



## Case Study

# Neutral Vendor Managed Service

### Results at a glance

- 87% current fill rate (average 78%)
- 30% increase in fill since contract start
- 5x increase in average monthly hours
- 15,000+ hours managed per month
- 50 new suppliers added to the vend



"Litmus work very hard to meet our requirements and have quickly become a valued partner for the Trust, consistently increasing our fill rates. The team is efficient, taking a proactive approach when issues arise, and we value their support and guidance on a wide range of complex workforce issues"

Amy Fenna, Resourcing Manager



### The History

Formed in 2002, Cheshire and Wirral Partnership NHS Foundation Trust (CWP) provides health and care services for local people, including mental health, learning disability, community physical health and all-age disability care, including the provision of three GP surgeries. They have services across Wirral and Cheshire, as well as Trafford, Warrington, Bolton, Halton and Liverpool and provide specialist services for the North West as a whole.

The Trust employs more than 4000 staff across 65 sites, which include a mix of both inpatient and outpatient facilities.

### The Challenge

Like many mental health trusts, Cheshire and Wirral experienced a huge increase in demand following the pandemic and struggled to recruit new substantive staff in volume. The Trust covers a very large area for its size and provides a broad range of inpatient and community-based care, including several new services that were added to their portfolio post-award.

To resource the increased demand, the Trust urgently needed to boost their temporary workforce of community nurses, AHPs and admin and clerical staff.

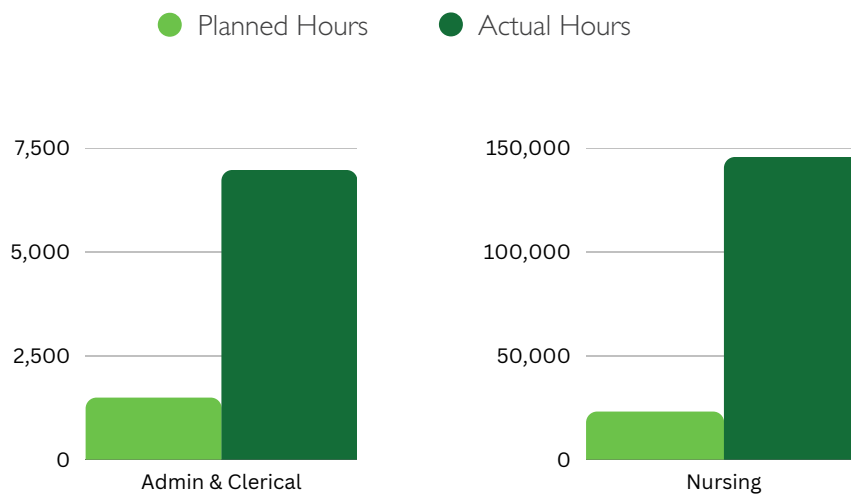


## The Solution

In 2021, CWP issued an Invitation to Tender under the Workforce Alliance Framework (RM6161 Lot 6) for a new Neutral Vendor to manage their temporary workforce supply across all staffing groups. Litmus was the successful bidder and took over the contract from the Trust's incumbent supplier in April 2021. The aim was to provide high quality, trained and fully vetted temporary clinical and healthcare staff, via a framework-approved supply chain.

At the start of the contract, the anticipated demand across all staffing groups was expected to be in the region of 30,000 hours per year, with a need for general, community and mental health nurses to collectively cover at least 23,000 of those hours.

Over the past year, the demand for community and mental health services in the region has increased so much that the Trust now needs more than five times the hours anticipated. In the last 12 months, Litmus has filled a total of 157,000 hours, supplying a six-fold increase in nursing staff and four times the volumes of admin and clerical staff previously engaged by the Trust.



Litmus met this huge uplift in required staffing volumes with ease, drawing on a strong and varied network of supply chain partners, and successfully increasing fill rates from 55% at the start of the contract to an unprecedented high of 87% in Jan 2023.

While the volume of temporary workers engaged has increased significantly, the volume of issues and events raised has not, which is testament to the quality of staff supplied by Litmus. The key to the success of this contract lies in the people and teams that underpin it, with the Trust valuing the proactive support they receive from Litmus and their honest and transparent communication.

"Litmus has provided a highly experienced team that clearly understands the local challenges we face and can drive the efficiencies we need. They work very hard to meet our specific requirements but are also honest, pushing back when necessary. Ultimately both parties have the best interests of patients at heart, and on that basis, our partnership works very well"

Amy Fenna, Resourcing Manager



## Supply Chain Management - encouraging 'high road' behaviour

Since taking on the contract, Litmus has transformed the supply chain, and the key to achieving good fill rates lies in the way suppliers are engaged with and supported. The Litmus team ensures all suppliers are paid promptly and get the support they need with efficient onboarding and booking processes.

"Litmus are knowledgeable, organised and act as a true neutral vendor should, with both clients and candidates interests at heart. They proactively speak with us regarding unique requirements and their portals are user-friendly and efficient. I would happily recommend Litmus to any and all looking to engage with such a service"

Director, Trident Healthcare Solutions

All suppliers are audited twice a year, with suspensions for a lack of performance against agreed KPIs which cover response and timesheet submission times, volumes of rejected candidates, late cancellations and DNAs, reliability issues and adherence to rates.

Feedback from the Trust on the quality of candidates supplied is also sought and regularly fed back. Suppliers are also ranked into tiers to encourage healthy competition with top performing partners rewarded with more opportunities to supply.

In the last quarter of 2022, 26 nursing suppliers were issued 30-day removal letters following audits and 50 new suppliers were added to the preferred supplier list for the Trust.



"By implementing suspensions, reduced tiering or removal of supply, we're able to ensure our supply partners show high road behaviours resulting in quality supply"

Luke Byers, Litmus Supply Chain Manager

Litmus is also supporting CWP to address the longer term need to recruit more substantive nurses and admin staff to meet the increased demand for their services in a more sustainable and cost-effective way.

### Results Summarized

- 87% fill rate
- 30% increase in fill since contract start date
- 5x increase in average monthly hours filled
- 15,000+ hours managed per month
- 50 new suppliers added to the vend

Contact us to discuss your requirements in more detail,  
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