



Summer 2006 Issue 2

Welcome to the second quarterly Working Time Directive 2009 briefing for chief executives. As you will recall from the first issue sent in February, this briefing has been created following work from a focus group of chief executives that identified this as an ideal way of getting core information to you in a timely fashion.

NHS National Workforce Projects is the lead organisation providing support and helping the service develop solutions to WTD 2009. Working Time Directive is a legal requirement and is statutory European health and safety legislation. It is a must be done for the NHS.

Leadership and WTD 2009

Leadership is a key element of delivering WTD 2009. Organisations that already have a good compliance position have evidence of strong leadership and involvement from senior managers and clinicians in their work.

Initial diagnostic analysis work has been carried out as part of the WTD 2009 programme. This has been led by one of the WTD partner organisations, Essex Workforce Development Confederation. Detailed work has been undertaken in 35 hospital trusts across the country – taking into account a different range of sizes of trust, different site configurations and geographical locations. It accounts for around 20 percent of acute trusts.

The findings show that a perceived lack of senior leadership and support around WTD is being seen as a key barrier to progress for many trusts. ▼

Amongst the common factors identified as barriers in moving towards 2009 compliance in those trusts were:

- An absence of board reporting and lack of awareness by some boards on WTD requirements
- No performance management expectation or project plan for planned achievement of WTD 2009
- Lack of ownership by operational managers in trusts – WTD has been ‘parked’ with HR
- Lack of understanding by senior management of the WTD, rotas and junior doctor’s hours
- Absence of an accountable officer or lead executive responsible to the board for WTD.

This work has been backed up by feedback from recent workshops and conference events.

A number of possible scenario solutions have also been identified, based on best practice found through the diagnostic work. These reflect successful trust approaches where the importance of clear leadership has been highlighted and is a key issue for chief executives to consider.

These are issues that it may be important for you to consider at this stage and that in many cases these arrangements can be quickly implemented. ▼

Potential solutions that may be adopted include:

- 1 A named WTD 2009 executive lead and named clinical and HR lead within an organisation
- 2 Development of a timescale to reach WTD 2009 with a project plan to help reach a solution that is an integral part of the workforce plan
- 3 Establishment of a project board to manage a solution with visibility
- 4 Develop an integrated approach with clinical directors or consultant leads from each directorate
- 5 More regular reporting at board level and clear board level expectation and understanding of the issue and that it is a legal requirement.



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Whilst three years until implementation may seem a long time, there are only six junior doctor rotations left to test and find solutions which is why it is important to ensure clear leadership arrangements now.

Other scenario solutions work that is available as part of this project provides advice on rota review, new and enhanced roles and foundation programme information. The full diagnostic and scenario solutions work that has so far been carried out – and details of the next stage of the work which involves in-depth work with 10 trusts – is available at www.healthcareworkforce.nhs.uk/C12/WTD2009

WTD and supporting productivity and efficiency

With productivity and efficiency being a key strand of work in all trusts at the moment, WTD will require new ways of working and investment in staff that will need to be costed and considered as part of plans.

There are also possible savings to be made through new rota arrangements and use of skill mix. The information from the diagnostic work mentioned in the previous item showed that several trusts have enabled relatively significant savings (between £19,000 and £76,000 in rota redesign examples given) to be achieved by remodelling staff provision on rotas. It is important that the impact of WTD is carefully considered in all long term plans over the coming years.

Pilot work for 2009

Since the last bulletin was issued, our first WTD pilot sites are now underway looking at cooperative solutions across healthcare communities. Pilots are running in the Scarborough health community, North Central London paediatric network, North Cumbria acute hospitals and Morecambe Bay hospitals.

Bids for our second group of pilots – looking at team working, handover and escalation – are currently being assessed. Over 60 bids were received for these second pilots, specifications for which were communicated through the Department of Health chief executive's bulletin. Lessons and best practice from the pilots will be fed back to the service on a regular basis and information on future pilots will be sent to you.

WTD Conference – Transforming care delivery

NHS National Workforce Projects presented its first Working Time Directive (WTD) conference on the theme of 'Transforming Care Delivery' on 4th April at the Queen Elizabeth II Conference Centre, London. The aim of the conference was to raise awareness of WTD 2009 and to highlight the support and resources that are available which will help NHS organisations to meet the directive.

The conference attracted over 300 delegates from Trusts across the country. These were mostly designated WTD leads in your organisations. There were a number of plenary and workshop sessions including a key note speech from health minister Lord Warner outlining the key part that WTD plays in the overall direction for the NHS workforce and how it links with other major policies.

All the presentations, speeches and resources from the day are available online at www.healthcareworkforce.nhs.uk. It may also be useful for you to get feedback from the representative who was there from your trust.

NHS Confederation Conference

NHS National Workforce Projects will have a stand at the NHS Confederation Conference in Birmingham in June. Staff will be on hand to discuss WTD work and give information on the planned pilots and guidance.

Contacts

Further information and background reading on WTD 2009 is available for you at www.healthcareworkforce.nhs.uk/c12/WTD2009 There is a chief executive briefing section with key questions that you need to be raising for your organisation.

You can e-mail NHS National Workforce Projects at wtd@nwpnhs.org.uk