



LOCUM'S NEST

Forget agencies

THE FIRST DIGITAL COLLABORATIVE STAFF BANK FOR MEDICS

Paving the way to a
sustainable workforce

FOREWORD



With over 100,000 vacancies in the NHS workforce, trust leaders are having to spend an increasing amount of their time filling workforce gaps - developing increasingly innovative approaches to recruiting and retaining staff and managing a temporary workforce that has become essential to the provision of safe and effective frontline care.

It is becoming increasingly clear that technology has a vital role to play in this area. As we all know from our own personal use of apps to call a taxi or shop online, digital technology has a unique ability to quickly match supply and demand by acting as a rapid, effective, intermediary. In the NHS workforce arena, technology can play a valuable role linking up trusts with a wide range of workforce gaps with locum or agency staff looking to fill them. It can help the trust identify a much wider range of potential temporary staff compared to using a traditional agency, and it enables temporary staff to quickly and easily identify what shifts might be available. A classic win win.

As part of our NHS Providers Connect programme we are keen to work with commercial suppliers who can provide our members with ready-made solutions to some of their key operational challenges. We deliberately only work with a small number of chosen suppliers whose solutions have been proven to work with at least one of our members.

We are therefore pleased to be working with Locum's Nest - the NHS' first digital collaborative staff bank, founded by two doctors. While their work is supported by an app, the key to their success with trusts has been how they have facilitated and supported collaboration between neighbouring trusts, significantly increasing the staff bank pool. This collaborative model addresses some of the key points made in the NHS interim people plan around establishing tech enabled staff bank services, making shifts more visible and removing practical barriers to staff moving between organisations.

The app matches locum shifts to available doctors, making it easy for doctors to find shifts that suit their needs, cutting out the need for expensive agencies and successfully increasing the number of bank staff available to trusts. Trusts using Locum's Nest have been able to dramatically reduce the cost per shift and minimise or eliminate agency spend altogether.

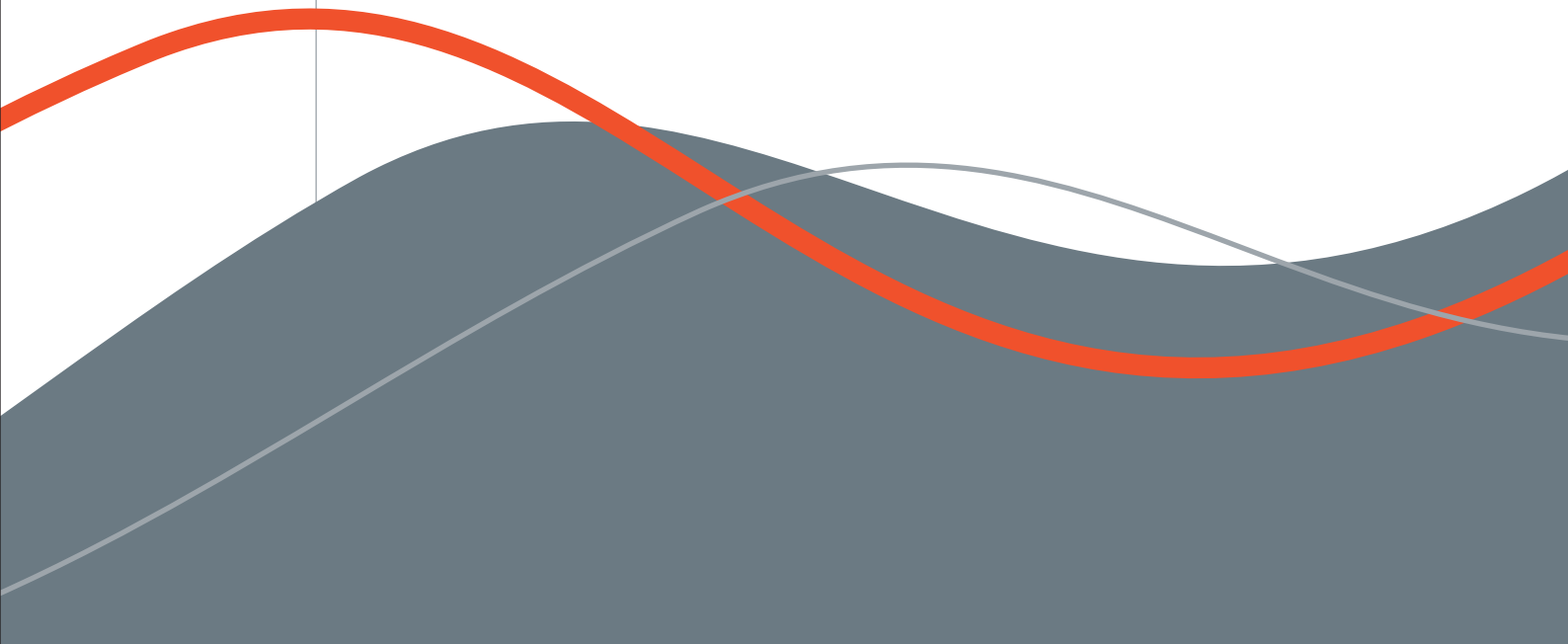
Trust leaders also know that many workforce solutions are increasingly found at system level, by working together with neighbouring trusts - particularly if they are in close geographic proximity. Locum's Nest cleverly draws on the power of this collaboration – enabling a number of neighbouring trusts to pool their individual staff banks, thereby creating a much larger pool of potential staff but also opening up a much larger range of potential shifts to those staff. The app also helps managers and staff at participating trusts reduce/eliminate the incessant and repetitive paper-based admin barriers that often prevent them from filling vacant shifts in hospitals.

