

Allocate Awards 2019

Highly Commended: Impacting Clinical And Performance Targets

Sherwood Forest Hospitals NHS Foundation Trust

Understanding bank and agency staff requirements leads to reduced medic workforce spend by £25,000 per week on average.

Sherwood Forest Hospitals used Allocate ActivityManager, aligned with E-Job Plan and electronic management of leave, to understand the need for use of bank and agency staff in line with budget and demand. The trust's running total spend for variable pay for medics has reduced by an average of £25,000 per week.

Medical agency spending represented the trust's highest staffing cost. It was agreed it needed complete visibility on variable pay for medics and alignment to activity to reduce agency spend, maximise capacity and, ultimately, have a positive effect on patient care.

The trust used Allocate ActivityManager qualitatively, aligned with E-Job Plan and the electronic management of all leave in the same place, to determine the true requirements for bank and agency usage, in line with budget and demand.

In early 2019, it introduced its electronic bank for medics (weekly pay) and scrapped internal claim forms for additional hours. All additional work is now paid through the bank system.

The move meant standard rates were applied to all grades for bank work and created the opportunity to challenge high rates in specific divisions or grades through the bank system reports. It also provides

visibility on all extra work being undertaken and allows evidence-based challenges to be made when contracted activity isn't being completed.

There were some difficulties to overcome, such as cultural challenge. Through various formats, the trust was able to gain engagement and, more importantly, an understanding of the reasons for and benefits of the change.

Most medics also raised concerns over the tax implications of bank posts and the change from monthly pay to weekly, which was resolved with the finance department and individual staff.

The trust's running total spend for variable pay for medics has seen an average reduction of £25,000 per week; the agency-only element accounted for £20,000 of this per week. The volume of bank shifts versus agency shifts has increased when comparing May, June and July 2018 with the same months in 2019.

This year, via the electronic weekly bank and the alignment of demand and activity through effective systems, it is able to forecast and therefore manage variable pay.

Donna Mariner, head of rostering services, said:



The Sherwood Forest Hospitals NHS Foundation Trust team were highly commended for the Impacting Clinical And Performance Targets category at the Allocate Awards 2019

"Quarterly PA reports are generated from the system and used to ensure contractual activity is met throughout the year. Timely patient care is an indicator of great care."