

Swansea Bay University Health Board

## Control and visibility with BankStaff+ to deliver cost and efficiency benefits



### Summary

Covering a population of around 390,000 in the Neath Port Talbot and Swansea areas, Swansea Bay University Health Board employs approximately 12,500 staff and has a budget of around £1bn. It has three major hospitals providing a range of services: Morriston and Singleton in Swansea, and Neath Port Talbot Hospital in Baglan, Port Talbot. In early-2020 the organisation went live with BankStaff+ to improve visibility and accountability of temporary staffing for doctors and provide this staff group with self-service capability using a mobile app. Over a twelve month period, the number of doctors on the bank increased from 500 to over 1,200, improvements to visibility of demand, pay rate control and duties being worked were realised; and a reduction in agency spend of almost £500,000 is expected.

### Why BankStaff+ was introduced

The Health Board's Medical Director, Richard Evans, instigated the need for change following feedback from doctors that they were reluctant to engage through the internal Bank because of time delays sometimes experienced between shifts worked and being paid. They also felt that frequent phone calls from Rota Co-Ordinators could be disruptive and were attracted by the ability to view shifts on an electronic platform instead. On top of this the roster team had limited ability to look at their future demand, and relied on paper records to document shifts worked, and to differentiate between substantive duties and additional shifts. Roster teams therefore had limited intelligence and control.

### A need for visibility and accountability

Like most software solutions, introducing BankStaff+ was not without challenges but it brought immediate accountability to services to see what shifts are put out, where to and at what rate of pay. With the ability to report on duties and fill rates, services can see what's been sent out to Bank or agency and why, then review it to give them visibility and accountability, along with the intelligence to

make changes. Alongside this, previously Rota Co-Ordinators were approving rates where they had no authority to do so and with the new approval process being put into place, has allowed them much greater control over the rates approved.

There has been significant growth in the number of doctors on the Bank, which now offers a more compelling proposition. There are now around 1,200 doctors registered and efforts continue to grow this number. The impact of this is a decline in agency shifts, due to improved resilience. Year-on-year agency spend is expected to be reduced by almost £500,000. It has also been recorded that some doctors have moved from agency to the Swansea Bay Bank because they know they can get regular locum work directly with the Health Board. This provides consistency for the Health Board as to who is booked for duties and provides the broader staff and patients familiar faces to work with.



### Building actionable KPIs is key

Having gone live with BankStaff+, Swansea Bay started pulling regular KPIs in terms of the amount of hours that have been booked and worked, the amount of shifts that go below and above the Welsh government cap, paying escalated rates (they have a Swansea Bay rate and report a percentage over and under that rate).

**“We are producing reports now which are great to show how much is being used, how much is going over cap, how much we use of Welsh government cap which is a huge amount of benefit to us.”**

**Jolene Robinson,**  
**Medic & Locum On Duty System Lead**  
**Swansea Bay Health Board**

Now they have full control, visibility and actionable data to plan pro-actively, see where agency is being used and intervene appropriately to ensure the resource is utilised efficiently, effectively and in the most cost-effective way. Alongside this they have also gained payroll process efficiency through reduced administration and integration.

### Outcomes

BankStaff+ wasn't a perfect fit for what Swansea Bay but working closely with Allocates team allowed solutions to problems to be defined and the product configured accordingly.

BankStaff+ has allowed the Health Board to offer an attractive, self-service oriented proposition to doctors using a mobile app that enables greater flexibility and control over their work-life balance and significantly grow the bank. Visibility and accountability of demand for locums has improved. This has contributed to an anticipated reduction in agency spend of almost £500,000.

Whilst Swansea Bay continue to work with Allocate to improve BankStaff+ and the use of the software across the Health Board it has helped the organisation with tremendous improvements to control and how the demand and supply of doctors to deliver excellent patient care is managed.

