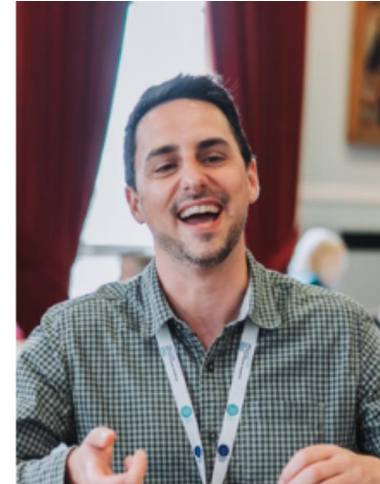
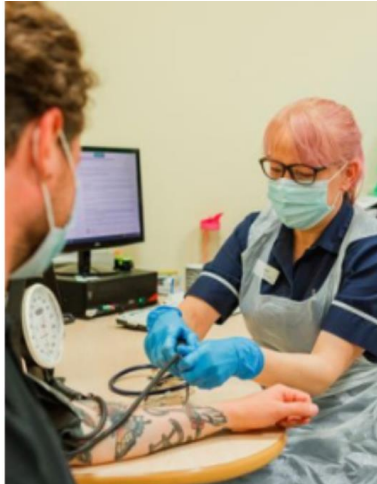


Rostering to enable flexibility

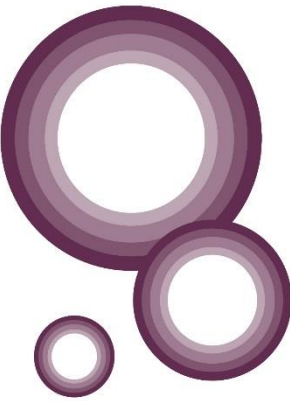


Agenda: self- and team-based rostering

- **Understand different rostering approaches which can bring more flexibility for your teams**

- **Showcase good practice and inspiring examples from within Hampshire and Isle of Wight and beyond**

- **Equip you to deliver on the People Promise and Workforce Plan regarding flexibility for your teams**



NHS DEFINITION OF FLEXIBLE WORKING

‘An arrangement which supports an individual to have greater choice in when, where and how they work’



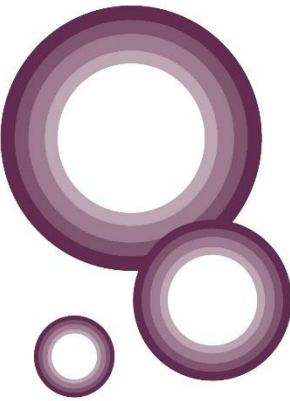
FORMAL V INFORMAL FLEX across Hampshire and Isle of Wight ICS

Formal Flex (contractual)

- Part-time working
- Job sharing
- Compressed hours
- Term time working
- Annualised hours
- Rotating or split shifts/sessions
- Agile/Hybrid/Mobile working
(varied locations all or part of the week)
- Zero-hours contract

Informal Flex

- Swapping or mixing shifts/sessions e.g.
some short and some long
- TOIL
- Flexi-time
- Temporary reduction in hours
- Staggered hours (usually around core hours)
- Working from home some of the time
(with a defined office base)



WHY FOCUS ON FLEXIBILITY?



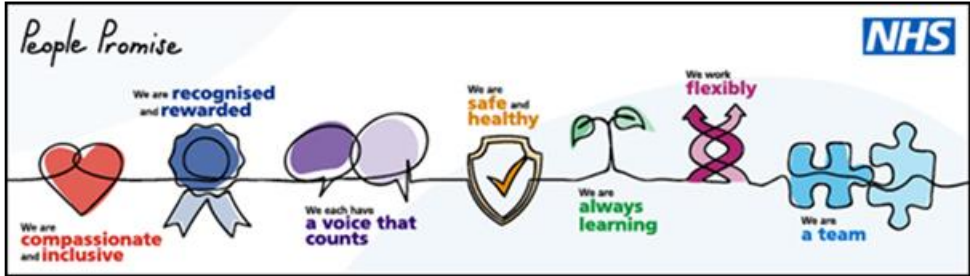
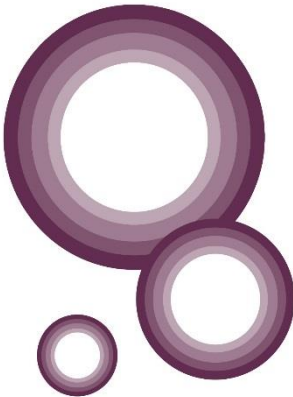
Talent attraction



Retention & progression



Well-being & inclusion



THE IMPERATIVE TO GET THIS RIGHT

EMPLOYMENT

The Big Issue May 23

500 nurses and midwives are quitting every week

New figures also reveal the NHS's increasing reliance on nurses and midwives trained overseas.

