



OUTSTANDING CARE
personally DELIVERED

NHS
United Lincolnshire
Hospitals
NHS Trust

Green site staff communication - managers' guidance

12 June 2020

General people management approach

- We need to enact a change quickly, which will inevitably impact on people's working life. This may mean a change to working location, working hours or work undertaken. We understand the additional anxieties that this may cause, however this should be dealt with in accordance with the staffing principles which have been shared with staff side.
- For this to work we really need to bring our staff with us- your responsibility as a compassionate leader is crucial.
- This is a temporary change until end March 2021.
- We need to work with our staff, this will require compromise on both sides to try and reach a mutually agreeable way forward.
- The priority is always to ensure that our staff and patients are kept safe, and that you are a part of the change.

Why are we moving to a green site?

Important context for reinforcing with staff

- We remain in a level 4 national incident in response to a worldwide pandemic.
- All NHS organisations are required to develop plans to safely restore some essential NHS non-COVID services with "Infection Prevention (IPC) Excellence" as the guiding principle.
- From w/c 15 June are planning to temporarily create a largely COVID-free 'Green' site at Grantham and District Hospital, which will enable us to increase the elective activity at Grantham, including transfer of chemotherapy, cancer surgery and other surgery from across Lincolnshire.
- We have a duty to restore our essential non-COVID services as quickly as possible to reduce potential harm to patients who are currently waiting for essential treatment.
- The speed we are making these changes is the urgent response necessary to provide the safest outcome for patients.

Why are we not following full staff consultation for any changes?

- As part of the response to the national level 4 incident there is a national agreement about how industrial relations should be managed, this states:
***New temporary ways of working:** Employers and unions agree that the workforce, and their managers and union representatives, should not be distracted from meeting the emergency faced by the country and protecting patients and staff. In some cases, for the duration of the outbreak we need to work in new ways and in others to pause or vary our typical employment relations activity.*
- More importantly, we need to move at pace to implement restoration plans. Failing to deliver restored services will almost certainly increase the cancer mortality rates. A consultation and notice period would slow this down and would cause unnecessary harm to patients.

Role of the line manager

- To ensure all members of their team are kept updated around the impact that the recent decision may have on them. Ensuring that those staff currently shielding, isolating, on maternity leave or other leave are also included.
- To offer 1:1 meetings with members of staff who are impacted.
- To ensure that you have read and understood the communication pack provided.
- To hold meetings in private, ideally face to face, whether this is via Teams or in person [when social distancing should apply], or a phone call where this is not possible. Meetings should not be undertaken via e mail.
- To understand from the divisional leadership teams what the likely status of the service required is for your area.
- To record the outcomes, the member of staff provided with a copy and a copy sent, within 24 hours of the meeting to the COVID-HR enquiries (ULHT) COVID-HR enquiries@ULH.nhs.uk
- To make all decisions in accordance with the agreed principles.
- Any request that varies these MUST be approved in advance – again, this approval may be sought via the COVID-HR enquiries (ULHT) COVID-HR enquiries@ULH.nhs.uk

Supporting documents available:

- Workforce principles to support restore plans and green site working
- Tips on coaching style conversations for deployment of staff
- Letter to issue to staff following individual conversation and summary of support available
- Draft spreadsheet
- Workforce FAQs and scenarios
- Risk Assessment Review Process
- Redeployment decision making tool
- Flow chart for movements in and out of Green site

Workforce principles to support restore plans and Green site working

In developing the plan to enable the restore phase of United Lincolnshire Hospitals NHS Trust's response to COVID-19, and to move to a Green site model, the Trust has developed a set of principles that will underpin the change process.

The principles take account of information issued nationally and the work done at a local level at ULHT. These are detailed below:

National guidance:

National Social Partnership Forum (SPF) statement on industrial relations during the pandemic – 1 April 2020

General: Coronavirus (COVID-19) is an unprecedented challenge for the country and the NHS. The NHS is its people, and a key strength of the service is the unique partnership between employers and the trade unions representing the workforce. At this most difficult of times, we will rely on that partnership working and do what we can to strengthen it everywhere.

