

ORGANISATION CHANGE PAPER for Discharge Planning Services Consultation, service change of hours.

1. Introduction

- 1.1. The Trust wishes to enter into formal consultation with staff and their Trade Unions in line with its agreed policy set out in 'Management of Staff Affected by Change Policy and Procedure' (version number 11, May 2021). The Trade Unions and affected staff are invited to raise questions and comments which can be taken into account before the proposals are finalised.
- 1.2. The purpose of this consultation document is to outline the proposal to **change the core service hours of the discharge planning team from 08:00- 20:00 7 days a week to 09:00-17:00 5 days a week, Monday to Friday**. The paper is intended for **Discharge Planning Nurses and the Coordinators within the community beds team, employed by Bedfordshire Community Health Services** and will outline the operational and business case for proposing the change including all contractual and service changes affecting staff.
- 1.3. The process of consultation is to ensure all staff are informed of the proposal and is also intended to allow the affected employees the opportunity to respond and take an active role in this process.

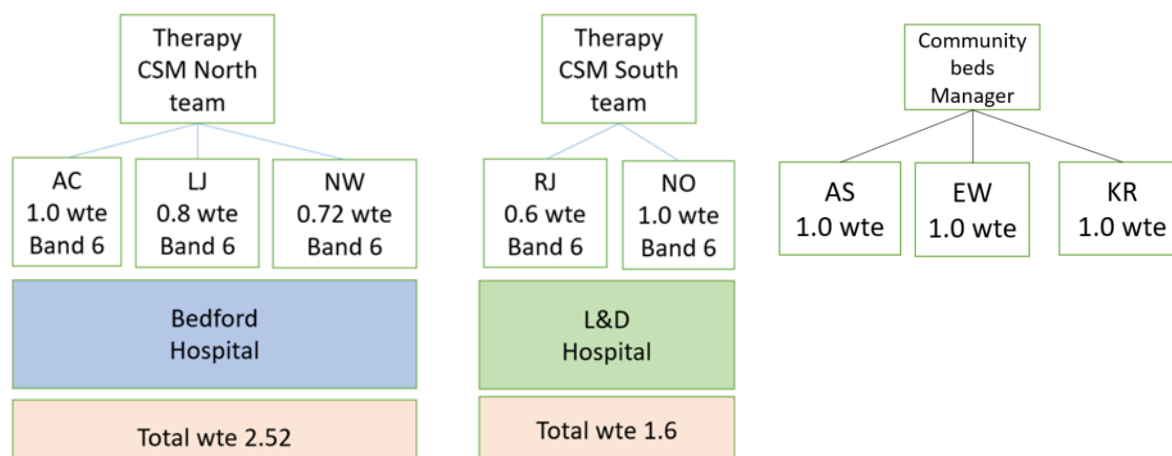
2. Background

- 2.1 The discharge planning function of the discharge planning team has changed since 1st April 2024. When the team was larger the service hours were 7 days a week 8am-8pm, however now there is a significantly reduced workforce, and the acute services have taken over their own discharge planning functions, the requirement for 7 day a week working and evening working is not any longer required.
- 2.2 The discharge planning role for Community health services now only needs to function weekdays and in standard working hours Monday-Friday 9am-5pm
- 2.3 The Community Beds team expanded in response to the Covid 19 pandemic and the team moved from core hours (Mon-Fri 9-5) to working 8-8pm 7 days a week to manage the increased patient flow that was created by the pandemic. This service now has reduced significantly and the requirement for long days and weekend working no longer exists so these staff need to return to work within core hours only.

3. Current Structure

- 3.1 The current service structure can be seen below. Prior to 1st April 2024 the discharge planners as shown below were part of a wider integrated discharge planning hub (IDH), set up during Covid19 in order to support rapid discharges from both acute hospitals. Due to the fact that the funding for the IDH services ceased from April 2024, staff were redeployed into the remaining workforce establishment as illustrated in Diagram 1

Diagram 1 – Existing service structures, for discharge planning and community beds team



4. Proposal

- 4.1. The proposal is to change the change core working hours of discharge planning and community beds team members to fit within core community health services operating hours of Monday to Friday 09:00 to 17:00.