One Way Out of the Cost-of-Living Crisis? Retire Early

NHS doctors are opting for early retirement in part to take advantage of inflation-protected pensions.

Covid, burnout and low pay: the global crisis in nursing

Financial Times June 2022

No budget to constantly replace staff

The cost of replacing an employee is typically estimated at 33% of base salary

BCTI: Tackling Inequality report 2023

Doctors plan to leave NHS in growing numbers due to burnout, GMC warns

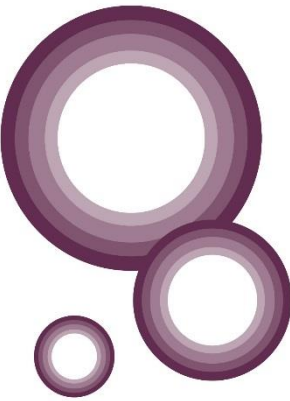
Guardian November 2023

'Inflexible rotas, mounting pressure from record waiting lists and overstretched resources are forcing many talented colleagues out' Guardian July 2022

In 2022 **27 million sick days were taken across the NHS** – the equivalent of nearly 75,000 full time staff – much related to burnout (unmanaged chronic stress)

Tonight programme 16.11.23

Within Hampshire and Isle of Wight, lack of work life balance accounts for 12.2% of leavers, and this is relatively consistent across all staff groups.

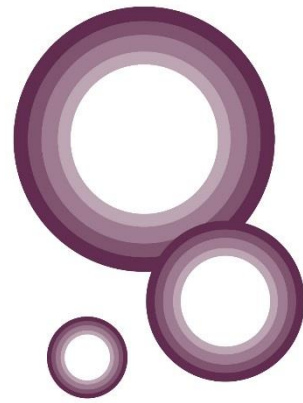


Hampshire
and Isle of Wight

timewise
TALENT THROUGH FLEXIBILITY

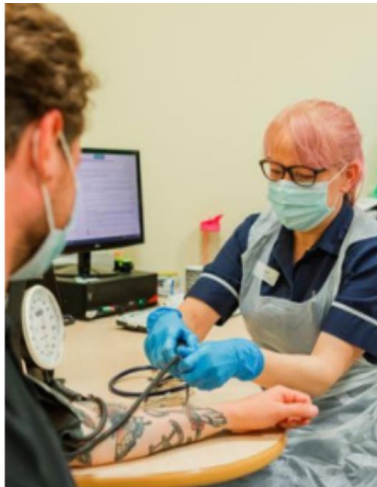
SATISFACTION WITH WORK LIFE BALANCE

	Hampshire and Isle of Wight 2022	Score
Q4d	Q4d Being satisfied or very satisfied with the opportunities for flexible working patterns	58.0%
Q6b	Agree/strongly agree: My organisation is committed to helping me balance my work and home life	49.7%
Q6c	Agree/strongly agree: I achieve a good balance between my work life and my home life	56.1%
Q6d	I can approach my immediate manager to talk openly about flexible working	71.4%



