

RELIABILITY PROCESS FOR AGENDA FOR CHANGE BANK WORKERS

Introduction

Whilst the Bank is a flexible staffing service it depends on its workers to be reliable. The Bank is not obliged to offer shifts to its workers nor are its workers obliged to accept shifts, but when a bank worker books into a shift there is an expectation that the worker will commit to that shift and only not attend due to exceptional circumstances.

Bank shifts are often requested as a last resort to manage staffing issues within wards and departments, therefore when a bank worker cancels their shift, it often means alternative cover cannot be sourced and patient care is impacted.

Managing bank workers reliability is essential to ensure that the service is run effectively and to provide wards and departments with reassurance that they can depend on the bank workers being booked to support them. It is the aim of this process to ensure bank workers only make a commitment to work a bank shift when they are assured they have the means to undertake it, thereby reducing the number of unnecessary cancellations, and the corresponding detrimental impact on patient care.

Cancellations

This process will be implemented when a worker has three episodes of shift cancellations within a twelve week period. A shift cancellation is defined as a bank worker asking to be removed from a shift that they have previously requested to work or when a bank worker did not attend (DNA) for duty as expected. The bank worker will be asked to complete a Notification of Cancellation for any shift cancellations with less than one week's notice or any DNA's. If a cancellation reason means more than one shift needs to be cancelled e.g. sickness that lasts for a number of days, it will be recorded as one episode. If a worker does not attend for shift but are found not to be at fault e.g. there has been a mix up with their bookings by the ward / Bank Office, the instance will not be recorded as a cancellation.

As we recognise the importance of maintaining the flexibility of bank work, bank workers will be able to cancel shifts that are more than one week in advance, without this being recorded on their individual reliability record. Whilst there is a greater potential of finding alternative cover for shifts that have been cancelled with more than one week's notice, we need to acknowledge the time it takes to process a cancellation, along with the impact this has on other bank workers who may inevitably miss out on shifts that they would have preferred. As such we will be keeping a record of the number of cancellations being made in advance and should an individual be making an excessive number of cancellations, we will consider restricting the worker so that they can only book shifts at short notice in future.

For every shift cancelled within one week's notice the worker will be required to complete a Notification of Cancellation, which will be saved on the individual's personal file. The Temporary Staffing Office will send out a form following each cancellation; these must be completed and returned within seven days of the cancellation. Failure to comply with this process could lead to a temporary block of the worker's bank post until the completed form is received.

If a worker is booked to work on a specific ward and are no longer required they may be offered an alternative ward. Workers are within their rights to reject an alternative shift and not have this marked as a cancellation on their personal record. However, bank workers are reminded that once they have arrived on site for a shift they may be asked to work in another area and would be expected to complete their shift as requested by the Trust. Refusing to work in another area would be recorded as a cancellation and it could lead to disciplinary action being taken as well.

Bank workers cannot cancel a shift that they have already committed to, to work a shift on a preferred ward, department or site, or to work a preferred shift time e.g. cancel the late because a night has become available. The exception to this is substantive staff cancelling a bank shift to work a shift (substantive or bank, not overtime) on their own ward or department or a bank worker who due to exceptional circumstances needs to alter their shift times e.g. an urgent medical appointment* means they cannot attend the early shift anymore so they swap to cover a late instead. In these instances a cancellation will not be recorded against the bank worker.

*It is important to note that the Trust expects that once a bank worker has committed to work a shift, that they will not book routine appointments to coincide with their shift, causing them to have to cancel or adjust their original booking.

Cancellations will also not be recorded against a bank worker if they personally identify another bank worker, with the appropriate grade and skills, to cover their shift should they no longer be able to work it. This recognises the bank workers commitment to ensuring there is no detrimental impact on patient care. It is important to note that whilst the Temporary Staffing Office is supportive of shift swaps, we would not expect to see individuals regularly doing this and as such we will monitor the number of shift swaps. Should an individual be making an excessive number of swaps, we will consider restricting the worker so that they can only book shifts at short notice in future.

