



## **Fatigue Management Policy and Procedure**

Prepared in Partnership by Tony Wigram

Note: This policy comes into effect at 16:00 Hrs Monday 14/02/2011

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### **Scope.**

This policy applies to operational staff.

### **Policy Statement**

The Service accepts that those employees who work an on call roster may be subject to increased risks to their health safety and welfare due to broken sleep patterns and reduced rest periods whilst on these rosters.

The Service monitors and maintains compliance with the working time regulations, in relation to both average hours worked per week and compensatory rest.

To this end the Service is currently examining ways to reduce the amount of on call working worked by staff and has made significant progress with this.

The Service will continue to examine innovative ways to reduce and or eliminate the requirement for on call working.

Where operational staff are rostered to work patterns which do not allow for an 11 hour break between shifts or where these shift roster arrangements result in frequent use of periods of compensatory rest, then these shifts may need to be reviewed locally to ensure a more suitable working pattern

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**Procedure**

The procedure now has three stages:

1. Time off in Lieu (Compensatory rest)
2. Book off Lie in
3. Book off Fatigued

**Stage 1: Time off in lieu (11 hour rest period broken)**

The Service will attempt where possible to provide an uninterrupted continuous period of rest of 11 hours between rostered shifts. Where an 11 hour period of rest is broken the Service is required where possible to provide compensatory rest on an hour by hour basis, for example:

12 hour shift 08.00 to 20.00 hours, 12 hour on call period 20.00 to 08.00 hrs.

No compensatory Rest Required	<ol style="list-style-type: none"> <li>i. Job in on call period (or shift over run) to 21.00 hours</li> <li>ii. Job in on call period starts at 07.00 hrs</li> </ol>
Compensatory rest required	<ol style="list-style-type: none"> <li>i. Job in on call period 21.30 to 22.30 hrs, 1 hour of compensatory rest required. Report for duty at 09.00 hrs</li> <li>ii. Job in on call period 23.00 to 01.30 hrs, 2.5 hours of compensatory rest required. Report for duty at 10.30 hrs</li> <li>iii. Both of the above jobs in one period of on call leads to a requirement for 3.5 hours of compensatory rest. Report for duty at 11.30 hrs</li> </ol>

It should be noted that when a period of on call is immediately followed by day(s) off then there is no requirement to provide compensatory rest as this rest is provided by the day(s) off.

Staff will automatically accrue the compensatory rest and should agree with EMDC at the end of the on call job(s) what time they will be reporting back for duty the following day. For the ease of administration compensatory rest will

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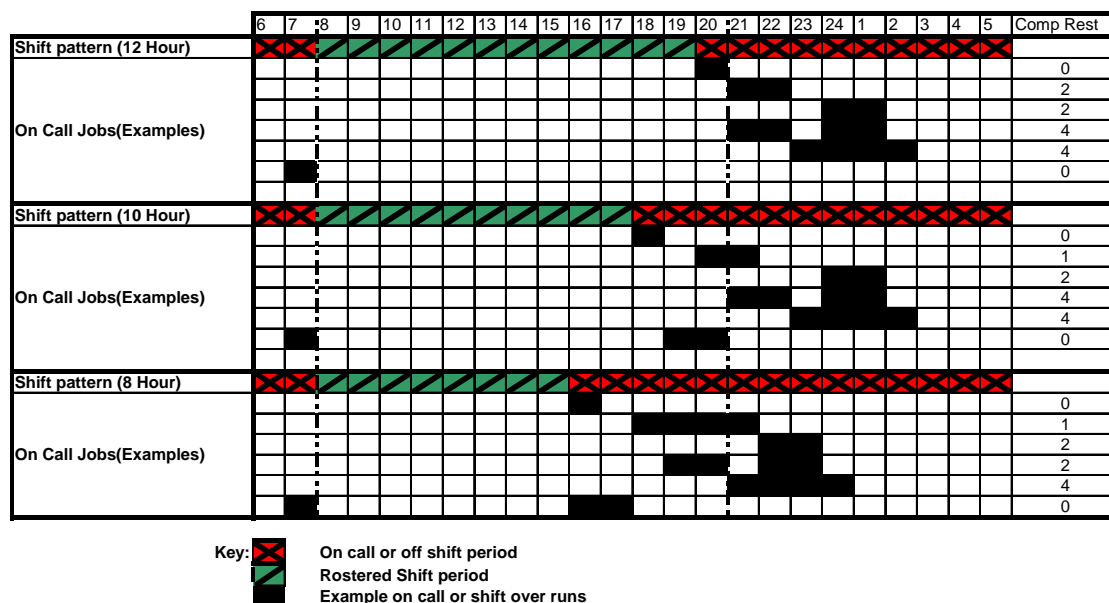


