

What is SIA?

SIA was developed to provide:

- A view of current payroll data by hour of the day, day of the week.
- An application that allows discovery into workforce patterns in staff rostering.
- An easy resource for Health Organisations across the State with the end user in mind.
- Assistance to the Rostering Best Practice Team (RBPT) in carrying out Health Organisation reviews into rostering best practice. Quantitative information that would support the qualitative reporting undertaken in Health Organisations by the RBPT.

"SIA encourages discussions by providing key insights into trends and patterns of hours paid to NSW Health employees with the ability to look at a Health Organisation level, down to an employee's individual work pattern."
- Cassandra Walton, Program Lead, Rostering Best Practice, NSW Ministry of Health

Methodology

- A seamless staffing intelligence application that draws data from:
 - NSW Health HRIS (StaffLink) represents actual payments made to employees across a selected period of time for both worked and leave type hours.
 - The State-wide Management Reporting System (SMRS) provides award detail, employee type (e.g. casual), rates of pay and cost centre details.
 - Transformation of the pay file data from StaffLink into hour of the day, day of the week occurs and is then displayed in QlikView.
- Together this seamless flow of information provides greater insight into trends and patterns.

In NSW Health: Audit Office of New South Wales

- 63.4%** of State-wide total expenses are employee related (FY 2014/2015)
- 1,584** employees worked more than **500** hours overtime (FY 2013/2014)
- \$377 Million** paid in overtime (FY 2014/2015)
- Highest overtime earner was a Career Medical Officer who earned more than **\$503k** in overtime and call backs over the past 3 years (FY 2014/2015)

Points of Difference

- Health Organisations have discovered a gap within current reports and information available. SIA has been developed as a mechanism that is able to bridge this gap through providing appropriate data.
- The strength of the application is the ability to drill down through the various structures, presenting powerful information at the click of a button.

What is next for SIA?

- Promote SIA to enable visibility of staffing paid work patterns.
- Support change that promotes the safety, effectiveness and cost efficiency of rosters.
- Assist with improving service levels in hospitals.
- Continue to challenge the historical practices.

"SIA is a highly anticipated analytical tool which I believe will allow the District to better understand its rostering practices in far more detail than was previously possible with current reporting tools. This tool fills that gap between a high level FTE report covering a two week pay period, and an hour by hour view of actual staffing levels. When we compare this information to hour by hour activity levels I believe we will be able to better understand our rostering weaknesses and identify potential opportunities in this space."
- Change Manager, NSW Health

"Overtime is paid at a premium rate and, if not effectively managed, can result in higher than necessary expenditure and increase work, health and safety issues, particularly when fatigued employees perform high-risk tasks. Since 2012, our reports have recommended health entities identify their top one per cent of overtime earners (including call backs) and investigate whether excessive reliance on these employees represents value for money or compromises patient safety."
Source: NSW Auditor-General's Report (2014). Volume 12

SIA Transforms Information

FY15/16 in the State

Overtime Hours: **3,663,510** | Overtime %: **1.6%***

Of this Medical staff have

Overtime Hours: **1,633,337** | Overtime %: **7.0%***

Status Quo Hospital (SQH) | **Best Practice Hospital (BPH)**

This dashboard provides us with information on overtime hours worked across NSW and how many of these hours relate to medical staff.

Yes, we can see that medical staff work a large proportion of those overtime hours.

SQH has

Overtime Hours: **7,871** | Overtime %: **16.7%***

Of this Dr X, highest overtime earner at SQH has worked

Overtime Hours: **1,840** | Overtime %: **51.8%***

When we drill down into the data it shows that SQH has a large number of overtime hours.

What are the shifts with overtime in SQH?

In this graph it is clear that SQH has overtime every weekday between 1800 till 0800 and all weekend to cover their 24/7 service.

Dr X is working extensive overtime outside of business hours. There is an opportunity for the organisation to make improvements by changing historical shift times.

Dr X work pattern at SQH

Correlation between overtime & sick leave of top overtime earners in Status Quo Hospital

Example: This staff member has 8.5% of overtime and 6% of sick leave.

This is an opportunity for Status Quo hospital to review if excessive reliance on overtime impacts on staff attendance such as sick leave.

BPH has

Overtime Hours: **1,637** | Overtime %: **4.4%***

Of this Dr Y, highest overtime earner at BPH has worked

Overtime Hours: **119** | Overtime %: **6.9%***

At SQH Dr X worked 51.8% overtime of their total paid hours whilst Dr Y worked only 6.9% overtime.

What are the shifts with overtime in BPH?

BPH has regular shifts to cover their 24/7 service with minimal overtime.

At Best Practice Hospital (BPH) we introduced staggered shift times on weekdays and rostered shifts over the weekend. We saw improvements in staff fatigue, budget management and reduced financial risks by utilising resources more effectively to cover the 24/7 service.

Dr Y work pattern at BPH

"This is a game changer."
- Management Accountant, NSW Health

Let's have a look at the SIA data when we compare two hospitals of similar size and case mix, delivering 24/7 services.