



London Ambulance Service **NHS**
NHS Trust

On-Day Dynamic Resourcing Procedure

DOCUMENT PROFILE and CONTROL.

Purpose of the document: To update arrangements for accommodating part-trained staff.

Sponsor Department: A & E Secretariat

Author/Reviewer: Staff Officer to the Deputy Director of Operations. To be reviewed by
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***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.

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Links to Related documents or references providing additional information		
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HS012	Staff Safety Policy Statement	

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. Introduction

Despite careful planning, there are occasions when front-line staff on duty may be left operationally single, in that they have no crew partner to work with. There are also occasions when certain members of staff on duty are unable to work together because of incompatible skill or training levels, such as partially trained staff that must work under supervision.

2. Scope

This document sets out the provisions for front-line crews to be split, or moved between vehicles and vehicle types, in order to maximise operational resources. It applies to all front-line emergency and urgent resources working under the direction of either the Emergency Operations Centre or the Urgent Operations Centre. It does not include Patient Transport Services.

3. Objectives

1. To optimise operational cover enabling the service to best respond to the workload of incoming workload in London.
2. To formalise and update arrangements for accommodating operationally single staff.
3. To formalise and update arrangements for accommodating training or partially trained staff.
4. To outline the conditions under which this can be done.
5. To outline all management options available to optimise operational resources.

4. Responsibilities

1. All front-line operational staff, Resource Centre staff, Emergency Operations Centre staff, Urgent Operations Centre staff and all operational managers are responsible for familiarising themselves with this procedure.
2. All operational staff must work up to their acquired skill level and training.
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. Resource Centre staff, in association with the Central Support Unit and Area Delivery Units must monitor staffing and identify any occurrence of single staffing and under utilisation of resources due to skill mix issues.
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.
6. All staff have a duty to comply with the requirements of TP/03 and remain available for duty, to carry out tasks as reasonably required of their post and in the case of frontline staff to respond to calls as required during their period of duty (shift).

5. Definitions

1. RC Resource Centre
2. EOC Emergency Operations Centre
3. UOC Urgent Operations Centre
4. CSU Central Support Unit
5. ADU Area Delivery Unit
6. DSO Duty Station Officer
7. MRU Motorcycle Response Unit
8. CRU Cycle Response Unit

Procedure

6. Working at Alternative Locations

- 6.1 Staff who are known to be single prior to the commencement of their shift may be requested to report for duty at an alternative location.
- 6.2 Any change of location should be notified with at least 24 hours notice prior to the start of the changed shift *or* before the end of the preceding shift.
- 6.3 Resource Centre staff should ensure that any such request for a member of staff to report for duty at an alternative location must be a reasonable one. If agreement cannot be made as to a reasonable alternative location, this should be referred to an Operational Officer for final adjudication.

- 6.4 In the small number of occasions when a member of staff will be asked to report for duty at an alternative location, and this involves additional traveling time, the member of staff may claim an overtime payment for this additional time.
- 6.5 Should this also involve additional distance travelled, the member of staff is entitled to claim these additional miles at the current Trust Mileage Rate.
- 6.6 If the conditions detailed in 6.4 and 6.5 are to be applied, this must be with the express prior consent of the individual's DSO/ line manager. Distances and travel times should be verified using an independent travel planner, e. g., AA or RAC websites.
- 6.7 If these minimum notice periods detailed in 6.2 are not met, any pre-planned move to an alternative location prior to the commencement of the shift will be by mutual consent only. In such circumstances, the member of staff is entitled to request arrangements as detailed in 6.4 and 6.5 above.
- 6.8 If less than 24 hours' notice is given to a member of staff informing him/her of an alternative shift time *and* that shift time has changed by an hour or more, then that member of staff is entitled to claim a £15 unforeseen change payment by completing an LA180.
- 6.9 No such £15 payment will be made to changes in shifts being worked as overtime, or that have been swapped with other members of staff.
- 6.10 The member of staff will be expected to report to this alternative location and be available for duty from the commencement of their shift. Exceptions to this are:
- 6.10.1 When less than 24 hours' notice has been given and mutual consent to start at the new location on time has not been reached.
- 6.10.2 When a request has been referred to an operational officer (pursuant to 6.3), and it has been found that the original request was not reasonable in all circumstances and a reasonable alternative has not been agreed.
- 6.11 After the commencement of a shift, any member of staff can be directed to move to an alternative location in accordance with operational requirements.
- 6.12 Once requested, that member of staff must proceed without undue delay to the alternative location, and report their arrival immediately to EOC/ UOC and RC (during hours of operations).

