



London Ambulance Service NHS Trust

Resource Centres and Operational Ambulance Staffing Procedure.

For Use By: Resource Centres, A&E Operational and Control Services Staff

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 Area Resource Centres, EOC Resource Centre and EOC undertake the task of resourcing the LAS with ambulance and control staff to a predetermined status.

The Resource Centres 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.

Objectives

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

Procedure

1.0 Resource Centres – Routine & General Arranging Staff Cover

- Resource Co-ordinators (RCOs) will plan and produce resource sheets two weeks in advance,
- Relief staff will be notified of their duties by post two weeks in advance,
- RCOs will continuously review shortfalls on a daily basis and check relief availability.

Date of Issue: March 2007	Review By Date: March 2010
Authorised By: Chief Executive Officer	To Be reviewed By: Senior Resourcing Manager
Index No: OP / 033	Page 1 of 7

2.0 Resource Centres - Arranging Cover for Ambulance Staff shortfalls & Pre-planned absences

- 2.1 RCOs will fill all known absences using the following criteria:
- 2.2 Allocate Relief's in the first instance to their own complex following same rota, i.e. shift to shift, early to early or late to late.
- 2.3 If no Relief available, RCOs will allocate a Relief from another complex, within the Area following same rota, i.e. shift to shift, early to early or late to late.
- 2.4 If no Relief available, RCOs will consider changing the shift of a Relief. A stand-alone payment of £15.00 will be paid if notice is given with less than 24 hours of commencement of shift and the shift variation is more than 1 hour.
- 2.5 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 complex or, by mutual agreement, at a neighbouring complex regardless of Area boundaries. Staff will be notified of this requirement before the end of their previous shift. Where this presents difficulties, managers and trade union representatives will work together to ensure that appropriate arrangements are made to overcome such difficulties.
- 2.6 If no Relief available, RCOs will liaise with other Resource Centres for spare Relief's.
- 2.7 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.
- 2.8 Operationally 'single' staff will need to proceed without delay to other locations to crew up with a single colleague and report to EOC on arrival.
- 2.9 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.
- 2.10 EOC will be the final arbiter on movements on the basis of where ambulance cover is needed having consulted with RC and Duty Officer.
- 2.11 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.
- 2.12 All of these changes must take into account the principles of the agreement on: 'Better Ways to utilise operationally single staff'.

Date of Issue: March 2007	Review By Date: March 2010
Authorised By: Chief Executive Officer	To Be reviewed By: Senior Resourcing Manager
Index No: OP / 033	Page 2 of 7

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

- 3.1 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 Duty Station Officer/Ambulance Operations Manager of all absences including staff lateness. In the absence of the Duty Station Officer, the Duty Station Officer on area cover (99) will be informed.
- 3.2 Outside Resource Centre operating hours ambulance staff must call the dedicated telephone number and leave a message on the answer machine.
- 3.3 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.

4.0 Resourcing to accommodate EMT 2's

- 4.1 Every effort will be made by the RCOs to pre-plan the effective placement of EMT 2's. However, to facilitate the effective deployment of EMT 2 's 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.
- 4.2 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. Team Leaders engaged on operational duties on the affected station can be utilised where possible.

5.0 EOC staff – Reporting shortfalls /absences at start or during shift time.

- 5.1 EOC staff who are unable to attend their next shift must contact the Duty Senior Operations Officer or Superintendent prior to the commencement of that shift.
- 5.2 EOC staff either at the commencement or at any time during their shift must inform the Duty Senior Operations Officer or Superintendent of unavailability for the remainder of their duty.
- 5.3 Duty Senior Operations Officer will notify EOC, Resource Centre and complete necessary documentation.

6.0 Relief Rota Hours

- 6.1 It is the responsibility of the Resource Centre to record individual Relief's hours Worked,

Date of Issue: March 2007	Review By Date: March 2010
Authorised By: Chief Executive Officer	To Be reviewed By: Senior Resourcing Manager
Index No: OP / 033	Page 3 of 7

- 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.

7.0 Rota Changes

7.1 Core Rota changes must be sanctioned by the Senior Resourcing Manager and then forwarded to the Resource Centre Manager with a minimum of two weeks notice of the commencement date.

7.2 All agreed individual staff Rota changes are to be passed to the Resource Centre Manager with a minimum of two weeks notice of the commencement date,

- Resource Centre Manager will notify Control Information Unit in EOC,
- EOC Loggist will confirm Rota changes and implementation dates are acceptable and will notify Management Information of changes,
- Resource Centre Manager will advise relevant Station Manager / Manager of Rota changes and agreed implementation date.

7.3 All line changes are to be passed to the Resource Manager with a minimum of two weeks notice of the commencement date.

8.0 Effective Communications Resource Centre to Resource Centre.

8.1 Frequent communication is required between Resource Centres to establish whether there is any shortfall in A&E staff availability, spare Relief's and spare vehicles,

- In the event of shortfalls being identified, necessary steps should be taken with other Resource Centres to arrange alternative cover.

9.0 Resource Centre to Ambulance Operations Manager Communications.

9.1 Resource Centres to inform AOM's in advance, if predicted ambulance cover falls to a critical level.

9.2 Resource Centre to advise AOM's of Team Leader activity.

10.0 Resource Centre to Duty Station Officer Communications

10.1 At the start of Resource Centre operating hours, the Duty Station Officer on area cover (99) will notify Resource Centre of any amendments to previous nights planned resourcing and any vehicle related issues.

