

CASE STUDY

Mid Yorks saves £1million a year

KEY HIGHLIGHTS

- ✓ Bank fill doubled and agency fill down from **27% to 19%**
- ✓ Bank hours for qualified theatre staff increased by **50%**
- ✓ Elimination of agency for care support staff increasing bank fill by **20% to 78%** in 3 months

The Trust

Mid-Yorkshire Hospitals NHS Trust provides life-saving acute healthcare services from three hospital sites and many community settings in Wakefield and North Kirklees.

The challenge

NHS Professionals (NHSP) were tasked with reducing excessive agency spend within the Trust and managing the internal staffing bank for Nursing and Midwifery, Admin and Clerical, and Allied Health Professionals (Operating Department Practitioners) to grow the number of bank members, and to make it more efficient.

The outcome

Selecting the right staffing agencies

In 2018 NHSP analysed agency and bank use in each staff group to assess how the Trust could reassert management control over excessive use of agency staff.

Working with the Trust management team to select suitable staffing agencies, NHSP introduced an agency cascade system to determine which agencies could be used to provide staffing cover on each ward. Third-tier agencies were excluded so that the Trust always benefited from lowest cost supply of flexible workers.



NHSP team members feel part of the whole Trust team and go above and beyond in leading data collection, liaising with agencies on our behalf and providing support in managing poor behaviours of agencies to reduce both cost and demand. Great job!



Dawn Parkes

Deputy Director of Nursing, Mid Yorkshire Hospitals NHS Trust

Key Initiatives



Controls and limits placed on agency use for staff cover within the Trust



Competitive payrates introduced for staff working bank shifts



Recruitment drive to grow the bank amongst substantive staff and agency worker

Helping managers control agency use

Weekly meetings with ward managers, supported by Trust senior managers helped improve decision making on demand management and agency bookings.

The local NHSP team worked closely with the Trust's roster team to correlate agency use against shift demand. Agency 'bumping' was introduced for bank workers. Direct booking of agency staff was eliminated and a 'Golden Key' rule was introduced to ensure that the escalation sign-off process was followed. The success was closely monitored by NHSP so that it could be adapted quickly to meet the needs of the Trust.

Trust policy was enforced and Trust substantive staff were no longer allowed to work through agencies at the Trust.

Recruitment drive

The controls worked alongside an ongoing, proactive recruitment drive to increase membership of the bank. The NHSP team were highly visible around the Trust with drop in sessions at the staff canteen and regular recruitment drives around the Trust. Evening ward rounds were introduced to help recruit agency nurses and a 'golden hello' encouraged agency workers to join the bank.

Pay rates for bank workers were increased to encourage as many as possible to join the bank, especially in hard to fill areas such as theatres. In 12 months, the proportion of agency filled shifts has reduced from 60% to 40%.

