REALTIME
ROSTERING

Skills for Health

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ABOUT US

Skills for Health is the employer-led authority on workforce development and skills. Licensed by the Department for Business Innovation and Skills, as the UK Sector Skills Council for health, we work closely with employers helping them plan and develop a skilled, flexible and productive workforce to improve efficiency and the quality of healthcare services.

We offer a range of solutions that are tried and tested by the sector that offer tangible benefits including operational efficiency, improved productivity, higher quality and greater return on investment. We cover the whole of the health sector (NHS, independent and voluntary employers) and work with a range of partners.

"In workforce planning terms, improved intelligence may help to identify areas of undersupply and overwork which can highlight areas for improvement to ensure a quality workforce"

Workforce Planning Implications and Learning Points From Francis – February 2013

For more information visit **www.skillsforhealth.org.uk** or contact your Country or Regional Director **www.skillsforhealth.org.uk/contact-us**

REALTIME ROSTERING
Skills for Health

A centralised solution to healthcare workforce management

Realtime Rostering is the award-winning workforce management tool from Skills for Health designed in collaboration with clinicians and healthcare workforce professionals to address the complex task of healthcare workforce management. Putting the right people in the right place at the right time.

Realtime Rostering is a unique product with proven application in all clinical specialties including frontline services such as emergency departments and the delivery of acute surgical and medical care. The system offers organisations a broad spectrum of key benefits for all professionals involved in deploying the right healthcare people in the right place at the right time.

Accessible wherever you are
Accurate healthcare workforce management strategy relies on input from multiple sources, ranging from operational, HR and service administration needs, as well as requirements from the workforce themselves such as annual and study leave.

Realtime Rostering - available via PC, mobile or tablet - offers a flexible solution to managing these complexities by holding the organisational workforce plan in a central location whilst remaining accessible for all those requiring access to accurate and immediately available data. Realtime Rostering facilitates the safe and effective implementation of complex cross cover working vital in modern 24/7 healthcare services.

Accurate and up-to-date information
Realtime Rostering offers healthcare organisations a centralised approach to workforce management that is updated instantaneously reflecting the fluidity of healthcare work patterns whilst ensuring the workforce plan is communicated across the organisation to all those that rely on workforce data to provide a safe and quality service to our patients.

Meeting patients' needs
Of paramount importance to all healthcare organisations is ensuring the workforce capacity meets the demand of patient needs across a range of specialties and services. Realtime Rostering affords users the ability to assess capacity against demand, to use internal workforce intelligence data, to plan for future service needs and to identify wasted resource for the development of new service opportunities.

Enabling compliance, saving money
Skills for Health have provided workforce compliance tools for over a decade specifically designed in accordance with the unique contractual requirements and deployment of healthcare staff. Used by over 140 organisations nationwide, the compliance tool within Realtime Rostering has saved in excess of £1.6million.

Figure 1
Flexible and intelligent data outputs to identify the key benefits of effecient rostering for both the individual and the organisation

The Realtime team approach introduces a safe and effective healthcare workforce management strategy.

As a Realtime user you will receive support in the following areas:

Mobilisation:

- Identifying current internal processes
- Stakeholder engagement and communication strategy
- State of readiness assessment
- Evaluation tools to identify benefits
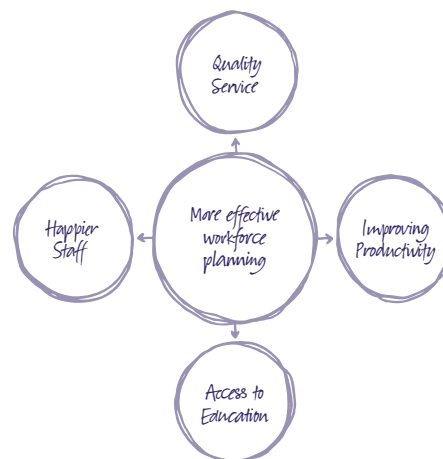- Realtime consultant support (2 days per licence year)

Training:

- Creation of on-site Super Users to maintain local expertise
- Stakeholder training
- Free national training events
- User group forums

Technical Support:

- Data transfer, implementation and interface with internal systems
- Helpdesk support
- Evaluation and assessment of return on investment
- Evaluation tools designed to organisational specific objectives

Realtime Rostering – a smart solution for effective workforce planning

Skills for Health is the licenced Sector Skills Council for health.

