



London Ambulance Service **NHS**
NHS Trust

Resource Centre and Operational Ambulance Staffing Procedure

DOCUMENT PROFILE and CONTROL.

Purpose of the document: To set out guidelines for the Resource Centre in management of staff and links between other departments for resourcing

Sponsor Department: A&E Operations

Author/Reviewer: Head of Resourcing. To be reviewed by February 2018.

Document Status: Final

Amendment History			
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07/02/17	2.2	IG Manager	Document Profile and Control update
03/02/17	2.1	General Manager Central Operations	Formatting and minor corrections
01/02/17	1.6	IG Manager	Document Profile and Control update and formatting
31/01/17	1.5	Head of Resourcing	Minor additions to responsibilities
25/01/17	1.4	General Manager Central Operations	Added definitions and responsibilities
21/01/17	1.3	Head of Resourcing	Amended Review Date
16/01/17	1.2	General Manager	Minor: Formatting and added Implementation Plan
29/10/16	1.1	Resource Manager	Role name changes Technology changes
03/2007	1.0	Senior Resourcing Manager	Major: New procedure

***Version Control Note:** All documents in development are indicated by minor versions i.e. 0.1; 0.2 etc. The first version of a document to be approved for release is given major version 1.0. Upon review the first version of a revised document is given the designation 1.1, the second 1.2 etc. until the revised version is approved, whereupon it becomes version 2.0. The system continues in numerical order each time a document is reviewed and approved.

For Approval By:	Date Approved	Version
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Equality Analysis completed on	By
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The RIB	14/02/17	IG Manager	G&A

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Links to Related documents or references providing additional information		
Ref. No.	Title	Version
	Procedure for Reporting Vehicle Availability and vehicle defects and arranging Breakdown and Recovery Services (OP/012)	
	Better ways to utilise operationally single staff	
	Staff Safety Policy	

Document Status: This is a controlled record as are the document(s) to which it relates. Whilst all or any part of it may be printed, the electronic version maintained in P&P-File remains the controlled master copy. Any printed copies are not controlled nor substantive.

1.0 Introduction

The London Ambulance Service NHS Trust (LAS) is responsible for ensuring that operational ambulance staff, vehicles and EOC staff are always ready and available to meet the daily demands of a busy accident and emergency service.

The Resource Centre undertakes the task of resourcing the LAS with ambulance and control staff to predetermined levels.

The Resource Centre coordinate a range of comprehensive arrangements for both the day-to-day and planned events in order to maintain optimum levels of service and performance. It is equally important that ambulance and control staff understand their role and responsibility in keeping the appropriate Resource Centre updated and aware about an individual's availability for work or absence.

2.0 Scope

This document sets out the role of the Resource Centre in ensuring best practice is followed so that the LAS can achieve optimum resourcing across the whole of the Trust.

This document applies to all operational policies, guidance and recommendations that might affect the manner in which the Resource Centre plans resources across the Trust.

3.0 Objectives

- To ensure that a standard Resourcing procedure is applied service wide.
- To ensure optimal utilisation of all available resources in order to maintain operational efficiency and, as a result, contribute to the
- provision of high quality patient care.

4.0 Responsibilities

- 4.1 All front-line operational staff, Resource Centre staff, Emergency Operations Centre staff and all operational managers are responsible for familiarising themselves with this procedure.
- 4.2 All front-line operational staff, Resource Centre staff, Emergency Operations Centre staff must inform the Resource Centre of their inability and ability to work.
- 4.3 Operational managers will ensure that when movements of staff are necessary, these are in accordance with the Staff Safety Policy Statement (H&S/12).
- 4.4 Resource Centre staff, in association with the Central Support Unit must monitor staffing and identify any occurrence of single staffing and under utilisation of resources due to skill mix issues.
- 4.5 Resource Centre staff should make all reasonable efforts to ensure staff are able to work at their base station rather than being moved to an alternative station.
- 4.6 It is the responsibility of the Resource Centre to record the individual relief's hours worked on GRS.
- 4.7 It is the joint responsibility of the Resource Centre, CSU & VRC to keep the IDM updated about staffing issues at all times.

5.0 Definitions

LAS	London Ambulance Service
EOC	Emergency Operational Control
RC	Resource Centre
ORH	Operational Research in Health
IDM	Incident Delivery Manager
A&E	Accident and Emergency
GSM	Group Station Manager
CSU	Central Support Unit
VRC	Vehicle Resource Centre
GRS	Global Roster System
WM	Watch Manager
ILA	Individual Learning Account

6.0 Procedure

6.1 Resource Centre – Routine & General Arranging Staff Cover

- Resource Co-ordinators (RCOs) will plan and allocate to individual members of staff with six weeks' notice by entering on GRS. These can be viewed via GRS Web at any time from a home or service computer.

Home computer:

https://grsext.londonambulance.nhs.uk/grsweb_live

Service computer:

<http://grstimesheet/>

RCOs will continuously review shortfalls on a daily basis and check relief availability and re-plan when appropriate.

