eRostering of Nursing Staff

Neil Buchanan
Iain Elrick
Scope

- Current practice
- eRostering benefits
- The financial case
- Realising the benefits
- Wider nursing staff management
- Programme demonstrations
- Case study

..... but what do you want to know?
The Challenge We Face

Quality of Care Governance

Financial Savings Productivity

Quality Initiatives
Costs More | Cost Neutral

Efficiency Savings
Quality Neutral | Reduces Quality

Improves Quality
Reduces Costs
Current Situation

Rostering more complex in today’s NHS?

- Increasing workloads – bed occupancy and acuity
- Accommodating flexible working
- Increased number and length of vacancies
- Lack of HCAs to fill vacancies / nurse bank
- Demand exceeding capacity of nurse Bank
- Lack of effective roster monitoring by management
Routine Roster Difficulties

- Having to interpret the roster
- Staff on duty not reflecting establishment levels for shift – numbers and skill mix
- Daily fluctuation of staff numbers
- Imbalanced allocation of annual leave
- Shifts worked to suit individual but not ward
- Excessive overlap between shifts
- Over-booking of Nurse Bank
- Balance between permanent and temporary staff
- Inconsistencies between manual roster and SSTs
eRostering Pilot

- Scotland behind our counterparts
- NHS Dumfries and Galloway, Tayside and Grampian have run pilots
- MHS Nursing Review
- Resolve operational challenges whilst learning about eRostering
- 19 wards, running for over a year, using fixed rosters, stand-alone
The Benefits

- Ensures consistent roster formats that are easily understood and accountable
- Largely eliminates variation in rostering ability of SCNs
- Arranges the right staff in the right place at the right time
- Maintains the quality of patient care
- Reduces Bank by maximising the use of permanent staff
The Benefits (contd)

- De-personalises decision making
- Monitors the currency of staff PINs
- Highlights breaches of rostering rules and EWTDs
- Reduces the time taken to produce rosters by 50%
- Data management system reduces time spent searching for information
- Superb report creating system – real time data
Potential Financial Efficiencies

Savings made in 3 key ways:

- Shift pattern
- Elimination of overstaffing
- Identification of establishment and skill mix imbalances
- 0.75 – 1.0 WTE per ward per annum
- Assume 125 wards and set target at 80% of total potential efficiency

£3m per annum
Making eRostering Work

Existing Practice

Policy and Procedures
- Ward Numbers, Establishments and Vacancies
- Movement to correct skill mix

Securing eRostering Benefits
- Method of roster production
- ‘Free Roster’ where possible
- Effective use by ward staff
- On-going support and monitoring of ward staff
- System overview and maintenance
Staffside Focus

- Partnership – informed, involved and appropriately trained

- Process Considerations – involved in pilot evaluation, existing staff adjustments upheld, work/life balance monitored

- Way Forward – Review of long day shifts, staff establishments, policy guidance around rostering of staff
Method of Roster Production

- Method of rostering
  - Ward-based
  - Centrally
- Slightly more expensive to fund
- Early generation of savings
- Greater overall saving due to enhanced monitoring of rosters
Nurse Workforce Management

- **eRostering**
  (planned deployment of staff)

- **Nurse Bank**
  (addressing staff shortfalls)

- **Situational Management**
  (deployment of staff whilst on duty)
Real Time Hospital

- Still in development
- Enables the flexible use of nursing staff across all directorates/wards
- Manpower assessment based on patient numbers, patient acuity and staff numbers
- Maintain the quality of patient care and safety through the rapid resolution of any nursing manpower shortfall
- Reduce the level of expenditure relating to Bank and additional hours payments
- Save management time and supports the decision making process
- Enhanced data collection (acuity, constant obs)
Summary

- eRostering is coming
- Significant benefits: quality, productivity, governance and efficiency
- A powerful tool but ........
  - Policy and Procedure Context
  - Human Factors
  - Support
- Part of a suite of programmes

Would not want to be without it!