

South West London (SWL) Collaborative Bank Project

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16th March 2017

SWL Staff Bank Project

Epsom and St Helier
University Hospitals 
NHS Trust

Croydon Health Services 
NHS Trust

Kingston Hospital 
NHS Foundation Trust

South West London
and St George's 
Mental Health NHS Trust

St George's University Hospitals 
NHS Foundation Trust

SWL Staff Bank Project

Initial Project Objectives:

- Fill more shifts using Bank Staff
- Flexible workers increasingly choose Bank instead of Agency
- Save money

Initial Required Result:

- Improve Quality of Care
- Improve Patient Safety
- Reduce Temporary Staffing Costs

SWL Staff Bank – Initial Findings

Very high overlap, with 80% living in just 4 postcodes

Finite pool of workers (for some N&M, less so for HCAs)

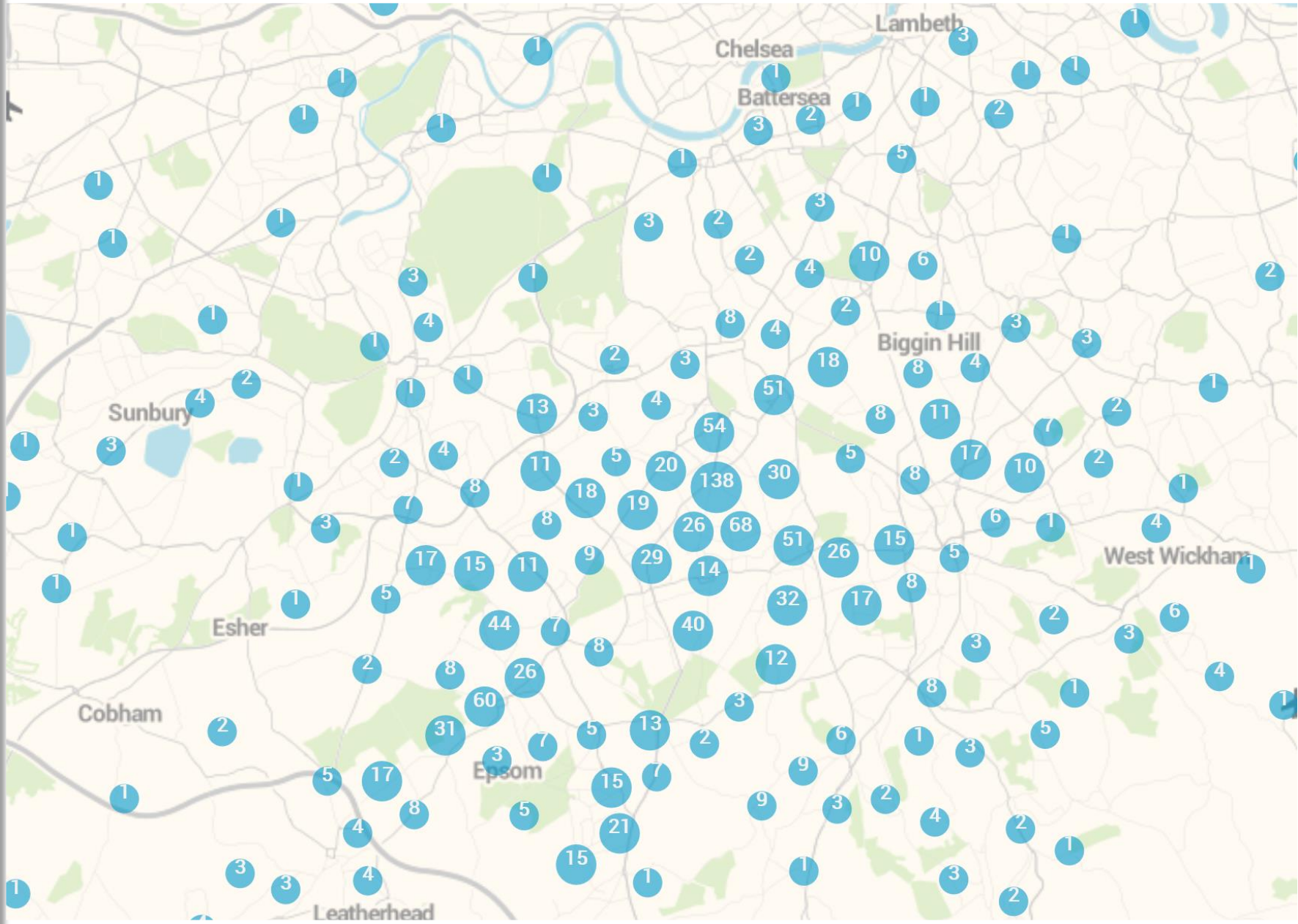
Only 30% of bank workers are substantive at other 4 Trusts

