Rostering Improvement Coaching Guide

Right People, Right Skills, Right Place

Contents

Roster optimisation

Why rostering outcomes matter

In NSW Health, approximately two thirds of our total budget is allocated to staffing expenditure. Ensuring these funds are allocated efficiently and effectively will enable us to deliver a high quality service for our patients.

Rostering is one mechanism which enables us to achieve this.

What is roster optimisation?

Roster optimisation means we have the right people, with the right skills, in the right place at the right time.

Put simply, it means we are making the best possible use of our workforce.

The benefits of roster optimisation

Rostering is complex and there are an infinite range of possible combinations in the way shifts can be allocated.

Optimised rostering will help us all to:

- deliver a high quality service for patients
- support staff wellbeing and culture
- achieve organisational productivity and performance.

Rostering and wellbeing

A roster has a major impact on the health and wellbeing of rostered staff.

The times and locations staff work will affect their eating and sleeping patterns and their ability to benefit from their leisure time.

We know that staff wellbeing is a major determinant of their ability to perform at their best, so rostering with staff wellbeing in mind will again support us to deliver a high quality service and achieve organisational efficiencies.

How will we optimise rostering?

Optimising rostering requires the combined and ongoing commitment of all staff within NSW Health.

We must work together toward a common goal and support each other so we are able to achieve the far reaching benefits of optimised rosters.

This will be achieved through a structured and dedicated approach to continuous improvement and innovation.

Depending on the focus of the organization, we can select goals that are important to our strategic plans and LHD climate. Measuring baselines and at checkpoints clearly communicates the value and findings following engagement.

Continuous improvement & innovation

Continuous improvement

Continuous improvement is a sustained process to identify and implement ways tasks could be performed differently to do what we currently do…better.

It may be:

- more efficient, making better use of limited resources, or
- more effective, performing at a higher standard.

It is about looking at what exists and striving to redesigning it for improved outcomes.

The Clinical Redesign modules available through MyHealth Learning can provide further direction.

Innovation

Innovation is doing something new or better that makes a positive difference. It requires creative thinking and initiative. Innovation comes from identifying a pain point or an undesirable outcome, analysing at the drivers and process, design alternate solutions and implement processes with change management activities across a district.

Growth mindset

Achieving continuous improvement and innovation requires commitment from a team working toward a common goal. The best outcomes will occur when individuals adopt a growth mindset where they believe they are able to develop their capability to perform better.

Individuals with a growth mindset will:

- apply effort to develop new capabilities to improve their performance
- try new things and reflect on the outcomes
- seek feedback to improve their performance
- see failure as an opportunity to grow

How this will be achieved

Achieving roster optimisation requires a commitment to both continuous improvement and innovation.

