Trusting Policy

Nursing Roster Management

**FAST FIND:**

Processes related to nursing roster management are detailed in action cards as follows:

- **NRM1; Rostering – Quality of Service Provision Requirements** (includes how to achieve agreed staffing levels and skill mix requirements)
- **NRM2; Staff Allocation Guidelines** (includes accommodating flexible working, requests and shift patterns guidance)
- **NRM3; Downtime Management** (includes annual leave, study leave and sickness management)
- **NRM4; Rostering Efficiency Guidelines** (includes utilisation of contracted staff hours and unfilled shifts)
- **NRM5; R Roster - Employee Guidance** (information for all users of the R Roster system)
- **NRM6; Rostering Manager Guidelines – Rosterpro Central** (information for Roster Managers)
- **NRM7; Rostering Manager Guidelines – Signing-off and Verifying**

1. **INTRODUCTION**

The Trust’s workforce is its greatest asset; however it is essential that there are effective systems in place for the deployment and management of staff as it is a high-cost resource.

This document will achieve the effective management of the nursing workforce by ensuring safe and appropriate staffing levels, including annual leave, sick leave and the provision of temporary/bank staff. It provides a framework to enable rosters to be produced cost effectively whilst ensuring equity across the Trust.

Electronic rostering is in use across nursing/midwifery.

2. **DEFINITIONS**

<table>
<thead>
<tr>
<th>Word/Term</th>
<th>Descriptor</th>
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<tbody>
<tr>
<td>Nurse/s</td>
<td>Registered Nurse also includes Registered Midwives</td>
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<tr>
<td>Permanent or Substantive</td>
<td>Staff with formally contracted hours</td>
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<tr>
<td>Temporary</td>
<td>Bank and/or Agency staff; bank staff have casual “zero hours” contracts and work as required</td>
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<tr>
<td>Downtime</td>
<td>Time when staff are not allocated to work or time off; includes annual leave, study, sickness, lieu time and shift breaks</td>
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<tr>
<td>Notifications</td>
<td>Starter, Variation and Leaver Forms</td>
</tr>
<tr>
<td>Headroom</td>
<td>The percentage of non-effective working days that are included in each establishment</td>
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<tr>
<td>Patch</td>
<td>Wards or departments managed by the same Lead Nurse</td>
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3. **POLICY STATEMENT**

This policy applies to all Registered Nurses, Midwives and Health Care Support staff and aims to:

- Ensure that nursing rosters, both electronic and manual, are fit for purpose, within budget and have the appropriate skill mix, to ensure safe, high quality standards of care.
- Minimise clinical risk associated with skill mix and staffing levels.
• Ensure that rosters are fair and equitable to all staff, in accordance with the Improving Working lives (IWL) initiative.
• Facilitate the production of effective rosters whilst balancing the European Working Time Directive (EWTD) with the needs of service delivery.
• Provide a mechanism for reporting against Trust Key performance Indicators (KPIs)
• Ensure that nurses are utilised efficiently within their own areas and across patches, to prevent wastage and to reduce expenditure on bank and agency.
• Ensure accurate staff payroll through R link interface with Electronic Staff Records (ESR)
• Provide a mechanism to reduce opportunities for the Trust to be defrauded by paying for hours or shifts that have not been worked

4. ROLES AND RESPONSIBILITIES

<table>
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<tr>
<th>Post/Group</th>
<th>Details</th>
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</table>
| Divisional Directors of Nursing/Midwifery | • Review and maintenance of this policy  
• Authorising Agency |
| Lead Nurses/Midwives/ Modern Matron | • Monitoring staffing levels and skill mix across patch  
• Monitoring ward budgets  
• Authorising Rosters  
• Authorising Bank  
• Deploying resources for risk reduction measures  
• Obtaining training and using Rosterpro Central Electronic Rostering, Matrons Dashboard and reporting |
| Ward Sister/Charge Nurse/Midwife | • Managing staffing levels and skill mix for ward/department.  
• Managing ward/department budget  
• Obtaining training, using Rosterpro Central Electronic Rostering, Matrons Dashboard and reporting. |
| Rosterpro Team | • Managing Rosterpro Central Administration as per Roster Policy  
• Manage configuration change requests.  
• Manage communication  
• Provide a rolling program of Rosterpro training courses  
• Produce user guides and website entries  
• Produce monitoring reports and monthly benefit realisation |
| Roster Managers | • Producing monthly Rosters  
• Obtaining training and using Rosterpro Central Electronic Rostering |
| Human Resources | • Liaise with ward managers to discuss HR matters as each ward starts e-rostering  
• Manage HR concerns with staff on each ward as they occur |
| NHS Counter Fraud | • Monitor Counter fraud with Electronic Rostering and declaration of accuracy |
| Payroll administrators | • Ensure data from ESR is updated accurately in Rosterpro via R-link and manual input.  
• Pay staff via R link |
| Individual Nurses/Midwives/HCA’s | • Confirm hours claimed are accurate  
• Obtain training for R-Roster and use to request shifts and give any bank availability |

