Newcastle upon Tyne Hospitals NHS Foundation Trust

Implements Kronos' SMART workforce management benefiting staff and patient services

One of the largest UK Trusts spearheads cultural change as it successfully introduces eRostering and Time & Attendance for over 12,000 staff across six sites.

Newcastle upon Tyne Hospitals NHS Trust has been providing patient-centred healthcare to communities in the North East of England and beyond for over 250 years. It delivers healthcare services from six sites in hospitals across the area. With over 1,800 beds, managing over one million patient 'engagements' every year and is a successful teaching NHS Trust.

As one of the largest NHS trusts in the UK, Newcastle Hospitals NHS Trust offers a wider range of specialist services than any other. With part of its strategy to improve workforce productivity and staff wellbeing, it has invested in SMART eRostering and Time & Attendance systems to manage staff working hours and contractual obligations. Through integration with its ESR system, the Trust's aims is to reduce costs with more accurate payroll.

Director of Nursing and Patient Services at Newcastle upon Tyne Hospitals NHS Foundation Trust and Sponsor for the

SMART project, Helen Lamont said; "*As one of the biggest Trusts in the UK we employ large numbers of staff across many disciplines to deliver patient care. It is vital that we manage our most important resource efficiently, meeting clinical governance to benefit patient services and support the wellbeing of our staff. SMART eRostering and Time & Attendance help us to meet these goals.*"

The Challenge

The Trust wished to implement a solution that could improve roster and workforce management for all staff, delivering financial benefits due to efficiencies gained both in the back office and on wards. A priority was to provide accurate management data to support decision making and reduce administration time, freeing staff to focus on key competencies and patient services. 2,000 community services staff that joined the Trust due to a merger of services were later added, highlighting the requirement for a versatile solution.

Fast Facts

- **Third largest Trust in the UK rolls out eRostering and Time & Attendance to over 10,000 staff in eighteen months, the Trust includes Acute and Community services**

- **Time & Attendance supports cultural change in the organisation delivering transparent and equitable systems that are used by all staff**

- **Improved roster management and integrated ESR results in accurate payroll, delivering efficiencies and cost savings across the Trust**

- **Monitoring of staff hours ensures compliance with working legislation and CQC guidelines**

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Helen Lamont, Director of Nursing and Patient Services at Newcastle upon Tyne Hospitals NHS Foundation Trust and Sponsor

From identifying the need for new systems, the Trust set the ambitious goal to roll out the Rostering and Attendance Project to all staff within eighteen months.

At the outset the Trust's rollout of the project was fraught with difficulties particularly in relation to the embedding of the software and understanding it's applications and solutions. Continued engagement between SMART and the Trust is now beginning to bear fruit with the process now concluding on an electronic payroll interface.

The Solution

SMART Workforce Management from Kronos was selected following a formal tender process and recommendations from other users.

"*SMART eRostering and Time & Attendance were selected to provide quality systems to support our staff management processes. We will be able to demonstrate a return on investment quickly as they provide efficiency and financial benefits, supporting improved decision making by staff and management. We have seen a positive adoption of the systems by all staff who recognise the advantages of using transparent and equitable systems,*" Peter Savage, Clinical Lead and Nurse Bank Manager.

Following consultation with all departments across the organisation and the unions, to ensure that the system supports different requirements, Newcastle upon Tyne Hospitals NHS Foundation Trust now has over 12,000 staff using the Time & Attendance and eRostering systems including clinical, administration, management and community-based staff.

Visibility and Fairness

The accurate recording of hours worked means that now managers can be assured that staff are working their full contractual hours, before additional resources Bank or over time hours are agreed. Staff appreciate the fairness and transparency of the system, as everyone is treated the same.

Improved payroll process

Through more accurate employee data and integration with ESR (Electronic Staff Records), the organisation is able to process more accurate payroll faster, reducing manual input of data from timesheets. Integrated payroll is currently used for 4,000 staff, with plans to roll-out to all 12,000 employees by end of summer 2013.

Management Reporting

More accurate data on staff working hours has also brought unexpected benefits for management reporting. Duty records provide accurate reports on skill mixes on wards that can be analysed for clinical assessments to support patient care requirements. The estates teams use information collected on staff working hours and travel times to support parking requirements, a particular challenge for inner city hospitals. The latest real time data provides an accurate register for switchboard staff of senior management rotas on call.

Compliance

The transparency of working hours, sickness and absence data ensures that the Trust meets working legislation and that staff working contractual hours are fulfilled.

Positive Cultural Change

The introduction of a new Time and Attendance system has facilitated staff acceptance of clocking in and out. They recognise the benefits of a transparent, fair and accurate recording of attendance and working hours.

"*The consultation with staff and unions prior to the roll out, and support from senior management for the project, has ensured our implementation of SMART workforce management has been achieved within our timescales. Staff understand the need for clocking in and out, and now accept it as normal practice. This shift in culture, together with the transparency of the system has been a huge success for the Trust, enabling us to optimise the use of our workforce.*" Peter Savage, Clinical Lead and Nurse Bank Manager.