The case study in this document tells the story of the South England Collaborative that covers a range of trusts in the southern half of the country. The collaborative started in May 2017 in Ashford and St Peter's Hospital NHS Foundation Trust and Royal Surrey County Hospital NHS Foundation Trust. It's now extended to Salisbury NHS Foundation Trust, Dorset County Hospital NHS Foundation Trust, Hampshire Hospital NHS Foundation Trust and North Middlesex University Hospital with the obvious potential to expand much further.

I hope this publication gives you a good idea of how you too could use Locum's Nest's service to enhance patient care and clinical sustainability in your trust.

Chris Hopson

Chris Hopson
Chief Executive
NHS Providers

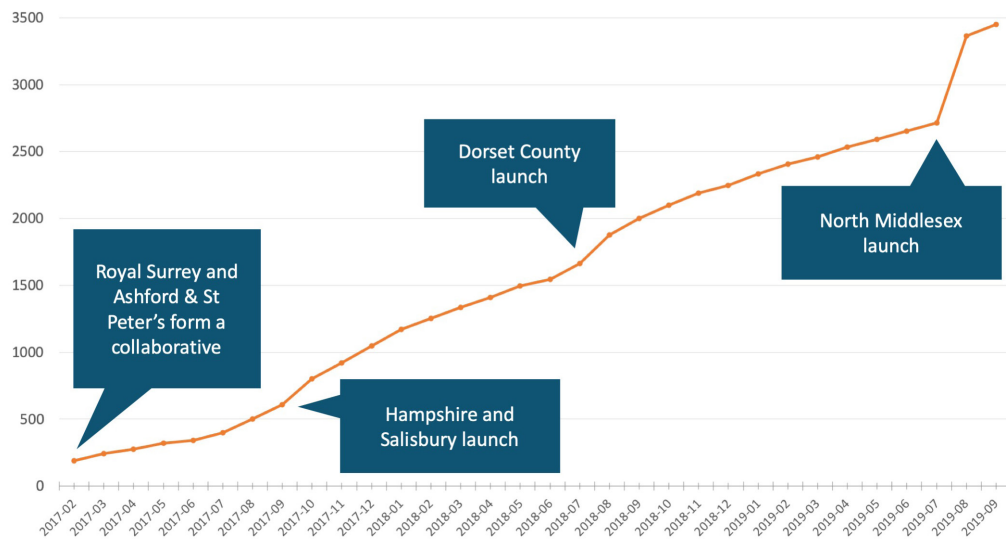


THE FIRST DIGITAL COLLABORATIVE STAFF BANK FOR MEDICS

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 up to 95% in some trusts and on average deliver a shift fill rate three times higher than the national average of 24%, as well as 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%.

South England Collaborative staff bank growth



The South England Collaborative staff bank in a nutshell

- Six NHS trusts spanning across 135 miles
- Over 3,000 doctors covering all grades and specialities
- 40,000 shifts matched per year in the collaborative
- 85% of shifts are worked by SHO's and SpRs
- 80% more cost efficient than agencies

The NHS trusts who are part of the collaborative



Insights from members of the South England Collaborative

The following Q&A is a direct account of the South England Collaborative staff bank from Joanna Quinn, Operational Service Manager at Hampshire Hospitals NHS Foundation Trust, Alfredo Thompson, Workforce Programmes Director at North Middlesex University Hospital NHS Trust and Dr Justin Kirk-Bayley, Consultant Intensivist and Anaesthetist at Royal Surrey NHS Foundation Trust. They share why they decided to be a part of the collaborative and the benefits it has had for their organisations.

