

BUPA CARE SERVICES AT LISTON HEIGHTS CARE HOME DOCUMENT FOR EMPLOYEES PROPOSED WORKPLACE INTERNAL CHANGE

Thank you for attending the meeting today. As discussed, a review of the current rostering system across the care home has been started and in doing so we have found that the current system is inefficient and inflexible and that staff costs are high as a result. Changes are required to address these issues and to ensure we are providing the best possible care to our residents. Therefore I am instigating today the PROPOSAL FOR WORKPLACE INTERNAL CHANGE.

Rationale for Change and Key Objectives

Staffing levels at Liston Heights are higher than the Bupa Care Services benchmarks against other similar sized care homes and also those recommended in the "Indicators for Safe Aged Care for Consumers".

The issue of high staffing levels is across both care and non care employees and affects all areas of the home.

In order to ensure the continued sustainability and viability of the Care Home we need to ensure that staffing hours and costs are in line with our funding and that an adequate skill mix is maintained across the Care Home 24 hours a day, 7 days a week. We also need to ensure that care home non care services, e.g kitchen, laundry, are working in a way that actively supports the care provision to our residents.

Key objectives are to:

- Ensure the continued viability and sustainability of the Care Home.
- Ensure consistency and fairness in roster systems over a 7 day a week, 24 hours a day period, i.e. rostered and rotating across all shifts and all areas of the Care Home.
- Ensure the rostered hours of work are responsive to and meet client needs.
- Ensure that adequate skill mix is provided on all shifts throughout the 24 hour period.

Current Structure

The current rostering system is set over a fortnightly period with some employees working set hours, set days and set shifts which incurs extra costs, does not provide flexibility and has the potential to affect skill mix. In particular we have identified the following issues:

Kitchen

- The two full-time cooks complete afternoon duties which means they are consistently working over 40 hours per week which is not ideal from a health and safety perspective and also means they regularly attract overtime pay. There is the potential to alter the way we roster staff to ensure all staff have equal opportunity in this area.

Laundry

- The two laundry workers work set shifts and hours and there is one laundry worker who habitually works weekends. This means weekend penal rates are not distributed fairly and that cover for sickness and leave can be hard to obtain.

RN Roster

- Currently we have all RN's on rostered rotating shifts however these are not for consistent times or shifts so forward planning is impossible. As a result this had the potential to cause fatigue and also means that we are overstaffed at times in the Hospital wing.

Caregiving Roster

- Currently the caregiving staff are on a number of different rostering systems where some are doing permanent days and/or shifts. This is problematic to roster, can impact on skill mix and can be unfair to other staff.

Possible Option

Implementation of a 4-on-4-off rotating roster across all shifts and departments.

Change the hours worked in the kitchen and look at new ways to deliver this service..

Consultation Process

Please note **that no decisions have been made**, as there will be a consultation period whereby employees are given the opportunity to provide feedback.

Feedback is required to be given to Janet Lester and Jenny de Carteret, HR Manager Bupa on Monday 3rd and Tuesday 4th February. Both Janet and Jenny will set aside both Monday and Tuesday so that you can drop by Janet's office to speak to them. There will also be the additional chance to meet with Jenny and Janet on Friday 7th February but this is by appointment only as Jenny will need to come from Auckland. Employee feedback will also be considered from Monday 10 February – Friday 14 February with Shaun Brown and Janet Lester who can meet with staff, again by appointment only. Bupa will make a final decision which will be announced on the following Monday 17 February 2014 with any changes to the roster becoming effective on 3 March 2014.

Feedback on this proposal is welcomed. You are entitled to representation and therefore you may bring a support person with you to this meeting. Alternatively if you are a member of the union you may like to have a group meeting with other unionised staff and your union representative. You are also able to provide feedback on the attached form.

Following the consideration and review of responses received, a final decision will be issued to all parties.

Time Line

Activity:	Date:
Presentation of proposal to employees and representatives	Friday 31 January 2014
One on one meetings with employees	Monday 3 February – Friday 14 February 2014
Separate meeting with representatives and unionized staff, if required	Monday 3 February – Friday 14 February 2014
Consideration of feedback	Friday 14 February 2014
Final decision conveyed to employees and representatives.	Monday 17 February 2014
New roster, with the new shifts with employees names is posted on the notice board	Monday 17 February 2014
New roster commences	Monday 3 March 2014