

### 1.19.4 Safe Staffing Levels – Day & Night Shifts

Please detail your proposed staffing levels/skill mix (both clinical and non clinical) for a day shift and also for an out of hours shift and detail your justification for these levels to meet planned shift activity

(Maximum Word Count – no limit but be concise)

We have matched the workforce in line with the data supplied from CCGs to produce a clinical and operational workforce model, which is suitable and achievable to deal with the predicted activity and activity types.

This model covers both day shifts at weekends, and evening and overnight shifts weekdays and weekends, using our experience of service delivery using this type of model, made up of the following skill types.

**Clinical:**

- GP
- ANP Advanced Nurse Practitioner
- UCP Urgent Care Practitioner
- Clinical Shift Lead

**Operational:**

- Team Leaders
- Dispatchers
- Receptionists
- Driver

#### 1.19.4.1-Day shift

**a)-Staffing levels and skill mix**

Day shifts, Saturday and Sunday will run between 08:00 and 16:00 typically and from 16:00-24:00 classed as evening/OOH shifts on weekends. The description below describes the typical weekend breakdown

**a.1)-Clinical day shift element**

**Clinical Day shift element: North Lot 1**

**GP:** [REDACTED]

**ANP:** [REDACTED]

**UCP:** [REDACTED]

**Clinical Shift Lead:** [REDACTED]

**Clinical Day Shift Element: South Lot 2**

**GP:** [REDACTED]

**ANP:** [REDACTED]  
[REDACTED]

**UCP:** [REDACTED]  
[REDACTED]  
[REDACTED]

**Clinical Shift Lead:** [REDACTED]  
[REDACTED]

**a.2)-Operational Day shift element**

**Operational Day shift element: North Lot 1**

**Team Leader,** [REDACTED]  
[REDACTED]

**Despatcher** [REDACTED]

**Receptionists** [REDACTED]  
[REDACTED] 0

**Drivers** [REDACTED]  
[REDACTED]

**Operational Day shift element: South Lot 2**

**Team Leader:** [REDACTED]  
[REDACTED]

**Despatcher:** [REDACTED]

**Receptionists:** [REDACTED]  
[REDACTED]

**Drivers:** [REDACTED]  
[REDACTED]

**b)-Rationale for planned levels and times**

Our ability to meet demand is predicated on developing:

- A Staffordshire GP-OOH staffing model and profile for optimal performance. This approach and effective deployment is evidenced by our KPI performance and 'GOOD' CQC ratings.
- Contingency plans and working practices to handle demand peaks and issues likely to impact ability to meet demand (e.g. staff shortages, incidents creating service pressure).
- Rising-tide and business-continuity plans to manage unforeseen demand surges.

Our dynamic staffing models adequately staff each step of the patient journey with experienced, competent employees. We adapt to seasonal change (e.g. higher summer sports-injury, tourists to theme parks, workload) and in-day demand variation.

Inbuilt flex capacity in our rotas will maximise the team's ability to handle predictable surge. Staffordshire GP-OOH will have a named Rota Manager in the central resourcing team skilled in pattern recognition. Understanding the flex in our system, the Rota Manager will manage most surges intuitively. Data analysts support will enable model fine tuning throughout the contract term.

Using our daily tracker, the Shift Lead will identify activity moving beyond our spare-capacity buffer that may require a flexible response e.g. moving resources around depending on patient flow and presentation to a specific Centre. They will closely monitor breach and waiting times, quickly identifying surges likely to impact waiting times. Ongoing analysis will inform our working patterns and maintenance of spare capacity to manage surges.

Extreme demand (e.g. volumes outside of surge tolerance) will trigger our well-defined business-continuity plan, which includes our 'Rising-Tide' and business continuity policies. We will agree joint surge-escalation policies with alliance partners and the CCG and provide clear communication of status updates and mitigating actions.