The Temporary Staffing Office must be informed of all cancellations, shift swaps or name changes. Bank workers are reminded that they must phone during office hours for cancellations within the next 24 hour period or on a Friday if the shift(s) being cancelled are on a weekend or Monday; for all other cancellations workers can either email or phone the bank office. If a bank worker opts to email the office with their cancellation they must ensure that they receive an acknowledgement from the Bank Team (not just the automatic response from the Mailbox), if an acknowledgement is not received they will need to ring the office to confirm that the cancellation has been made. Out of hours the Bed Managers must be phoned and informed of any cancellations.

On occasion, a worker may have booked a shift for a ward, which later closes for infection prevention purposes. The Bank understands that not all workers will be able to work on a closed ward due to other working / personal commitments, which will be compromised due to the required period between working on the closed ward and in another area e.g. 48 hours clear. The bank office

will always look to offer an alternative shift where possible, however, if this is not an option, a cancellation will not be recorded against the individual should they choose not to work the shift.

The Temporary Staffing Office will monitor any non-attendance for statutory and mandatory training sessions in conjunction with this process, along with booking errors made through EOL. Regular non-attendance for training sessions or shifts booked in error through EOL may result in the reliability process being triggered – this will be monitored on a case by case basis.

The Process

If a bank worker has 3 episodes of cancellations in a 12 week period they will be sent a letter (Appendix 1) advising them that their reliability will be monitored. If they have a further 3 episodes of cancellations in the following 12 week period the bank worker will be sent a letter (Appendix 2) advising them that a 4 week block is being placed which will prevent them from being able to work any bank shifts for that period. If the bank worker has 3 more episodes of cancellations within the 12 week period following their block, they will be sent a letter (Appendix 3) advising them that they have been removed from the bank. Workers who are removed from the bank through the Reliability Process will be able to reapply to the bank after a period of 6 months.

At each stage of the process there will be a review period of 12 weeks (taken from the date of the last shift cancelled) in which the next stage of the process can be triggered, if this does not happen the process will be ended and any future episodes of cancellations will start the process from Stage 1 again.

If a 4 week block is triggered any shifts booked for the next 7 days will be honoured (the four week block will commence once these shifts have been worked) and any shifts already booked for after the 4 week block, will remain booked in as well. If the bank worker should cancel any of the shifts honoured during the 7 days up to the start of the block, these will be recorded on the individual's record and will be included in the 12 week monitoring period after the block has concluded.

If a bank worker DNA's on 3 occasions within a 12 month period, without due reason for not attending the shift, they will be placed on a 4 week block.