We help health sector employers across the UK optimise the potential of their workforce. Our proven solutions address not just improved productivity but also the quality of healthcare.

As such, Skills for Health are hugely experienced in working with healthcare organisations on transformation projects and the implementation of complex new ways of working.

Find out more
For further information and support with your rostering requirements contact your country or regional representative:

Visit: **www.skillsforhealth.org.uk/contact-us**

Realtime Rostering
The Junior Doctors' Perspective

REALTIME ROSTERING Skills for Health

All doctors in training now adhere to the same working time regulations that exist across Europe. However reducing working hours has introduced a new and increasing level of complexity in managing your work-life-study balance whilst maintaining quality and safe patient care.

There are numerous ways organisations can effectively work with junior doctors to meet the balance between service and education but there is a need for an effective process for managing the following:

- Ensuring minimum levels of cover are maintained
- Fair and equitable on-call patterns
- Long-term rotas provided in advance of a rotation
- Fast and informed approval of leave requests
- Ability to plan work/life balance and leave requirements well in advance
- Prior knowledge of who is on my team and who my supervising senior will be
- Ability to plan ahead for attendance at specific training activities both internally and externally

Access from anywhere

Realtime Rostering provides organisations with the mechanisms to meet all of the above needs and more by providing long-term individualised rotas with flexible access and an effective communication tool to manage the medical workforce at any time and from anywhere.

In the first instance Realtime Rostering allows organisations to generate long-term rotas of up to 52 weeks and assign trainees to a work pattern that's more than just a compliant rota template.

A long-term rota can also allow hospitals to monitor and manage the fair and equitable spread of on call shifts.

Once issued, Realtime Rostering allows any user to access the rota from anywhere and at any time using all variants of mobile device and including phones and tablets. Users can view the rota patterns, request leave and arrange shift swaps with their colleagues on line with swift and recorded senior approval.

Any changes to the rota are instantaneous and available to view by all. Hospitals no longer need to produce numerous paper rotas removing the risk that a shift is uncovered due to administrative and communication error.

Hospitals can also set rules regarding minimal levels of cover which will alert them if leave or unexpected absence would breach cover requirements putting additional strain on remaining staff and subsequently patient care. This pre-emptive alert allows hospitals to effectively respond in advance right down to individual, team or ward level.

"Since using Realtime Rostering we've all known who is responsible for each area and activity without the flurry of panic and uncertainty when a shift or ward is uncovered"
Dr Richard Ellis, neurology registrar
The Walton C entre NHS Foundation Trust

Easier booking for annual and study leave

Requesting leave can often be a slow process with multiple stages for seeking approval. Requests submitted in paper have inherent room for human error especially when issuing multiple paper rota copies each time a change is made.

Even when approval is received the consequences for cover are not always fully considered meaning colleagues on the shop floor can be left unsupported and overworked.

Realtime Rostering provides an online rota source that can be accessed by any person involved in the process from any location helping to expedite approval whilst also checking the consequences for cover.

Furthermore Realtime Rostering keeps an accurate record of leave taken and the number and type of shifts undertaken and completed for your portfolio.

Keeping track of your team

Realtime Rostering provides you with an accurate and up to date rota resource not only your own rota but that of your team as well. Knowing who you will be working with on a day to day basis is a distinct advantage and fosters the kind of team working required for efficient and safe patient care.

Individuals can also be matched for continuity of training purposes even if they are on different rota. This will ensure the maximum time spent with supervising seniors making the most of on calls for training and providing a source of reflective feedback and learning.

Improving access to training opportunities

Realtime Rostering also allows trainees to be assigned to specific clinical activities (clinics and theatres etc) on days when you are available. In partnership with your medical education team these activities can be assigned specifically to your training needs and an accurate record produced for your portfolio at the end of every clinical rotation.

What your junior doctor colleagues think

Skills for Health surveyed and interviewed junior doctors both before and after implementation of the Realtime Rostering at their organisation.

Junior doctors using Realtime Rostering reported a 27% increase in those who felt in control of their work pattern. 100% of responders felt they were always able to effectively plan in advance compared with 0% before implementation.

