

Hey team:

Please see the final March Roster. **The new rotating roster will start on April 7<sup>th</sup>.**

I just wanted to let you know about a couple of changes. Please be re-assured that the changes are made to give you guys a breather and make things easier for **you**. My goal with the roster as follows:

- 1- Give the current staff a breather from the hectic February we have had.
- 2- Book patients to the capacity of our current staff levels not our former or future staff levels. That means that we will assume that we have no new staff for the time being and adjust our schedule accordingly when we get new team members.
- 3- Allow time for leave entitlements of current staff.
- 4- Allow time for professional growth and catch-ups.
- 5- Allow time for the proper workup of our medical patients and see emergency appointments as needed.
- 6- Allow time for training new staff. I refuse to have a culture of being 'thrown in the deep end'.

Please let me know by the end of the month if you think the goals above have been met and if you think we need any other goals to ensure proper patient care and job fulfillment for everyone.

To achieve the above goals, we have had to make some changes. The main one is a reduction of workload. Let's try that in March and let me know if it helps or hinders. Your input is VALUABLE. Please speak up if you have any concerns. The roster changes outlined below:

- 1- I have changed slightly the way the roster looks so that I can get my head around which staff is in which role. Please let me know if it doesn't make sense.
- 2- Shifts start at 8.15am not at 8.30am. It has come to our attention that staff were requested to be in clinic 10-15mins before your shift commences. I truly believe in the importance of the morning huddle therefore I want to keep it. However, you should be paid for that time. Therefore, shifts will officially start at 8.15am. That means that some lunch breaks have been adjusted to match the number of hours in your contracts. We are open to adjust the hours in your contracts accordingly. Please do let us know if that's what you'd prefer.
- 3- We are working towards having the Sx vet finish at 4pm with surgeries going from 9am-3pm with a 45min allowance for lunch in the middle and time at the end of the day for medical records, phone calls, and patient recovery. That means that as long as we have enough staff, the sx vet does not see afternoon consults. I think that might reduce the stress of 'having to finish' on time to start consults. Vets please let me know what you think.
- 4- I have added a 'team leader' line. That is the person who oversees the clinic that day. That person (in theory) will not have clinical or reception duties and will focus on supporting the team to get through the day. For now, that role is only filled by Steve or myself.

5- I am working towards having a co-consult nurse for every vet consulting. It's a work in progress. While we get there, there will be times where the consulting vet is working without a nurse. Sorry about that vets. I do know that it's not ideal but in return, we will adjust the schedule to allow you guys to have enough time to type your notes and complete your consults properly.

I think that is the general idea. Please do reach out if something doesn't make sense and with any feedback. As I said, your input is valuable.

Shifts	Hours – Unless specific exceptions on day
Vet Surgeon	8.15am-4.00pm = 7h (45min lunch) * 5.30pm for RA and if no afternoon vet.
Vet Consultant 1 & 2	8.15am-5.30pm = 8.25h (1h lunch)
Surgery Nurse	8.15am-4.45pm = 7.75hr shift (45min lunch)
Treatment Nurse	8.15am – 5.30pm = 8.5hr shift (45min lunch)
Co-consult Nurse 1 & 2	8.15am -5.15pm = 8hr shift (1hr lunch)
Kennel Hand	8.15am-12.30pm 4.25 hr shift / 1.45pm-6.00pm 4.25hr shift
Concierge	8.15am-4.30pm = 7.75hr shift (30min lunch)
Reception	8.15am-5.00pm= 8.25 hr shift (30min lunch)
Boarding Kennels	8.15am-5.15pm = 8hr shift (1h lunch)
Saturday Clinic	8.30am-1130am = 3 hr shift (NIL Lunch)

