

## Case Study

### Western NSW LHD Rostering Proficiency Program



#### *Right people, right skills, right place to deliver excellent patient care every time.*

Rostering is a critical enabler to patient safety, quality of care, staff wellbeing and organisational efficiency. Yet it is complex requiring managers to balance often competing demands. Recognising this, WNSWLHD in partnership with Ministry of Health embarked upon a rostering improvement initiative to improve rostering practice and upskill roster managers.

The initiative comprised a series of structured educational webinars focused on different aspects of the rostering cycle underpinned by online training available via the NSW Health **Rostering Capability Framework (RCF)** and the use of the Allocate Optima solution. Alongside this, roster managers received one-on-one coaching and support from a team of local rostering experts. Roster Managers embarked upon a 90-day challenge to demonstrate improved performance against key rostering metrics.

#### **Sponsorship and Local Leadership**

The initiative had strong sponsorship from the LHD Executive and facility managers which was critical in building momentum. Local expertise with an understanding of the rostering environment and specific challenges faced by roster managers was also invaluable in driving rostering improvements focused on individual roster characteristics.

#### **A Commitment to Continuous Improvement**

WNSWLHD have recognised that to continue to achieve excellence in rostering, a commitment to continuous improvement is required. The WNSWLHD Rostering Proficiency Program is part of an ongoing effort to continue to develop and mature rostering capability across the LHD making use of the many rostering resources and the best use of the Allocate Optima solution.

#### **Key Outcomes**

The WNSWLHD Rostering Proficiency Program underpinned by Allocate Optima, has shown demonstrable improvements in the timeliness, quality and effectiveness of rostering and proven that with executive commitment, local engagement and dedicated support significant improvements in rostering outcomes can be made. Key outcomes include;

- **8%** (\$106k) decrease in nursing agency fees resulting from more proactive planning of staffing needs and improved recruitment strategies
- **8.86 FTE** reduction in casual staffing resulting from improved utilisation of the permanent workforce
- **2.9%** (\$45k) decrease in nursing overtime due to a more proactive approach to managing shift vacancies in targeted facilities
- **2%** decrease in annual leave equating to a reduction of \$696,574 in leave liability
- **\$1.2m** reduction in leave liability resulting from a 3704 reduction in excessive leave days due to more proactive leave planning
- **66%** (\$247k) decrease in 'no minimum break' payments resulting from improved education and awareness
- An increase in the **timeliness** of rosters being published from an average of 2 to 6 days in advance of the roster period commencing.