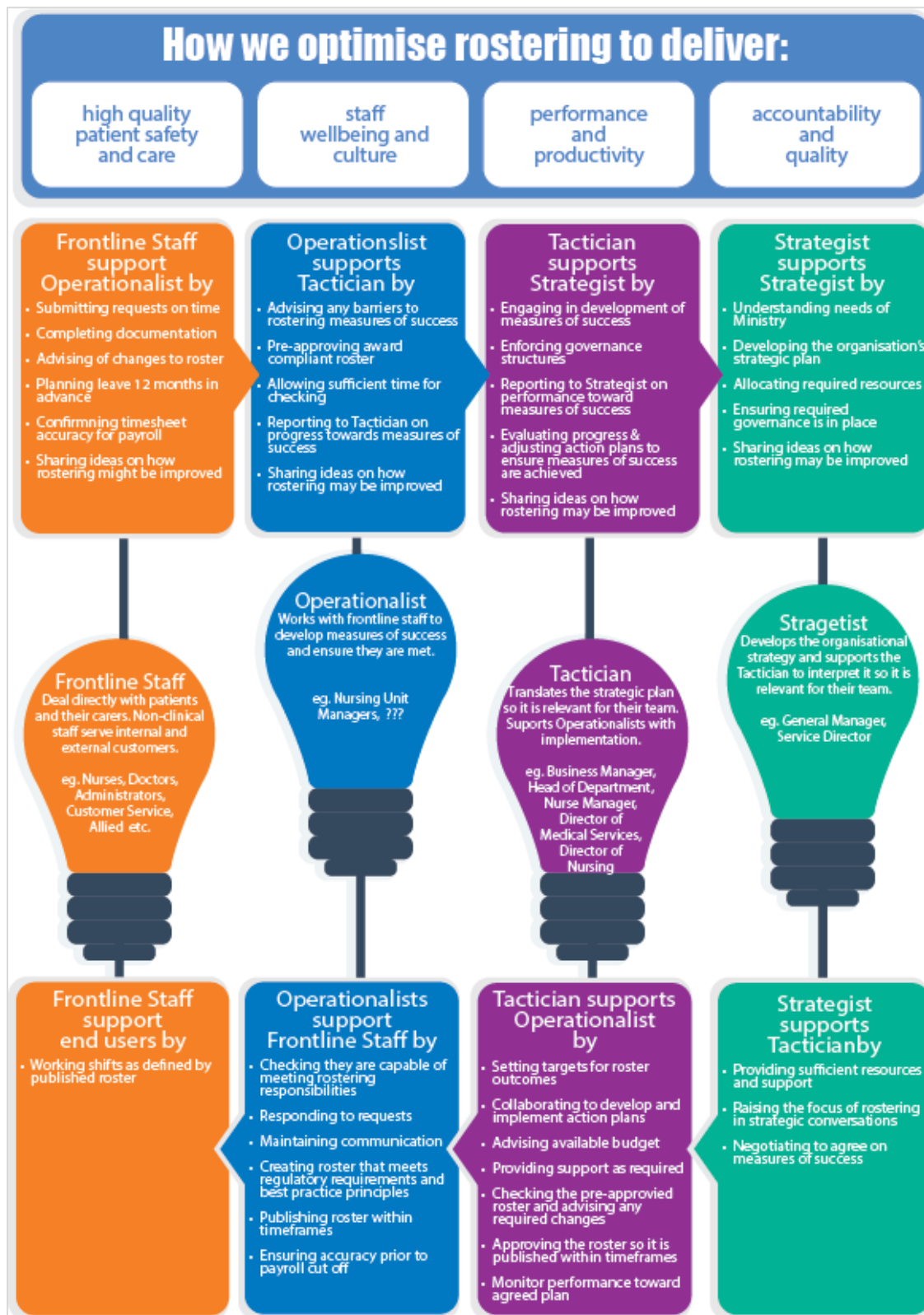It will be achieved by analysing current practice and outcomes to identify better ways of completing tasks, to improve our outcomes.

It requires generation of ideas that are tested to determine if they will lead to improved performance.

Testing our ideas may involve discussing them with others, or actually putting them into practice and reflecting on the outcome. Pilots or proof of concepts can be useful.

Toward a common goal

All staff within NSW Health have a responsibility for optimising rostering outcomes.

How we optimise rostering to deliver:

| high quality patient safety and care | staff wellbeing and culture | performance and productivity | accountability and quality |

Frontline Staff support Operationalist by
- Submitting requests on time
- Completing documentation
- Advising of changes to roster
- Planning leave 12 months in advance
- Confirmning timesheet accuracy for payroll
- Sharing ideas on how rostering might be improved

Operationslist supports Tactician by
- Advising any barriers to rostering measures of success
- Pre-approving award compliant roster
- Allowing sufficient time for checking
- Reporting to Tactician on progress towards measures of success
- Sharing ideas on how rostering may be improved

Tactician supports Strategist by
- Engaging in development of measures of success
- Enforcing governance structures
- Reporting to Strategist on performance toward measures of success
- Evaluating progress & adjusting action plans to ensure measures of success are achieved
- Sharing ideas on how rostering may be improved

Strategist supports Strategist by
- Understanding needs of Ministry
- Developing the organisation's strategic plan
- Allocating required resources
- Ensuring required governance is in place
- Sharing ideas on how rostering may be improved

Operationalist
Works with frontline staff to develop measures of success and ensure they are met.

eg. Nursing Unit Managers, ???

Frontline Staff
Deal directly with patients and their carers. Non-clinical staff serve internal and external customers.

eg. Nurses, Doctors, Administrators, Customer Service, Allied etc.