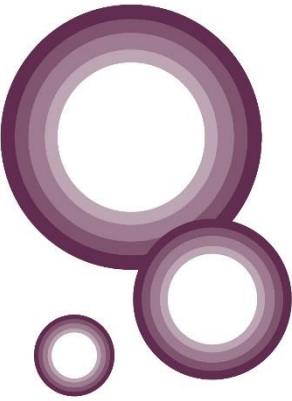


Key principles & challenges

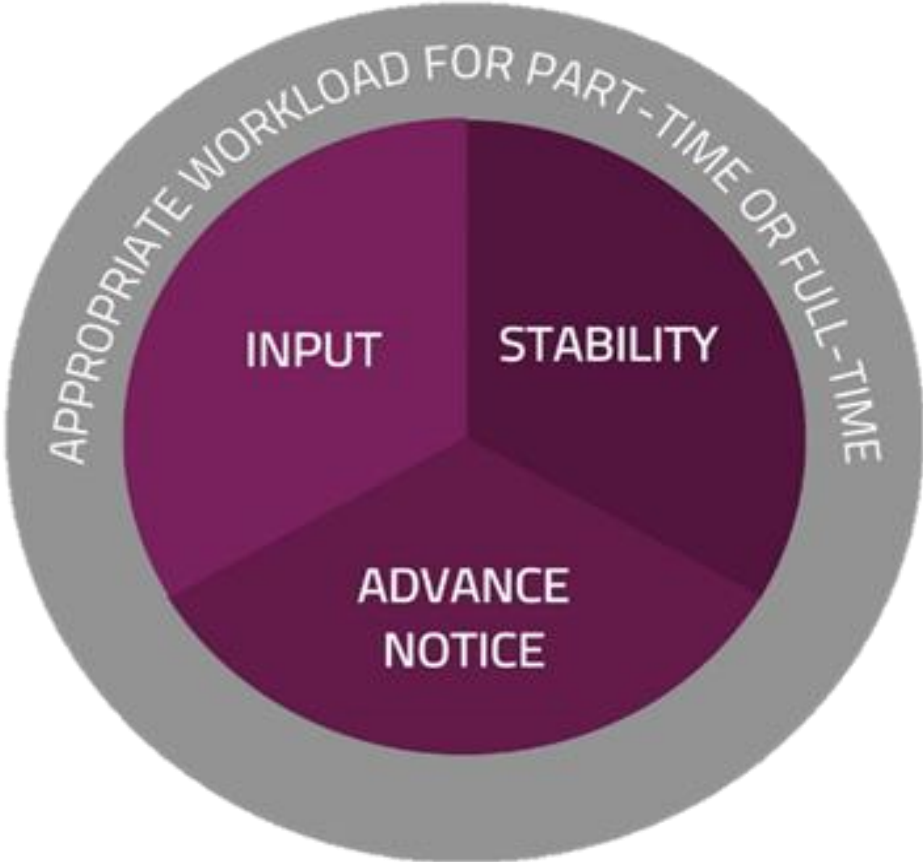
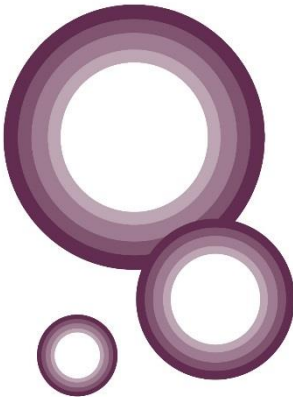


NHS DEFINITION OF FLEXIBLE WORKING WHERE DOES ROSTERING FIT?

*‘An arrangement which supports an individual to have greater choice in **when**, where and **how** they work’*

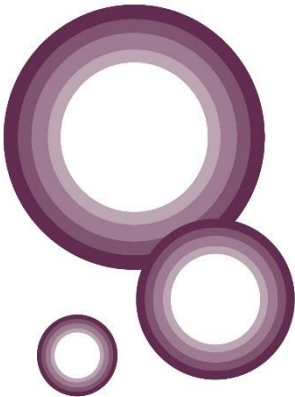
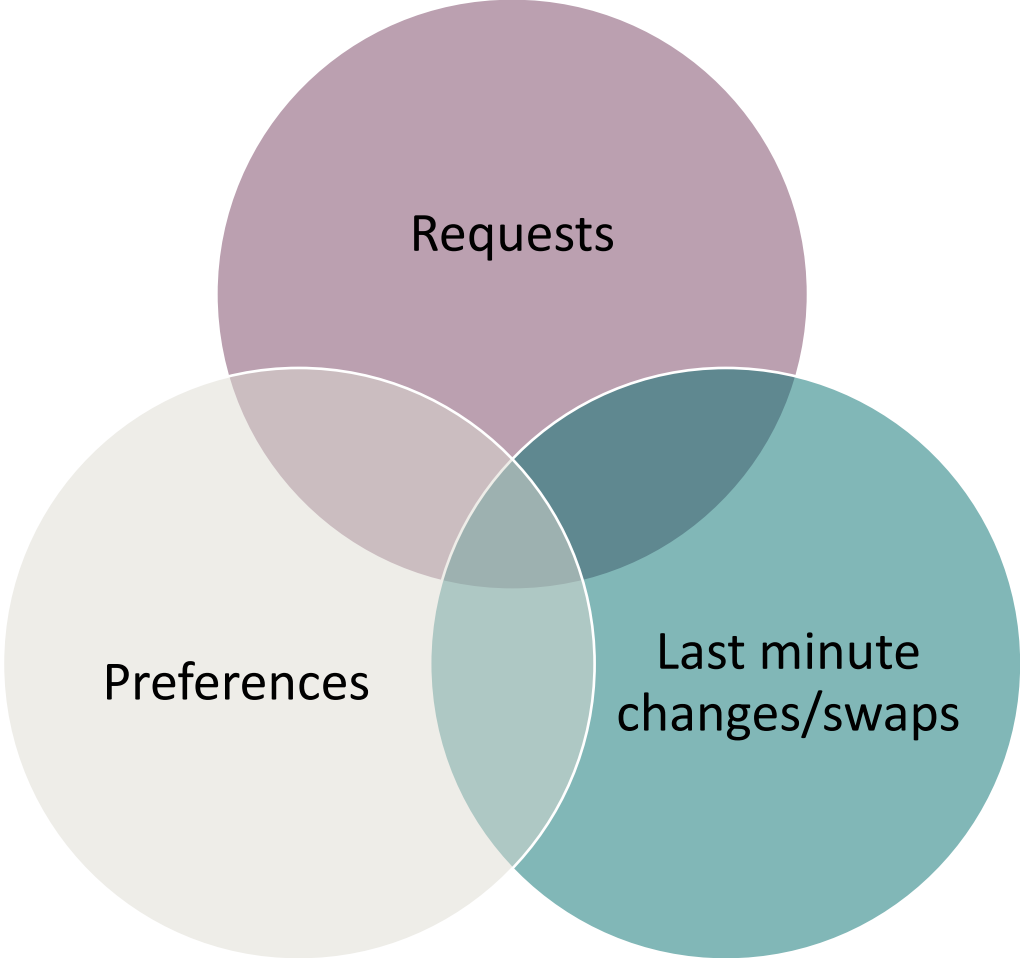


