

## Supplementary material 5: Staff costs associated with Rounds.

### Time spent by staff on Rounds

The main staff time associated with Rounds is for administration, facilitation and clinical leadership. There are also costs associated with steering group membership. Steering group sizes ranged from two or three members plus the core team, to 35 members, but their role, and the regularity and amount of contribution was highly variable). Costs and time here are therefore presented in relation to the core roles: administration, facilitation and clinical lead.

There was wide variability in the total number of hours dedicated to Schwartz work in relation to administration, facilitation and clinical lead tasks, even when taking into account the size of the organisation. Time spent on all roles ranged from seven hours to 82.15 hours a month, with an average of 24/28 hours (median/mean) (*Table 1*).

**Table 1** Time spent by administrators/facilitators and clinical leads on Rounds

<b>Size of organisation (definition, number of sites providing information)</b>	<b>Range in total hours spent by admin/facilitator/clinical lead</b>	<b>Median total hours spent</b>	<b>Mean total hours spent</b>
<b>Small (&lt;2000 employees, 7 sites)</b>	7 - 82.5	12	21.7
<b>Medium (2000-4999 employees, 7 sites)</b>	15 – 40.5	29	27.2
<b>Large</b>	19 – 70	28	35.5

<b>(5000+ employees, 7 sites)</b>			
<b>OVERALL</b>	7 – 82.5	24	28.1

## Administration

Most (38/42) sites stated that they had administrative support for running Rounds. The four that did not have support were all NHS Trusts (three medium and one large). For sites that provided data on the AFC band and hours spent (n=24), the bands for administrators ranged from Band 2 to Band 8A, and the number of hours ranged from one to 37.5hrs (*Table 2*). The median number of hours spent across all sites with administrators was seven hours, mean 10.7hrs, varying according to size of organisation though not as expected, with medium sized organisations having the least administration time on average (*Table 3*).

The range in costs for administration was very wide – from £30 a month (for a Band 4 for one hour per month) to £1668 (for a site that stated the administration tasks were supported by a Band 6 for 20 hours a month and a Band 8A for 12 hours a month).

**Table 2** Administrative support for Rounds: AFC bands/number of hours

<b>Band</b>	<b>Number of sites (n=38)</b>	<b>Hours spent on admin tasks for SCR</b>
2	4	3 – 10
3	7	2 - 37.5
4	7	1 - 11.5
5	8	2.5 – 9
6	2	1.5 – 20
7	1	2.5

8	1	12
Missing	8	n/a

**Table 3** Number of hours spent by administrators per month

Number of hours	Overall	Size of organisation		
		Small	Medium	Large
Mean hours per month	8.6	8.9	6.5	10.6
Median hours per month	6	4	2.5	9

## Facilitator(s)

Twenty-one organisations provided complete information about facilitators. Each site had between one to three facilitators (though other Rounds providers, not in our mapping sample due to more recently implementing Rounds have trained teams of ten to 14 facilitators). Time spent by facilitators ranged from 1.5hrs to 30 hours per month (median 9.5, mean 12.5), increasing incrementally with size (*Table 4*). The majority of facilitators (25/37 across the 21 organisations) were Band 8 (13 were Band 8A, 5 were 8B, 5 were 8C and 2 were 8D). Eleven facilitators were Band 7, and one was Band 9. Their professional backgrounds varied with the highest proportions being psychologists or psychotherapists (n=13), followed by nurses (n=5), managers (n=5), counsellors/therapists (n=4), practice educators, chaplains/spiritual leads, or social workers (all n=3), and one was an occupational health lead. The cost ranged from £87 a month (in a site that had three facilitators who rotated each spending 1.5hrs facilitating the round, supported by a clinical lead who also facilitated and undertook most of the preparation) to an outlier at £1925 a month (in a site where a Band 8B nurse spent 25 hours a month on Rounds work).

**Table 4** Number of hours spent by facilitators per month

Number of hours	Overall	Size of organisation		
		Small	Medium	Large
Mean hours per month	12.5	7.9	13.2	16.3
Median hours per month	9.5	6	9	16

### Clinical lead(s)

Each site reported having between one and three named clinical leads. The majority (20/27 clinical leads across the 21 organisations) were consultant doctors, two of whom were medical directors (as recommended by PoCF). Other clinical leads included psychologists (n=2), nurses (n=3), a physiotherapist and an education/professional development manager. The amount of time they spent (per site) on Schwartz work varied from one hour per month to 25 hours per month, and consequently the cost related to clinical lead role varied from £104 (for one hour of a medical consultant) to £1940 per month (for a site with two psychologists -Band 8C and Band 8D - who each spent 12.5hrs per month on Schwartz work).

### Total staff costs for Rounds

Due to the fact that organisations chose to resource Rounds in such variable ways, with blurred boundaries between facilitator and administrator, or between facilitator and clinical lead roles in some organisations, we also calculated the total costs for these three staff roles together, and examined it according to size of organisation. As expected, due to the range in band/time spent presented above, the range for each size category was wide. However this indicated that median costs for a small organisation is around £650 per month, whereas for medium or large organisation it is about £2000 per month (*see Table 5*).

**Table 5** Range in staff costs per month for running Rounds (based on administrator, facilitator and clinical lead costs)

<b>Size of organisation (definition, number of sites providing information)</b>	<b>Range in staff costs per month  (for administrator, facilitator and clinical lead)</b>	<b>Median cost per month</b>
<b>Small  (&lt;2000 employees, 7 sites)</b>	£380 to £4477.50	£666
<b>Medium  (2000-4999 employees, 7 sites)</b>	£767.50 to £2199	£2000
<b>Large  (5000+ employees, 7 sites)</b>	£980 to £4420	£1964