"Before my rota was very hit & miss. Now it has great visibility, I can book leave in well in advance, make sensible swaps that benefit me and my colleagues and it's nice to know who I'll be working with on a daily basis."
Dr Richard Ellis, neurology registrar
The Walton centre NHS Foundation Trust

Find out more

If you think Realtime Rostering could be the solution to Medical Workforce management in your current or future organisation, please approach your local HR, Medical Education or Senior Clinical Team to discuss hosting a demonstration of the benefits.

The Skills for Health Team would be delighted to offer a demonstration of the benefits Realtime Rostering can bring to your organisation.

Please contact your country or regional representative here:
skillsforhealth.org.uk/contact-us

Realtime Rostering
A Cost Improvement Perspective

REALTIME ROSTERING Skills for Health

Healthcare organisations are under increasing pressure to reduce costs whilst increasing productivity and efficiency. Realtime Rostering offers a proven solution to workforce management cost improvements.

Savings and cost efficiencies are achieved with Realtime Rostering primarily by facilitating the long term planning of available workforce and identifying capacity within the current establishment.

This information is then shared organisation-wide to inform the operational structure of the workforce plan and the capacity available to effectively react to the fluid service needs.

Saving time and money

Lost activity resulting from lapses in medical workforce deployment strategy is a real and ever present threat to business groups and clinical divisions. Clinical sessions can be cancelled due to lack of available staff and at great expense to the organisations and detrimental to patient care. Therefore, a reasonable workforce strategy should provide adequate cover for all the deliverable events every day and identify sufficient capacity to cope when issues such as sickness or emergency leave occur.

Minimising administration

Medical workforce rostering is a complex task and must take account not only of service requirements but factors such as leave entitlements and training requirements even just to produce a theoretical plan. Then, when exception to the accepted workforce plan occurs, consultants and juniors are often pulled from wards or other activities to either staff the acute 'front of house' or to ensure certain services are delivered be it in clinics, theatres or day cases. The time spent reacting to these emergencies and identifying the required establishment takes yet more time for the administrator of the rota.

The rota administrator has the task of identifying and deploying the relevant medical staff on a daily basis which can fall to a consultant, a junior doctor or an operational lead. No organisation manages the process in the same way but most use handwritten or database packages which are not created for managing such activity, which inevitably leads to costly mistakes. These ad hoc processes take an inordinate amount of time every day, protecting the service and fire fighting when workforce issues arise.

Realtime Rostering provides the administrator with a fit for purpose tool providing the capability to assign doctors in advance, monitor the level of delivered activity against the expected and to react swiftly when emergency measures are needed to protect vital services by identifying existing workforce capacity.

"I used to spend up to 2 hours a day ensuring all clinics, suites and wards had adequate numbers of doctors – I now need to spend virtually no time at all"
Liz Cain, O&G Assistant Business Manager, University Hospital South Manchester NHS Trust

Reducing locum costs

Effective long term planning for medical workforce does indeed have an effect on locum expenditure. By identifying breaches of local minimum cover rules set within Realtime and unique to the organisations mitigating action can be taken in advance. This might mean re-deploying in house establishment or offering cheaper internal locum shifts to your current doctors.

Organisations using Realtime have already used this method of foreseeing workforce issues to their advantage and saved almost £20,000 in one directorate alone.

"The tool has helped us reduce locum use and administration costs and as a result it has been adopted as one of our organisations Quality, Innovation, Productivity and Prevention (QIPP) projects"
Andrea Padgeon, Medical Staffing officer, Blackpool Teaching Hospitals NHS Foundation Organisations

Managing complex rotas

One specialty organisation that regularly admits extremely complex patients wanted to change the way care was delivered using only their current workforce. The resulting rota patterns were so complex, involving fluid teams and cohorts that it would have been virtually impossible for an administrator to manage.

However, with the support of Realtime, the organisation managed to maintain service even when faced with unanticipated vacancies and still delivered a year-on-year saving in locum costs.

Identifying and utilising internal workforce capacity not only saves money but improves quality and continuity of care. Without the clear long-term view of potential staffing shortages requiring locum cover afforded by Realtime the organisations would have seen a significant increase in locum costs rather than a saving delivered in this difficult environment. Not only that, Realtime facilitated the delivery of new and complex ways of working across numerous grades and specialties that might otherwise have been impossible to manage and monitor for compliance.