New temporary ways of working: Employers and unions agree that the workforce, and their managers and union representatives, should not be distracted from meeting the emergency faced by the country and protecting patients and staff. In some cases, for the duration of the outbreak we need to work in new ways and in others to pause or vary our typical employment relations activity.

Partnership principles: Employers and staff side recognise the essential role of the emergency planning structures now in place across the NHS, and the importance of our partnership principles of 'no surprises', transparency, finding common ground and mutual respect.

Local principles

The changes will be underpinned by the above national principles and principles developed by ULHT, in response to the national pandemic situation:

- Our aim is to ensure that a fair, equitable, sensitive, consistent, transparent and efficient process for implementing the necessary change to meet both the business and operational needs of the Trust is used, with every effort being made to minimise disruption to normal working and service delivery.
- Provide assurance that where changes take place that no member of staff will earn less than their current pay (relevant protection arrangements will apply as appropriate)
- To continue to ensure the application of national terms and conditions as appropriate.
- Any actions will consider the equality impact in its decision-making.
- Our staff should continue to work within safe working hours and in accordance with European Working Time Directive regulations
- Every reasonable effort will be made to ensure full, open and transparent communication throughout the period of change, and appropriate support will be given to affected staff; whilst the Trust is not in a position to guarantee that change will not impact in some way, it will consider any reasonable measures which could avoid, reduce or mitigate the adverse effects of this change.

Assumptions

- Absence levels do not increase
- Temporary availability of agency staffing
- Co-operation of employees
- As few people as possible on site to deliver maximum clinical outcomes.

These staffing changes are planned in the first instance to last until at least 31 March 2021. Regular reviews will be undertaken in accordance with the status of the National Pandemic situation.

Consultation / communication with staff

- Consistent and harmonised messaging cascaded in a planned timely method.
- Support for nominated managers with briefing materials provided by HR.
- Feedback through line managers from employees of specific concerns case by case
- Relying on ability to redeploy – contractual and SPF agreement at time of national critical incident.

Safe ways of working

- In accordance with the staff testing strategy and following IPC guidance.
- Staff, if redeployed to a different role, will be provided with appropriate training for the new role.

Wellbeing

- To continue to provide the Trust wellbeing package.
- Parking – A dedicated car park will be organised for staff and visitors to the UTC. This will be close to the UTC entrance and be specifically for those using the UTC. All other car parks remain open for staff and visitors to the Green site.

- Breaks - It will be essential for staff to adhere to IPC principles e.g. social distancing and handwashing procedures.
- Meals – The Grantham restaurant will remain open and the free meal provision will continue to apply. Arrangements will be made for staff in the UTC to receive meals through a delivery system.

Pay

- AfC pay, including any enhancements, will be protected if staff are redeployed. In the case of increases in hours and changes in working hours, then standard AfC Terms and Conditions will apply.
- Overtime will be in accordance with AfC Terms and Conditions, or ULHT local agreement for bands 8A and above.
- Any changes to doctors' working patterns will be managed in accordance with the agreement reached with the MSNF.

Leave

- Pre-booked annual leave will be honoured where at all possible. If service needs require a change in leave arrangements, notification of this will be in line with the Working Time Regulations.
- Current annual leave principles will continue to apply to ensure the continued wellbeing of our employees.

Hours of work

- The Grantham site will operate 24 / 7. Staff on the Grantham site will be asked to work a 5-day rota over 7 days. Working Time Regulations will be adhered to and staff will be reimbursed for weekends in line with Agenda for Change terms and conditions.
- Where employees have caring responsibilities, which impact on their ability to work revised working patterns or from a revised location, this will be discussed on a case-by-case basis.
- Staff travelling to a different site to their usual base have the choice to work either a 7.5-hour shift or a 12-hour shift.

Work location

- Staff movement within the Lincolnshire system will be in accordance with the system wide Memorandum of Understanding
- Grantham-based staff who do not need to be on site for delivery of Green activity will be relocated. (With the exception of those working in the UTC) Where staff can undertake their normal work from home they should do. If this is not possible staff will be redeployed to an alternative site, in accordance with organisational need and following discussion with employees concerned.