Reliefs are expected to access and check GRSWeb every 72 hours (unless not on operational duties), ensuring they are aware of their shift allocations. If GRSWeb is for some reason unavailable, the RC can be contacted by phone.

Reliefs must report directly to the location they have been planned to and be in position for the start of that shift.

Reliefs must notify the RC if for any reason they are not able to attend their allocated shift.

Reliefs must ensure the RC has an up to date telephone number, preferably a mobile number, on record.

6.2 Resource Centre - Arranging Cover for Ambulance Staff shortfalls & Pre- planned absences

6.2.1 RCOs will fill all known absences using the following criteria:

1. Core staff on a pool shift
2. Flexible workers (with fixed hours of work)
3. Flexible workers (with fixed locations of work)
4. Relief staff on supplementary roster
5. Flexible workers (with flexible hours ie self rosterers or annualised hour staff)
6. Overtime
7. Bank staff

6.2.2 The Resource Centre will endeavor to minimise changes to shifts once they have been scheduled. However, certain circumstances require changes to be made to scheduled shifts (ie, a member of core staff returning fit for duty/single

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staffed/crew member not available for duty). The following provides some guidance as to the actions needed by RC and staff members to ensure staff are aware of their shifts in good time to attend for duty:-

- Change made between 24 and 72 hours before duty: RC to update GRS and text message or call staff member with details of new shift.
- Change made less than 24 hours before duty: RC to update GRS and voice call staff member with details of new shift

6.2.3 When planning staff to vacant shifts the RC will endeavor to keep relief staff within their own group of stations. They will do their best to keep the same shift as per their rota ie early to early shift, late to late shift etc. If no gaps within their own group of stations the RC will plan the relief to a neighbouring group of stations and then look further afield. Any movement needs to be practically worthwhile in providing patient care. Changes to the actual shift type (ie, late to night shift) will be made as a last resort. If a member of staff is required to work at an alternative station and is notified more than 24 hours before their shift start, they will be expected to work their full duty time at that station.

6.1.4 If a member of staff is given less than 24 hours' notice of a change to a shift and the start or finish time has changed by an hour or more, the individual can claim a £15 "unforeseen change" payment. The RC will complete an LA180 on behalf of the individual

6.1.5 Core staff who are single on a shift by shift basis, can be given advance notice of a requirement to commence work at an alternative station within their group of stations or, by mutual agreement, at a neighboring complex regardless of Area boundaries. Staff will be notified of this requirement before the end of their previous shift. Where this presents a difficulty the RC will liaise with the IDM who will work with the individual to overcome such difficulties.

6.1.6 Management will ensure that when such movements are necessary staff safety will be taken into account at all times and will be in accordance with the Staff Safety Policy.

6.1.7 Operationally 'single' staff will need to proceed without delay to other locations to crew up with a single colleague and report to either CSU and RC promptly on arrival.

6.3 Where appropriate staff will be requested to use their own transport to move to other stations to crew up with another single member of staff. If this is agreed, Trust mileage can be claimed and insurance cover will be provided by the Service for the journey.

It is the intention of the Service to ensure that staff who have moved in such circumstances should book off duty on time. EOC should return such staff to their base station before the end of their shift if it can be accommodated.

7.0 Ambulance staff – Reporting shortfalls/absences at the start or during shift and outside Resource Centre operating hours.

7.1 It is the responsibility of ambulance staff to ensure the Resource Centre is advised of any circumstances resulting in their unavailability to work prior to the start of their shift on the dedicated telephone number. The Resource Centre will notify the local Manager of all absences including staff lateness. Outside Resource Centre operating hours, ambulance staff must call the RC telephone number, they will be re-directed to the duty IDM if appropriate depending on the nature of the call.

7.2 Ambulance staff either at the commencement of duty or at any time during their shift, must immediately inform the Resource Centre when they are or become single because their colleague has not arrived for duty, reported sick or are absent for any reason.

8.0 Resourcing to accommodate trainees

8.1 Every effort will be made by RCOs to pre-plan the effective placement of trainees. However to facilitate the effective deployment of trainees there will be occasions from time to time, for crews to split without delay to accommodate these staff. This will be undertaken on a fair and equitable basis.

8.2 It is envisaged that crews who are undertaking shifts on overtime will be expected to be the first to split, however this needs to be in a fair and equitable basis.

9.0 EOC Staff – Reporting shortfalls/absences at start or during shift time.

9.1 EOC staff who are unable to attend their next shift must contact the RC or Watch Manager prior to the commencement of that shift.

9.2 EOC staff either at the commencement or at any time during their shift must inform the RC or WM of unavailability for the remainder of their duty.

