



KEY BENEFITS

- Understanding of the hourly staffing profile required to meet KPIs.
- Alternative rosters patterns explored, and trade-offs between various options explained.
- Identification of roster patterns that reduce weekend working and 'anytime' shifts, while increasing the number of rest days.

“ORH's team demonstrated knowledge, experience and professionalism throughout the work, which has identified a series of rota options that will benefit our staff, with reduced weekend working and increased rest days, while allowing us to meet our KPIs.”

Nick Smith, Chief Operating Officer,
Yorkshire Ambulance Service

Creating Rosters for Enhanced Staff Wellbeing in the 111 Control Room

KEY FACTS

Population = 5.5 million
Area covered = 15,400 km²
111 calls per day = 5,000

ABOUT YAS

Yorkshire Ambulance Service NHS Trust (YAS) provides emergency, urgent care and non-emergency patient transport services across Yorkshire and the Humber. An Integrated Urgent Care (IUC) communications centre is responsible for handling all the 111 calls across Yorkshire.

THE CHALLENGE

YAS sought to examine options for new rota designs that would enable new national key performance indicators (KPIs) to be met, while also improving staff welfare and retention. Existing rota patterns meant that staff worked three

weekends in four, and it was felt they did not encourage team working or provide satisfactory clinical supervision, career progression opportunities, or adequate contact time with team leaders.

New rota patterns that addressed these concerns while taking account of national KPIs needed to be identified.

ORH'S APPROACH

After a comprehensive data collection and analysis exercise, ORH set up a simulation model of the IUC call handling functions (health advisors and clinical advisors). Demand projections were incorporated to create future year scenarios, from which the hourly staffing requirements for delivering KPIs could be identified.

Constraints and objectives of the new rota patterns were discussed with YAS. In rota design, it is often not possible to efficiently

meet all objectives within the initial rota constraints. Options for different rota patterns were presented to YAS, together with explanations of either the trade-offs required (against either the objectives or the constraints), and the 'cost' of each design (in terms of the level of 'roster redundancy' - the additional staff required above the baseline to staff the roster).

RESULTS

Hourly call handler requirements, and hence establishment numbers, were calculated for the next three years. Performance trajectories, based on the current establishment and a future establishment trajectory were also provided.

A final set of options for rotas were found which YAS could then take forward to staff consultation. The benefits of these new patterns included:

- A reduction in the number of weekends staff had to work from three-in-four to three-in-five
- An increase in the number of rest days that staff receive over a year
- A reduction in the number of 'anytime' shifts - shifts where staff know they will be working, but the timing isn't finalised until eight weeks in advance
- Introduction of team working, and alignment between the patterns of team leaders and call handlers



About ORH

PLAN. PREPARE. PERFORM.



ORH helps emergency services around the world to optimise resource use and respond in the most effective and efficient way.

We have set the benchmark for emergency service planning, with a proven approach combining rigorous scientific analysis with experienced, insightful consultancy.

Our expert team uses sophisticated modelling techniques to identify opportunities for improvement and uncover hidden capacity.

Simulating future scenarios ensures that solutions are objective, evidence-based and quantified.

Every organisation faces a unique set of challenges, so remaining independent and flexible allows us to deliver an appropriate solution every time. The outputs of our work enable clients to make robust, data-driven decisions and explain them clearly to stakeholders.

ORH's approach is always tailored to the needs of the client. Above all, we are committed to getting it right, for the good of our clients and the people who rely on their services.

ORH WORKS WITH AMBULANCE SERVICES TO:

- Quantify the impact of changes to response standards
- Optimise response locations
- Evaluate call handling, triage and dispatch arrangements
- Improve response times
- Devise optimal deployments by staff skill and vehicle type
- Identify operational efficiencies

For control rooms, ORH provides its DCT software to support dynamic decision making and enable effective and efficient resource use.

