



## Our Vision

To provide every patient  
with the care we want  
for those we love the most

Norfolk and Norwich University Hospitals



NHS Foundation Trust

# Reducing Agency staffing costs – our story

Jeremy Over – Director of Workforce, NNUH



### Our Vision

To provide every patient with the care we want for those we love the most

# Norfolk and Norwich University Hospitals



NHS Foundation Trust







## Our Vision

To provide every patient  
with the care we want  
for those we love the most

# Norfolk and Norwich University Hospitals



NHS Foundation Trust







## Our Vision

To provide every patient  
with the care we want  
for those we love the most

# Norfolk and Norwich University Hospitals



NHS Foundation Trust





## Our Vision

To provide every patient  
with the care we want  
for those we love the most

## Who we are

- Amongst the top 15 biggest acute hospitals in England
- 7,200 staff // £550m turnover // 1,100 beds
- Catchment of 1 million patients for specialist work
- Centre for emergency and complex care in Norfolk
- A 'financial special measures' trust with NHSI for six months from August 2016





## Our Vision

To provide every patient  
with the care we want  
for those we love the most

# Norfolk and Norwich University Hospitals



NHS Foundation Trust

## 2008/09 to 2015/16...

39%  
increase in  
outpatients

54% increase  
in 2 week  
cancer  
referrals

46% increase in  
daycase  
procedures

69% increase  
in ambulances

34% increase  
in emergency  
admissions



## Our Vision

To provide every patient  
with the care we want  
for those we love the most

# The challenge

- As at Spring 2016...
  - 200 medical locum shifts a week
  - 450 registered nurse agency shifts a week
  - Peaked at over £3m / month spent on agency staff
  - Virtually nil compliance with April 2016 price caps



## Our Vision

To provide every patient  
with the care we want  
for those we love the most

# Maintaining balance....

Quality / Safety



Operational  
performance

Finance





## Our Vision

To provide every patient  
with the care we want  
for those we love the most

## Headline achievements

- £1m+ / month net reduction in the organisation's pay bill within 2 months
  - (*£27.3 to £26.0m per month*)
- 75% reduction in medical agency expenditure
  - (*£1.5m to £350k per month*)
- 55% reduction in non-medical agency expenditure
  - (*£1.6m to £750k per month*)
- Average 75% compliance with price caps for Nursing (from a base of 0%)
- Biggest contributory factor to exit from financial special measures



