



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Abertawe Bro Morgannwg
University Health Board



Meeting Date	13th November 2018	Agenda Item	2d
Meeting	Workforce & Organisational Development Committee		
Report Title	Standardised Shift Patterns & Potential additional costs		
Report Author	Rob Jones, Matron – Corporate Nursing Samantha Lewis, Assistant Director of Finance		
Report Sponsor	Sian Harrop- Griffiths, Director of Strategy Gareth Howells, Director of Nursing & Patient Experience Lynne Hamilton, Director of Finance		
Presented by	Gareth Howells, Director of Nursing & Patient Experience		
Freedom of Information	Open		
Purpose of the Report	The purpose of this report is to inform the Workforce and Organisational Development Committee of the Standardised Shift Patterns & Potential additional costs.		
Key Issues	<ul style="list-style-type: none"> • The purpose of standardising shifts within the Health Board was to improve rostering efficiency against rostering policy and to improve patient safety and experience by reducing the amount of handovers. • Following a discussion at October 2018 Quality & Safety Committee, an assurance report was requested to be presented on Standardised Shift Patterns at Workforce & OD Committee. • Future work around the standardisation of shifts will be the monitoring of roster efficiency against the Nurse rostering policy, and sickness and retention levels. 		
Specific Action Required <i>(please ✓ one only)</i>	Information	Discussion	Assurance
			✓
Recommendations	The Workforce and Organisational Development Committee is asked to: <ul style="list-style-type: none"> • Note the contents of this paper 		

1. SITUATION

In November 2017, the Health Board agreed that each Service Delivery Unit will standardise their shift patterns to ensure reduced variability of shifts that are being worked. A staff consultation process was undertaken in each of the relevant Service Delivery Units. The standardisation of shift patterns will contribute to the quality and safety of the care that is being delivered in addition to the health and wellbeing of staff, by ensuring that shifts are compliant with the European Working Time Directive (EWTD) legislation.

2. BACKGROUND

The provision of 24-hour nursing care inevitably involves shift work and flexible working, including “long days” or 12-hour shifts. 12-hour shifts are already available across a number of areas within the Health Board and is an approach that contributes to a more flexible pattern of work. This is due to the creation of more days off, less journeying times and earlier finishing times in the evening. The traditional 7.5hrs shift times agreed post consultation in both Singleton and Morriston Service Delivery Units have a 3 hour overlap between the early and late shifts. This time will be used for; essential patient handovers, clinical assessments, documentation completion, teaching from complaints and serious incidents, clinical reflective sessions, ward meetings, safety briefings, personal development reviews, mentorship and allowing staff to complete mandatory training. This does however have cost implications due to the amount of staff that will be on duty during that 3 hour period.

	Singleton Hospital	Morriston Hospital	
Traditional early shift	07:00 – 15:00	07:00 – 15:00	7.5 hours worked, 30 minute break
Traditional late shift	12:00 – 20:00	12:00 – 20:00	7.5 hours worked, 30 minute break
Night shift.	19.30 – 07.30	19.00 – 07.30	11 hours worked 1 hour break
Long Day/12 hour shift	07.00 – 20.00	07.00 – 19.30	11 hours worked 1 hour break

The benefits of standardisation include:

- Improving the clinical safety within Wards
- Improving patient experience and care by reducing the amount of “handovers” of patients
- Reducing the risks around quality and safety of clinical services
- Ensuring equity across all wards in each Service Delivery Unit
- Reducing the variation of shifts across the Health Board to ensure consistency
- Ability to transfer staff more flexibly
- Enabling nursing ratios to be monitored and reported as set out in the requirements of the Safe Staffing Act 2016.
- Utilising the workforce in a more flexible manner to redeploy when needed
- Improving transparency across the Health Board in the rosters that are being created
- Ensuring shift patterns worked are those that are within the funded ward/department establishment
- Supporting the Health Board requirement to report key performance indicators regarding rostering to Welsh Government
- Improving the monitoring of EWTD compliance
- Ensuring that staff are receiving adequate breaks
- Reducing over complicated rostering

3. ASSESSMENT

Throughout the Health Board we have a large number of nursing vacancies, and many of the wards funded establishments have also been increased to comply with the Nurse Staffing Act. Despite efforts to recruit to these posts, we still find ourselves in a position of having gaps in our ward rosters and establishments. It was discussed and agreed at the Recovery and Sustainability Board that a financial review of any ward area that achieves 85% occupancy of their registered nurse WTE's would be undertaken, in order to fully understand the cost implications of the new shift patterns within the area.

Princess of Wales Service Delivery Unit will stay within their existing shift patterns, as they are the same as Cwm Taff Health Board.

Given the mix of traditional shifts and long day shifts being worked on each ward, the calculated ward establishment will be based on a traditional standard shift pattern of:

Traditional early shift	07:00 – 15:00	7.5 hours worked, 30 minute break
Traditional late shift	13.30 – 21.30	7.5 hours worked, 30 minute break
Traditional night shift	21.00 – 07.30	9.5 hours worked 1 hour break

This does not reflect the potential cost of additional overlap in agreed roster patterns or the potential savings from use of long days.

Future work around the standardisation of shifts will be the monitoring of roster efficiency against the Nurse Rostering Policy, and sickness and retention levels.

4. FINANCIAL IMPLICATIONS

As previously stated ward establishments will continue to be calculated using traditional standard shift patterns. There will therefore be no budgetary impact.

Unit Nurse Directors are expected to ensure that the costs of actual rosters are managed within the agreed resource envelope through the use of long day shifts and targeted cover of vacancies. The previous uplift in budgets to aid with the completion of mandatory training and personal development reviews have seen a slight improvement. Compliance with this must continue to progress and be regularly monitored.

When a ward registered nurse staffing complement reaches 85% of funded establishment, a review will be triggered to fully consider the potential financial impact of the ward roster.

5. RECOMMENDATION

The Workforce and Organisational Development Committee is asked to:

- Note the contents of this paper

Governance and Assurance							
Link to corporate objectives <i>(please ✓)</i>	Promoting and enabling healthier communities		Delivering excellent patient outcomes, experience and access	Demonstrating value and sustainability	Securing a fully engaged skilled workforce	Embedding effective governance and partnerships	
			✓				
Link to Health and Care Standards <i>(please ✓)</i>	Staying Healthy	Safe Care	Effective Care	Dignified Care	Timely Care	Individual Care	Staff and Resources
		✓					
Quality, Safety and Patient Experience							
The purpose of standardising shifts within the Health Board was to improve rostering efficiency against rostering policy and to improve patient safety and experience by reducing the amount of handovers.							
Financial Implications							
Ward establishments will continue to be calculated using traditional standard shift patterns. There will therefore be no budgetary impact.							
Legal Implications (including equality and diversity assessment)							
No legal implications to note							
Staffing Implications							
The standardisation of shifts could affect staff who have worked flexible shift patterns. However, the change in shift pattern will be managed through a consultation process.							
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)							
No long term implications to note							
Report History	Recovery and Sustainability Board September 2018						
Appendices	N/A						