

**NHSBT Board Meeting**  
September 2018

**Removal of 24 hour working for Specialist Nurses – Organ Donation**

**1. Status – Official**

**2. Executive Summary**

Organ Donation and Transplantation (ODT) has planned work to end 24 hour working in all 12 Organ Donation Regional Teams. This is to be achieved through the introduction across the UK of the Specialist Requester (SR) Nursing role. This role offers enhanced family care for potential organ donors, improving the service ODT offers organ donors and their families. The SR working pattern of 12 hour shifts allows the introduction of altered shift patterns across the Specialist Nurse – Organ Donation (SN-OD) workforce, removing the necessity for 24 hour working.

**3. Action Requested**

**Note the ongoing and planned work to end 24 hour working.**

**4. Purpose of the paper**

- 4.1 ODT in collaboration with Staff-Side partners has a long-stated aim to end the occurrence of 24 hour working within the SN–OD workforce. 24 hour working is sub optimal for nursing colleagues in ODT, healthcare partners and potential donors and their families alike. Evidence from other industries suggests that working past 17 hours induces diminished performance and concentration, in a safety critical and complex area of Nursing such as Organ Donation working for 24 hours is no longer appropriate. As a consequence, work has been ongoing for several years to ensure the workforce model is safe and sustainable for SN-ODs and provides a structure that offers optimal care to donors and their families. ODT's ambition is to end 24 hour working through the introduction of the SR role and plans are now in place to realise this ambition.
- 4.2 This paper outlines the plans to continue the UK wide role roll out that commenced following the successful pilot in the North West and Yorkshire regions. The commencement of SRs in all remaining regional teams in a rolling plan through 2018 and into 2019 will bring to an end the practice of SN-ODs working 24 hour periods. Post role introduction the expectation is that revised working patterns will result in a 16-18-hour working time. In

order to manage this change a workforce transformation project has been established to plan the alterations to working patterns and support colleagues through the period of change.

## **5. Background**

- 5.1 The SN-OD workforce is managed across 12 regional teams covering the UK. Currently the Specialist Requester role is in place in 4 of the teams: North West, Yorkshire, London and Midlands. In the remaining 8 teams service provision is currently based on SN-ODs working a core 37.5 hours per week between Monday - Friday and participating in a 24 hour out of hours/weekend on call service in addition to their core hours. Their role has become complex and far reaching, requiring them to manage every aspect of a lengthy and multifaceted donation process which frequently involves SN-ODs working a full 24-hour period. Whilst this model of working was seen as adequate at the point of planning to deliver The Organ Donation Task Force recommendations it is no longer compatible with excellent service provision and appropriate levels of staff welfare and is thus unsustainable. Feedback received in Your Voice surveys and from exit interviews supports the view that 24-hour working is incompatible with a reasonable work/life balance. Staff side colleagues are uniformly supportive of measures to end 24 hour working.
- 5.2 In 2015 a Workforce Design Project was established to examine the working processes within Organ Donation and Nursing and to consider the optimal arrangements and staffing configurations within the length and complexity of the donation process. The key recommendation was to establish the SR role, whereby experienced SN-ODs would focus on approaching families and supporting the consent/authorisation aspect of the donation pathway. This model of working provided opportunities for SN-ODs to specialise in specific aspects of the donation pathway, therefore minimising some of the identified complexities in the holistic SN-OD role.
- 5.3 The introduction of the SR role ended 24 hour working as SR's work their core 37.5 hours in a 12-hour shift pattern without the requirement for on-call. As a result, SN-ODs were able to be mobilised later in the donation process, once consent/authorisation had been obtained by the SR. The fixed shifts of the SR and the late mobilisation to a partial donation process for SN-ODs removed the requirement for 24 hour working for Nurses in both roles.

## **6. The Workforce Transformation project**

- 6.1 ODT have planned to end 24 hour working by implementing the SR role nationally and have sought funding to invest in the SR role to realise this ambition.
- 6.2 Initial funding to support 10 WTE posts was identified utilising the Nursing vacancy factor and in July 2018 funding to appoint a further 16 WTE was approved at the ODT Sustainable Funding Meeting. These additional posts will enable national implementation of the SR role throughout this fiscal year

and into early 2019/20 and will end 24 hour working across Organ Donation and Nursing.

- 6.3 The plans to implement the role are underway in a further 5 Organ Donation Regional Teams and will be established by January 2019. Recruitment will commence in the remaining three teams in October 2018 enabling national implementation and the end of 24 hour working.
- 6.4 A key enabler to ending 24 hour working is the development of a model where the donor referrals received in the ODT Hub will be forwarded to a geographical cluster of regions. Currently Nurses are deployed on a regional basis to manage the donation process however it has been identified that the deployment of SRs and SN-ODs can be most effectively and efficiently undertaken by management teams working in larger geographical clusters. Geographical knowledge and local clinical intelligence will ensure that the most appropriately trained and located SR and SN-OD is mobilised in a timely fashion to the organ donor, contributing to a reduction in the number of hours worked on-call.
- 6.5 In addition, the Workforce Transformation Project and introduction of cluster working provides an opportunity to explore more creative rota/shift patterns and models of working that will support our aim of a flexible and sustainable workforce.

## **7. Recommendations**

- 7.1 That the Board note the contents of this report.

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