Tactician
Translates the strategic plan so it is relevant for their team. Suports Operationalists with implementation.

eg. Business Manager, Head of Department, Nurse Manager, Director of Medical Services, Director of Nursing

Stragetist
Develops the organisational strategy and supports the Tactician to interpret it so it is relevant for their team.

eg. General Manager, Service Director

Frontline Staff support end users by
- Working shifts as defined by published roster

Operationalists support Frontline Staff by
- Checking they are capable of meeting rostering responsibilities
- Responding to requests
- Maintaining communication
- Creating roster that meets regulatory requirements and best practice principles
- Publishing roster within timeframes
- Ensuring accuracy prior to payroll cut off

Tactician supports Operationalist by
- Setting targets for roster outcomes
- Collaborating to develop and implement action plans
- Advising available budget
- Providing support as required
- Checking the pre-approved roster and advising any required changes
- Approving the roster so it is published within timeframes
- Monitor performance toward agreed plan

Strategist supports Tacticianby
- Providing sufficient resources and support
- Raising the focus of rostering in strategic conversations
- Negotiating to agree on measures of success

The Role of the Central Workforce Team

Central workforce teams are integral in performing transactional activities as a central conduit to support staff throughout the employment lifecycle.

In addition to management of transactional activities to support health employees and manage payroll, central LHD workforce teams are well placed to support roster optimisation by:

- gaining senior management support
- analysing data to identify opportunities
- proactively engaging with rostering teams[1] directly
- establishing and maintaining communication plan
- monitoring performance toward key workforce and rostering metrics
- track and report on performance
- recognising effort and achievement
- supporting capability development
- keeping senior management informed on progress

GATHER SUPPORT	ANALYSE DATA	ENGAGE TEAMS
COMMUNICATE	MONITOR PERFORMANCE	REPORT
RECOGNISE	DEVELOP CAPABILITY	KEEP INFORMED

---

[1] The 'rostering team' for the purpose of this document, includes those involved in managing any individual roster and may include a Roster Creator, Roster Manager, Roster Approver, Business Manager.

GAIN SENIOR MANAGEMENT AND STAKEHOLDER SUPPORT

Why
As rostering optimisation requires the combined efforts of all staff, it is essential to gain support from senior management and key stakeholders who will be able to demonstrate their support.

By gaining support you can be more confident that your efforts are contributing the organisation's strategic direction and will be reinforced by them, so you are not alone in your efforts to optimise rostering in your Health Agency. |

Who
• Your Manager • Senior Management • Business Managers • Rostering Improvement Leads • Workforce or HR representatives

How
To achieve this you may:

❑ Speak to your manager to gain an understanding of the current state of rostering in your Health Agency and identify the key stakeholders who should be involved

❑ Review key documents outlining the organisation's strategic direction

❑ Confirm the appropriate lines of communication for interacting with senior management and key stakeholders (ie: this may be through your current manager)

❑ Develop a high level plan of how you will support roster optimisation to achieve strategic goals

❑ Prepare communication to inform senior management and stakeholders:
    ❑ Your plan to support roster optimisation
    ❑ How your plan aligns to the strategic direction
    ❑ What you require from them to ensure the success of your plan
    ❑ Agree on your plan and how/when you will report back on progress. |

ANALYSE DATA TO IDENTIFY OPPORTUNITIES

Why
Analysing data can provide an understanding of historical trends and can support identification of opportunities for continuous improvement and innovation. Data by itself is relatively unhelpful in the beginning of a project. It is the analysis of data that will provide insights that can facilitate informed decision making. Data analysis may involve looking at historical trends to identify patterns and relationships. For example, you may see a reduction in overtime when you fill a vacancy which may provide feedback to reinforce this action. In NSW Health, we have an abundance of data. This can be problematic if we are unsure how to use the data effectively.

Who
• Key stakeholders • eHealth HealthRoster Team

How

To achieve this you may:
 	
❑ Determine your purpose for analysing data
❑ Investigate the data that is available to you in your role, this may be available from:
   ❑ HealthRoster
   ❑ SMRS
   ❑ SIA
   ❑ RosterPerform
   ❑ Other systems
❑ Speak to key stakeholders to determine the key metrics they would like to improve
❑ Analyse relevant data to identify opportunities for improvement and set baselines and targets that are time bound
❑ Apply the MoSCoW[2] method to prioritise opportunities.