25% of SWL staff movements are between SWL Trusts

5 Trusts with different Bank arrangements, local needs and approaches

5 Trusts with different strengths and weaknesses

Epsom's Substantive Nurses Home Addresses



SWL Staff Bank – Different Strengths / Weaknesses

Kingston

Strong recruitment

Small Staff Bank – (Feb 17 awarded Bank contract to Bank Partners)

Release to agencies early

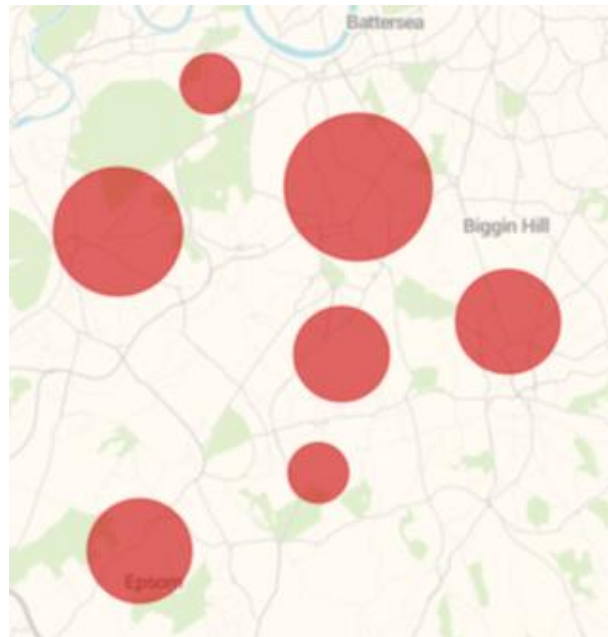
St Georges

Attractive to Substantive & Bank

Medium Staff Bank

480 Rosters is difficult

Specialties a challenge



SWLSTG

MH

Located all over SW London

In-sourced Staff Bank (from NHS Profs)

Low night shift demand

Epsom

Good rostering

Strong Multi-disciplined Staff Bank (*Bank Partners*)

Lower Pay rates

Croydon

Strong rostering

Strong staff bank (NHS Profs)

Difficult to attract substantive

Lower pay rates

SWL Staff Bank – Workers Perspective



SWL Staff Bank – Trust Perspective



Six Core Recommendations

1. Tighten Policies

2. Controlling Demand

3. Co-ordinate Bank Recruitment

4. Procure Regional Bank Technology

5. Cap and Fix Bank Pay Rates

6. Agencies

Implementing Recommendations

Sounds easy, think again, We had to learn how to: **Share, Trust, Listen, Make time, Change and work as a team**



Implementing Recommendations

Tighten Controls

- Agreed standardised contract wording on secondary employment now inserted into T&C's for all new staff members
- Ensuring all Temporary Staffing requests come through one gateway only

Controlling Demand

- Roster policy created
- Get to 6 Week Rostering, agree a future date to synchronise
- Identifying weak areas – agree internal action plans to meet date

Co-ordinate Bank Recruitment

- MOU
- Generic recruitment plan , Agreed compliance standards

Procure Regional Bank Technology

Procured technology, 'Cloud staff' that enables staff to see and book relevant Bank , in any of the participating trusts

Agree Bank Rates

Inner, Outer, General, Specialist , CPP rates, Acute, Community and Mental Health
Take it to basics

Where Are We Now

Allocate

We are busy mapping our systems

Agreeing terminology

Healthroster health check – getting us to the same place



Pay

Agreeing best practise pay

Staff details needed to get paid

ESR \longleftrightarrow Bank system



Communication

Coms plan designed

First Coms have gone out in Chief Execs Weekly newsletter

Follow up coms

Staff listening events

Allocate new SMS/Email system, updates, events, Q&A

Count down



SWL Staff Bank - Lessons Learned

Need HRDs, CEOs, DoNs & DoFs on board from the start

Identify strong project leads with capacity

Need to handle the three 'easy answers'

“Let’s ban agencies”, “Let’s fix bank rates”, “Let’s build one big shared bank”

Focus on the workers perspective – how far? What they really want? What influences them

Need to really understand differences – strengths / weaknesses

It takes time, commitment and perseverance to collaborate

Q & A

Thank you