10.0 Relief Rota Hours

10.1 It is the responsibility of the Resource Centre to record the individual relief's hours worked on GRS.

- There is a facility at the end of the Relief Rota to adjust hours accordingly.
- It is the responsibility of Relief's to maintain their own record of hours worked.
- All staff on the relief roster are contracted to 37.5 hour weeks. Once 24 ILA hours have been deducted, the weekly hours reduce to 37.04. In any one rotation of a nine week roster, each member of staff „should. work 333.36 hours (37.04 x 9 weeks) to meet contracted hours. (All these figures are exclusive of rest breaks.)
- However, at any one time, a member of relief staff may owe or be owed hours... This provides staff members with increased flexibility in their shifts, and it provides the Service with the ability to increase or decrease staffing levels in line with predicted and actual demand.
- The number of hours carried over/under at the end of rotation of the roster should not exceed:
 - . 36 hours carry over (i.e. surplus hours by the end of any rotation that the Service 'owes' the individual).
 - . 24 hours carry under (i.e. deficit hours by the end not worked in that rotation that the individual 'owes' the Service).

Any surplus/deficit hours will be carried forward to the next rotation of the roster, and the RC will take these hours into account when scheduling for the next run of shifts.

This bank of hours rolls over continuously, for example: Roster Rotation (9 weeks each)	Roster Hours	Surplus/Deficit hours
1	323.36	Deficit 10
2	347.50	Surplus 4.14
3	319	Deficit 10.22
4	339	Deficit 4.58
5	344	Surplus 6.06

To safeguard staff against excessively onerous rotations of the roster, the total 'swing' of hours within any rotation is limited to +/- 40 hours.

11.0 Rota Changes

11.1 Core Rota changes must be sanctioned by the Head of Resourcing Manager and then forwarded to the Resource Centre Manager with a minimum of six weeks' notice of the commencement date.

11.2 Individual staff rota changes under the flexible working policy will be agreed by the flexible working panel and details of the agreed rota will be passed to the Resource Centre for entering into GRS with a minimum of six weeks' notice of the commencement date.

11.3 All line changes are to be passed to Senior Resource Coordinators with a minimum of six weeks' notice of the commencement date.

12.0 Resource Centre to Group Station Manager Communications

12.1 Resource Centre's to inform GSMs in advance, if predicted ambulance cover falls to a critical level.

13.0 Resource Centre to Incident Delivery Manager

13.1 Every day the Resource Centre will notify the IDM of planned resourcing and any relevant predicted difficulties (ie skill mix).

13.2 VRC will advise the Resource Centre if vehicles are available for shifts which are extra due to overtime. The VRC will be able to confirm to the Resource Centre if a member of crew staff whose status is 'single' can utilise a front line vehicle on station as a mode of transport to pair up with another member of staff who is also single.

Should a single member of crew staff use a frontline vehicle as a mode of transport they must ensure the keys for that vehicle are left at the station they have driven to ensuring the vehicle is available should it be required for frontline duty.

14.0 Resource Centre to Central Support Unit

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14.1 It is the responsibility of the Resource Centre to inform the CSU of any resourcing or fleet changes that occur during the day immediately.

It is the responsibility of the Resource Centre to provide CSU with:

- resource exception sheets.

15.0 Resource Centre EOC to Watch Manager Communications

15.1 The Watch Manager will be able to view daily resource sheets via GRS.

- At the close of Resource Centre operating hours, Resource Centre will liaise with Watch Manager regarding resources planned and potential resourcing problems.

16.0 CSU Communication to Resource Centre

16.1 At the start of Resource Centre operating hours CSU will;

- Notify Resource Centre of any amendments to previous nights planned resourcing.
- Notify RC of additional cover agreed by EOC.

17.0 CSU Communication outside Resource Centre hours

17.1 When outside Resource Centre hours, CSU will advise IDM of any information which would normally be passed to Resource Centre.

18.0 Overtime allocation

18.1 Resource Centre's will operate and apply locally agreed systems for the allocation of overtime;

- A minimum of 24 hours' notice of cancellation for overtime to be given on both sides.
- If the overtime requirement changes with less than 24 hours' notice the individual will be offered the opportunity to work at an alternative location or on another vehicle. If this is declined they will be paid for 2 hours and sent home.

19.0 Resource Centre's to Operational Staff Communications – Annual Leave

19.1 All staff will be required to apply for annual leave via GRS Webmail

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- Resource Centre's will keep records of all annual leave entitlement and leave taken.
- Resource Centre's will return processed leave request within 48 hrs.
- If staff do not receive their processed leave request they are to contact their Resource Centre to confirm their leave has been granted/refused.

20.0 Pre-planned Training Course Communications

- 20.1 Resource Co-ordinators will book staff on pre-planned training courses via GRS and notify staff
- 20.2 Staff must contact their Resource Centre to advise if unable to attend the allocated training course.

IMPLEMENTATION PLAN				
Intended Audience	All LAS Staff			
Dissemination	Available to all staff on the Pulse and to the public on the LAS website.			
Communications	Revised Policy and Procedure to be announced in the RIB and a link provided to the document. Consideration to be given to appropriate mechanisms for raising awareness amongst staff.			
Training				
Monitoring:				
Aspect to be monitored	Frequency of monitoring AND Tool used	Individual/ team responsible for carrying out monitoring AND Committee/ group where results are reported	Committee/ group responsible for monitoring outcomes/ recommendations	How learning will take place
Timely movement of single staff	Daily	Resource Centre Management team/CSU Daily meetings with IDM	Operation Delivery Board	Change/ develop policy and practice as required