WHAT INFLUENCES STAFF EXPERIENCE IN SHIFT-BASED ROLES?



The Timewise Shift-Life Balance[©] model

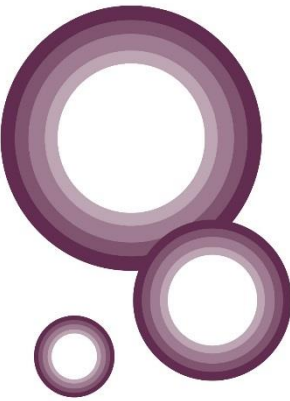
OPPORTUNITIES TO ENHANCE INPUT VIA ROSTERING SOLUTIONS



PRINCIPLES

1. That every staff member has a right to work-life balance, not just those with flexible working arrangements.
2. That no judgement is made about the reasons why a particular working pattern is required: there is no 'hierarchy of needs'. We refer to this as a 'reason neutral' approach to flexibility.
3. There must be a set of parameters or roster rules to provide adequate skills mix and safe service, and to ensure fairness.

Self and team based rostering can provide a way to support staff and enable the organisation to continue to achieve its aims



SHARE YOUR VIEWS

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Thoughts on your
current practice

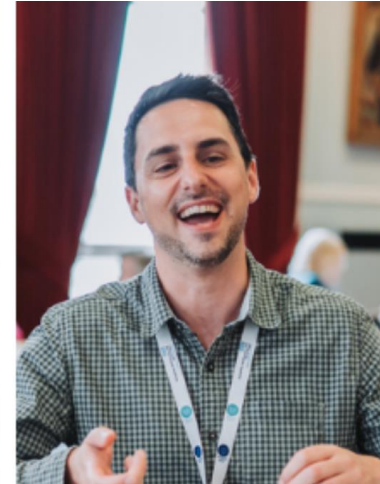
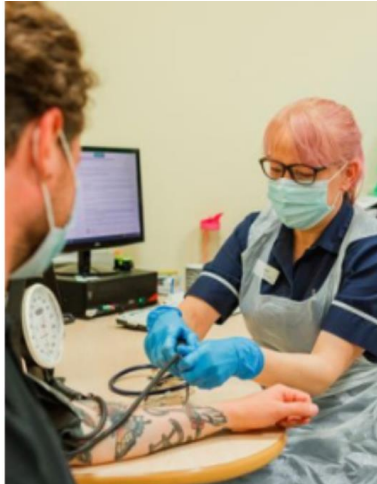
Qs to ask yourself
prior to designing a
solution

**Hampsh/ire
and
Isle of W/ght**

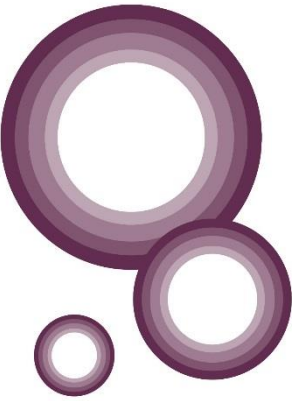
timewise
TALENT THROUGH FLEXIBILITY



The art of the possible



TEAM BASED VS SELF ROSTERING



Self rostering

- Involves as many staff on a roster as wish to participate
- Aims to balance individual needs with the requirements of the service delivery
- Staff make particular requests within a roster period for shifts worked / days off
- May work better in smaller teams