---

[2] Must have, Should have, Could have, Won't have this time

PROACTIVELY ENGAGE WITH ROSTERING TEAMS DIRECTLY

Why
As there are potentially many people involved in managing a roster, you are able to add value by supporting each individual, and support a group/specialty for a consistent message to establish and maintain the appropriate governance required to manage the roster as efficiently and effectively as possible. It may be necessary to identify rosters with the greatest opportunity for improvement and provide intensive support over a short period of time to a select few, to ensure they have the required processes, systems and capability to continuously improve and innovate to optimise their roster. Once you are satisfied this can be sustained for the selected rostering teams, you can move to support other rostering teams in the same way.

Who
• Roster Approvers • Roster Managers • Roster Creators • Business Manager • Recruitment Teams

How

To achieve this you may:
 	
❑ Determine who you will be engaging with and get in contact to:
   ❑ Explain the benefits of optimised rosters for patients, staff and the organisation
   ❑ Explain how you can support roster optimisation
   ❑ Evaluate their perception of their ability to influence rostering outcomes
   ❑ Reinforce the need for all players to contribute to the common goal
   ❑ Inquire into the existing governance structures and how they are currently operating
   ❑ Share insights from data analysis
   ❑ Set realistic expectations of what is to be achieved
❑ Review processes to ensure they align to Rostering Best Practice Guidelines
❑ Encourage, test, review and share ideas for improvement and innovation
❑ Work with individuals to ensure system functionality is being maximised
❑ Refer to Rostering Capability Framework[3] and establish learning plans to develop capability
❑ Provide support to develop action plans to ensure targets are achieved within timeframes
❑ Demonstrate how data can be accessed and analysed
❑ Communicate targets to key stakeholders.

---

[3] The Rostering Portal is the single access point for all rostering information for staff within NSW Health.
The Rostering Capability Matrix links users to a range of resources and tools to support capability development to ensure they are able to perform this function effectively.

ESTABLISH AND MAINTAIN LOCAL COMMUNICATION PLAN

Why

When supporting rostering teams, you may benefit from establishing and maintaining a communication plan that contains the necessary information staff require from time to time.

You will be a conduit between senior management, stakeholders and rostering teams and are in a powerful position to channel consistent communication so it achieves its intended objective.

You may hear or identify issues that are hindering roster optimisation and will need to take care in communicating these issues to the appropriate people so consideration can be given to how they may be addressed.

You may then need to feed this information back to ensure all are kept informed and will need to ensure you follow the correct channels to do this. Communication can occur through existing or new forums where rostering or workforce issues are the focus.

You will need to be empathetic toward your audience and tailor your approach to increase the likelihood your message is received and understood. Audiences have multiple frames of reference to what motivates them, therefore it is important to know your audience and tailor communication to this.

Please remember, simply sending a message, does not mean it is received and understood as you intended it! Communication is an art and extreme care must be taken.

Who

- Senior Management
- Key stakeholders
- Rostering Teams
- Local Communications Team

How

To establish a communication plan, you will need to:
- ❑ Collaborate with your Manager on the purpose of your communication
- ❑ Develop a communications plan including:
    - ❑ Goals
    - ❑ Strategy
    - ❑ Action plan
    - ❑ Potential challenges
    - ❑ Evaluation plan
- ❑ For each communication you will need to:
    - ❑ determine who the recipients of the communication will be
    - ❑ determine who the sender of the communication will be
    - ❑ determine the appropriate communication channels for the messages to be sent through
    - ❑ agree on when the communication will be sent
    - ❑ draft communication and obtain the required approval for it to be sent
    - ❑ send the communication to the identified recipients
    - ❑ establish a district wide rostering forum/community of practice.

MONITOR PERFORMANCE TOWARD KEY WORKFORCE AND ROSTERING METRICS

Why
The initial data analysis will provide a clearer picture of the current state. As improvement initiatives are implemented, it will be important to monitor progress on a regular basis to: • evaluate the impact of action plans on performance • enable comparisons between periods • intervene early to adjust plans as required. The Data Analysis Table below lists some of the metrics that may be worth monitoring. This list is not exhaustive and you may have other metrics you would like to add.

Who
• Roster Approvers • Roster Managers • Roster Creators • Business Manager • Recruitment Teams • Key stakeholders • eHealth HealthRoster Team

How

To monitor data for improvement and innovation, you should:
 	
❑ Have a discussion with your Manager and agree on:
   ❑ the metrics to be monitored
   ❑ the frequency of monitoring
   ❑ acceptable ranges
   ❑ actions if outside range
❑ Set reminders for yourself to follow up on these metrics at the agreed intervals.

