




University Hospitals of Leicester 
NHS Trust

A Case Study – Electronic Staff Rostering

The Organisation

University Hospitals of Leicester NHS Trust (UHL) is one of the largest acute teaching hospital trusts outside London. Serving the local communities of Leicester City, Leicestershire and Rutland, more than 12,000 staff see and treat nearly one million patients a year across its three hospital sites: Glenfield Hospital, Leicester General Hospital and Leicester Royal Infirmary.

Rated a three star Trust for the high standard of patient care it provides, UHL is one of the leading Trusts and is currently applying for Foundation Status.

- UHL has established a national reputation for delivering high quality specialist care in cardiac, cancer and renal services, and receives patient referrals from across the country.

- The Trust has a close working relationship with its two local Primary Care Trusts to enable it to serve a diverse cultural population and tackle health issues in the local community.





Business Challenge

UHL is an amalgamation of three large acute Trusts across Leicester with an annual income of over £600 million of which staff costs account for over £330 million of this. With ever increasing staff shortages in healthcare and the importance that the Trust puts on staff retention in its drive for foundation status Carole Ribbins, Deputy Director of Nursing, wanted to find a better way to manage and optimize staff usage within the Trust.

Carole Ribbins says that many false claims had been made in the area of staff rostering by other hospitals and "I was determined to pilot and prove the case for an automated solution that could meet all my needs before I commit to a full scale rollout."

In addition to these requirements the Trust needed accurate reporting as well as automated feeds to Payroll and the NHS ESR solution. "The ability to link to our other key staff management and reporting solutions is vital" said Carole. The repetitive re-typing of data is an area for error and delays critical to management and financial reporting.



The solution

An automated rostering solution, Staff.Care, was chosen out of a shortlist of three system providers due to its flexibility and ease of use for staff. "We looked at core functionality as well as existing customers before we made our decision" said Carole Ribbins, "but it was the ease of use and the experience of SMI in this market place that convinced me and my team to go with Staff.Care."

NHS Electronic Staff Record (ESR)

Some Staff.Care customers are using the NHS Electronic Staff Record (ESR). SMI have worked with the ESR programme and now integrates with it both inbound and outbound. ESR held Staff and Assignment details are passed to Staff.Care which then sends back inbound Time and Attendance data to ESR.

This interface also supports integration to other third party Bank, HR and Payroll systems.

UHL has diverse requirements for shift patterns as well as staff contracts and as the Trust are in the middle of Agenda for Change it had to handle the existing and new pay scales as well as supporting us through the transition. The solution needed to support the diverse requirements of different wards as well as supporting Trust policy and procedures that in principal were followed but in practice there was no way of reporting on and identifying areas of potential concern



"The rollout of Agenda for Change, the European Working Time Directive Legislation as well as the need for fairness, correct skill mix and cost efficiencies for staff meant that a solution for staff management had to be found."

**Carole Ribbins,
Deputy Director
of Nursing**

The System

Staff.Care is a flexible and easy to use solution that is designed to be managed by the customer. With the ever-changing requirements within healthcare the ability for a Trust to manage, change and edit a system to meet these changing requirements is a crucial design in the system.

Staff.Care has been designed to enable a customer to manage and tailor the system to meet their organization requirements and to utilize the system across the whole organisation. Staff costs are the single largest expenditure within a health organisation and we expect our system to meet their exact requirements and for our customer to be in control.



"We want our Staff.Care system to be a solution that a Trust own and manage that is not reliant on SMI as the supplier",

said

**Michael O'Brien,
SMI Director.**



The implementation philosophy is built around a belief that the system must work for the people on the ground who do the job – ward managers and their staff.

SMI have developed a process, supported by full documentation, that leads a Trust from the planning stage through to go-live with expert consultancy services that ensure end user acceptance and buy-in. The starting point is the current working practices and the end point is the resolution of all policy and procedures relating to rota creation and staff contracts. At UHL this whole process took 3 months and ensured that the system went live on time and to budget. More importantly staff acceptance of the system was not an issue and due to the ease of use of the system staff training was less than a single day!

"Staff.Care has proven itself to be straightforward to configure and set-up to meet the Trust's exact requirements. Training has proven easier than I expected and there has been negligible resistance from staff. In fact they have welcomed it as it makes their job easier."

