



DIGITALISING STAFF BANKS

The case of Hampshire Hospitals
NHS Foundation Trust

FOREWORD



As part of our role to support our members, we always seek to highlight best practice and showcase ways in which trusts can improve their finances and the quality of care they provide to their patients.

With the NHS under pressure to make efficiency savings and change how care is delivered, it is important that we learn from each other. When one of our members has used a product or service that has supported their work or dramatically improved services for their trust, we want all our members to know about it. This ultimately helps to share that success in the hope that it can be replicated in other trusts.

Our members were telling us that with all the time pressures facing senior management, they were finding it increasingly difficult to seek solutions for the challenges they faced. At the same time, suppliers to the NHS were talking to us about the innovative solutions they had successfully applied in trusts which they wanted other providers across the country to benefit from. This is why we launched *NHS Providers Connect* – a service which aims to bridge this gap and let our members know about what products and services their peers are using to achieve much-needed efficiency savings.

This report is all about Locum's Nest – the NHS' first digital collaborative bank for doctors, founded by two doctors. The app matches locum shifts to available doctors by cutting out the need for expensive agencies – successfully increasing the number of bank staff available to trusts, reducing the cost per shift and minimising or eliminating agency spend. It really is one of those innovations that prompts the question "why isn't everyone doing this?".

In 2016/2017 the NHS spent £2.4bn on agency staff to cover vacancies and on average, recruitment agencies charge NHS trusts 10% for every shift filled. Last year NHS trusts in England spent £240m in agency commission fees. Locum's Nest charges just £15 per shift filled meaning the estimated net saving available to the NHS in commission alone is £200m.¹

The case study in this report tells the story of how Hampshire Hospitals NHS Foundation Trust worked with Locum's Nest to maximise their internal fill rates. I hope this publication gives you some ideas about how you too could use the service to enhance patient care and clinical sustainability.

A handwritten signature in black ink that reads "Gill Morgan". The signature is fluid and cursive.

Gill Morgan
Chair
NHS Providers

INTRODUCTION

Hampshire Hospitals: a mission to provide high quality care

Hampshire Hospitals NHS Foundation Trust provides acute hospital services to 600,000 patients in Basingstoke, Winchester, Andover and surrounding areas in Hampshire and West Berkshire. They also provide outpatient and assessment services from Alton, Bordon and Romsey community hospitals.

The trust began in January 2012 as a result of the integration of Basingstoke and North Hampshire NHS Foundation Trust, which achieved foundation trust status in 2006, and Winchester and Eastleigh Healthcare Trust. It employs around 6,000 staff and has a turnover of over £385.4m a year (2016/17) with over 15,000 public and staff members.

Hampshire Hospitals NHS Foundation Trust's vision is to provide outstanding care for every patient. In order to do this, the trust recognises the need to centre on wellbeing and engagement with the staff who provide the critical health services to patients. There is an inextricable link between looking after staff, the high standard of quality care that staff then deliver, high performance and efficiency. The trust has a mission to achieve these by being responsible stewards of their financial resources while also being innovative. This is where their relationship with Locum's Nest begins.

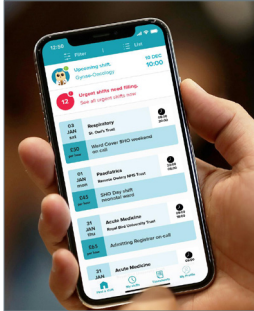


Hampshire Hospitals were very taken with the level of support provided by both of the co-founders of Locum's Nest and the chair of the company - this was integral to the building of an effective partnership.

THE LOCUM'S NEST PLATFORM

and the Hampshire Hospitals experience

Using simple technology to address a complicated issue



Locum's Nest have launched the NHS' first digital collaborative bank for doctors. They provide an app that connects doctors to locum work in healthcare organisations, while cutting out the inefficient, ineffective and expensive agency middleman.

Through their innovative app, Locum's Nest have proven that they are able to significantly increase fill rates for doctors and achieve 100% attendance rates for doctors booking shifts. Their approach is to significantly reduce reliance on agencies and allow organisations to take back control of their staff bank. This

has resulted in one partner organisation increasing their staff bank size by 500%.

Hampshire Hospitals were able to streamline their operational workforce processes, improve wellbeing and cultural engagement for their doctors and provide high quality medical care for their patients.

Ashford and St Peter's Hospitals, Royal Surrey County Hospital, Hampshire Hospitals, Salisbury Hospital and Dorset County Hospital NHS Foundation Trusts have now united to form The South England Collaborative. Over 2,500 doctors are able to cross-cover at all involved organisations, dramatically reducing the reliance on agencies and significantly improving continuity of care for their patients.

A first step towards independence from agencies

Project lead, Jo Quinn was made aware of Locum's Nest through social media and internet searches. Jo has a background in human resources and, in particular, temporary staffing. When she saw the product and understood more about it she was drawn to how innovative, new and interesting it was.

While, historically, Hampshire Hospitals NHS Foundation Trust have not had high agency staff usage, they were looking to increase their fill rate for shifts via their internal bank. As with many acute NHS trusts, they wanted to pay particular attention to their emergency department which was often unable to fill its shifts.

The frustration for the trust was that when it did use agencies, the agency system was incredibly inefficient and ineffective. This is what led them to other means of delivering their peripheral workforce needs. By using Locum's Nest as their prime solution of choice, Hampshire Hospitals were able to streamline their operational workforce processes, improve wellbeing and cultural engagement for their doctors and ultimately provide high-quality medical care for their patients.