\* indicates the need for a casual team member

Week 1							
	Monday 03/03	Tuesday 04/03	Wednesday 05/03	Thursday 06/03 SKELETON STAFF DAY	Friday 07/03	Saturday 8/03	Sunday 9/03
<b>Team Leader/Practice Manager</b>	Ale	Steve	Ale	Steve	Steve		
<b>Vet Surgeon</b>	No Surgery	JJ	POL	No surgery	Ale [Limited]		
<b>Vet Consultant 1</b>	JJ	POL	JJ	JJ	JJ		
<b>Vet Consultant 2</b>	POL	Ale [PM]	POL	/ [Ale float]	POL [4pm Ale meeting]	JJ	
<b>Surgery Nurse</b>	No Surgery	Elle	Elle	No surgery	Fiona [AM]		
<b>Treatment Nurse</b>	Ellie	Ellie	Andrea	None [Ale helping]	*		
<b>Co-Consult Nurse 1</b>	Hamish with JJ	Fiona with POL	<del>No co cons</del> Hamish with JJ	Andrea with JJ	Hamish with JJ		
<b>Co-Consult Nurse 2</b>	Andrea with POL	*	Ellie [PM/POL]	/	Andrea with POL	Fiona	
<b>Kennel hand AM</b>	Cassidy	Cassidy	Cassidy	Hamish	/		
<b>Kennel hand PM</b>	Cassidy	Cassidy	Cassidy	Hamish	Cassidy_*		
<b>Concierge</b>	Suzi	Suzi	Suzi	Suzi	Suzi		
<b>Reception</b>	Steve	<del>Andrea Sick</del> Cassidy am/Steve pm	Morgan	Morgan	Morgan	Morgan	
<b>Kennels</b>	Dillan with Fiona	Dillan	<del>Donna</del> Ellie/Dillan	<del>Donna</del> Dillan	Dillan / Fiona	Tiana with Fee	Dillan
<b>Working from home/maintenance/float</b>	/	Ale [AM]	Steve [WFH PM]	Ale [float]/ <del>Dillan</del> [Maint]			
<b>Team member in training/paired</b>	Fee with Dillan	Fee with POL co-cons training with vets.	<del>Andrea with Elle</del>	None	Fee with Ale [am] with Dillan [pm]	Tiana/Fee	
<b>Team member off</b>	EI/RA/Morgan	RA/Morgan/Hamish	Fiona/RA/Dillan	EI/FG/RA/POL	Elle/RA	Dillan/Ale	
<b>* Casual if possible</b>				<b>Skeleton staff.</b> Just one vet, one nurse.Limited consults and no surgery.	Limited Sx. Fiona training in Sx. Finish at 6pm to help in Tx and KH. Andrea 4pm finish		

Week 2 – RA back Ale off							
	Monday 10/03 PH	Tuesday 11/03 WELCOME SAM	Wednesday 12/03	Thursday 13/03	Friday 14/03	Saturday 15th	Sunday 16th
Team Leader/Practice Manager	PUBLIC HOLIDAY	Steve	Elle back/Suzi front	Steve	Steve		
Vet Surgeon	PUBLIC HOLIDAY	JJ	JJ	RA	RA		
Vet Consultant 1	PUBLIC HOLIDAY	RA	RA	JJ	JJ		
Vet Consultant 2	PUBLIC HOLIDAY	JJ	JJ	RA	RA	RA	
Surgery Nurse	PUBLIC HOLIDAY	Elle / Hamish	Elle / Andrea	Elle	Elle		
Treatment Nurse	PUBLIC HOLIDAY	Fiona	Hamish	Andrea	Hamish		
Co-Consult Nurse 1	PUBLIC HOLIDAY	Ellie with RA	Ellie with RA	*	Andrea with JJ		
Co-Consult Nurse 2	PUBLIC HOLIDAY	Hamish with JJ [PM consults]	Fiona with JJ	*	*	Fiona	
Kennel hand AM	PUBLIC HOLIDAY	/	Cassidy	Hamish with Sam	Sam		
Kennel hand PM	PUBLIC HOLIDAY	Cassidy	Cassidy	Hamish with Sam	Sam		
Concierge	PUBLIC HOLIDAY	Suzi (Sam)	Suzi	Suzi	Suzi		
Reception	PUBLIC HOLIDAY	Cassidy [AM]/ Donna [PM]	Morgan	Morgan	Morgan	Steve	
Kennels	Dillan	Dillan	Dillan with Sam	Dillan	Dillan	Tiana/Fiona [Steve]	Fiona
Working from home/maintenance/float	/						
Team member in training/paired	/	Sam with Suzi Hamish with Elle	Andrea with Elle Sam with Dillan	Sam with Hamish [Both helping vets if needed]	Sam supported by Hamish and Elle	Tiana/Fiona	
Team member off	PUBLIC HOLIDAY	POL/Morgan/Andrea [RDO]	POL/Steve	POL/Fee	Fee/POL	Dillan	Dillan
* Casual if possible		Elle in Tx but 4.45pm finish. Fiona 5.30pm finish. Elle teach Fee admin side of Tx role	Andrea 3pm [order/pharmacy]	Limited consults. No co-consult nurse. Try booking home/LA visits for RA in the afternoon.	Try booking home/LA visits for RA in the afternoon.	Steve checking up on Tiana and Fee after clinic.	

