with release time to enable full engagement/feedback
 - Working Time Solutions



Core Principles

- Principles for fair and equitable rostering of our frontline staff include
- Contractual hours / legal compliance / shift length / start and finish times / flexible working arrangements
- No pre-determined outcomes - collectively select rotas
- 'Rules' which set out what each rota must achieve
- All options will be considered so long as they align with Core Principles
- Developed in consultation with staff and recognised trade unions

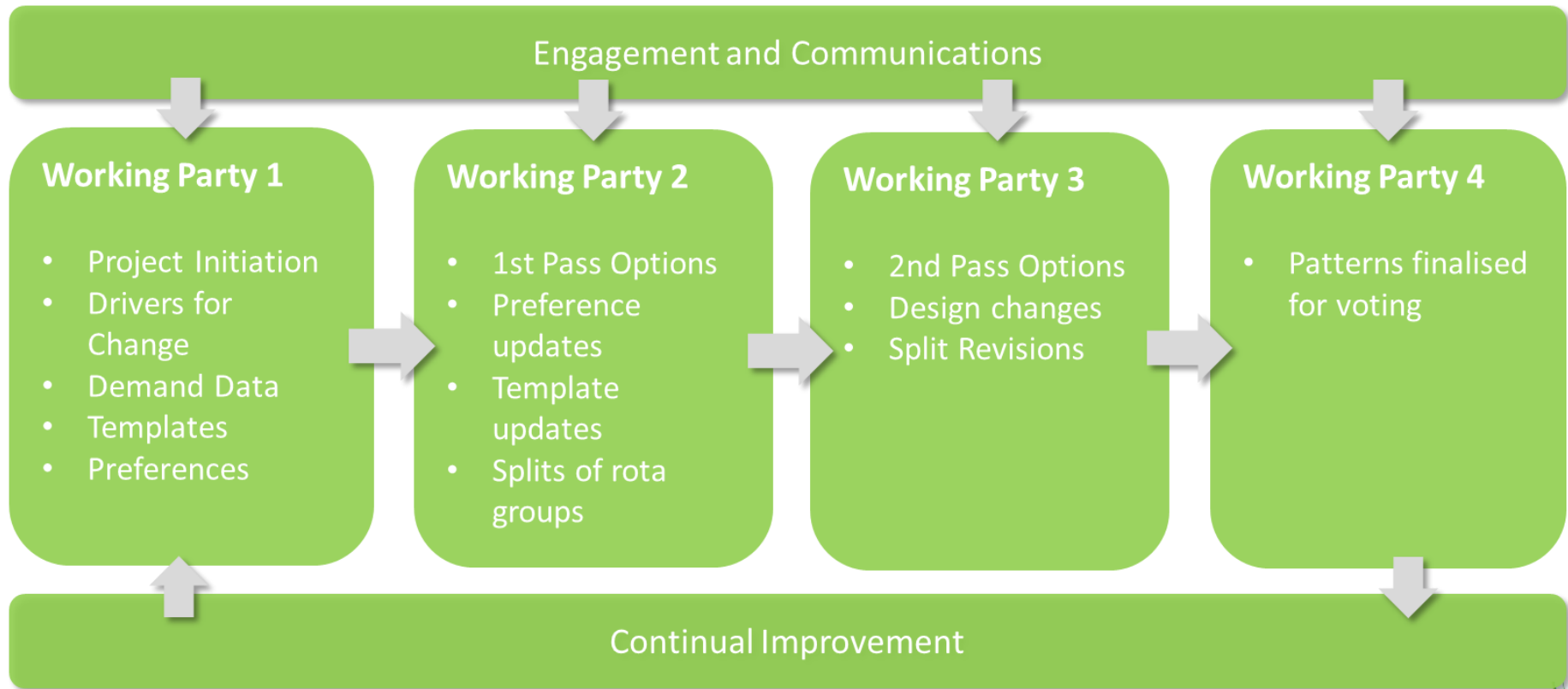


Project Phasing

- 17 Operational Areas over 3 Divisions
- 2 phases:
 - 6 in Phase 1 (North)
 - Clinical Hub also in this phase
 - 11 in Phase 2 (East & West)
- 4 Working Parties planned for each of Operational Areas
- Project:
 - Planning/Preps – Crucial
 - Timing (winter pressures, summer holidays, Easter)
 - Working Parties, on average 3 months per phase
 - Strategic oversight



Working Party Approach





Working parties

Rota review forum

Staff can post questions on the forum which is available on the intranet at:

<http://intranet.swast.nhs.uk/rota-review-forum.htm>.

Surveys

At various stages throughout the project the strategic review group and/or working parties will formally seek views on developments. This will be facilitated through an online survey available on the intranet as we work towards the best solution for staff and patients.