10.2 At the close of Resource Centre operating hours, Resource Centre will liaise with Duty Station Officer on area cover (99) regarding resources planned for

Date of Issue: March 2007	Review By Date: March 2010
Authorised By: Chief Executive Officer	To Be reviewed By: Senior Resourcing Manager
Index No: OP / 033	Page 4 of 7

that night, spare vehicle availability or potential resourcing and vehicle problems.

10.3 Duty Station Officer will notify Resource Centre of daily fleet information,

- Duty Station Officer will notify Resource Centre of vehicle transfers,
- Resource Centre will liaise with Duty Station Officer regarding potential resourcing issues, e.g. Occupational Health , Police Interviews, Coroners Inquests,
- Duty Station Officer to contact Resource Centre daily to confirm cover for the following day,
- Duty Station Officer will ensure where mutual shift changes have been agreed, a signed copy of form LA64 should be faxed to RCO.

11.0 Resource Centre to EOC Loggist Communications

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

11.2 At 12.00, 17.00 and 23.00 hrs, it is the responsibility of the Resource Centre to provide the EOC Loggist with :

- staff resource exception sheets.
- information of any vehicle required by fleet for servicing.

12.0 Resource Centre EOC to Senior Operations Officer Communications

12.1 The Duty Senior Operations Officer will be supplied with the Daily Resource Sheets,

- At the close of Resource Centre operating hours, Resource Centre will liaise with Senior Operations Officer regarding resources planned and potential resourcing problems,
- RCO to ensure appropriate skill level is maintained in all mutual shift changes and a record of LA64 is kept.

13.0 EOC Loggist Communication to Resource Centre

13.1 At the start and end of Resource Centres operating hours EOC Loggist will,

- notify Resource Centre of any amendments to previous night's planned resourcing or of any vehicle issues,
- at the end of operating hours will liaise with Resource Centre regarding resources planned for that night and spare vehicle availability or potential vehicle problems,
- notify RC of additional cover agreed by EOC

Date of Issue: March 2007	Review By Date: March 2010
Authorised By: Chief Executive Officer	To Be reviewed By: Senior Resourcing Manager
Index No: OP / 033	Page 5 of 7

14.0 EOC Loggist Communication outside Resource Centre hours

14.1 When outside Resource Centre hours EOC Loggist will advise Duty Officer of any information which would normally be passed to Resource Centre such as,

- staff resource exception sheets including staff skill level,
- information of any vehicle required by fleet for servicing.

15.0 Overtime allocation

15.1 Resource Centres will operate and apply locally agreed systems for the allocation of overtime,

- Overtime list submitted to Resource Centres two weeks in advance as per overtime agreement,
- 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,
- Vacant shift will be covered first by Relief, Crew staff then Bank Staff.

16.0 Resource Centres to Operational Staff Communications - Annual Leave

16.1 All Staff will be required to apply for annual leave via the electronic leave system or paper LA65,

- Resource Centres will keep records of all annual leave entitlement and leave taken,
- Resource Centres 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.

17.0 Fleet Issues - Reporting Vehicle availability during Resource Centre hours

17.1 Resource Centres will receive a fleet sheet daily from all Complex offices' detailing status of vehicles against call sign. They will also inform if there are spare vehicles available and if so whether they are equipped or not,

- The Resource Centres will review the spare vehicle status regularly in conjunction with DSO throughout the shift making adjustments as necessary.

17.2 Operational staff must immediately contact EOC and then their Resource

Date of Issue: March 2007	Review By Date: March 2010
Authorised By: Chief Executive Officer	To Be reviewed By: Senior Resourcing Manager
Index No: OP / 033	Page 6 of 7

Centre when one or more of the following occurs at the commencement, during or at the end of shift,

- No serviceable vehicle is available on station because of defects or unroad worthiness,
- mechanical break down on the road,
- a vehicle is available to use but not equipped,
- on completing a vehicle change or repair.

17.3 During hours of operation the Loggist will advise Resource Centre and once established that a replacement vehicle is necessary, the Resource Centre will allocate a spare vehicle. Where appropriate, Duty Officer undertakes this action

17.4 Depending on the time of the reported breakdown / defect the Loggist will follow the ' Procedure for reporting Vehicle Availability and Vehicle Defects and arranging Breakdown & Recovery Services (OP / 012) '.

18.0 Pre-planned Training Course Communications

18.1 Resource Co-ordinators will notify staff in writing of all training course arrangements, scheduled attendance and location.

18.2 Staff must contact their Resource Centre to advise if unable to attend the allocated training course.

18.3 RCOs will also notify the relevant Duty Station Officer's of the training arrangements to ensure their staff attend on the appropriate date.

References : Procedure for Reporting Vehicle Availability and vehicle defects and arranging Breakdown & Recovery Services (OP / 012).
'Better ways to utilise operationally single staff'
Staff Safety Policy

Signature :



**Peter Bradley CBE
Chief Executive Officer.**

Date of Issue: March 2007	Review By Date: March 2010
Authorised By: Chief Executive Officer	To Be reviewed By: Senior Resourcing Manager
Index No: OP / 033	Page 7 of 7