**Week 3 – RA back Ale off**

	Monday 17/03	Tuesday 18/03	Wednesday 19/03	Thursday 20/03	Friday 21/03 SKELETON	Saturday 22/03	Sunday 23/03
<b>Team Leader/Practice Manager</b>	Steve	Steve	Steve	Steve	Steve		
<b>Vet Surgeon</b>	RA	POL [then home]	JJ [then home]	RA	No surgery		
<b>Vet Consultant 1</b>	JJ	RA	POL	POL	RA		
<b>Vet Consultant 2</b>	POL	JJ	RA	JJ	/	RA	
<b>Surgery Nurse</b>	Andrea (Elle)	Fiona	Elle	Elle	No surgery		
<b>Treatment Nurse</b>	Elle	Elle	Andrea	Hamish	Hamish		
<b>Co-Consult Nurse 1</b>	Fee with JJ	Hamish with JJ	*	Andrea with JJ	Andrea		
<b>Co-Consult Nurse 2</b>	Donna with POL	*	*	Donna with POL	/	Hamish	
<b>Kennel hand AM</b>	Cassidy	Cassidy	Cassidy	/	Sam		
<b>Kennel hand PM</b>	Cassidy	Cassidy	Cassidy	/	Sam		
<b>Concierge</b>	Suzi	Suzi	Sam (Steve)	Suzi	Suzi		
<b>Reception</b>	Sam (Steve)	Andrea	Morgan	Morgan	Morgan	Morgan	
<b>Kennels</b>	Dillan	Sam (Dillan)	Hamish	Dillan	Dillan	Tiana/Sam	Dillan
<b>Working from home/maintenance</b>	Ale	Ale [WFH]/Dillan [maint]	Ale	Ale			
<b>Team member in training/paired</b>	Sam with Steve Andrea / Elle	Sam with Dillan				Sam with Hamish in kennels after clinic	
<b>Team member off</b>	Morgan/Hamish	Morgan	Fiona/Dillan/Suzi	Fiona/Sam	Elle/ Fiona/POL/JJ		
<b>Comments per day</b>	Hours Andrea: 4.45 Fee 5.30	Elle 4.45pm finish Fee 5.30 finish	RA book largies/. Home.Limited cons. No co-cons	RA book largies and home cons if possible in the afternoon.	<b>Skeleton staff with one vet</b> due to limited nurses.	Hamish training Sam after clinic shift.	

