

## **Subject: Important changes to Nursing workforce controls**

You are all aware of the importance of our rosters being safe for our patients and fair and equitable for our staff. Effective roster management and good practice aligned to initial lessons learned from the rostering pilots is key to supporting our staff satisfaction and morale.

Through the rostering programme we will continue to make refinements and improvements in our practice with timely submission of shifts, consistent lockdown practices, and clear escalation of escalated pay rates in line with Trust agreements / pay initiatives.

There are *six temporary* changes to Nursing workforce controls that will take effect from **Tuesday 30<sup>th</sup> May**. These changes cover roster sign-off, additional duties approval, agency shift release for RN and HCA shifts, and overtime approval. It is essential that you are familiar with these changes. Compliance with these new controls will be monitored.

### **Change 1: Roster sign-off by ADNs**

There have been examples recently of additional shifts being added as a standard, staff booking into substantive shifts below their grade, and hard-to-fill shifts being left for temporary staffing. This is not in line with effective roster management and good practices and has led to staff dissatisfaction and increased costs.

The roster system allows for two sign-offs: the Ward Manager and a final approval.

New Practice	<ul style="list-style-type: none"><li>• <b>ADNs will be responsible for signing off the rosters and releasing shifts to Bank from the July roster period 42 days in advance.</b></li><li>• <b>The sign-off date for the July roster is 30th May</b> to allow for this change.</li><li>• Matrons should continue to review the rosters and be involved in review conversations with the ADNs.</li></ul>
Next Steps	<ul style="list-style-type: none"><li>• Ensure rosters are set up and ready for review and sign-off by the ADNs starting with the July roster which is due to be signed off by 30th May.</li><li>• ADNs to review the rosters to ensure they have been completed appropriately and send shifts to Bank 42 days in advance of the roster period. Matrons should continue to review rosters and be included in the conversations with ADNs.</li></ul>

### **Change 2: DDON approval for additional duties added after the roster has been signed off**

There have been examples recently of multiple changes to rosters after they have been signed off beyond shift swaps, short-term sickness, and specialising/close observations, leading to increased temporary staffing usage.

The recent safer staffing review has highlighted that the vast majority of our wards have sufficient establishment and there are plans in place for those that require action. It is therefore expected that there will be a limited need to add additional duties to rosters before or after approval.

New Practice	<ul style="list-style-type: none"><li>• <b>Any additional duties required after the roster is signed off and locked down will require Divisional Director of Nursing approval.</b></li><li>• Following approval, additional duties are to be added to the rosters by the Matrons.</li></ul>
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	<ul style="list-style-type: none"> <li>Additional duties and approvals will be monitored through compliance reporting.</li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>Matrons to escalate any additional duties required once the roster has been signed off to the Divisional Director of Nursing for approval before adding.</li> <li>Matrons to add the additional shift to the roster following approval.</li> </ul>

### **Change 3: Changes to timeframes and approvals to release RN shifts to Agency**

It is essential we minimise the use of agency staffing to ensure both safe staffing and cost efficiency and that we support this by allowing maximum time for bank fill of rota gaps.

New Practice	<ul style="list-style-type: none"> <li><b><u>Tier 1/Tier 1A agency:</u> Unfilled RN shifts will be released automatically to Tier 1/Tier 1a agency at maximum 14 days in advance.</b></li> <li><b><u>Tier 2 agency:</u> Unfilled RN shifts will be released to Tier 2 agency at maximum 7 days in advance following approval from the Divisional Director of Nursing. Out of hours approval will require sign-off from Silver on call.</b></li> <li><b><u>Tier 3 agency (Critical Care and A&amp;E only):</u> Unfilled RN shifts in Critical Care and A&amp;E only will be released to Tier 3 agency at maximum 2 days in advance following approval from the site Director of Nursing. Out of hours approval will require sign-off from Gold on call. Other areas should not be utilising Tier 3 agency.</b></li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>Ensure that rosters are signed off by the ADN and released to bank at least 6 weeks in advance. Any unfilled RN shifts at 14 days will be released to Tier 1/Tier 1A agency by the Temporary Staffing Team automatically.</li> <li>Escalation forms should be completed for unfilled shifts that require Tier 2 agency (maximum 7 days in advance) and either brought to the weekly huddle or sent to the Divisional Director of Nursing for approval. The Divisional Director of Nursing will then review and send any approved escalation forms to the Temporary Staffing team to action, having taken a holistic view of staffing levels cross-site.</li> <li>Escalation forms should be completed for unfilled shifts that require Tier 3 agency (maximum 2 days in advance) and sent to the Director of Nursing for approval. The Director of Nursing will then review and send any approved escalation forms to the Temporary Staffing team to action.</li> <li>Out of hours, the Duty Manager should escalate any requests to the relevant on-call (Silver – Tier 2 or Gold – Tier 3) for approval. A record of the approval should be emailed to the Temporary Staffing team for confirmation.</li> </ul>

### **Change 4: Changes to timeframe and approval to release HCA and support to nursing shifts to Agency**

Unfilled HCA and support to nursing shifts are automatically released for Tier 1/Tier 1A agency fill 14 days in advance. It is not expected that agency will be required for HCA or support to nursing roles.