"The transparency is fantastic – being able to see who is where and doing what at any given time as well as into the future was a real asset making complex cross cover rotas possible"
Heather Bennett, Medical HR Manager
The Walton Centre NHS Foundation Organisation

Facilitating compliance

All of the Realtime Rostering rotas are built using the Skills for Health compliance tool that meets all of the Working Time Regulations (WTR) and New Deal (ND) work, duty and rest requirements.

All NHS organisations have a requirement to monitor doctors in training but are often surprised when these results reveal concern over working hours leading to potentially expensive banding claims.

Realtime Rostering allows organisations to monitor the compliance of doctors in training every single day and to act immediately where there may be concern of non-compliance before any hours monitoring exercise takes place.

Safeguarding patients and resources

In short Realtime Rostering can ensure your organisations have a sustainable workforce solution protecting patient care and managing risk. Other financial benefits also arise naturalistically, and can be individual to each organisation, once the workforce strategy and operational processes are supported by a tool such as Realtime Rostering.

Find out more
If you would like to discuss how Realtime Rostering can address your specific local workforce and activity problems as well as cost improvement targets please contact Skills for Health to arrange a demonstration and discussion with our team of technical experts:

Visit **skillsforhealth.org.uk/contact-us**

Realtime Rostering
A Human Resource Perspective

REALTIME ROSTERING Skills for Health

Medical workforce management is a complex task needing daily consideration and intervention, and yet, individual organisations can have very different operational models for their management process involving numerous stakeholders.

Whether Medical HR is a central function within a wider Human Resource department or devolved to clinical directorates and business groups, the problems all organisations face are not unique.

Common medical workforce challenges

- Variable trainee numbers
- Expensive locum costs
- Recurrent gaps/vacancies
- Arduous administrative burden
- Multiple source/stakeholder input (leading to human error)
- Complex cross cover requirements
- Lost activity due to inappropriate workforce deployment
- Delivery of quality education

Realtime Rostering is the award-winning doctors rostering and activity planning tool from Skills for Health that can help organisations address all of the above.

Creating and managing rotas

Realtime Rostering is a cost effective and novel on line solution for creating and managing medical workforce including junior doctors' rotas that are compliant with Working Time Regulations (WTR) and the New Deal (ND) training contract. However, beyond simply monitoring doctors against a theoretical template, Realtime Rostering allows an organisation to know who is on site on any given day and to what element of the service they have been assigned, be it on-call, clinic or theatre. The medical workforce service elements can therefore be planned well in advance to not only ensure adequate workforce cover, but for educational benefit and to deliver the acute service.

"When it comes to monitoring, I use Realtime Rostering to validate the juniors' diary cards saving me an inordinate amount of additional administration time"
Hayley Bloor, Medical HR Officer
The Mid Cheshire Foundation NHS Trust

Planning ahead and working efficiently

As pressure to improve productivity and efficiency increases employers are ever more aware of the principles of reducing waste, streamlining working practice and identifying capacity both clinically and with administration support roles. Realtime Rostering provides an opportunity to do all the above principally using two unique functions:

1. The ability to plan medical workforce rotas for prolonged periods of a year or more, even taking into account the various rotations of doctors in training
2. The ability to assign staff to specific clinical scheduled events thereby identifying workforce capacity to provide emergency cover, to extend activity or to identify training opportunity.

It is these two underlying principles and functions of Realtime Rostering that address the core medical HR pressures - providing the ability to plan in advance with a proactive rather than reactive approach to medical workforce management.

One central resource for everyone

Medical workforce rotas (especially those of the junior doctors) have traditionally been exceptionally fluid, covering short periods only and prone to daily changes. Different service elements that constitute the work pattern are often brought together from multiple sources but it is this complex multifactorial input that can introduce error and ultimately cause shifts to be unstaffed and services even cancelled. The complexities of these work patterns mean rotas are produced often for just a few weeks at a time making it very difficult for doctors to manage their work/life/study balance, which can subsequently contribute to recorded sickness absence.

To solve the problems caused by multisource rota input, Realtime Rostering provides a central source where only a nominated few can approve changes such as swaps and leave for the staff but crucially, and thanks to web-based functionality, all users amend one data source that is shared and can be viewed organisation wide. All requests for leave are made through this central source and every change is logged and auditable for future interrogation and reporting.

The longer term workforce management made possible by Realtime Rostering allows the doctors involved, their trainers and colleagues to plan in advance, thereby limiting the need for short notice changes to the workforce plan. Expensive last-minute locum cover for these reasons need never be required!