Travel

- Where staff have moved from another site, then excess travel [excess to normal travel to current base] time will be counted as 'paid time'; staff are requested to start at the same time as the rest of the shift to allow a handover.
- The option of a shorter 7.5-hour shift will be available to support staff travelling to a site other than their usual base.

- Staff who must travel to a site other than their base will have travel paid in line with Trust policy.

Risk assessments

- A review of all staff who are isolating due to underlying health conditions will be undertaken.
- Occupational Health will carry out new risk assessments for these identified staff and determine anyone who could be deployed to a green pathway.

These principles will remain under review during the period of temporary change.

Coaching style conversations for staff deployment

This set of questions will help you to start the conversation about understanding the key concerns of your member of staff around the possible deployment options as a result of the temporary changes to the Grantham site. This should be considered in conjunction with the information in the Redeployment Process advice document and guidance. The aim of this document designed to build insight into how the staff member is feeling, and create a safe environment to raise concerns with a view to reaching a mutually agreed outcome.

To Open

- Outline purpose of the conversation – to explain how the decision to have a Green site at Grantham impacts on role.
- Advise to explore how that affects you and understand and work together on the options.
- Explain what options there are.
- What is on your mind about work, what feels important?
- What are your main concerns around how this change affects you?

Explore Options

- Check for understanding of what options are available
- How do you think these will affect you?
- What have you considered, do you have a preference?
- What do you need to have considered to make the options available work for you?
- What questions do you have that I need to consider?
- Is there anything else you could do?

Understand Concerns

- What is your biggest concern?
- What outcome would be ideal?
- What is the hardest/most challenging part of this for you?
- How can we help you with your concerns?
- Seek to identify and address each concern through use of the redeployment process , agreed principles and reference to FAQ

Check for understanding

- Have your concerns been addressed?
- Are you clear about what we have agreed?
- Do you feel safe?
- Are there any questions you have that we have not addressed today?

Close

- During this time of uncertainty and worry, it's important that we support one another and look after our health and wellbeing.
- It's understandable that you and your colleagues may feel anxious about this developing and uncertain situation.
- Please remember to use the health and wellbeing support you are entitled to, occupational health and freedom to speak up and if you have any specific questions around your deployment then please let me know.
- **Note what has been agreed**

Letter Template for Issuing to Staff Following 1:1 Discussions



Trust Headquarters
Lincoln County Hospital
Greetwell Road
Lincoln
LN2 5QY

Tel: 01522 XXXX
www.ulh.nhs.uk

Dear XX

COVID-19 Restore Plan – Temporary change to working arrangements

As you are aware, as a Trust we are planning to temporarily create a largely COVID-free 'Green' site at Grantham and District Hospital to enable us to increase the elective activity that we can provide, including transfer of chemotherapy, cancer surgery and other surgery from across Lincolnshire. To enable this all patients must have a known COVID-19 status on admission to any ward at Grantham, and therefore we will be temporarily changing the urgent care offer at the hospital from an A&E to an Urgent Treatment Centre (UTC) and transferring unplanned admissions to our other hospitals. This will take place from Monday 22 June.

This temporary change is part of the Trust's response to the level 4 national emergency, and accordingly will be reviewed when the current phase of the response nationally comes to an end. Based on current available information this will run to the end of March 2021 but could be subject to change. It will be reviewed quarterly throughout.

I spoke to you on <date> regarding the temporary changes needed to your working arrangements to support this plan. I confirmed that from <start date> you would <detail changes – location / hours / role>. We discussed the support you would need to enable this and we agreed / I am. <details of any support arrangements e.g. exploring options with HR, travel time, shorter shifts, change in working days etc>.

I appreciate that this is a challenging time and you may feel anxious about the changes. Support is available to you through myself, your Trade Union and through a range of support offers which are summarised below.

I would like to take the opportunity to thank-you for your commitment and support through the ongoing national emergency.