As they embarked on the project, Hampshire Hospitals were very taken with the level of support provided by both of the co-founders of Locum's Nest and the chair of the

company - this was integral to the building of an effective partnership. It was also critical that, in Lara Alloway, they had a medical director who wanted to lead on the project. With the key responsibility in assuring that the trust met medical compliance, she saw how proactive and interactive the concept of Locum's Nest was in meeting required standards of care for patients and the wider organisation.

The innovative approach of Locum's Nest was a key success factor for Hampshire Hospitals but they were also drawn to the fact that the app was G-Cloud compliant which meant the trust did not have to sign up to a long lease period. Their operating model meant that the risk to the trust was also hugely reduced.

The Locum's Nest team were willing and flexible to work with Hampshire Hospitals to shape how their product worked for them. Locum's Nest were always careful to ensure that the product worked within the trust foremost, before considering rolling out to the wider collaborative.



Hampshire Hospitals has experienced much higher fill-rates for shifts. This resulted in improved quality of care for patients and enhanced clinical sustainability.

Another key success factor at the implementation phase was the clinical onsite presence offered by Locum's Nest. This enabled doctor-to-doctor conversations and established a high degree of understanding and empathy between all key parties. In turn, this helped to build credibility and established a high degree of trust in the product and the wider company. It felt to the trust like they were working as partners and not on a provider/customer basis, resulting in a more bespoke service.

The success of using Locum's Nest has meant that Hampshire Hospitals have experienced much higher fill-rates for shifts, especially in the emergency department, over a period which has seen unprecedented pressures. This has resulted in improved quality of care for patients and has enhanced the clinical sustainability of their services.

Key benefits for the trust

- Improved visibility and transparency
- Clearer management information regarding the staffing of services
- Easier system for doctors with positive feedback from those using the app
- Improved HR compliance with national reporting to NHS Improvement
- A significant improvement in fill-rates for shifts across the board which is now at 80% (the NHS national average is 24%)
- Improved timesheet accuracy and streamlining of recording hours worked
- Widened the available workforce pool with an increase in the distance doctors are traveling to do shifts
- Enhanced patient care during a challenging period for the NHS
- Enhanced clinical sustainability.

NEXT STEPS: THE FOCUS ON COLLABORATION

Workplace change initiatives are not easy but what this case study shows is that with hard work and effective communication, these hurdles can be overcome. This would not have been a success within the trust without effective clinical leadership, buy-in from operational management and top teams.

Beyond the collaborative, the trust is still in the early stages of working with the app but one key finding emerges: the simplicity of working with Locum's Nest. There is a real clarity about the commercial relationship and a tangible sense of partnership in the personal relationships.

Working with Locum's Nest has also helped to improve their workforce and roster planning. The trust has begun to establish a new workforce pool with doctors on bank-only contracts which will suit some and may be an area to focus on in the future.

While Hampshire Hospitals are working with the South England Collaborative, which is increasing participant numbers by the month, they know they have more work to do with their partners across their immediate geography and they hope they will be able to make positive inroads on this front over the next 12 months. As a trust they needed to improve their operational planning, which can be difficult when the environment is challenging.

 *One key finding emerges: the simplicity of working with Locum's Nest. There is a real clarity about the commercial relationship and a tangible sense of partnership in the personal relationships.*

Working with Locum's Nest gave the trust the ability to scale up in a very short time frame. The benefits they have recognised so far would only be enhanced through wider participation. The trust is now working closely with Locum's Nest to further enhance the interface between ESR and payroll.

Find out more

To find out how Locum's Nest could work in your trust, or to arrange a live demonstration of the platform, email contact@locumsnest.co.uk or visit www.locumsnest.co.uk

About the authors

Kim Hope Sales, Director of People, Coach and Specialist in Leadership and Workforce Transformation, The Hope Consultancy

Kim Hope Sales has over 25 years' experience of working as a senior leader in HR and organisational development across a range of sectors particularly within health and social care. She now leads on the development of leadership, workforce, system change and organisational transformation in the NHS and local government. Her credits include devising national standards for organisational improvement, governance, workforce modelling and accreditation of best practice for the Department of Health, NICE, HEE, Skills for Health, the NHS and local authorities. Her passions are in collaborative, innovative, inclusive and integrated care and learning.

Roger Wilson, Director, Roger J Wilson Associates Limited

Roger Wilson has over 30 years' experience of working in and around the NHS. He started his career in finance before moving into human resources and organisational development. He has over 10 years' experience of working at director level in the NHS and has a passion for effective engagement and sustainable workforce solutions.

NHS Providers is the membership organisation and trade association for the NHS hospital, mental health, community and ambulance services that treat patients and service users in the NHS. We help those NHS foundation trusts and trusts to deliver high-quality, patient-focused care by enabling them to learn from each other, acting as their public voice and helping shape the system in which they operate.

NHS Providers has of all trusts in membership, collectively accounting for £84bn of annual expenditure and employing more than one million staff.

NHS Providers Connect

A new programme which matches NHS member trusts with selected suppliers with proven value to our members. We support a collaborative approach between members and partners, generating partnerships to help deliver new models of care and save trusts money.

For more information contact David Morgan, business development manager, NHS Providers

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