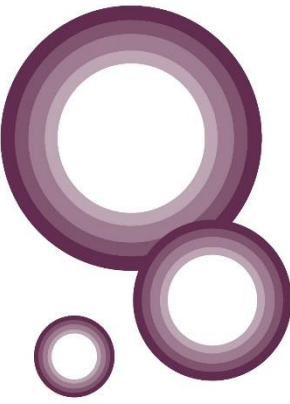
Team based rostering

- Involves all staff on a roster, with some taking 'lead team member' roles to gather preferences & build the roster
- Requires transparency & openness about working patterns and regular conversations
- Focuses on understanding longer-term preferences for working patterns
- May be a good solution for larger teams

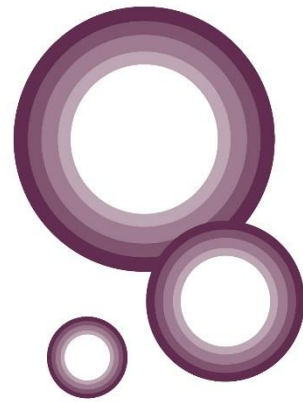
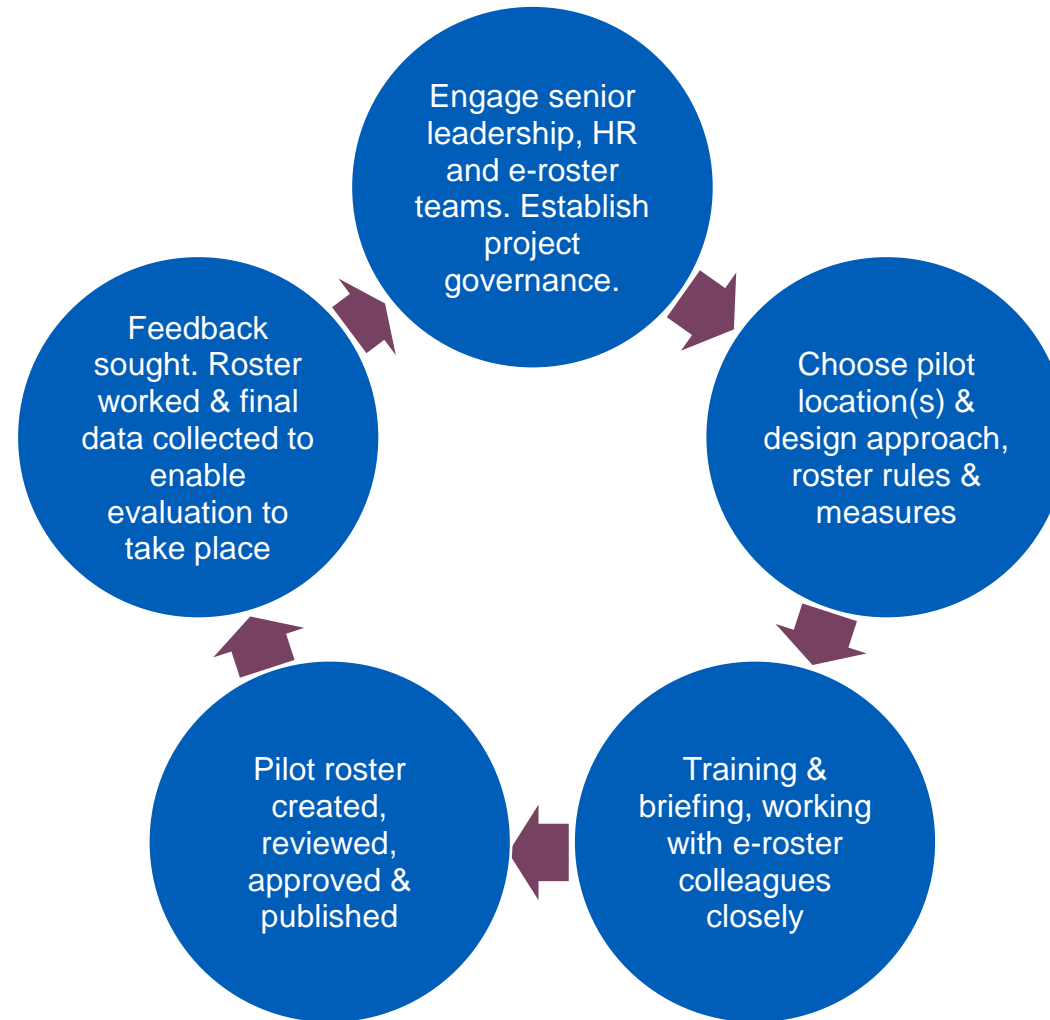
PILOTING A NEW APPROACH TO ROSTERING

