



Rota Review Project

Briefing paper – January 2017

In recent years the Trust has seen the 999 service come under increasing pressure from the rise in demand. The Trust has explored ways to mitigate this impact with a number of initiatives to protect staff welfare, the patient experience and Trust performance.

The Trust has recognised the need to align rotas and fleet ratios to the new demand profile and tackle inefficiencies identified within current structures. This has resulted in the decision to undertake a full rota review to enact the necessary changes.

The rotas will be aligned to ensure the right number of staff are on duty at the right time, in the right place. This will enable the service to manage peaks in demand, giving an improved response to patients as well as staff welfare and wellbeing.

The Trust will also increase the number of double-crewed ambulances (DCAs) and reduce the number of rapid-response vehicles (RRVs). Investment earmarked to replace RRVs will instead be used to fund additional DCAs. The rota review aims to provide a road map for the service which allows continual improvement and review to the operating model in response to future challenges.

The rota review has already been completed in our North Divisions and has now started in our East and West Divisions. Staff engagement and consultation began in December 2016 and working parties with staff and staff-side representatives are taking place throughout January to April 2017.

The more detailed aims of the Trust-wide project are:

- Revision of the fleet model
- Optimisation of new rotas to ensure peaks in demand are effectively managed and utilisation rates reduced
- Introduction of shift length flexibility
- Implementation of a consistent Trust-wide meal break policy
- Implementation of fair and equitable staff rotas
- Optimisation of staff numbers and skill mix
- Reduction in shift overruns
- Optimisation of call-handling staff in the clinical hubs (control rooms)

The following parameters must also be taken into consideration:

- Rotas must be deliverable within available funding
- Where possible, rotas must be socially acceptable to staff

Our commissioners are fully briefed on this project and will continue to receive regular updates as the project progresses.