University Hospitals of North Midlands NHS Trust Case Study

Intelligent workforce deployment

University Hospitals of North Midlands NHS Trust has used Allocate Software for several years. As the solutions have developed over time the Trust's use of them has become more sophisticated.

Liz Rix, Chief Nurse, explains: "At first we just used Allocate's e-rostering system, now we have other modules that give us the intelligence about our workforce which in turn enables us to meet the needs of patients. "We have AllocateInsight reports which give us an in-depth view of staff deployment across the whole Trust."
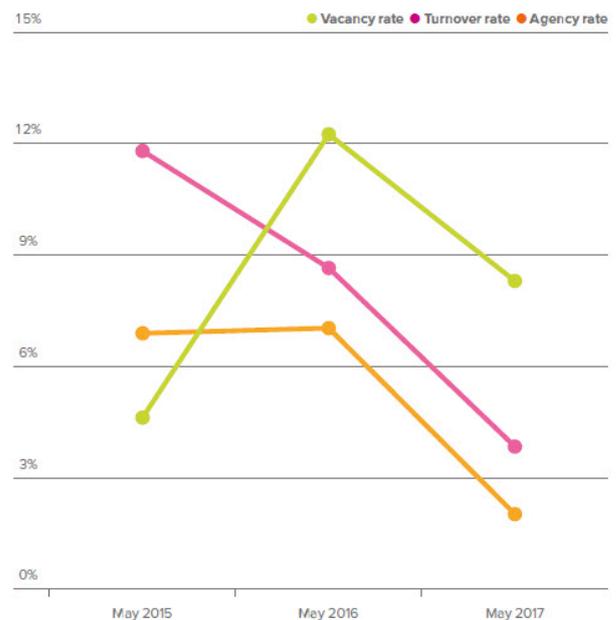
Challenges

The Trust identified the need for better workforce data analysis and decision making as they faced several issues. Such as:

- High vacancies due to rapid growth of the Trust
- High temporary staff use
- Difficulties recruiting new staff to some areas
- A culture of focusing on staff numbers rather than need

"We have Insight reports which give us an in-depth view of staff deployment across the whole Trust."

Liz Rix
Chief Nurse

Liz and colleagues set out to establish a more intelligent approach to planning rosters which would help them meet patient need, while removing peaks and troughs in staff availability. As Liz says: "It was important for us to understand how we were using the totality of the workforce and whether wards and areas were using resource most effectively. "

As we now say, it's about need not numbers. What do patients need and how can we best meet those needs." "We still use our experience and professional judgement to make decisions, but we need to know what patients we are seeing and how best to care for them, which we can only do with the knowledge and information that AllocateInsight provides."

Intelligence

The Trust has implemented SafeCare, which the control centre team have access to, so they can make informed decisions in real time.

The data generated by the solutions also enables workforce leaders to have conversations with frontline staff about the use of resource and planning for the future. Liz gives an example of this: "We provided the stroke ward team with the data we had as we felt something needed to change. They took it upon themselves to redesign the service and reshape the workforce. They have developed a more dynamic and responsive stroke service for the Trust.

"This is what having the visibility of the workforce has done for us. We are able to prod and poke the data in ways we weren't able to before."

Outcomes

Through greater control, efficiency and accuracy of staff hours and annual leave management, facilitated by the solutions the Trust has embedded, they have seen a staff cost saving in excess of £250,000.

The Trust has also seen significant improvements in staff vacancy rates, staff turnover rates and staff agency rates.

Liz says: "The rapid growth of our trust meant we couldn't keep up with the recruitment need, so we had to think about why people would come to work with us and stay. We knew it was important to feel valued, safe and invested in.

"We addressed this through several initiatives and our vacancy rate has reduced from 12% in 2016, to 7% on average."

Staff cost saving in excess of £250,000

The Trust also developed a retention strategy to provide staff with career progression and wellbeing support in an effort to encourage staff to commit their future to the Trust. Liz says: "Allocate's systems gave us the insight to make these changes. We used to have 80 theatre staff gaps and now have none."

Liz concludes: "Allocate has been a good partner for us and we have changed the way we are able to deploy staff and deliver care to patients."

"Allocate's systems gave us the insight to make these changes"