WHAT TO THINK ABOUT

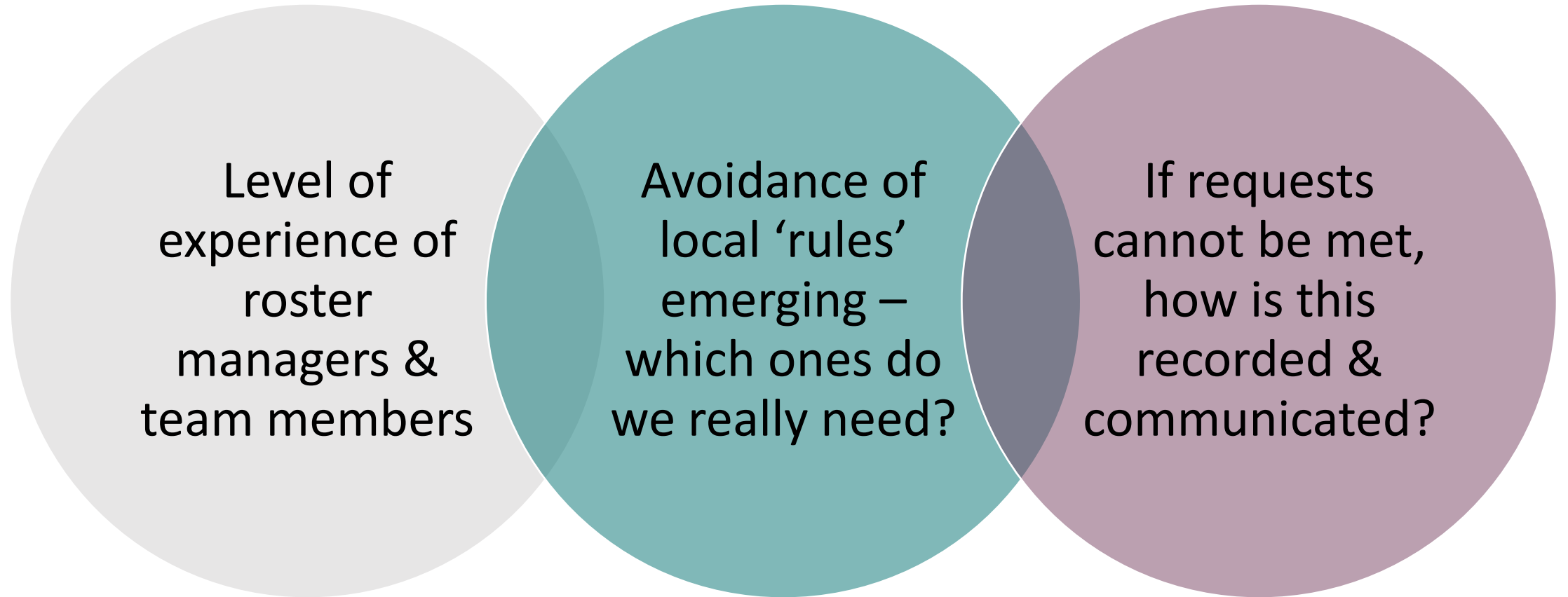
- Governance: having the right representation on your steering group and within your project team
- Selecting a location(s) to pilot – type of service, location, coverage
- Gaining buy-in of and time from your e-roster colleagues and workforce analyst colleagues
- Communicating and engaging staff:
 - benefits
 - their role
 - clarity about request/preference status – i.e. not guaranteed



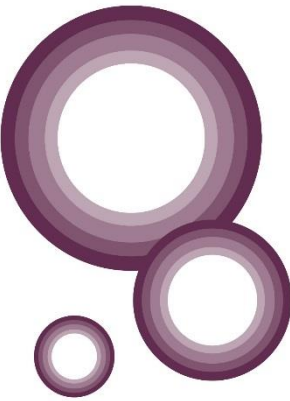
PILOT APPROACH



WATCH-OUTS



RECOMMENDED MEASURES OF SUCCESS



Area	Team-based	Self-
Team member experience	Satisfaction with the rostering process Assessment of wellbeing/work life balance	Satisfaction with the rostering process Assessment of wellbeing/work life balance % of eligible staff* who participate in self rostering (per roster)
Staff input into the roster	% of staff who feel their preferences are met	% of requests which are approved
Process measures	Time taken to produce roster	Time taken to produce roster Use of/confidence using Employee Online system
Team measures	Level of understanding of rostering process Sense of collective responsibility for the roster	Level of understanding of the impact of their requests on others
Longer-term, indirect measures of impact	Retention Absence Bank/agency spend	Retention Absence Bank/agency spend