REPORT ON PERFORMANCE

Why
You are central to the initiatives being implemented and will need to report to stakeholders on performance over time.

Your reports should focus on the metrics you agreed were most important in your data analysis step and may include additional explanations to provide stakeholders with sufficient information to understand what is occurring.

You may reinforce in these reports, the importance of having all involved working toward a common goal and thank them for their continued support.

You will need to consider transfer of continuous improvement activities into BAU to ensure the results are sustained.

Who

- Key stakeholders
- Roster Approvers
- Roster Managers
- Roster Creators
- Business Managers

How

To report on performance, you should:

- ❑ Liaise with relevant individuals to explain what reports you are able to provide
- ❑ Agree on the reports to be generated and the regularity of these reports
- ❑ Define the information to be included in the reports
- ❑ Generate and send reports as agreed, including relevant analysis and recommendations for improvement and innovation.

RECOGNISE EFFORT AND ACHIEVEMENT

Why
Throughout this process, you should aim to identify rostering teams who are moving toward roster optimisation and recognise their efforts and achievements in public forums. This will provide positive reinforcement and allow other teams insight into what they are aiming to achieve.

Who
• Key stakeholders • Roster Approvers • Roster Managers • Roster Creators • Business Managers

How
To recognise effort and achievement you may: ❑ Identify teams and individuals who are demonstrating effort and achievement toward rostering continuous improvement and innovation ❑ Communicate effort and achievement in relevant forums. ❑ Ask specialties or facilities to recognise achievements in forums by sponsors

SUPPORT CAPABILITY DEVELOPMENT

Why
Developing rostering capability will support individuals to achieve their intended goals. When supporting continuous improvement and innovation for roster optimization, you will need to identify opportunities where individuals could develop capability and support them to integrate development activities into their action plans.

Who
• Roster Approvers • Roster Managers • Roster Creators

How
To support capability develop you may: ❑ Regularly access and interact with the Rostering Portal to familiarize yourself with the resources and tools available ❑ Complete the Rostering Capability Framework modules available through MyHealth Learning by searching 'rcf' ❑ Identify gaps between current and required capability and recommend resources to for capability development ❑ Refer individuals to relevant modules, resources and/or tools to address identified capability gaps ❑ Liaise with individuals to establish a training plan and timeframes for completion ❑ Facilitate Rostering Best Practice Workshops ❑ Provide coaching support ❑ Connect staff who are able to support each other to develop rostering capability as peer reinforcement ❑ Participate in the NSW Health Innovative Rosterers' Community on LinkedIn to continue to develop your own capability for continuous improvement and innovation in rostering.

KEEP SENIOR MANAGEMENT AND STAKEHOLDERS INFORMED ON PROGRESS

Why
As you have gained support from senior management and key stakeholders to achieve continuous improvement and innovation for roster optimisation, it is important you keep them informed of progress. You should ensure you follow the correct communication channels to do this.
Who
• Your Manager • Senior Management • Key stakeholders
How
You should keep senior management informed by: ❑ Regularly providing succinct and relevant updates communicating achievement toward agreed goals ❑ Raising issues that may be impacting on a rostering teams' ability to optimise rostering ❑ Provide recommendations for how senior managers and stakeholders can continue to support roster optimisation.

Data analysis/Measures of Success

Metric	Frequency (W,F,M,Q,AdH)	Sourced from	Acceptable range	Action if outside range
Demand template review Unfilled duties Skill and grade warnings				
Publication in HealthRoster				
Unused contracted hours (pre-post?)				
Additional duties				
Shifts without charge cover				
Wrong grade types				
Duties with warnings (pre-post?)				
Annual leave liability				
Planned annual leave 12 months in advance				
ADO accruals				
Overtime				

Metric	Frequency (W,F,M,Q,AdH)	Sourced from	Acceptable range	Action if outside range
Casual utilisation Filled Unfilled Lead time availability				
Agency utilisation				
Force finalised (also those that needed to be prompted)				
Pay period confirmation Agreed Disagreed				
Retrospective adjustments Priority payments				
Overpayments				
Underpayments				
Training completions				
User account set up				
Inflight check of benefits data				
Create and Review tickets and IDEAS raised to improve rostering tools				