Yours sincerely

Line Manager
CC. COVID-HRenquiries@ULH.nhs.uht

How are you?

Summary of support offers available to you

Health and Wellbeing Champions

If you feel you need to talk, find your team's Health and Wellbeing Champion. They are trained to support and signpost you to services that can help you in your time of need. They are great listeners!

ULHT Virtual community spaces

Mon 10-11am and Thurs 2pm-3pm, there will be a hosted virtual space on MS Teams for any ULHT colleague to connect with others. It is a space to share thoughts and feelings. You can use your home devices too. Contact COVID19-StaffWellbeing@ulh.nhs.uk for joining details

ULHT Chaplains

Your hospital Chaplains are there to listen whenever you need them. Whether you're feeling anxious, upset or just want to talk. Contact your site's Chaplain by contacting the switchboard

Lincolnshire helpline

Our health and wellbeing helpline can be used by staff and managers who have any queries or concerns relating to COVID 19 regarding their health and wellbeing. You can also access this if you would benefit from some support for your emotional wellbeing at this time. Lincs Health & Wellbeing helpline is available from 8am-8pm, 7 days a week, please contact us on 01522 308885.

Emotional Wellbeing Helpline

The emotional wellbeing helpline hosted by LPFT will offer brief therapeutic interventions to support you. Call 01522 518609 and 01522 569512; Mon - Fri 8.30am - 7pm and Sat - Sun 9.30am - 12pm. Or you can email at lpn-tr.staffwell-being@nhs.net

Mental Health First Aiders

ULHT has a team of Mental Health First Aiders who are on hand to support staff during this emotionally challenging time. Contact COVID19-StaffWellbeing@ulh.nhs.uk for more details

Counselling

Counselling provides an opportunity to talk about problems or issues that concern you in a supportive neutral atmosphere.

- You can access the service for personal and professional problems.
- You can refer yourself or ask your manager to refer you to OH.
- You can contact Occupational Health directly.

ULHT Coaches

A coach, or person using coaching skills, will have a focus on talking less, listening more, giving fewer direct instructions, asking more questions, and giving specific feedback instead of making judgements. Contact COVID19-StaffWellbeing@ulh.nhs.uk for more details



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Workforce FAQs and scenarios

As Government and NHS guidance evolves and is updated we will update our responses so please refer to this document on-line for the most up-to-date position.

If I am asked to redeploy to another team or role will I still be able to take booked leave?

Wherever possible pre-booked annual leave will be honoured. If service needs require a change in leave arrangements, notification of this will be in line with the Working Time Regulations.

The current annual leave principles will continue to apply to ensure the continued wellbeing of our staff.

If I am asked to move my usual work base to another site will I get travel time?

Where staff have moved from another site then excess travel [excess to normal travel to current base] time will be counted as 'paid time' ; we would very much like staff to start at the same time as the rest of the shift to allow a handover. Staff travelling to a different site to their usual base have the choice to work either a 7.5 hour shift or a 12 hour shift.

An employee should get at least 11 hours' uninterrupted rest between finishing work and starting work the next day.

Can I be required to work on a Saturday and Sunday if this is not my usual working pattern?

We would hope that we can achieve the required staffing levels through mutual agreement. This is a temporary position to support an emergency situation and we are confident, that where our staff are able, they will be flexible to help us meet this demand. Clearly some staff will have caring responsibilities where weekend working may be problematic, we would ask that they discuss this with their manager in the first instance.

Will my pay be affected by these changes?

AfC pay, including any enhancements, will be protected if staff are redeployed. Standard AfC Terms and Conditions will apply for any increases or changes in working hours, :

- Overtime will be in accordance with AfC Terms and Conditions, or ULHT local agreement for bands 8A and above.
- Any changes to doctors working patterns will be managed in accordance with the agreement reached with the MSNF

Will I have to relocate from Grantham and District Hospital?

Any staff that are not required to be on site for delivery of green activity will be relocated.

Where staff can undertake their normal work from home then we will enable them to do so. If this is not possible staff will be redeployed to an alternative site, in accordance with organisational need and following discussion with staff concerned.