be built up in half hour increments (i.e. for each part of ½ hour worked ½ hour will be accrued in compensatory rest.) Compensatory rest would normally be undisturbed except in the event of a major incident. It is not mandatory for staff to take compensatory rest if they do not wish to, i.e. they feel adequately rested.

For example:

Length of job	Rest accrued if single job in on call period	Cumulative rest accrued in one on call period
1 hr 22 Minutes	1.5 hrs	1.5 hrs
2 hr 31 minutes	3.0 hrs	4.0 hrs
1 hour 58 minutes	2.0 hrs	6.0 hrs
1 hour 2 minutes	1.5 hrs	7.0 hrs

Whilst the above examples are for a 12 hour shift pattern, the same rules apply for staff working on call on 8 or 10 hour rostered shift patterns. Some further examples are shown below (these are best viewed in colour)



This part of the fatigue management process is expected to provide sufficient rest for the vast majority of staff and demand patterns. There may however be occasions where it will not, For example:

12 hour shift 08.00 to 20.00 hours, 12 hour on call period 20.00 to 08.00 hrs.

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- i. On call job at 04.00 to 08.00 hrs would require the provision of 4 hours compensatory rest (assuming no other jobs in that on call period) as such staff may not accrue sufficient rest
- ii. Numerous on call jobs through the on call period (e.g. 3 or more) may mean that staff are not sufficiently rested due to frequent interruptions.

In these circumstances staff may use either stage 2 or stage 3 (Book off Lie in, or fatigued respectively) as appropriate. Staff should note that any use of stage 2 or 3 will be investigated by the local management team and if necessary appropriate actions (supportive and/or corrective) may be implemented if thought to be appropriate.

### **Stage 2 and 3 – book off; “lie in” or “fatigued”**

Should a crew, or individual crew members feel that they are too fatigued to carry on work then they can classify their status with control in one of the following two ways:

1. Crew, or individual crew members requests a **lie in**. This allows the crew, or individual crew members to rest in bed until a pre arranged time. However during this time they will be called out to category A or B calls.  
EMDC staff will endeavour to cover this crew using other crews and will not call them out for AS2 calls unless the last hour of the time frame has been reached and no other resource is available or the clinical condition of the patient suggest the need. The crew will not be called out for AS3 calls except on island locations when needed for an airport transfer that would otherwise miss a scheduled or pre arranged flight.  
Notwithstanding the details above, the decision to call a crew out will remain with the Duty EMDC manager who must be able to justify their decision.  
EMDC will ensure that the appropriate ASM is informed of this event and will complete the stand down request form, forwarding it to the relevant ASM.
2. Crew, or individual crew members requests to **book off fatigued**. This means that the crew or individual crew member will be logged off the EMDC system and will be unavailable for any type of call until they log back on with the EMDC.  
EMDC will ensure that the appropriate ASM is informed of this event and will complete the stand down request form, forwarding it to the relevant ASM.

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For both types of request the member of staff should be contactable (phone, mobile or pager) in case of a major incident. The decision to contact any staff under these conditions will be made by the senior EMDC manager on duty; contact will only be made if there are no other resources available.

It is not necessary for both members of a crew to make the same request, nor for both members to make a request if one of them does. Where only one member of staff requires to 'book off fatigued', the remaining member of the crew will be 'single crewed' and managed by the EMDC accordingly.