5. ELECTRONIC ROSTERING

The Rosterpro system is designed for the production of electronic rosters which will support nurses in achieving the Key Performance Indicators (see below) and provide management information. It will roster staff to an agreed duty requirement, manage staff availability and contracts and allows clear visibility of ward staffing levels.

It will also track and produce reports for absence, leave, additional duties and bank and agency use.

5.1 Roster Configuration

For the initial set up ward managers will complete a ward analysis questionnaire which will be used to configure the ward structure. This set up will then be used as a baseline for all e-rostering for that area. For ongoing changes lead nurses or ward managers need to consult with the Rosterpro Team on proposed changes in order for the best solution to be implemented to ensure a smooth transition to the new roster.

Changes such as roster splits & mergers; ward movements; cost centre and requirement changes
Rosterpro Central is interfaced with ESR for downloading HR data and for connecting to payroll for staff payment, also replacing F200’s and bank timesheets.

6. **KEY PERFORMANCE INDICATORS**

The rostering process will be measured against 4 Key Performance Indicators (KPI’s):

- Quality of Service provision – see action card NRM1
- Fairness of Staff Allocation – see action card NRM2
- Effectiveness of Downtime Management – see action card NRM3
- Rostering Efficiency – see action card NRM4

7. **ROSTERING PROCESSES**

Rostering guidance processes are in place to ensure that this policy is effective and that all KPIs are met, as follows:

- Guidance on meeting KPIs – see section 6 above
- Roster manager guidelines
- Roster management guidelines using dashboard and reporting components
- Budget holder’s guidelines for authorisation
- Rosterpro - Employee Guidance; action card NRM5
- Students – practice placement hours guidance (pre-registration student nurses, Midwives and Foundation Degree)

8. **MOVEMENT OF STAFF**

If the movement of staff from one unit to another (i.e. GRH to CGH and vice versa) is needed to cover shortfalls, the following will apply:

- the shuttle bus is available during (list hours) and it is assumed that staff will use this if it is available
- if employees are moved during a shift travelling time will be included as part of the shift
- if employees are required to use their own cars, the appropriate mileage allowance will be paid
- taxis will be provided only where an employee does not have access to a car and must be authorised by the Modern Matron or Site Manager.
- rosters must be updated to reflect any movement of staff

9. **COUNTER FRAUD AND DATA PROTECTION**

The Trust is committed to embedding a counter fraud culture and to reducing opportunities for fraud. Anyone found to have claimed for hours not worked will be referred for investigation and may be subject to criminal and/or disciplinary action.

9.1 **Data Protection**

- Rosterpro provides varying levels of security for different users including staff, Roster Managers, Ward Managers, Lead Nurse/Modern Matrons and Rosterpro Central Administrators. These levels of security ensure that each individual only has access to the relevant parts of the system and can only perform functions relevant to their role.
- The Rosterpro team will be responsible for providing log-ins and passwords for each member of staff as appropriate. Individual passwords should not be shared amongst staff.
- Staff must adhere to Trust Policies on Data Protection

10. **TRAINING**

All training requirements are detailed in the Training Needs Analysis
11. MONITORING OF COMPLIANCE

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<th>Objective</th>
<th>Frequency/timescale</th>
<th>Methodology</th>
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<tbody>
<tr>
<td>Meeting Key Performance Indicators</td>
<td>Monthly</td>
<td>The Rosterpro Team will create management reports to demonstrate compliance with KPIs and this policy</td>
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<tr>
<td>Monitoring non-compliance</td>
<td>Ongoing</td>
<td>The Rosterpro Team will monitor non-compliance by exception to Ward Managers, escalating unresolved issues to the relevant Lead Nurse</td>
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12. REFERENCES


Statutory Instruments 2010 No. 2128. The Equality Act 2010 (Disability) Regulations

GHNHSFT Intranet: [Flexible Working Policy](#)

GHNHSFT Intranet: [Maternity, Paternity and Adoption Leave Policy](#)

GHNHSFT Intranet: [Leave Policy](#)
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<td><strong>EXTERNAL COMPLIANCE STANDARDS AND/OR LEGISLATION</strong></td>
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