Will I be expected to change my hours of work?

Wherever possible no changes will be made to current job plans or rosters. However, it may be necessary to ask some staff to work differently, if this is the case it will be managed in accordance with organisational need and following discussion with staff concerned.

What if I am unable to work from a different site or different hours?

Where staff have caring responsibilities, which impact on their ability to work revised working pattern or from a revised location, this will be discussed on a case by case basis with their line manager.

Staff travelling to a different site to their usual base have the choice to work either a 7.5 hour shift or a 12 hour shift.

Scenarios

I need to do school drop off so won't be able to start my shift at normal start time if I am moved to another site.

We need to consider flexible solutions for staff. Consider changing the shift start times to accommodate. If current work time are not practical then talk about what alternative hours they might be able to do.

Find out about childcare. Are there other members of the family that could help? Will new government guidance about expanding social bubbles for single people assist? Is this only an issue during term time? If so can you put some temporary changes in place until the school holidays e.g. Working from home for a few weeks, working different hours during term time.

If not:

- Can the role be done from home?
- Consider the skills of the member of staff. Are there other roles on Grantham site that they could perform?
- Are there other roles that can be done from home that this member of staff could be redeployed to?

I already travel 1 hour to work by redeploying to Boston this will add another hour to my day

Staff travelling to a different site to their usual base have the choice to work either a 7.5 hour shift or a 12 hour shift.

Consider if the work can be done from home (WFH). If not:

- are there elements of the work that can be done from home so that there can be a combination of WFH and travel to Boston?
- Can working hours/ days be looked at to change the working week so not too many days in a row from Boston
- Consider the skills of the member of staff. Are there other role on Grantham site that they could perform?
- Are there other roles that can be done from home that this member of staff could be redeployed to?

I have been told that my current role is not required on the Grantham site and that I need to relocate, but I don't drive?

Are there other members of the same team who are also relocating? Can car sharing be organised? If so social distancing must be followed, a risk assessment undertaken and the car owner must ensure that the car insurance enables you to do this.

Are there a pool of staff from Grantham that need transport to other sites? Could a mini bus be arranged?

If not:

- Can the role be done from home?
- Consider the skills of the member of staff. Are there other roles on Grantham site that they could perform?
- Are there other roles that can be done from home that this member of staff could be redeployed to?

