AllocateAwards Case Study

Sherwood Forest Hospitals NHS Foundation Trust

Sherwood Forest Hospitals used Allocate software to understand the levels of awareness around rostering and implement a process to ensure the trust had complete visibility and transparency of rosters for all staff groups.

After identifying some rostering knowledge gaps, Sherwood Forest Hospitals used Allocate software to get a clear baseline and real awareness of the rostering skill levels within the trust.

This information was then used to develop rostering dashboards with HealthRoster. Through developing these dashboards, the trust also identified the need for structure and management around its job planning rounds for medics.

It became apparent that the knowledge in the trust around job plans was minimal, so Allocate provided specialist training for an internal 'superuser' who went on to train other people within the organisation.

A review of existing job plans was then undertaken through a project team to ensure complete transparency. This included the creation of the Sherwood Forest job planning toolkit, which outlines expectations and is being used as a good practice example by other trusts.

An additional challenge was the management of annual leave across all staff groups, as there were no clear controls in place. These issues were addressed through a review of the rostering policy for nurses and allied health professionals, regular open forum meetings with all staff groups and through the leadership of the medical director and chief nurse.

Staff reluctance to change was also an obstacle for the trust, though it became apparent that one of the reasons for this reluctance was a lack of clarity around what was expected from staff. This was addressed through regular communication on bulletin boards, weekly meetings and through the engagement and ownership at department level.

For the first five months of this financial year, the trust has reduced the total variable pay spend by £3.6m compared to the previous year. This figure is across all staff groups and has been achieved through the focus on recruitment and retention.

Donna Mariner, head of rostering services, offers useful advice:

> "It is essential to have an understanding of your current position and the support of your medical director and chief nurse before you start your plan of change. This will enable you to engage fully with your whole workforce. It's all about people, and this must never be forgotten."