EXAMPLES OF ROSTERING APPROACHES

Self rostering

University College London NHS FT

- Four wards across the Trust, range of sizes
- 3 month pilot of self rostering for all ward staff
- Built on successful implementation of health roster
- Full time staff given 13 requests per roster period (part time staff pro rated)
- Encouraged to request shifts, but able to request days off if critical
- 'First come first served' within request window
- More than 60% participation
- Approval rate of 75-80%



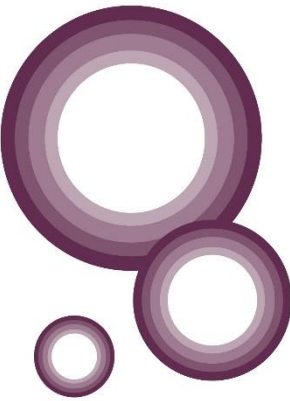
University College London Hospitals
NHS Foundation Trust

I thank the team for starting this programme, to make my life easier than before (Nurse)

I put my requests in early. A lot were still in the roster when it came out. I had put in a pattern of nights and not all were accepted....my final roster is ok though (Nurse)

Works really well for me. I prefer it very much.
(HCA)

It took some self restraint not to change the patterns, but where possible I let it be...
(Ward Manager)



EXAMPLES OF ROSTERING APPROACHES

"I think there is more collective responsibility, as fewer people approach me to make decisions."

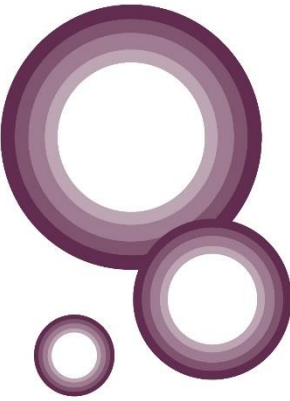
WARD MANAGER

"The biggest thing is acknowledging everyone's preferences and having a mutual respect for the staff work-life balance and not just a focus on childcare – that's very positive."

WARD MANAGER

Team-based rostering Birmingham Women & Childrens NHS FT

- 120 staff, three wards
- Structure based on lead team of 9 people, who each represent c.4-5 colleagues
- 1-1 conversations to identify long term preferences and needs
- Lead team collectively build roster on health-roster, for ward manager to review & approve
- Increase from 39 to 51% scoring highly on preferences being met ('a lot' or 'fully')
- 20% increase on feeling of strong collective responsibility for the rosters
- 22% increase on reported input into working patterns



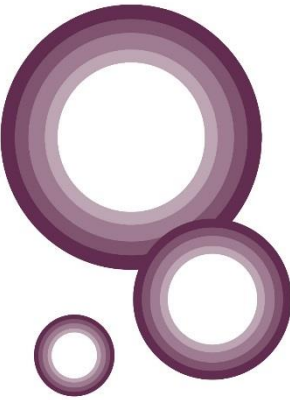
THINK ABOUT...



How will you make sure your team members balance their needs with the service needs?

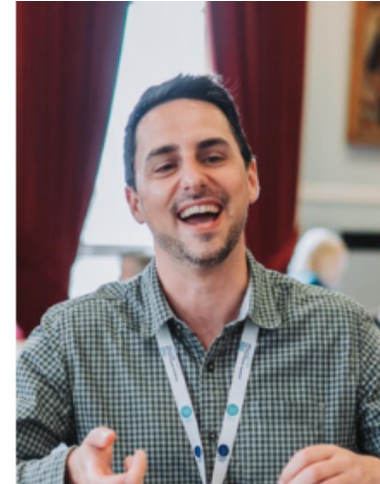
What will this approach mean for future flex requests / fixed patterns?

How can you communicate to applicants what the approach is and the benefits?