NB: For all three stages of this policy the agreed return to work time (e.g. 11.00Hrs) is the time at which staff return to active duty, i.e. ready for immediate deployment whether from home base or from their base station

### **EMDC manager's Role in reducing driver fatigue**

In order to minimise levels of fatigue in on call areas the EMDC's shall ensure that:

1. On call crews are not re tasked to another job (outside their geographic area) once the initial patient is treated or transferred to hospital, unless no other resource are available. The Duty EMDC manager must authorise the deployment.
2. On call crews should not be sent into another station's area unless that area's vehicle is already deployed, and then only for emergency, or life threatening cases
3. On call crews should not be used to cover rest breaks in other areas
4. On call crews should only be used to cover emergency calls, where possible other assets should be used to cover non emergency calls
5. EMDC Managers should monitor Compensatory Rest to ensure that this is being applied fairly and consistently and to highlight where there are areas of concern or where operational performance has been impacted due to this.
6. Highlight concerns in the regard to the use of this policy with Area Service Managers.

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7. On call crews are not put under emotional pressure to respond or not to book off as "lie in or fatigued"
8. All booking off incidents at stage 2 and 3 of this process must be logged on the management of fatigue incident report and completed logs forwarded to the health and safety manager on a weekly basis by e mail.
9. Refusal to authorise time off in lieu by an EMDC should only be made in truly exceptional circumstances. Where such a refusal is made the EMDC manager shall make it and complete an IR1 form.
10. The EMDC shall provide information to the relevant divisional management team on a weekly basis detailing all occasions (by staff member) where stage 1,2, or 3 of the process are activated

### **The Manager's Role in reducing On Call**

The Area Service Manager is responsible for ensuring that:

1. All employees working for them are fit to work.
2. Receive information from EMDC Managers in regard to Compensatory rest and review this in the light of consistency, fairness , operational impact etc. Reassign issues with either staff or EMDC as necessary.
3. All incidents of booking off using stage 2 or 3 of this process are fully investigated (with the EMDC) and appropriate (supportive and / or corrective) action taken to prevent reoccurrence
4. Monitoring their crews workload to ensure there is adequate resource to cover the demand
5. Working in partnership with the EMDC to confirm that staff are being deployed appropriately by the EMDC.
6. Ensuring that all incidents of booking off for either reason are justified
7. Ensuring, where possible that overtime worked and on call hours worked are evenly shared across the available staff
8. Where shift patterns require to be reviewed to reduce the incidence of requiring Compensatory rest that this is done timeously and in partnership and that any delays as a consequence of disagreement are notified to the Head of Personnel.

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Scottish Ambulance Service - Directorate of Human Resources and  
 Organisational Development  
 Management of Health and Safety  
 HS031 - Fatigue Management



Risk and Emergency Planning Department / Health  
 and Safety Department  
 Management of Fatigue Incident Report  
 NORTH EMDC



Week Commencing:

Name	Station	Date	Time off Fatigued	Time Return to Duty	Date	Lost Hrs
					Total	0

Please email to Tony Wigram at the end of the week.

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Review History

Issue No	Reason for review and brief description of changes made	Effective Date
1	Initial Issue	23/08/04
2	Removal of requirement for IR1, addition of weekly logging by EMDC	01/10/05
3	Amendment following IT hearing – Addition of Compensatory Rest periods	01/10/08
4	Removal the option to take compensatory rest at the end of the following shift	28/06/10
5	Clarification (page 6) of time staff expected to return to work	14/02/11

<b>Owner:</b> T.Wigram	<b>Version No:</b> 4	<b>Doc &amp; page:</b> Driver fatigue	<b>Review arrangements:</b> 2 yearly
<b>Date of Release:</b> Feb 11	<b>Date Intranet Posting:</b> Feb 11	<b>Implementation:</b> Feb 11	<b>Approved by:</b> Health safety and welfare comm
<b>PFPI Checklist ():</b> Assessed as meeting the National Standards for Community Engagement checklist (Communities Scotland)			
<b>Risk and Equality &amp; Diversity Impact Assessment :</b> No adverse impact has been detected - but under continuous review.			
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