We hope the experiences shared here will provide a better understanding of how the South England Collaborative staff bank works in practice - offering the prospect of making the lives of thousands of patients and staff better.

What attracted you to the service?

We liked the idea of being able to control what happened ourselves – when you advertise a shift the app allows you to get a variety of applicants. It was also easy for us to be able to engage with people and gave us the ability to work with our juniors and not just bombard them with shifts that they weren't interested in. *[Joanna Quinn, Operational Service Manager, Hampshire Hospitals NHS Foundation Trust]*

The fact that it was a mobile application designed for doctors and not for admin people meant it was easier to use – I could immediately see why it was more attractive for doctors to use. I also liked the fact that doctors could feel fully embedded in the trust. *[Alfredo Thompson, Workforce Programmes Director, North Middlesex University Hospital NHS Trust]*

The thing that attracted me to Locum's Nest has got to be the user interface. There's no aspect of the app or front-end that's wasted. For us, the most valuable part of Locum's Nest is how it solves our issues with staffing. But also, with that, an ability to be able to save costs by having a solution that we're able to use quickly and rapidly, which the doctors on the other end are able to use just as well through the app in their hand. As a result, we're able to get up and running, realising some of these cost savings quite quickly. That was very attractive, and it's actually been even better than we had hoped for. *[Dr Justin Kirk-Bayley, Consultant Intensivist and Anaesthetist, Royal Surrey NHS Foundation Trust]*

How did you feel it would benefit your trust?

We didn't have a successful staff bank internally and needed to increase our fill rates for our junior doctors, so along with the medical directors we felt that the service Locum's Nest offered would allow our doctors to have flexibility around the shifts they worked. The staff bank collaboration between us and the other local trusts means doctors can work more flexibly in their local area. We just cross charge on the bank agreement. *[Joanna Quinn, Operational Service Manager, Hampshire Hospitals NHS Foundation Trust]*

For us what was important was the user experience – introducing a new piece of software for 'technophobes' meant we needed something that was going to be easy for them to use. At the time we needed to grow our medical bank quickly as our medical agency spend was high and we didn't have a bank solution that could meet our demands. This was an easy way of doing that. We now don't have the issues we had before in terms of timesheets and discrepancies around what people get paid for a shift. *[Alfredo Thompson, Workforce Programmes Director, North Middlesex University Hospital NHS Trust]*

Locum's Nest has actually reduced the anxiety of staffing in our intensive care unit. Knowing that you can release a job out onto the application, which will notify and get picked up by your cohort of people, means that we can sleep easy, knowing we have done our utmost to get the best people to fill the gaps in our rotas. *[Dr Justin Kirk-Bayley, Consultant Intensivist and Anaesthetist, Royal Surrey NHS Foundation Trust]*

The NHS interim people plan acknowledges that we need to equip the NHS to meet the challenges of 21st century healthcare. How do you feel Locum's Nest enables you to transform the way your staff work?

I think it means that people are in control of their own work/life balance and what shifts work for them. Using Locum's Nest meant that our staff could be in charge of what they wanted to do – you can filter the results based on what work you're looking for which means people are only being given the information that's relevant to them. *[Joanna Quinn, Operational Service Manager, Hampshire Hospitals NHS Foundation Trust]*

I think because it's a mobile app which uses current technology it makes it easy to use in terms of the way our staff can manage their work life balance. The user experience was the main draw for us – we wanted to make it as straightforward as possible for our staff to book shifts and plan their work schedule. *[Alfredo Thompson, Workforce Programmes Director, North Middlesex University Hospital NHS Trust]*

Locum's Nest gives me both choice and control. Historically I would be drip-fed people to fill vacancies on rotas from agencies. But, with Locum's Nest, because it's so desirable for doctors who want to work here, who are able to free themselves up and let me know that they're available, I get multiple applicants for my jobs. I can choose who I want depending on whether they worked here recently and what their capabilities are for the role, so I'm in total control and I can fill my rotas with the right people, at the right place at the right time. We're able to command a different workforce; one that we like, one that's reliable and one that's cheaper for us because we're not having to pay a third party. *[Dr Justin Kirk-Bayley, Consultant Intensivist and Anaesthetist, Royal Surrey NHS Foundation Trust]*