**said Liz Slater
UHL Rostering
System
Administrator.**

WTD – Working Time Directive.

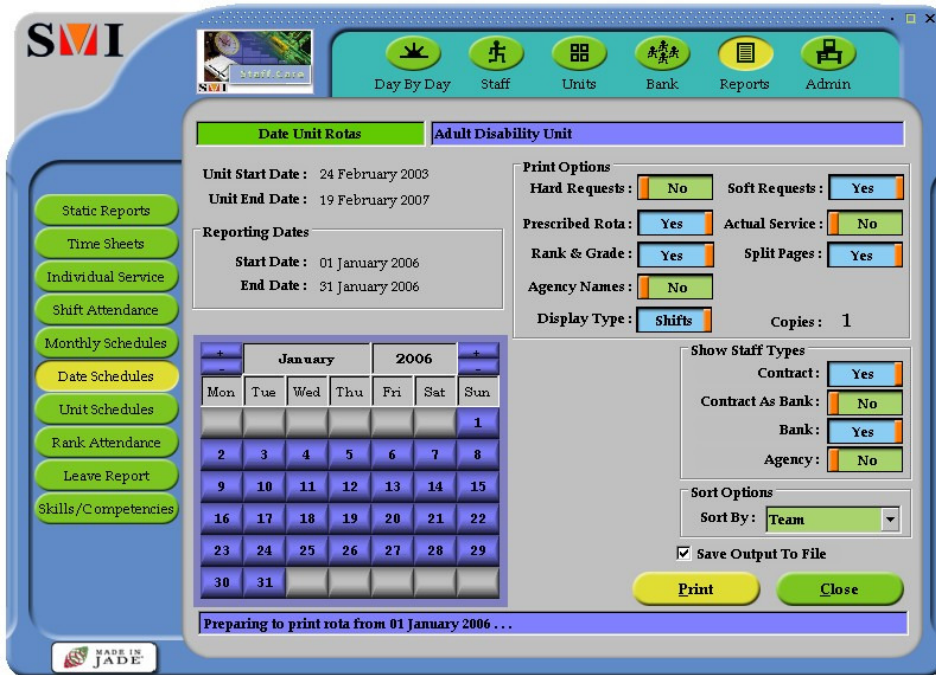
One of the key drivers for looking at an automated rostering solution was to ensure that UHL adhere to the European Working Time Directive (EWTD) guidelines.

*"We were well aware that there was no organisational method to track and monitor our actual staff hours," said **Carole Ribbins, Deputy Director of Nursing,** "without specifically asking each ward for this information from paper based records. Staff.Care has removed this manual process as well as prompting staff, whilst creating the rota, if they are approaching the EWTD limits."*

Implementation

Over 300 health customers and 16 years of experience in UK healthcare has ensured that SMI have the credibility and the know how to ensure that the implementation of Staff.Care is done in a way that minimizes risk and ensures success.





Trust Benefits

Staff costs are the single largest expenditure for the Trust and there was no single way of tracking staff attendance and so UHL could not plan efficiently and effectively to meet future staffing requirements. With the system in full rollout for all 5,000 nursing staff across the 3 hospitals the Trust have already identified the following:

Organisational benefits:

More efficient use of resources
 Correct staffing levels at the right time
 More focus on patient care
 Better planning for training/study days
 Reduced staffing costs
 Reduction in staff turnover
 Management reports & information
 Better control of staff time
 Standard policies for staff adhered to
 Automatic feed of time sheets to payroll

Staff benefits:

Saves staff time in creating & managing the Rota
 Staff more involved in the Rota creation
 Flexible rotas

Facilitates shift swapping
 Help staff meet 3rd party commitments
 Less stress and tension – fairness
 Better time off work
 Less times when over worked

These benefits have had a significant impact on ward staff. They now do not have to:

- manually calculate leave
- track time owing and in lieu
- produce reports manually such as time sheets, absence reports

In addition the system warns staff of potential conflicts with staff leave plans or Trust / statutory rules

Future Expansion

The Trust efficiency team have been impressed with the early cost savings and other benefits achieved by Staff.Care and are currently planning to extend the system to cover Medics, porters, AHPs, catering, house keeping etc... which total over 12,000 staff.

For more information contact:
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