Using your workforce to the best advantage

It is highly unlikely that junior doctor numbers will increase to previous levels any time soon. In addition the locum pool of career grade doctors is diminishing and of variable quality. The answer is, therefore, to utilise current workforce in a managed and planned way to negate the need for expensive locums and to ensure a high quality service is delivered by an experienced and locally knowledgeable workforce.

The longer term management afforded by Realtime Rostering allows organisations to identify workforce issues before they occur and to use the current establishment to fulfil the service requirement. By identifying where each member of the team will be at any one time and sharing this with the wider organisation informed decisions can be made on who to move where when exceptions to workforce plan occurs.

Accurate records and reports

Senior clinicians predominantly work to a job plan which identifies when they are delivering direct clinical care and when they are engaged in other activities such as teaching and research. Realtime Rostering can manage all of this data and provide an accurate record of the sessions provided over time to inform and evaluate the job planning process.

Realtime can produce a vast array of reports in various formats that can be used to inform other organisational systems. Interoperability with Electronic Staff Record (ESR) software is available.

Find out more

If you would like to explore the option of implementing Realtime Rostering to manage your medical workforce management HR strategy please contact us. We would be delighted to provide a local demonstration of the functionality and benefits:

Visit **skillsforhealth.org.uk/contact-us**

Realtime Rostering
The Consultant / Educationalist Perspective

REALTIME ROSTERING Skills for Health

Doctors in training now adhere to the same working time regulations as the rest of Europe. As well as reducing hours this has introduced a new level of complexity in managing their work life and their study balance.

A reduction in hours but a requirement to meet all of the same on-call commitments has inevitably led to less time available in the Normal Working Day (NWD) for junior doctors and other clinical staff to attend sessions vital for their education and personal development in becoming the senior clinical workforce of the future.

Local education providers must ensure that junior doctors that rotate into the service and locally employed staff are able to develop and maintain clinical skills and therefore ensuring their competence to meet the needs of the patient population.

Meeting junior doctors' needs
Realtime Rostering allows the organisation to deploy and monitor junior staff to specific clinical sessions for the needs of the service and for each doctor's own educational benefit.

Reports of the activities attended can then be used to supplement an individual's training portfolio.

Where doctors in training are experiencing difficulties in obtaining the necessary variety of clinical session attendance, Realtime Rostering can assist the educationalist in meeting these needs. The educational administrator is able to adjust the number and type of sessions assigned to a trainee in order to manage their specific needs.

Educational administrators using Realtime Rostering also have the ability to ensure supervision is provided for trainees from specific members of the team if necessary or requested by external assessment of training needs.

Supporting clinical sessions
Clinical sessions such as clinics and theatres are driven by the availability of specialty consultants. However, the presence of junior medical staff is also often vital to delivering the service; whether it's as assistance during clinical and surgical procedures or seeing patients in the clinic environment to ensure patient referral targets are met.

Since the introduction of reduced working hours for doctors in training, services often find the expected level of junior medical workforce is no longer available, neither is there a surplus of staff to call upon when the service requires.

Realtime Rostering provides a 'bird's eye view' of where medical staff are engaged at any point in time enabling senior staff and the administration teams to make decisions on how and where the service needs to be supported.

By using Realtime Rostering to look ahead at the scheduled workforce, significant procedures and additional clinical work can be effectively planned in the knowledge that the relevant workforce capacity is available, thus reducing the need to cancel or delay clinical activity.

Find out more
for further information and support with your rostoring requirements contact your country or regional representative:
Visit **skillsforhealth.org.uk/contact-us**

Realtime Rostering
The Business Group Perspective

REALTIME ROSTERING Skills for Health

The broad priorities for any Healthcare Business Group or Clinical Directorate are to provide a high quality service with the available workforce whilst maintaining patient safety and maximising efficiency, all with an ethos of continuous improvement.

Realtime Rostering can assist business groups to achieve these priorities in the following ways:

1. Ensuring the right workforce is in the right place at the right time.
2. Consistently monitoring direct clinical care delivered against expected job plans
3. Providing the ability to plan in advance for changes to service such as planned clinical area closures, managed consultant leave and ad hoc additional elective work such as waiting lists and service development

Meeting your priorities

With complex medical workforce rotas and individual leave and study requirements to be met, it is often difficult to effectively ensure that the necessary people with the required skills are available on any given day.

