litmus

Case Study

Managed Staff Bank

With Neutral Vendor agency supply

All staffing groups including non-clinical

SUMMARY OF RESULTS (OVER 2 YEARS)

- £3.4 million in net savings (164% of target)
- 51% reduction in agency spend
- 20% of prior agency bookings fulfilled via bank
- All off-framework agency use eliminated
- 100% Direct Engagement efficiency

"Litmus has rapidly transformed our staffing operation, consistently exceeding all KPI targets. The detailed business insights they provide are enabling us to better manage risk and reduce staffing costs."

Lisa Murdoch - Associate Director of HR Operations

NHS
The Hillingdon Hospitals
NHS Foundation Trust

BACKGROUND

The Hillingdon Hospitals NHS Foundation Trust (THH) delivers services to a population of over 350,000 with services run from two hospital sites.

In March 2023, Litmus was awarded a contract (via NHS Workforce Alliance) to manage the Trust's Staff Bank and Temporary Staffing operations across all staffing groups. The contract officially went live on 2 May 2023, following an efficient eight-week implementation.

Key goals were to embed a 'bank first' strategy, improve fill rates and reduce spiralling staffing costs. In the face of chronic staffing shortages, particularly for RMNs, knee-jerk booking behaviours (offering escalated rates and booking directly with off-framework agencies) had become prevalent. THH needed to strictly enforce new processes and rate policies, without impacting safe staffing levels.

IMPLEMENTATION

Implementation began with the development of an enhanced onsite bank and temporary staffing team, incorporating members of the existing Trust team (who were TUPE'd to Litmus).

New temporary staffing processes, rate cards and rostering best practices were then agreed and rolled out to all departments. Existing systems were also optimised, leveraging Litmus teams' advanced expertise with Allocate and Patchwork, with the latter already used across the wider ICS.

Work then began to embed a 'bank first' approach, securing managerial buy-in and providing proactive support to follow new rate policies. Targeted bank recruitment campaigns and a dedicated microsite were also launched to promote the benefits of bank work and strengthen internal resource pools.

OUTCOMES

Two years on, the Trust has a much more sustainable workforce operation, achieved through true partnership working, with most temporary staffing needs now met via the bank and a significant reduction in agency costs.

Notable successes include:

- Transitioning bank and agency workers to reduced rate cards (Pan-London and One-London)
- Eliminating all off-framework agency use
- Fulfilling 20% of prior agency bookings with bank workers
- Reducing medical agency use to just one rate and DE-compliant locum doctor
- Reducing agency spend by 51% across all staffing groups
- Reducing medical bank spend by 17% and halving medical bank rate (pan-London) breaches with stricter authorisation control and more advanced rota planning
- Increasing payroll cost-efficiencies with 100% of agency workers employed via Direct Engagement
- Consistently maintaining fill rates of at least 95% across all staffing groups

51%

Reduction in agency spend

17%

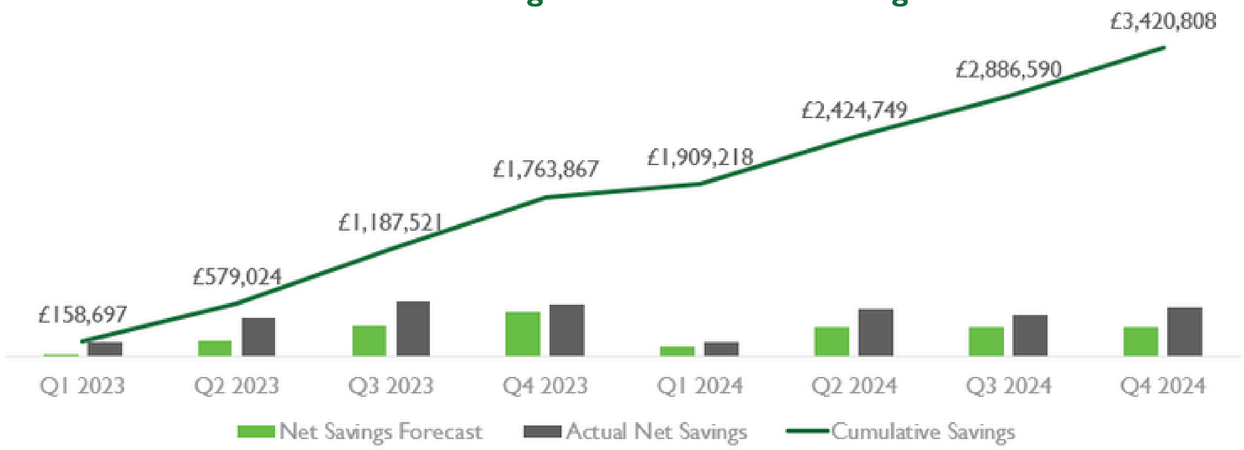
Reduction in medical bank spend

Recruitment campaigns generated well over 1000 new bank applicants, with Litmus teams also supporting to expedite the interviewing and onboarding of new recruits and optimise bank resource use.

Recruitment activities to address the chronic staffing shortages in mental health nursing were particularly successful, and as a result 100% of the Trust's temporary mental health staffing needs are now met via the bank and framework agencies.

Over two years, the partnership with Litmus consistently outperformed monthly savings forecasts and realised a total net cost saving of £3.4 million, equivalent to 164% of target.

Actual Net Savings vs Forecast Net Savings



THH now operates a more sustainable and future-proof staffing model, achieved through strong partnership working, featuring harmonised rates, reduced temporary staffing costs, aligned systems with the North West London Collaborative Bank, and an expanded, strengthened pool of bank workers.