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Week 4 – Ale on RA off							
	Monday 24/03	Tuesday 25/03	Wednesday 26/03	Thursday 27/03	Friday 28/03	Saturday 29/03	Sunday 30/03
<b>Team Leader/Practice Manager</b>	Steve	Steve. Fire training day. Clinic open until 1.	Steve	Ale	Steve		
<b>Vet Surgeon</b>	Ale [limited]	NO SURGERY	Ale	POL	NO SURGERY		
<b>Vet Consultant 1</b>	POL	JJ/POL [AM]	POL	Ale [3pm]	Ale		
<b>Vet Consultant 2</b>	JJ	/	/	POL [3-5]	POL	Ale	
<b>Surgery Nurse</b>	Elle 4.45 finish	/	Fiona [5.30pm]	Fiona [6pm]			
<b>Treatment Nurse</b>	Donna	Elle	Elle [4.45pm]	Elle [5.30pm]	*		
<b>Co-Consult Nurse 1</b>	Andrea [POL]	Hamish [POL]	Hamish [POL]	Andrea [Ale] Front from 3.30pm	Elle [Ale]		
<b>Co-Consult Nurse 2</b>	Hamish [JJ]	Andrea [JJ]	Andrea [front 4-5pm] + order	Hamish [POL]	Fiona [POL]	Fiona	
<b>Kennel hand AM</b>	Cassidy	Cassidy	Cassidy	Sam	*		
<b>Kennel hand PM</b>	Cassidy	Cassidy	Cassidy	Sam	*		
<b>Concierge</b>	Suzi	Suzi	Sam	Suzi [3.30pm]	Suzi		
<b>Reception</b>	Sam	Morgan [1pm]	Morgan [4pm]	Morgan	Morgan	Steve (Tiana)	
<b>Kennels</b>	Dillan	Sam [ready for Sunday by herself]	Dillan	Dillan	Dillan	Tiana/Fiona	Sam
<b>Working from home/maint</b>	Ale catch up with Elle after Sx	Dillan [maint day] – in at 10am after Ale catch up. Cassidy and Ale catch up after training					
<b>Team member in training/paired</b>		Fire training today at 2pm compulsory for: Dillan, Steve, Ale, Elle, Suzi and Patrick.				Tiana training with Steve after clinic.	Sam

		Non compulsory (can come if interested) for the rest of the team  Clinic open until 1.					
<b>Team member off</b>	Fiona/Morgan	Fiona. JJ finishes at lunch time. JJ's last day.	Suzi	Steve	Andrea/Sam	Dillan/Hamish	Fiona/Dillan
<b>Comments per day</b>			Ale and Morgan 4pm catch up	Ale and Suzi 3.30pm catch up			

Week 5 – Ale on RA off – NEW ROTA STARTS NEXT WEEK							
	Monday 31/03	Tuesday 01/04	Wednesday 02/04	Thursday 03/04	Friday 04/04	Saturday 05/04	Sunday 06/04
<b>Team Leader/Practice Manager</b>	Steve	Steve	Steve	Steve	Steve		
<b>Vet Surgeon</b>	POL	Ale	POL [3pm]	Locum Tina	No Surgery		
<b>Vet Consultant 1</b>	Ale	POL	Locum Tina	POL	POL		
<b>Vet Consultant 2</b>	POL [PM]	Ale [PM]	/	Locum Tina	Locum Tina	Locum Tina	
<b>Surgery Nurse</b>	Elle	Fiona	Fiona	Elle	/		
<b>Treatment Nurse</b>	Hamish	Elle	Elle	Andrea	Hamish		
<b>Co-Consult Nurse 1</b>	Andrea [Ale]	Hamish [POL]	Hamish [Tina]	Fiona [POL]	Andrea [POL]		
<b>Co-Consult Nurse 2</b>	*	Andrea [order am]/[Ale]	/	*	Fiona [Tina]	Hamish	
<b>Kennel hand AM</b>	Cassidy	Cassidy	Cassidy	Sam	Sam		
<b>Kennel hand PM</b>	Cassidy	Cassidy	Cassidy	Sam	Sam		
<b>Concierge</b>	Suzi	Suzi	Sam	Suzi	Suzi		
<b>Reception</b>	Sam	Sam	Morgan	Morgan	Morgan	Morgan	
<b>Kennels</b>	Dillan	Dillan	Andrea	Dillan	Dillan	Andrea with Cassidy	Dillan
<b>Working from home/maint</b>			Ale [WFH]				
<b>Team member in training/paired</b>						Cassidy learning kennels	
<b>Team member off</b>	Morgan/Fiona	Morgan	Dillan	Ale/Hamish	Ale/Elle	Tiana/Ale	
<b>Comments per day</b>							