Talk about the process you went through to set up the system

The implementation phase involved buy-in from operational management and top teams first and foremost. We then made sure we communicated to our entire workforce – we wrote to them and did roadshows where we showed them how to use the service. Locum's Nest were great at providing an on-site presence too. The roadshows enabled doctor-to-doctor conversations and helped to establish a high degree of understanding about how to use the app to book shifts – it was good fun too! *[Joanna Quinn, Operational Service Manager, Hampshire Hospitals NHS Foundation Trust]*

I have to say it was one of the easiest implementations I've ever had to do in my career! Locum's Nest did most of the work – our work was all about generating interest internally but it was an easy sell when the senior medics could see the ease of using the product. We had to do a lot of work with the rota coordinators as it was a new solution for them to get to grips with. We also worked very closely with HR to make sure they understood what was required. But it wasn't complicated at all. *[Alfredo Thompson, Workforce Programmes Director, North Middlesex University Hospital NHS Trust]*

How has Locum's Nest transformed the way your staff work?

It means that anything between a week to six months in advance, we know what we'll be covering. There were some staff who were very hesitant to use the app at first but once they saw how it worked they really liked it, particularly the way it produces a timesheet that you submit in the app, which is really secure. *[Joanna Quinn, Operational Service Manager, Hampshire Hospitals NHS Foundation Trust]*

It has grown our medical staff bank incredibly over the last 12 months. From the doctors' perspective, it's so much easier for them, having eliminated a lot of time dealing with paperwork. They're also more engaged with the trust and can manage their shifts quickly and easily. *[Alfredo Thompson, Workforce Programmes Director, North Middlesex University Hospital NHS Trust]*

Junior doctors like Locum's Nest, there's no doubt about it. You know that, when you have somebody who's coming to fill a vacancy and they use Locum's Nest, they're there because they want to be there. They've picked the job they want, on the day they want it and in the location they want. This means that we get great interaction with our doctors when they come and work with us and everyone has a much better experience, which is a better overall experience for the patients. *[Dr Justin Kirk-Bayley, Consultant Intensivist and Anaesthetist, Royal Surrey NHS Foundation Trust]*

What benefits have you seen as a result?

The success of using Locum's Nest has resulted in much higher fill rates for shifts, especially in the emergency department – we are now at 80% coverage rate. We've also benefitted from having more engagement with staff who are happy using Locum's Nest. *[Joanna Quinn, Operational Service Manager, Hampshire Hospitals NHS Foundation Trust]*

The other benefit is that doctors actually want to use it – which makes it so much easier to engage with them. *[Alfredo Thompson, Workforce Programmes Director, North Middlesex University Hospital NHS Trust]*

People worry about patient safety when there's a lack of trained staff. Never has there been a greater worry than now, when we don't have enough doctors available to deliver minimum staffing safety standards. Locum's Nest has helped with that because we know that by using it, we can actually maximise our availability of doctors on the shop floor. By having that alternative, we can rest relatively assured that we're doing the most that we can to ensure patient safety. *[Dr Justin Kirk-Bayley, Consultant Intensivist and Anaesthetist, Royal Surrey NHS Foundation Trust]*

Were there any issues? How did you overcome these?

The only issue we had was making sure that as new people come in to the trust, that we had the IT platforms they needed. *[Joanna Quinn, Operational Service Manager, Hampshire Hospitals NHS Foundation Trust]*

The only challenges we had were more internal process challenges, not to do with Locum's Nest themselves – they were really hands on in setting up the system. *[Alfredo Thompson, Workforce Programmes Director, North Middlesex University Hospital NHS Trust]*

What have you learnt from the process?

You need to continually think how you communicate with your workforce. Many of our staff fill shifts out of their own goodwill, especially at busy periods over the winter, so keeping them happy and engaged is so important. *[Joanna Quinn, Operational Service Manager, Hampshire Hospitals NHS Foundation Trust]*

Lots! I would say that it's really important to get the senior doctors engaged from the outset to make sure they're on board. Also it's key to make sure HR compliance check processes are robust and that HR recruitment teams can meet the demand of onboarding doctors when they start using the platform. *[Alfredo Thompson, Workforce Programmes Director, North Middlesex University Hospital NHS Trust]*

What advice would you give to another trust undertaking a workplace change initiative?

