Allocate Awards **2019**

Highly commended: **Operational Roster Excellence category**

Leicestershire Partnership NHS Trust

Responding to the Carter Review: fewer unused hours and a reduction of agency and bank spend

In response to the recommendations of the Carter Review, Leicester Partnership NHS Trust identified where improvements of their rostering dashboard could be made. After implementing these, alongside a robust training plan, the trust has seen fewer unused hours and a reduction of agency and bank spend.

In 2018, following the recommendations from the national Carter Review of mental health and community trusts, key performance indicators (KPIs) were introduced in Leicester Partnership NHS Trust. A new rostering dashboard was fully implemented to measure these, which reflected unused hours, time off in lieu and roster approval.

Workforce supply groups were allocated tasks to help make improvements. The first of these was to review the rosters in their entirety to see where changes could be made. This included creating an action log to support action and accountability.

The second task was to ensure that leadership colleagues attended meetings about rostering. As the rosters were interrogated in more detail by senior managers, ward matrons and managers then became involved in the discussions about meeting the trust's KPIs.

The main areas for improvements that needed to be addressed were: recovery of unused hours by cleansing data; allocating additional shifts or settlement by overpayment plan; improved planning and rostering to reduce premium rate temporary staff; and increased familiarity with system functionality maintenance skills that had built up over time.

The workforce supply team developed an interactive training programme with documented standard operating procedures to re-energize and refresh basic rostering practices. In doing this they were able to stress to the ward matrons and managers that by rostering effectively they would be able to make the best of substantive staff time and reduce their dependency on bank and agency.

Amrik Singh, workforce systems manager, said:

The Leicester Partnership team accepting the Highly commended trophy for the Operational Roster Excellence category

"Backing and engagement from senior leadership really helped give an initial jump-start to bringing a focus on rostering to each ward matron/manager's agenda. Having a robust training plan also really helped re-educate and refresh rostering practices."

The trust quickly saw the benefits of the leadership support and training plan. From August 2018 to August 2019, there was a reduction in unused hours in the adult mental health and learning disabilities division of 79 per cent. Within the community health services division this was 58 per cent. Recovering staff hours has meant bank and agency spend was greatly reduced.