- 6.13 When movement to an alternative location is necessary, RC should first seek to relocate staff on overtime, then relief staff, and then core staff.
- 6.14 Any additional mileage incurred due to a change of location notified prior to the commencement of a shift can be claimed back at the current Public Mileage Rate.
- 6.15 Additional mileage incurred by a member of staff when using their own vehicle to move between sites once a shift has started can be claimed back at the current Trust Mileage Rate. The journey will be covered by fully comprehensive motor insurance under the Trust Motor Fleet Policy.
- 6.16 In situations where it is not possible or appropriate for a member of staff to use their own transport to move to an alternative location after commencement of a shift, the following options should be considered in this order of priority: using a Service car, using the Service's taxi account, seeking station management assistance or using an ambulance vehicle with appropriate "Out of Commission" signs clearly visible (the latter should only be the last resort).
- 6.17 When a member of staff is working at an alternative location and still needs to return to their base station at shift end, EOC and UOC will endeavour to return staff to their base station by the end of their planned shift. However, whilst all reasonable efforts will be made to achieve this, it cannot always be guaranteed. Therefore, staff will remain available to work (as set out in TP/003) and respond to calls until the end of their scheduled shift. There is no set time period permitted for a single member of staff to return to their base station. In all cases "run back" time will be subject to the agreement of EOC/ UOC.

7. Working Alternative Duties

- 7.1 In order to optimise the utilisation of staff, there is the occasional need to split crews and/or direct members of staff to undertake alternative duties (within the scope of training and experience) to those which they are scheduled to fulfil.
- 7.2 An essential element of absorbing additional resources is the ability to accommodate staff in training or those who are partially trained. Such staff members have specific training and supervisory requirements that may, from time to time, be challenging to fulfil.
- 7.3 When there is a need to direct a member of staff to work alternative duties, RC should first seek to change the duties of staff on overtime, then relief staff, and then core staff.

- 7.4 Once a member of staff has been advised of a required change to scheduled duties, they must action this without undue delay.
- 7.5 There are occasions where members of staff will be directed to fulfil alternative duties for reasons such as staff safety (e.g. MRU and CRU responding can be dangerous in high winds or icy conditions), or for other reasons necessary to maintain optimal operational cover.
- 7.6 All crews must work up to the highest skill level of any member of staff on that vehicle (ref: Framework for consideration of requests to move to alternative duties (“Step Down”) HR/08/04). In the case of resources working under UOC, this will mean that A&E Support/Urgent Care staff when paired with a single member of A&E staff (Paramedic/EMT) will retain their UOC call sign for that shift, work under UOC and attend calls that would routinely be assigned to such resources. In some rare cases such resources may be required to attend a “Red” call where there is no other resource suitable to assign.

8. Management of Refusals and Delays

- 8.1 Should a manager be notified of any problems regarding the movement of staff or willingness to undertake alternative duties, they should immediately liaise with the individual(s) involved and attempt to resolve any issues as quickly as possible.
- 8.2 A senior member of a recognised trade union should be contacted as soon as is practicable who will liaise with the staff member concerned. The process of managing the refusal should not be delayed unreasonably whilst a trade union representative is being contacted.
- 8.3 In the event that a manager is informed of a refusal to move to an alternative location, split from their crew partner or otherwise adhere to a reasonable request, the following actions should be taken.
- 8.4 Establish the reason for refusal by talking to the individual(s) involved.
- 8.5 Take the appropriate action to resolve any issues or concerns raised in regards to the reasonable direction.
- 8.6 In the event of continued refusal ensure that all relevant details have been recorded and make a full report to the on-call manager via CSU advising the person that further investigation and appropriate action will follow.

IMPLEMENTATION PLAN	
Intended Audience	For all LAS staff
Dissemination	Available to all staff on the Pulse
Communications	Revised Procedure to be announced in the RIB and a link provided to the document
Training	There are no specific training requirements related to this procedure
Monitoring	The application of and adherence to this procedure is to be monitored by the Central Support Unit in real-time. Where local issues arise, these should be brought to the attention of the complex management team who shall endeavour to resolve. Unresolved issues should be escalated to the area management team. And, as and when necessary, reported into the Senior Management Team for further discussion, review and action.