To go with it! Try not think too hard about the negatives and trust the fact that it will really engage staff in the long run. *[Joanna Quinn, Operational Service Manager, Hampshire Hospitals NHS Foundation Trust]*

You can't over-communicate. It's important to make sure you're continually communicating and working through the issues you have – whether that's with stakeholders or users. You need to bear in mind that change isn't easy for them. *[Alfredo Thompson, Workforce Programmes Director, North Middlesex University Hospital NHS Trust]*

Locum's Nest has arrived in the right form at the right time and is hopefully being picked up by the right people to be able to run with it and make it better and tell other people about their successes. Sitting on that technology framework, Locum's Nest works for the end-user in terms of fulfilling roles, rosters and staffing but also works the other way for the workforce. It really is a double win because people can choose how they want to work and we can pick who we would like to work as well. Solutions such as Locum's Nest that work like that are absolutely fantastic and it's really easy to use. *[Dr Justin Kirk-Bayley, Consultant Intensivist and Anaesthetist, Royal Surrey NHS Foundation Trust]*

What the data shows

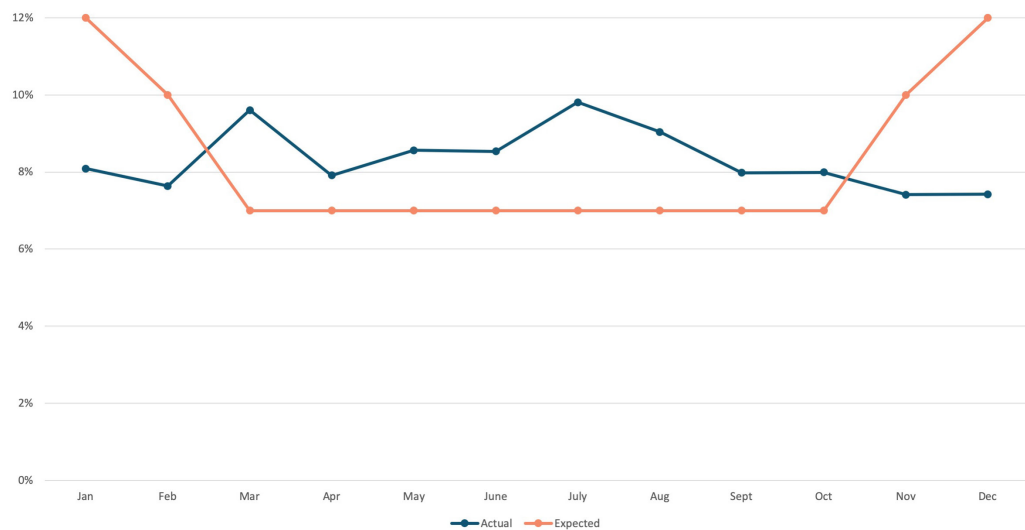
The South England Collaborative staff bank is an example of collaboration happening at a regional level but there is no reason why it cannot be replicated at national level.

Across the current collaborative, 3,000 shifts per month were matched (approximately 40,000 shifts per year). This equates to savings of £4.8m on agency commission.

If every trust in the country started working together significant savings in streamlining HR and finance/payroll processes could take place.

Interestingly, Locum's Nest have seen that demand for doctors does not increase across winter but is actually highest over summer. This data was only achieved due to trusts working together to create a significantly sized meaningful dataset, helping with long term workforce management.

South England Collaborative shift demand and seasonality



FIND OUT MORE

Locum's Nest connects healthcare professionals to locum work in NHS foundation trusts, GP federations, primary care networks and practices. The clever technology revolutionises the formation and maintenance of staff bank, meaning an ever-increasing pool of local, highly qualified staff constantly at the trust's or practice's disposal. This leads to significantly increased shift fill rates of over 95% and 100% attendance rates.

Locum's Nest is currently working with 180 healthcare organisations across the country, has over 20,000 doctors on the app and has matched over 120,000 shifts to date which represents 1.5 million hours of patient care delivered by non-agency doctors.

To find out how Locum's Nest could work in your organisation or to arrange a live demonstration, email contact@locumsnest.co.uk or visit <https://locumsnest.co.uk>

What users have to say

Locum's Nest is incredibly simple to use and allows me to easily fit locums around my busy life with 2 children and compared to agencies there is no pressure to book shifts."
ST3 Pediatric Doctor

I love the app. Much better than phone calls and emails and having the audit trail is perfect."
Obstetrics and Gynaecology Doctor

Locum's Nest has made covering the shifts so much easier and the doctors are much more proactive about picking them up."
Deputy Service Manager Surgery

Having one centralised place for all our shifts which is visible to doctors saves me a lot of time."
**Oncology Rota Coordinator,
Royal Surrey County Hospital**

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.

To find out more NHS Providers Connect or other opportunities please contact:

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