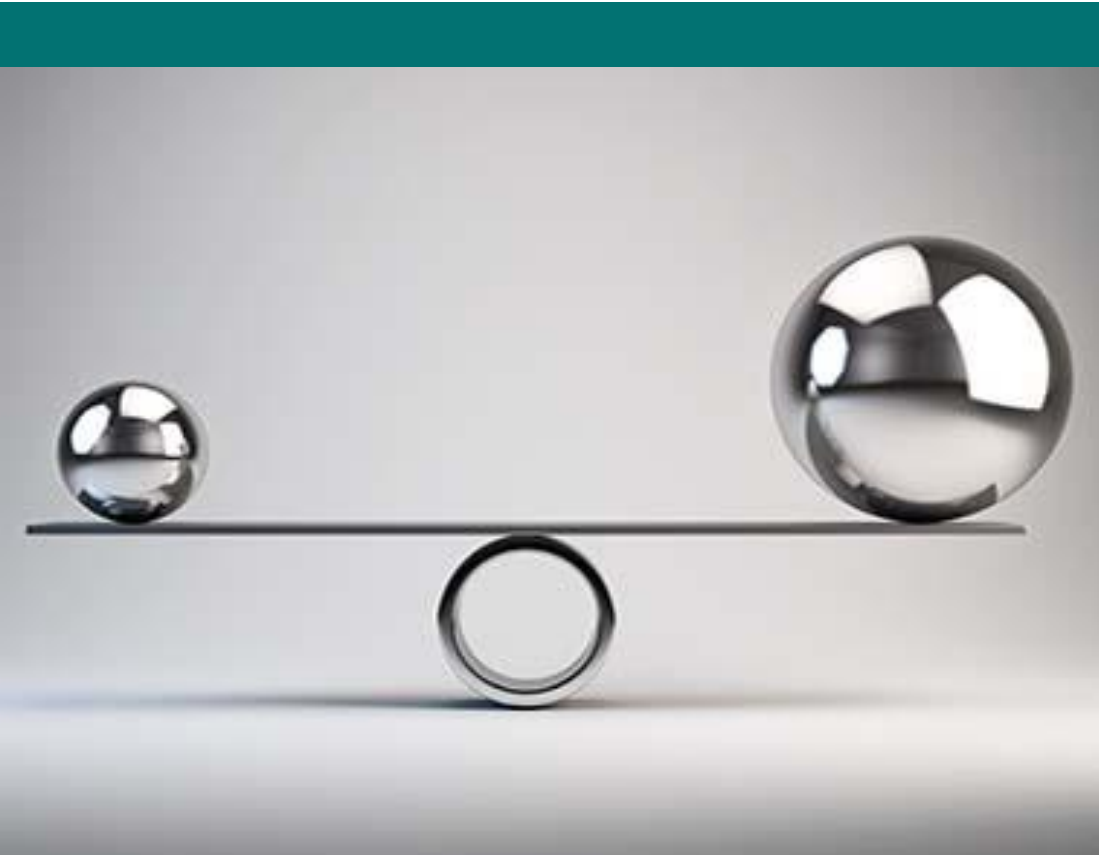




Taking action in your teams

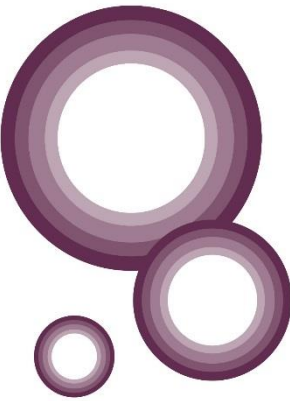


A CALCULATED INVESTMENT

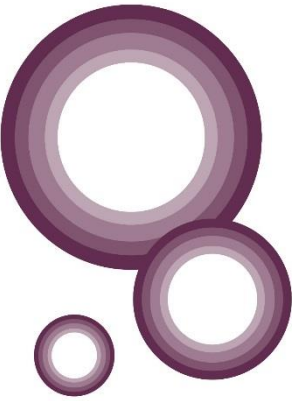


A flex programme for 306 nurses across 9 wards would break even in 3 years through a reduction in sickness absence of just 0.8 days per person per year

[Source: Timewise, Reaching a positive financial return on investment in flexible working, 2022](#)



SPOTTING OPPORTUNITIES



What action(s) are you going to take away to explore further?



your PEOPLE PORTAL



Health and wellbeing advice, sessions and training for all NHS and Primary Care colleagues.

WWW.HIOWPEOPLE.NHS.UK

New Flexible Working Toolkit on the People Portal:

- Manager tool: Guide to managing a flexible team
- Manager tool: Having effective conversations about flex
- Employee tool: Guide to flexing where you work
- Guide to self- and team-based rostering
- Paired case study examples
- Further reading and guidance – incl. NHS Line Manager guide and Employee toolkit
- Recordings of webinars

FOCUS ON FLEX



Hampshire and Isle of Wight

<https://www.hiowpeople.nhs.uk/resources/focus-on-flex/>

Amy.Butterworth@timewise.co.uk

PLEASE TELL US HOW YOU FOUND TODAY:

<https://www.surveymonkey.co.uk/r/BBXX25B>



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