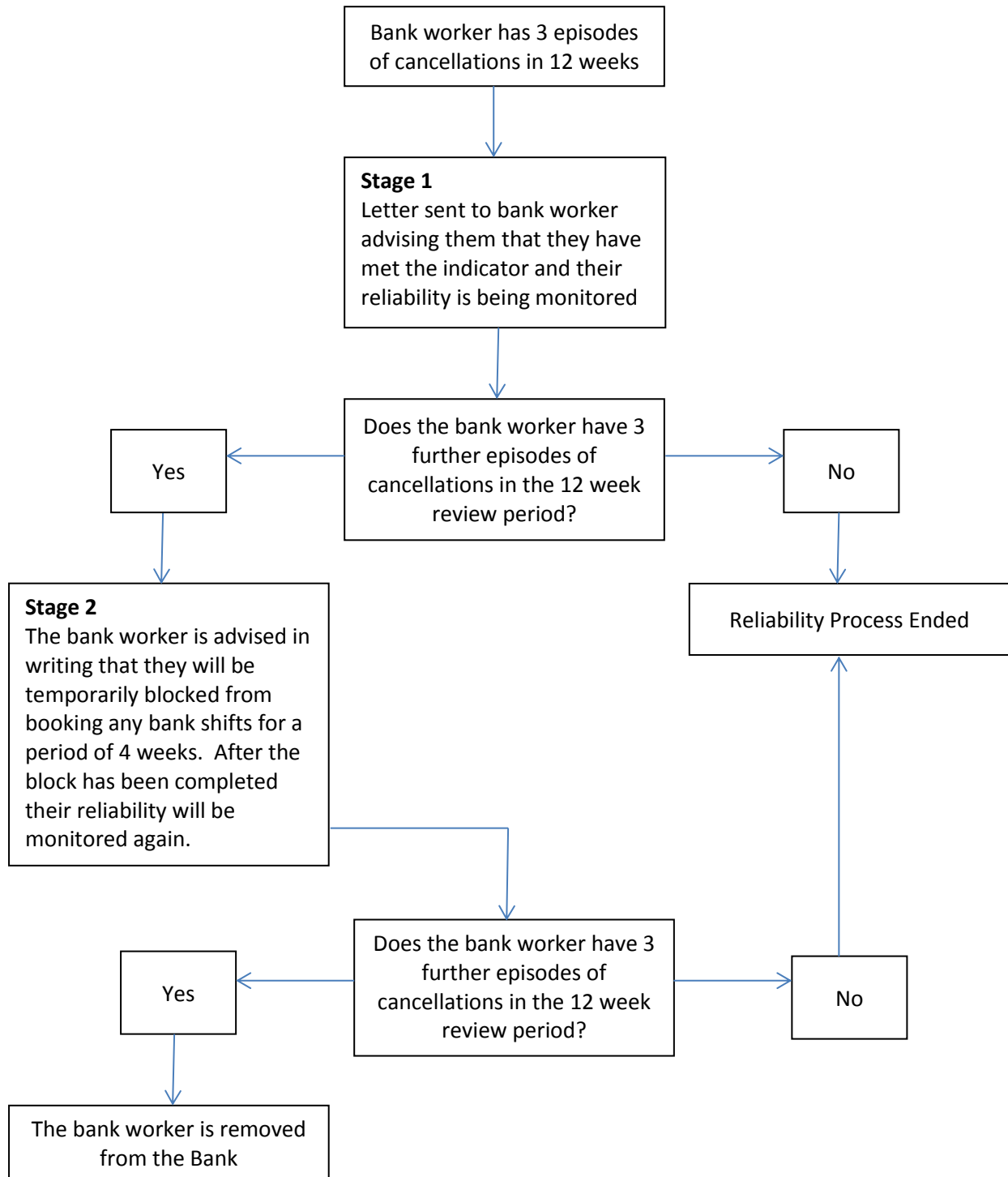
The Trust recognises that some workers may work more infrequently than others and as such may not trigger the reliability process but could still be deemed as an unreliable worker e.g. they only book six shifts in six months but cancel every one of these. In these instances the Temporary Staffing Office will monitor individual cases and agree periods of improvement with the worker to ensure they maintain their reliability for bank shifts. If there is no improvement a block may be placed and continued unreliability could result in their bank post being ended.

Support

The Temporary Staffing Office is available to support bank workers should they feel they are struggling to maintain their attendance for bank shifts. The Trust accepts that bank workers may find themselves being managed by the process due to circumstances which they feel are beyond

their control and would encourage any workers in this position to contact the Bank to discuss this. There are often alternative ways of working that the bank office can suggest that may help improve individual's attendance and reduce the likelihood of triggering the different stages of the reliability process.

Reliability Process Flowchart



Dear

BANK - RELIABILITY PROCESS

It has come to our attention that you have had 3 episodes of cancellations during a 12 week period of your bank work which means you have reached Stage 1 of the Reliability Process. In Stage 1 of the process we will simply continue to monitor your reliability and you can continue to book shifts as normal.

If you do not have a further 3 episodes of cancellations within the next 12 weeks (ending **ENTER DATE**) you will be taken off monitoring and will no longer be managed under the Reliability Process.

Should you have a further 3 episodes of cancellations within the 12 week period (noted above) you will progress to Stage 2 of the process and will be advised in writing that your bank post has been temporarily blocked. This will mean that you will be unable to accept any bank work for a period of 4 weeks.