How will information be made available?

- Bulletin articles
- Dedicated section , including FAQs, forum and news articles on intranet
- Feedback email address - RotaReviewYourSay@swast.nhs.uk
- Staff champions (part of working parties)
- Chatroom
- CEO video blog
- One-to-one meetings/staff meetings
- Trust meetings (including development days, operations team meetings, leadership meetings operations officer days etc.)
- Existing events (i.e., HR roadshows)
- Internal social media (Yammer)
- Presentations
- Everbridge messages
- Noticeboards
- External social media



Interactive software

- Builds patterns within Core Principles agreed
- Enables transparent co-creation with staff in Working Party meetings
- Socialised with wider colleagues to gain opinion
- Automated find shifts and pattern design algorithms do the hard work!
- Investigate multiple options quickly and easily
 - Shift lengths
 - Splits of shifts by employee group preference
 - Rotations
 - Weekend distribution
 - Rest breaks
 - Relief etc.



Example 4 split.wsp - WORK Suite Scheduling

File Edit Rotas Shifts Tools Help

New Project Open Project Save Project MANX™ Generator Rota Analysis Show Shift Library WORK Suite™ modules: Admin Console WORK Management™

Rota Design

Core

Rota Design

Period Duration (weeks): 52.18

Shift Formatting: Display Shift Codes ie 'M8.00'

Selected Rota Design: 0110 7of8 (para) Op A

Number of Teams/Cycles: 7

Rota Designer

Week/Team	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Totals
1		0800-1700	0930-1800	1700-0100	1800-0200			31.5
2	0800-1700	0930-1800	1700-0100	1800-0200			0800-1700	40
3	0930-1800	1700-0100	1800-0200			0800-1700	0930-1800	39.5
4	1700-0100	1800-0200			0800-1700	0930-1800	1700-0100	39
5	1800-0200			0800-1700	0930-1800	1700-0100	1800-0200	39
6			0800-1700	0930-1800	1700-0100	1800-0200		31.5
7	RF42	RF42	RF42	RF42	RF42	RF42	RF42	42
Totals	37.5	37.5	37.5	37.5	37.5	37.5	37.5	262.5

Provisional Statistics

This Period

Total hours per cycle: 262.5
Average hours per cycle: 37.5
Period hours per Team: 1,957
Target hours per Team: 1,957
Hours variance: 0

All Periods

Average hours per cycle: 37.50
Total duration of Periods: 52.18
Target hours per Team: 1,957
Project hours per Team: 1,957
Traditional equivalent: 37.50
Total hours variance: 0

Project Settings

Target hours (gross): 1,957
Traditional equivalent: 37.5

Calculation Method: W-U

Shift Code	Colour	Start	End	Duration (W)	Unpaid Break (U)	Duration (W-U)	Paid Break (P)	Duration (W-U-P)	Other (O)	Duration (W-U-P-O)
* 0600-1500		06:00	15:00	9 hrs, 0 mins	30	8 hrs, 30 mins	0	8 hrs, 30 mins	0	8 hrs, 30 mins
0600-1400		06:00	14:00	8 hrs, 0 mins	30	7 hrs, 30 mins	0	7 hrs, 30 mins	0	7 hrs, 30 mins
0600-1700		06:00	17:00	11 hrs, 0 mins	30	10 hrs, 30 mins	0	10 hrs, 30 mins	0	10 hrs, 30 mins
0600-1800		06:00	18:00	12 hrs, 0 mins	30	11 hrs, 30 mins	0	11 hrs, 30 mins	0	11 hrs, 30 mins
0700-1500		07:00	15:00	8 hrs, 0 mins	30	7 hrs, 30 mins	0	7 hrs, 30 mins	0	7 hrs, 30 mins
0700-1600		07:00	16:00	9 hrs, 0 mins	30	8 hrs, 30 mins	0	8 hrs, 30 mins	0	8 hrs, 30 mins
0700-1700		07:00	17:00	10 hrs, 0 mins	30	9 hrs, 30 mins	0	9 hrs, 30 mins	0	9 hrs, 30 mins

CAPS NUM Ready...

Project Updated

22/03/2019 Maintenance: OK



Lessons Learned

- Pre Project Planning - allow time, needs to be thorough
 - To evaluate demand plan
 - Ensure Management and TU are on the same page
 - Communications is properly considered and planned
- Do not underestimate the size and scale of this project
- Consider resourcing of project
- Make up of the working parties



Benefit Realisation

- It wasn't easy! But it was worth it!
- It created a meaningful engagement principle for future projects
- There was a reduction in late shifts
- Meal break compliance improved
- Staff felt empowered and engaged
- We are not afraid to review in the future!



Thank you, any questions