New Practice	<ul style="list-style-type: none"> <li><b>Any exceptional use of agency for these roles will be limited to Tier 1/Tier 1A and require sign-off by the site Director of Nursing at maximum 1 day in advance.</b></li> </ul>
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	<ul style="list-style-type: none"> <li>• <b>Out of hours approval will require sign-off from Silver on call.</b></li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>• Escalation forms should be completed for unfilled shifts that require Tier 1/Tier 1A agency (maximum 1 day in advance) and sent to the Director of Nursing for approval. The Director of Nursing will then review and send any approved escalation forms to the Temporary Staffing team to action.</li> <li>• Out of hours the Duty Manager should escalate the requirements to the Silver on call with the completed escalation form clearly setting out the reasons agency is required. A record of the approval should be emailed to the Temporary Staffing team for confirmation.</li> </ul>

#### **Change 5: DDoN approval for additional duties for specialling/close observations**

You will already be aware of the recent policy update around additional duties for specialling/close observations. In addition to this new assessment, the approval level will be escalated.

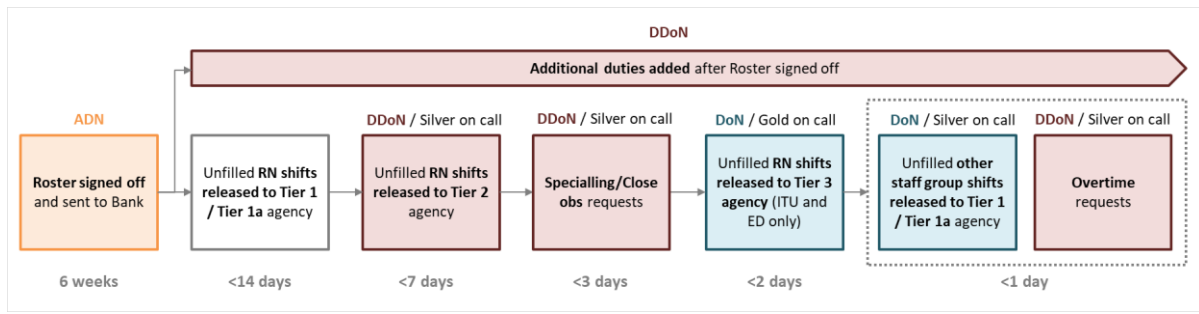
New Practice	<ul style="list-style-type: none"> <li>• <b>Divisional Director of Nursing will approve the requirement in advance of the shift.</b></li> <li>• <b>Specialling/close observation cover can be booked for up to 3 days at a time, providing clinical need is reviewed daily. If not required, shifts should be cancelled, or the individual redeployed to an unfilled shift.</b></li> <li>• <b>Out of hours requests will require sign-off from Silver on call.</b></li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>• Continue to complete the new assessment for specialling/close observations as per the recent policy.</li> <li>• Matrons to share the completed assessments with Divisional Director of Nursing/Silver on call for approval at maximum of 3 days in advance.</li> <li>• Divisional Director of Nursing to review the bookings on a daily basis and cancel or redeploy any shifts not required.</li> </ul>

#### **Change 6: DDoN approval for overtime**

Overtime should not be used to cover entire shifts. Full shifts should be worked via the Bank

New Practice	<ul style="list-style-type: none"> <li>• <b>Overtime will not be permitted to cover shifts instead of going out to Bank.</b></li> <li>• <b>Any on-the-day overtime requirements should be signed off by the Divisional Director of Nursing at a maximum of 1 day in advance, or out-of-hours by the Silver on call in advance of overtime being worked. Retrospective approval will not be granted.</b></li> <li>• <b>All staff are encouraged to join staff bank where they are willing and able to take on additional shifts.</b></li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>• Where overtime is required, Matrons to escalate the request to the Divisional Director of Nursing or Silver on call if out of hours at a maximum of 1 day in advance.</li> <li>• Retrospective approval will not be granted.</li> </ul>

#### **Summary of the changes:**



In the event of the new approver being unavailable (on leave / off sick), the approval should be sought from the next person up in the hierarchy (e.g. in the absence of the Divisional Director of Nursing, approval would be required from the Director of Nursing).

### Support

Thank you in advance for your support to implement these changes. If you have any questions relating to the above changes, please direct these to your Nursing leadership in the first instance.