

Allocate Awards 2019

Highly Commended: Innovative Workforce Models For Better Patient Care

Bradford Teaching Hospitals NHS Foundation Trust

Streamlining the processing of nursing bookings and invoices
saving £9.4 million

Bradford Teaching Hospitals NHS Foundation Trust streamlined the processing of nursing bookings and invoices through the Vendor Management Solution offered via 247 Time (now Allocate). Over three years, the trust has saved a total of £9.4 million.

The trust had become increasingly dependent on bank and agency workers to supplement the substantive workforce in both clinical and non-clinical services. With agency spend at more than £19 million in 2015/16, the trust needed to reduce agency spend across all staff groups and increase the number of staff registered on the nurse bank.

It also needed to streamline the use of bank and agency workers and improve rostering efficiencies to reduce the reliance on temporary staff. To address this, it set up a flexible workforce team in May 2016, led by a flexible workforce services manager and comprising a locum booking team, a nurse bank team and an e-rostering team.

Before the new department was introduced, temporary staffing was fragmented, with separate booking teams and differing processes managed by different directorates. The trust used various

workstreams to make improvements, including introducing an electronic bank and agency booking system for nurses and healthcare assistants and increasing recruitment to the internal nurse bank.

Each workstream had its own challenges, but each would support safer staffing and therefore better patient experience. The biggest challenge was to increase fill rates on the trust's nurse bank in order to decrease agency use.

In the first year, the trust saw a reduction of £5.4 million in agency spend, and over three years the trust has saved a total of £9.4 million. The nurse bank membership has risen by 30 per cent in the last year. Fill rates for bank healthcare assistants went from 57 per cent to 93 per cent on average, and from 37 per cent to 47 per cent for registered nurses, leading to improved patient care.

A new electronic booking system for bank and agency staff allows workers to book available shifts directly. The trust is able to restrict shifts from going out to agencies, but agencies can book available shifts directly when needed.

Rachel Pyrah, flexible workforce services manager, said:



The team at Bradford Teaching Hospitals NHS Foundation Trust with their Highly Commended certificate for the Innovative Workforce Models For Better Patient Care category

“The introduction of the centralised team and stringent control has shown many benefits. We feel other organisations could mirror this and achieve the same results. We work closely with other trusts in the West Yorkshire region to learn from each other around these issues.”