



## Case Study

# Medical Staff Bank

Including agency management and direct engagement

### Results at a glance

- 99% average fill rate
- £2.2 million in annual cost savings
- Finalist for two HSJ awards
- 60% agency reduction since contract start
- 40% bank growth since contract start



"Proactive, responsive and really supportive service. We've got a really good, open and honest relationship"  
Workforce, Education and Strategy Director

"Increased our DE throughput with better processes and a lot more engagement with internal teams and supply chain partners"  
Finance Director



**Lancashire Teaching Hospitals**  
NHS Foundation Trust

### Background

Litmus teams (trading as Medacs Healthcare\*) have been working in partnership with Lancashire Teaching Hospitals for over 20 years now, implementing on-site managed service programmes, working to control charge and pay rates and delivering significant savings for the Trust.

In 2017, NHSI announced that all Trust must have a medical bank in place or in development by April 2018.

Although Lancashire Teaching Hospitals had a successful managed service for medical locums, they did not have the resources to build and manage a new staff bank.

### Solutions

Our team supported Lancashire Teaching Hospitals to take part in a new Flexible Bank pilot scheme, led by the Department of Health. In just seven weeks, a new medical and dental staff bank was established, with new technology implemented including a mobile app.

The fill rate achieved in the first 3 months (97%) was higher than all other participants in the scheme and the new bank delivered over £2 million in savings for the Trust in its first year of operation.

In 2020, the staff bank was shortlisted as a finalist for two HSJ awards, for Workforce Innovation and Best Partnership with the NHS.

\*Due to a long-standing partnership in the provision of agency management services, the formal contracting entity for the medical staff bank at LTHFT is Medacs Healthcare, a sister brand to Litmus that shares the same central services and governance, within the MGG Health family of staffing brands.





## Outcomes - five years on

- 40% staff bank growth
- 60% overall reduction in agency use
- 95%+ fill rates maintained
- 48% of clinicians cross-specialty working
- 21% bank-only workers

Litmus onsite teams have continued to develop the staff bank, recruiting and onboarding over 300 more clinicians (40% growth since contract start). Much of this growth is also true additional capacity, with recruitment focused on attracting full-time 'bank-only' clinicians, which alleviates the pressure on substantive staff to work extra shifts.

Litmus teams also ensure all available bank resources are used to the full, by engaging regularly with clinicians and encouraging them to broaden their experience by covering other specialties or 'stepping up' into more senior roles.

Regular engagement with internal teams has also been key to success, and our 'grip and control' approach to prevent rate escalations and embed new ways of working is now a recognised best practice strategy.

Improved resource utilisation

48%

of clinicians cover two or more specialties

True additional capacity

21%

bank-only workers

Embedding 'bank-first' policies

60%

overall reduction in agency use



BANK WORKERS RATE  
OUR SUPPORT 4.2/5



With care delivered by regular bank workers, instead of agency doctors, patients are receiving better continuity of care and the Trust is benefitting from at least £2 million in cost savings every year, with a high throughput of directly engaged clinicians delivering further VAT-efficient savings on top.

Administrative efficiency has also been transformed, with new, clearly communicated SOPs, consolidated invoicing and easy-to-use systems. Real time reports give the executive team the visibility they need to understand and better control fluctuating demand and safeguarding controls flag when doctors are close to exceeding safe working hours so the Trust can intervene.

In 2023, the Litmus team seamlessly transitioned the staff bank onto the Patchwork technology platform. Clinicians are now finding it easier than ever to book and get paid for the bank shifts they work, and our teams continue to provide the essential extra people-led support and management needed to ensure the bank runs effectively.

The Trust is now exploring options to extend the application of their best practice staff bank model into an ICS-wide collaborative medical bank.