#### **c)-Uplift for known/expected demand peaks**

Demand peaks several times during a day shift period, activity starts to increase from 07:00 rising to the main peak of the day between 09:00 and 12:00 (North) and 08:00 and 12:00 (South), which declines towards 16:00 (North) and 15:00-16/17:00 (South). We then see a smaller increase in activity typically with activity tailing off towards the latter part of a day shift going into the overnight period.

The demand peaks several times during a day shift period on a Saturday, activity starts to increase from 07:00 rising to the main peak of the day between 09:00 and 12:00, which declines towards 16:00.

We see smaller peaks on a Sunday and slightly later than the peaks on a Saturday typically up to 2 hours later than the peaks on a Saturday.

From experience, we know that the peaks are more sustained over a bank holiday dayshift. They start usually at around 07:00 and continue to rise throughout the day and start to reduce at around 21:00.

Weekend days are staffed accordingly to match the activity models that reflect the peaks and troughs throughout the day. We host a higher level of staffing on bank holiday days shifts to reflect the increase in activity we see on these days and create a stand-alone special event rota for these days.

**Seasons:** We break our year down to two main seasons, summer and winter. From experience, summer is between May to October which has less activity compared to the winter. Winter is November to April, based on our experience of activity within the winter period containing the busier periods of Christmas and Easter.

We develop specific rotas for summer and winter in line with the activity increase/decrease to match the activity, our rotas are robust in either season and can cope with fluctuations reacting to extreme weather conditions. Alongside this, we review each month to ensure the marginal increase and decline is tailored within our rosters.

**Prisons:** Prison activity does not really follow a specific trend in the OOHs period. Most cases are received before 23:00 hours.

### 1.19.4.2-OOH shift

#### a)-Staffing levels and skill mix

OOH hours period is usually 18:30 to 08:00 weekdays.

##### a.1)-Clinical OOH period

**Clinical OOH Period:** North Lot 1

**GP:** [REDACTED]

**ANP:** [REDACTED]

**UCP:** [REDACTED]

**Clinical Shift Lead:** [REDACTED]

**Clinical OOH Period:** South Lot 2

**GP:** [REDACTED]

**ANP:** [REDACTED]

**UCP:** [REDACTED]

**Clinical Shift Lead:** [REDACTED]

##### a.2)-Operational OOH period

**Operational:** North Lot 1

**Team Leader,** [REDACTED]

**Despatcher** [REDACTED]

**Receptionists** [REDACTED]

**Drivers** [REDACTED]

**Operational: South Lot****Team Leader,** [REDACTED]**Despatcher** [REDACTED]**Receptionists** [REDACTED]  
[REDACTED]**Drivers** [REDACTED]  
[REDACTED]**b)-Rationale for planned levels and times**

The rationale is as for the day shift outlined above.

**c)-Uplift for known/expected demand peaks**

The main demand period from the information provided and from our experience in delivering other successful GP-OOH services is between 18:30 and 20:00 (North) and 19:00 (South) with activity reducing from 20:00-24:00 (North) and 19:00-24:00 (South) with minimal activity overnight, the peak between 18:30-20:00 (North) and 18:30-19:00 (South) is likely due to surgery closing hours and patients finishing work missing the chance to contact their surgery.

Our rotas are built to manage these peaks in activity and likewise reduce accordingly where activity drops off later in the evening allowing time for patients to complete their journey through the system within our opening time periods.

Overnight periods are very similar over weekdays, weekends, and bank holiday periods, with no major peaks until we reach Saturday and Sunday mornings from around 07:00 where our day staffing profile is increased. To reflect this, our rotas are built to reflect the activity provided and have a very similar pattern to other services we provide.

Seasons: We break our year down to two main seasons, summer and winter. From experience, summer is between May to October which has less activity compared to winter. Winter period is November to April based on our experience of activity within the winter period containing the busier periods of Christmas and Easter.

We develop specific rotas for summer and winter in line with the activity increase/decrease to match the activity. Our rotas are robust in either season and can cope with fluctuations reacting to extreme weather conditions