Realtime Rostering provides an instant overview of the available workforce both for the current day or week and into the future thereby ensuring a sustainable and consistent service can be provided.

Any short term changes to the planned service delivery such as sickness are immediately assessed by Realtime

Rostering and can be effectively managed, which allows you to provide cover without detriment to other clinical areas and saving valuable administrator time.

Are we delivering what we expected – monitoring and planning service provision

Each clinical session in Realtime Rostering is referred to as a 'Scheduled Event'. Scheduled Events include Direct Clinical Care, On Call requirements and other activities such as consultants PA time.

Realtime Rostering Scheduled Events therefore follow the job plans of consultants and theatre and clinic plans already held within each business group serving as a database of all clinical events both planned and delivered – an invaluable resource when assessing service provision against planned activity.

Specifically, Realtime Rostering can accurately measure the activity delivered against expected to provide information for service planning, job planning and future departmental clinical developments.

As with junior doctors, a record of consultant-driven service provided, leave and study is also kept allowing organisations to review where expected activity is met in real terms. Senior Clinicians themselves can also have access to Realtime in order to plan their work life balance and to work with the organisation in meeting the service requirements such as efficient use of additional clinical sessions where required.

Figure 1. Notes & on call example

"Scheduled Events has led to better use of theatre lists and staff time. Cancelled theatre lists are now very uncommon as are rostering errors leading to missed sessions and double booking"
Dr Kerry Grady, Consultant Anaesthetist
East Lancashire Hospitals NHS Trust

The reporting function within Realtime Rostering allows for instantaneous reports on any given aspect of the service in formats that can easily be shared with other stakeholders and internal systems.

Flexible and adaptable rostering

Whilst rostering systems cannot anticipate how the needs of the service may change over time, Realtime Rostering can provide the intelligence and flexibility to look for alternative models of delivery, identify available capacity and provide Business Groups with detailed information for potential development of the service.

Where there are short term demands on a service – such as 'winter pressures' or periods of increased activity, Realtime Rostering can immediately identify the workforce available to fulfil this need, often without the use of expensive locum staff.

Accurate and up to date reporting

Realtime Rostering can be interrogated to provide reports on any of the data held within. For individual members of the team this might be a record of individual leave, a count of all the different duty types undertaken or an assessment of the on call equity across a team.
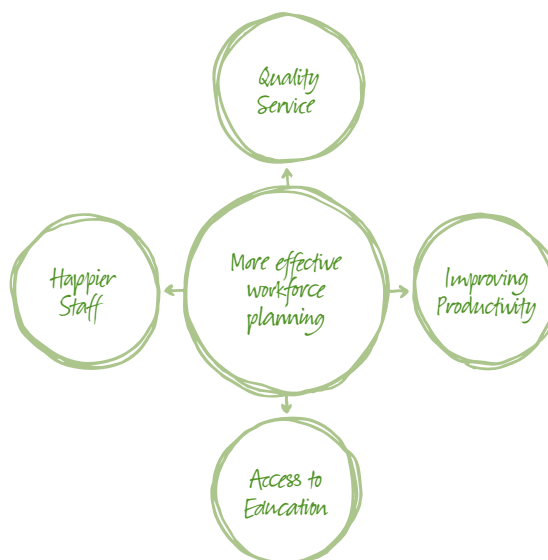
Realtime also provides reports used daily to support the service and to share workforce data with other administrative and clerical groups as well as amongst the clinical teams.

Our current users report particular value from sharing the 'Notes and On Call' report with wards and switchboards to facilitate speed of access to the correct member of the on call team.

Clinical teams have reported benefit from a 'bird's eye view' perspective of what the current activity is in each clinical area at any point in time.

Ward-based staff have fed back to Skills for Health the benefits of reviewing the day to day ward cover available to provide predictable information on which clinical teams and individuals will be available for direct patient care on any given day.

Realtime Rostering - a smarter business solution

Find out more
The benefits of Realtime Rostering are different for each organisation and ever evolving for our growing user groups. If you are interested in exploring how Realtime Rostering and support from Skills for Health can improve service delivery and efficiency within your clinical area then please contact your country or regional representative:

Visit **skillsforhealth.org.uk/contact-us**

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