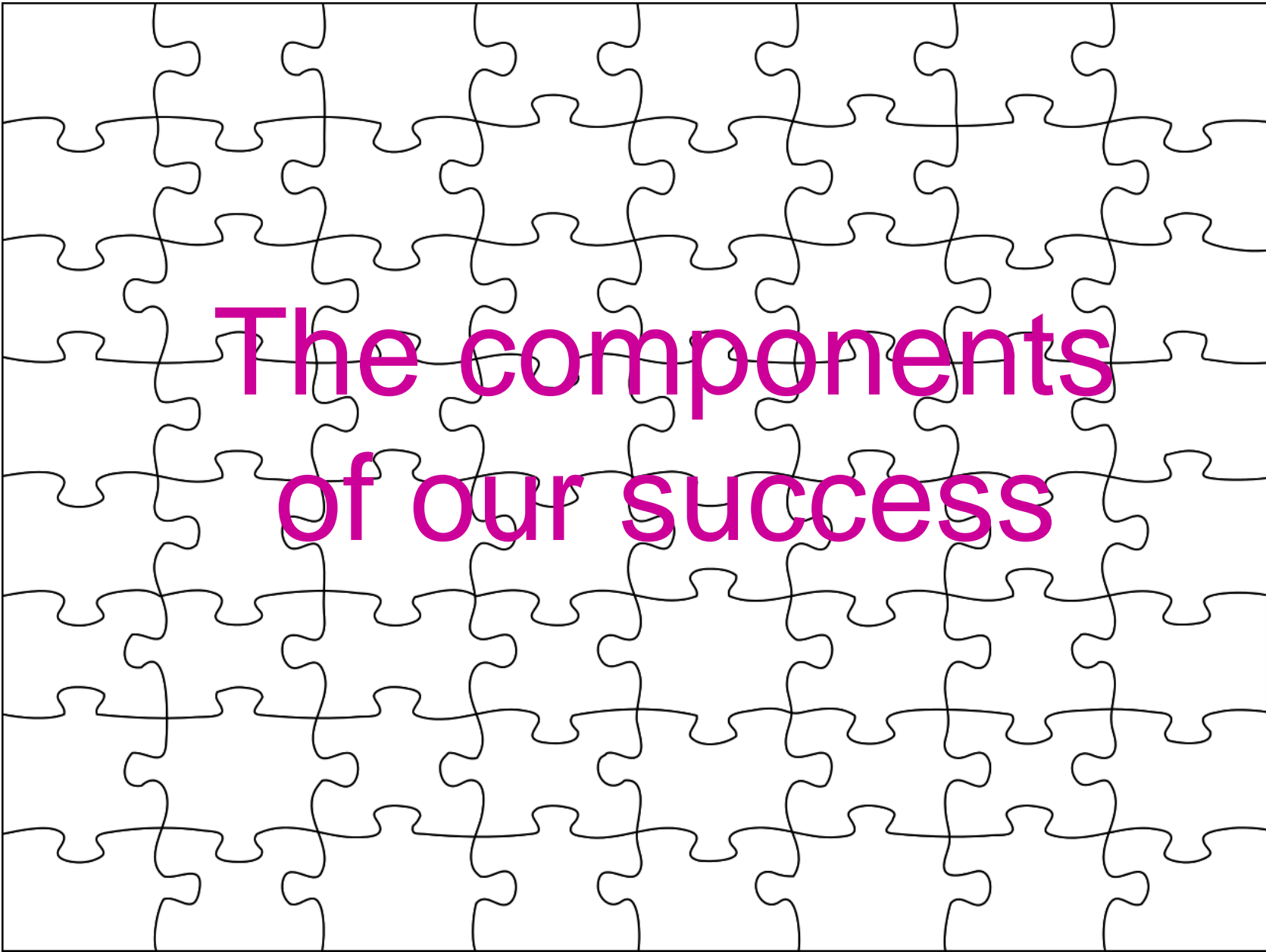
## Our Vision

To provide every patient  
with the care we want  
for those we love the most

Norfolk and Norwich University Hospitals



NHS Foundation Trust



# The components of our success



## Our Vision

To provide every patient  
with the care we want  
for those we love the most

# Top 10 actions (1/2)

1. Clear accountability including clinical leadership, and focus on whole team effort
2. Engagement with NHSI agency rules and requirements
3. Regular, timely, 'internally undisputed' management information
4. Commercial skills to interface with agency suppliers
5. Procurement through new regional staffing framework



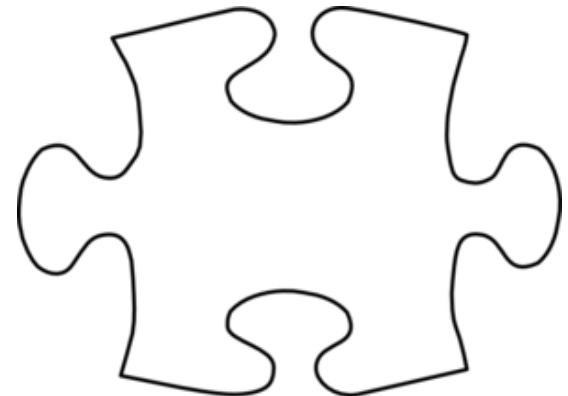


## Our Vision

To provide every patient  
with the care we want  
for those we love the most

# Top 10 actions (2/2)

6. HR team confident to challenge poor practices from agencies
7. Agreement of and adherence to booking controls
8. Speedier authorisation and action around recruitment
9. Alternative workforce solutions
10. Invoice scrutiny & challenge





## Our Vision

To provide every patient  
with the care we want  
for those we love the most

## What next

- Still using agency staff – a desire to completely eliminate
- Growth of bank – implementation of weekly pay – impact?
- Latest NHSI initiatives – including ban of substantive NHS staff working elsewhere in NHS via agencies
- Eliminating regional variation in temporary staffing rates
- Impact of IR35 changes
- Longer term solutions to workforce supply issues (STPs)



## Our Vision

To provide every patient  
with the care we want  
for those we love the most

Norfolk and Norwich University Hospitals



NHS Foundation Trust

# Thank you for listening

Jeremy Over, Director of Workforce

Norfolk & Norwich University Hospitals NHS Foundation Trust

[jeremy.over@nnuh.nhs.uk](mailto:jeremy.over@nnuh.nhs.uk)

Twitter: @jeremyover