

Case Study

Managed Staff Bank

Agency Vendor Management and Direct Engagement

- Agency spend reduced by 60% (£2 million)
- 96% overall fill rate consistently maintained
- 30% uplift in Direct Engagement throughput
- £1 million in recurrent annual cost savings
- Rate and demand insights assisting national rate strategy planning



"Transformed every aspect of our temporary medical staffing and staff bank operations. With their onsite support and systems, we're now maximising our available workforce and have the granular data insights we need to make evidence-based decisions on rates and long-term recruitment strategies"



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Bwrdd Iechyd Prifysgol
Caerdydd a'r Fro
Cardiff and Vale
University Health Board

Deputy Director of People and Culture

The History

Cardiff and Vale University Health Board (CAVHB) is one of the largest organisations in Europe, employing approximately 14,500 staff across five hospital sites and various community facilities.

Litmus teams (trading as Medacs Healthcare*) began working with CAVHB in 2013, appointed as an onsite Managed Service Provider for medical temporary staffing, and subsequently AHPs.

In 2021 the contract was expanded to include the development of a new Managed Medical and Dental Staff Bank and in 2023, a Direct Engagement service was added to boost savings.

The Need

When the pandemic hit, CAVHB struggled to meet rapidly surging clinical demand. Without a staff bank, there was no easy way for doctors to pick up extra hours, and the Health Board was forced to rely on higher-cost locums.

CAVHB needed a more flexible medical workforce, with substantive staff easily able to work extra hours, and the ability to flex clinical cover to match demand.

The Health Board also needed more granular data insights to evidence staffing gaps and rate adherence levels across their broad network of over 50 different directorates.

*Due to a long-standing partnership in the provision of agency management services, the formal contracting entity for the Staff Bank at Cardiff and Vale University Health Board is Medacs Healthcare, a sister brand to Litmus that shares the same central services and governance, within the MGG Health family of staffing brands.

The Solution

CAVHB's new Medical and Dental Staff Bank was rapidly implemented, and the benefits of joining conveyed to all substantively employed clinicians with CAVHB-branded materials in both Welsh and English languages (in line with our standard white-label staff bank branding approach).

Due to strict infection control measures during the launch, face-to-face promotion was difficult but our support teams held socially-distanced Q&A sessions in directorate offices (wearing 'ask me about the Staff Bank' visors) with free sanitizers and other bank-branded merchandise.

Promotional messaging was simultaneously communicated across all available virtual channels (website, intranet, news feeds) with a series of virtual workshops and 'join the bank' messages added to payslips.

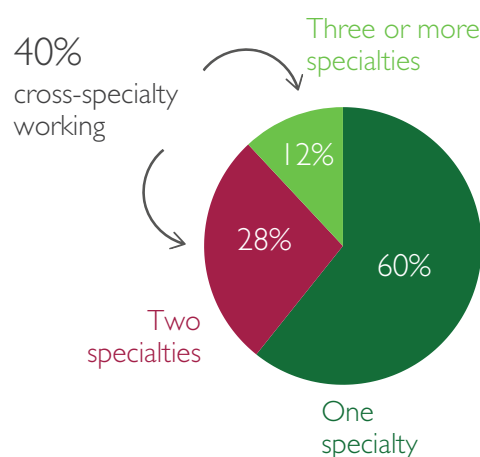
Targeted marketing and recruitment campaigns were also launched to attract new doctors across hard-to-fill specialties and once infection control measures eased, extra onsite promotional activities commenced to capture more doctors onto the bank, including all trainees rotating in and out of the Health Board.

Over 1500 clinicians are currently registered on the bank, with membership growing by 15% annually. Following the addition of a Direct Engagement service in 2023, VAT-efficient throughput has increased by 30%, with a resulting impact of over £500,000 in extra annual cost savings.



Improved resource utilisation

With clinicians 'intelligently matched' based on their skills, 40% are now supported to cover two or more specialties, improving resource utilisation



Benefits for clinicians

- App-based shift booking
- Weekly payroll
- 24/7 Staff Bank helpdesk
- Support to broaden skills

Benefits for admin/finance

- Streamlined admin
- One centralised payroll file
- Simplified accruals reporting
- Rate and breaks savings
- Timesheets paid promptly
- Less retrospective bookings

Benefits for executive teams

- 360 real-time dashboard
- Granular data insights
- Costly behaviour evidenced
- Savings potential identified
- True demand analysed
- Rate benchmarking reports
- Proactive agency reduction

The rate-based insights and benchmarking reports our teams generate (comparing rates paid by other nearby Health Boards) are also informing discussions within the NHS All Wales Workforce Efficiency Group, inline with their ongoing strategy to introduce a standardized national rate card.

With support from our teams, the Medical Resourcing team also won a HPMA Workforce Planning award for a project focused on recruiting new substantive clinicians to reduce the annual cost of engaging long term locums to cover vacant posts.