5. Proposed Structure

- The proposed structure, including WTE and headcount will remain the same as diagram 1.
- During the period 1st April 2024 to 1st July 2024 staff transitioned across in to the Therapy Teams within Community Services. During this time they have been supported by the Associated Director for Operations. Frameworks and standard operating procedures have been developed to support working within new teams.

6. Impact on Staff

- 6.1. There are no staff at risk, and no changes are being proposed to reduce their contractual hours.
- 6.2. 4 out of 8 staff members within the team will be impacted by changes to shift patterns within the team and loss of any pay enhancements received working weekends and out of core hours. Short term pay protections will be arranged to reduce any financial impact of staff. A summary of financial impact is highlighted in Table 1.

Staff moving from 3 or 4 shifts a week and weekend working may have their work life balance impacted by the change to weekday working only, and this will need to be considered as part of this consultation. Existing flexible working arrangements as part of the work life balance policy will be considered with individuals impacted as part of the consultation.

Short term protection of earnings will apply to staff affected by this change, in line with the Trust's Management of staff affected by change policy version 11, May 2021

7. Financial, staffing and workload implications

7.1. The cost savings expected as a result of these changes are £7,488 pa. This will not be seen until the short term pay protection period ends. If there are any changes as a result of the feedback from the consultations or other unforeseen circumstances the revised figures will form part of the consultation feedback process.

Table 1

Staff member Discharge planning team	Current hours	New hours	Financial impact
0.72 wte	8-8 shift 3 or 4 days a week including weekend working	Mon-Fri 9-5 Up to 27 hours per week	£1679
0.8 wte	8-8 shift 3 or 4 days a week including weekend working	Mon-Fri 9-5 4 days a week	£5249
Staff member Community beds team	Current hours	New hours	Financial impact
1.0 wte	8-8 shifts over 7 days	Mon-Fri 9-5	£263
1.0 Wte	8-8 shifts over 7 days	Mon-Fri 9-5	£297
		Total	£7488

8. Service User Impact Assessment

8.1. There is no expected impact for people using ELFT Community health services discharge planning services expected in relation to the quality of care delivered.

9. Timetable & Proposed Implementation

9.1. The Proposals for organisational change to Discharge Planning will be managed in line with the Trusts "Management of Staff Affected by Change Policy and Procedure" (Appendix 1).

9.2. There will be a formal consultation period of **30** days commencing on **12th August 2024**.

9.3. The Trust is committed to achieving meaningful consultation and therefore welcomes feedback and comments on the proposed organisation change proposals. Any comments

should be made in writing either via e mail directed to Emma Stoneman, emma.stoneman@nhs.net or Helen Glyn-Davies, helen.glyn-davies@nhs.net

9.4. On completion of the 30 day consultation timeframe all comments received will be considered and a final decision will be made and communicated to affected staff.

9.5. The timetable summarises the full implementation plan and is attached as **Appendix 2**.

10.0 Equality Analysis

9.6. Under equality legislation, public authorities have legal duties to pay 'due regard' to the need to eliminate discrimination and promote equality with regard to race, disability and gender, including gender reassignment, religion age as well as to promote good race relations.

9.7. The law requires that this duty to pay 'due regard' be demonstrated in the decision making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show 'due regard'. The Equality Impact Assessment is attached as **Appendix 3**.

Appendix 2

Implementation Timetable

Date	Action
07.08.24	Consultation document shared with Staff Side and TU reps
WC 12.08.24	Start of consultation. Consultation document given to affected staff
WC 12.08.24	Group meeting to discuss proposals.
WC 19.08.24	Consultation meetings with individuals, as required
11.09.24	Responses to consultation from Staffside, individual TUs or staff submitted to management (it is a matter for those responding to decide who should be copied into their response)
11.09.24	End of consultation period
13.09.24	Management consider all responses and discuss their response with Staffside and try to reach agreement when views are conflicting. At this stage any need for further consultation or an extension can be considered
WC 16.09.24	Written notification of decision following consultation, including timetable for implementation of changes
	Meeting to confirm impact on affected people
April 2025	Impact assessment of major change to be undertaken 6 months after implementation