

MAY 2017

---

## THE LEEDS TEACHING HOSPITALS NHS TRUST

### REDUCING MEDICAL AGENCY SPEND BY INTRODUCING A CENTRAL DEPLOYMENT SERVICE AND EFFECTIVE USE OF E-ROSTERING

#### The organisation

The Leeds Teaching Hospitals NHS Trust (LTHT) is one of the largest NHS trusts in England. Employing around 17,000 staff, with a £1 billion budget, the trust provides local services for the immediate population of 780,000 and specialist care for up to 5.4 million people across the region. Total agency spend for the trust is currently 3.8 per cent of the pay bill.

#### Background

LTHT is striving to be the best place to work, to be the best for patient safety, quality and experience, and also to have financial sustainability. To support this vision the trust has developed a consistent and professional approach to deploying junior doctors across the organisation. This includes using e-rostering, supported by the medical deployment team which has established and now manages an internal medical bank, provides centralised management of sickness, absence, swaps and annual leave, and supports the clinical service units (CSU) with recruitment to vacancies.

Another aspect of the work has been the implementation of a neutral vendor model for agency bookings. This is through a web-based platform enabling recruitment processes and administration to be streamlined. Recruitment agencies working on behalf of the trust are able to source the right staff at the best price through one single point of access. Real time management information is a powerful tool providing the trust with an accurate insight into spend and usage.

This has supported the implementation, monitoring and reporting of the NHS Improvement capped rates.



## Steps to success

- The medical workforce team led the project as they had the right skills and experience.
- They worked closely with medical managers, leaders, consultants and junior doctors throughout the development and delivery stages.
- The team introduced clinical champions to support embedding the changes.
- The medical bank service project and the neutral vendor project both adopted formal project management approaches.
- They built on existing systems and processes.
- They recognised that standardisation of support does not mean that all teams need an identical process. They worked with each specialty to refine the process to meet their specific needs.
- The neutral vendor model provided a single point of contact for agency staff, access to wider range of temporary medical staffing providers, contractually agreed rates and consolidated invoicing.
- They set up and actively recruited to a medical bank in advance of doctors rotating out of the trust.
- They acknowledged that e-rostering for doctors is very different to nurse e-rostering and set up a centrally based medical deployment office team with medical staffing experience - available seven days a week with extended opening hours into the early evening Monday to Friday.

## Barriers

The biggest challenge was the size and complexity of the task. LTHT managed this through taking an approach led by the medical workforce team and supported by champions in CSU teams. The trust also allowed time for the programme to develop, be refined and delivered.

## Outcomes/successes

The programme has delivered a number of significant evidence based outcomes for the trust as an organisation as well as teams and staff.

### Organisation

- Reduced the number of premium shifts being filled by locums by whenever possible moving unfilled shifts into the daytime.
- Increased the use of trust bank doctors. Moving from 80 per cent of medical locum shifts filled by agency in 2014 to 70 per cent filled by bank in 2017.

- Improved governance as all temporary staff undergo robust employment checks and are provided access to the electronic medication management system.
- Reduction in bureaucracy freeing up clinical and administrative resource.
- Central control has improved access to real time information on temporary medical staffing spend and usage - assisting in the control of agency spend.
- Improved cost efficiencies through consolidation of invoicing processes and reduced commission charges from agencies.
- Supports the trust's guardian of safe working to monitor hours, safety breaches and process additional pay under the new contract.
- Estimated savings for medical and dental agency spend were £5million over three years. Actual out-turn for 2016/17 demonstrates significantly higher level of savings.

2014/2015	2015/2016	2016/2017
£13.3m	£9m	£4.4m

#### Team

- Improved leave management including electronic authorisation of annual, study and other leave, and improved absence management.
- Access to a wider range of staff allowing sourcing of the right staff at the best price.

#### Staff

- Shift availability checked via mobile devices using an online app.
- Vacant shifts can be notified to staff via text and email.
- Locum timesheets can be submitted via an app.
- Reduction in administrative burden.
- Fair approach, accessible to all.

## Comments

"The process for submitting locum forms for payment is much smoother and guarantees payment to arrive in a timely fashion. It has made me much more inclined to pick up additional shifts!" (Comments from a paediatric ST3)

It's been a pleasure working with you so closely. Thanks for showing me the ropes so early on ... you guys do an incredible job! (Comments from rota co-ordinator surgeon)

## Further information

### Top tips

- ✓ Co-ordinating the process via a central team reduces bureaucracy for clinicians and maximises the opportunities for organisational gains in understanding workforce supply and demand.
- ✓ Effective engagement of front line staff through the development, implementation and operational stages is critical for success.
- ✓ Clinical champions are essential, starting in specialties that have a real appetite for new technology and a desire to change.
- ✓ Engage with the junior doctor workforce, this generation of doctors have grown up with technologies.

For more information please contact Liz Bolton-Speight at [liz.bolton-speight@nhs.net](mailto:liz.bolton-speight@nhs.net) or Julie Sutcliffe at [juliesutcliffe@nhs.net](mailto:juliesutcliffe@nhs.net)

### Contact us

NHS Employers  
2 Brewery Wharf  
Kendell Street  
Leeds LS10 1JR  
Published May 2017  
© NHS Employers 2017

[www.nhsemployers.org](http://www.nhsemployers.org)  
[enquiries@nhsemployers.org](mailto:enquiries@nhsemployers.org)

 @nhsemployers

 NHS Employers

 [www.youtube.com/nhsemployers](http://www.youtube.com/nhsemployers)