It is important to note that an additional 3 episodes of cancellations within the 12 weeks after a block, could result in your removal from the bank entirely. Please see the enclosed Reliability Process Flowchart.

Whilst the Bank is a flexible staffing service it depends on its workers to be reliable. Bank shifts are often requested as a last resort and when a bank worker cancels, it often means alternative cover cannot be sourced and patient care is compromised. It is important to note that the Bank is not obliged to offer shifts to its workers nor are its workers obliged to accept shifts, but when a bank worker books into a shift there is an expectation that the worker will commit to that shift and only not attend due to unforeseen circumstances.

The Trust accepts that bank workers may unexpectedly find themselves being managed by this process due to circumstances which they feel are beyond their control. It is important to note that the Bank is available to support you if you feel you are struggling to maintain your attendance for bank shifts. We can help by suggesting alternative approaches to booking your shifts which may improve your attendance and reduce the likelihood of triggering the different stages of the reliability process. Our aim is to find the best solution for both yourself and the Trust.

If you have any queries regarding the Reliability Process please do not hesitate to contact the Temporary Staffing Office.

Yours sincerely

Dear

BANK – RELIABILITY PROCESS

I am writing further to the letter dated **date of Stage 1 letter** informing you that as a result of your cancellations you had reached Stage 1 of the Reliability Process.

Through monitoring your reliability we have recorded a further 3 episodes of cancellations during the 12 week review period. This means that you have progressed to Stage 2 of the process and we will be placing a temporary four week block on your Nurse Bank post. Any shifts booked within the next 7 days have been honoured and will remain in place, along with any shifts already booked beyond the 4 week block period. It is our expectation that you will attend these shifts as planned and should you be unable to attend that you cancel as per the standard process.

The block will start on **xxxxxx** and end on **xxxxxx**, during this period you will be unable to undertake any bank shifts.

It is essential that you do not attempt to directly book any bank work during your temporary block as we will not process any timesheets submitted during this period. Please note that any work undertaken prior to the block will be processed and paid in the usual manner.

Following your temporary block you will be able to accept bank shifts again. It is important to note that we will continue to monitor your reliability and if you have 3 further episodes of cancellations within the subsequent 12 week period your bank post will be ended. Please see the enclosed Reliability Process Flowchart.

If you do not have a further 3 episodes of cancellations within the 12 week review period following your block you will be taken off monitoring and will no longer be part of the Reliability Process.

It is important that you understand the impact of this process for your bank role and we strongly advise that in future you only commit to bank shifts when you are assured you have the means to undertake them. The impact of cancelling shifts has a detrimental effect on patient care.

The Temporary Staffing Office is available to support with maintaining your attendance for bank shifts, we actively encourage you to contact us so that we may help suggest alternative approaches to booking your work to avoid triggering stages of the reliability process in future. Our aim is to find the best solution for both yourself and the Trust.

Should you have any queries please do not hesitate to contact the Temporary Staffing Office.

Yours sincerely

Dear

BANK – RELIABILITY PROCESS

I am writing further to the letter dated **enter date of Stage 2 letter** informing you that as a result of your cancellations you had reached Stage 2 of the Reliability Process.

Through monitoring your reliability we have recorded a further 3 episodes of cancellations during the 12 week review period. As explained to you our previous letter, reaching the indicator for a third time would result in your removal from the Bank.

Due to the frequency of your cancellations we do not believe we can be assured of your reliability when committing to work bank shifts and as such we have taken the decision to remove you from the Bank with immediate effect. All future shifts will be cancelled and it is essential that you do not attempt to undertake any further shifts as no timesheets will be processed for shifts worked after this date. The impact of cancelling shifts has a detrimental effect on patient care.

I would request that you return any uniforms and your ID Badge to the Temporary Staffing Office at Scarborough Hospital or the E-Rostering Office at Park House, York Hospital.

Whilst we are taking the decision to end your bank post at this time, it does not prevent you from applying to join the Bank again in the future, however, we request that no application is made within the next six months.

If you have any queries regarding this decision please do not hesitate to contact the Temporary Staffing Office.

Yours sincerely