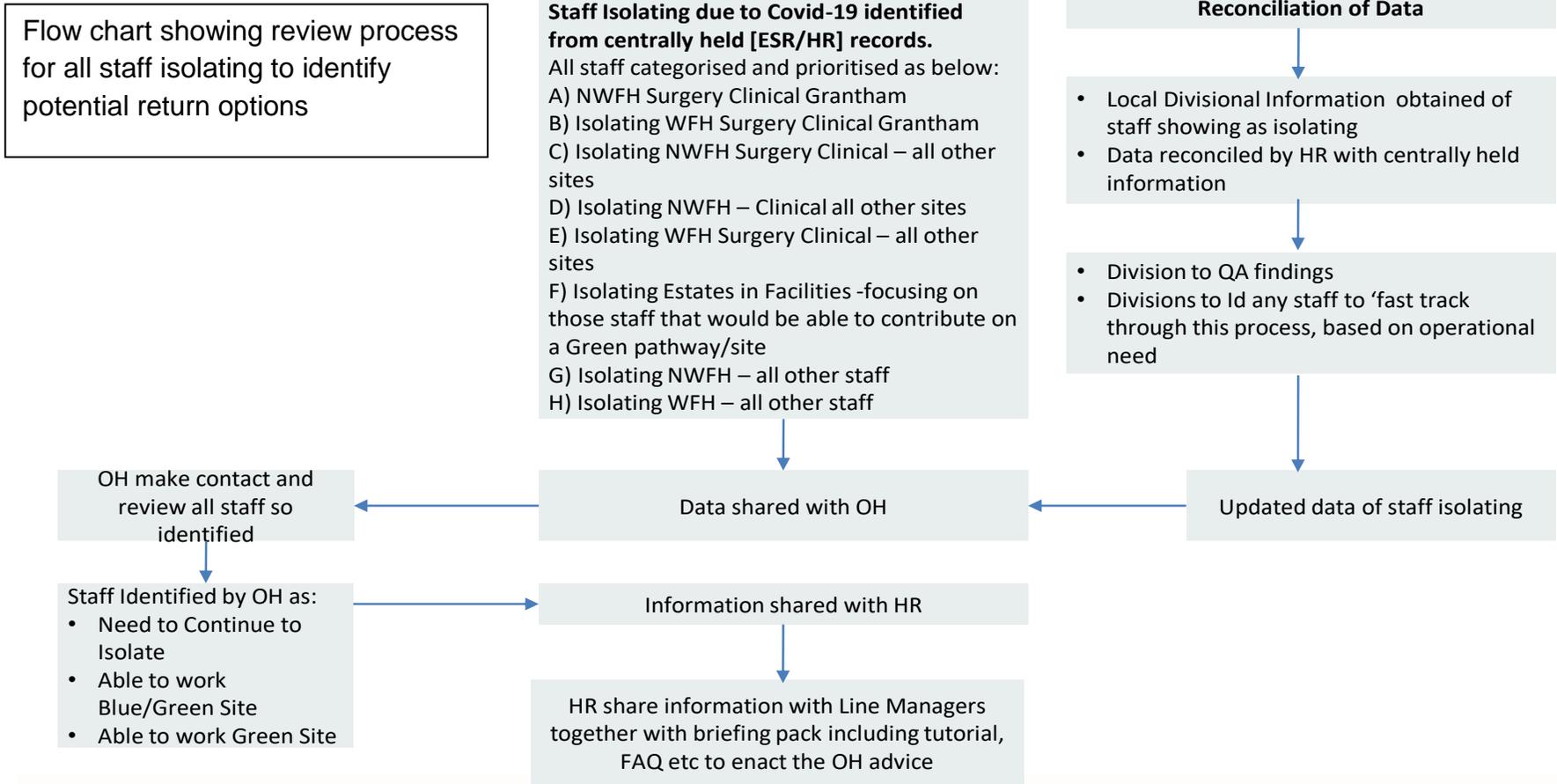
I have a disability or an underlying medical condition, which means I could face a risk to my health or wellbeing by moving to an unfamiliar or new working environment

The line manager should undertake a risk assessment. Discuss with member of staff what reasonable adjustments are currently in place. Can these reasonably be replicated in the new job location? Take the member of staff to the new location and review the work setting. Introduce them to the receiving line manager and discuss the reasonable adjustments required. If necessary seek further advice from occupational health service or HR.

My partner also works shifts and the new working pattern I am being asked to fulfil means that we will never have any time off together.

The expectation is that both partners have equal responsibility to work with their line manager to discuss options and reach a workable solution, we recognise that this may be difficult to achieve in practise. This may include temporary change of shift pattern, working hours, rotation of shift pattern, use of annual leave.

Risk Assessment Review Process



Redeployment decision making tool

Options for staff currently based at Grantham, who are not required to deliver the Green site service

| Work From Home | Different Role GDH based | Work at other 'local' site | Same Role Different Site | Different Work Different Site |
|--|---|--|---|--|
| <ul style="list-style-type: none"> • Normal Work can be fully or partly done from home • Alternative work identified which can be undertaken WFH • What is needed to enable this? | <ul style="list-style-type: none"> • Skills required in a different team/area/role at GDH • Exceptional circumstances require GDH base and this can be accommodated | <ul style="list-style-type: none"> • Service moves to other local [within 2 miles] base | <ul style="list-style-type: none"> • Skill set/work/post needs to be located at other Trust site | <ul style="list-style-type: none"> • Current work/post will temporarily cease. • Suitable alternative identified which is not home based |

All Redeployments must be in accordance with the agreed Workforce Principles

Green site staffing

Flow chart showing review process for all staff movements on and off the Green Site.

