

LIVERPOOL HEART & CHEST HOSPITAL NHS FOUNDATION TRUST

Plans to Reduce Agency Spend 2015/16

PMO Workstream	Key action areas	Action Lead	Target completion date	Progress Update	RAG Rating
Improve the arrangements for and management of Bank, Agency & Overtime	Identify areas of the Trust using bank staff and migrate onto the electronic Bank system following the upgrade of e-roster	Sandra Roberts/ Diane Batey	Migration to start December 2015	Areas identified. Transfer areas currently on e-roster first then areas using Bank.	
	Development of Trust wide Temporary Staffing Policy including SOP's for booking bank, agency & overtime	Sandra Roberts/ Diane Batey	November 2015	Policy drafting underway including minimum standards for booking	
	Review Bank terms of engagement including pay rates for bank only, and substantive bank , frequency of pay	Diane Batey/Sue Connor	November 2015	From 1 st November 2015 substantive bank staff will be paid at substantive rate of pay Interim mid-month payroll to be introduced from November 2015 for Nurse bank Weekly payroll for all Bank work to be introduced from 1st April 2016. Scoping alternative pay arrangements for Bank Only and SICU bank work	
	Review arrangements for bank recruitment and training, implement supporting systems and processes and proactive engagement with new starters and leavers	Diane Batey/Jeni Davies	December 2015	Bank recruitment now on a rolling basis Mandatory Training being provided through scheduled shifts Arrangements for proactive engagement with new starters/leavers developing	
	Review usage of overtime across the Trust to determine further actions	Sandra Roberts/Janet Doran	December 2015	Areas of overtime are being captured. Full analysis to be undertaken to determine required actions	
	Review agency arrangements in line with national frameworks and engage with agencies to agree terms and arrangements	Diane Batey/Sue Connor/J Davies	November 2015	Agency engagement underway against new national frameworks	
	All agency bookings across the Trust to be managed through the Bank/roster system	Diane Batey/Sue Connor	Migration of new areas commence November 2015	To be completed as part of the roll out of Eroster and the bank system as above	
	Development of KPI's for Bank/Agency/Overtime and Dashboard	Sarah Dixon/Sandra Roberts/D Batey	December 2015	Currently under development. Will include fill rates and geographical split of Bank and Agency usage by Trust, Divisions, Wards	
Improve Recruitment , including Time to Hire	Procure and implement the TRAC Applicant management system	Janet Doran	May 2015	TRAC purchased and implemented. Ongoing review to ensure full utilisation	

	Revise the vacancy control process to speed up recruitment for clinical roles	Janet Doran / Jeni Davies	Sept 2015	Implemented 17.8.15. Further changes to be considered following LiA conversation	
	Obtain feedback on issues and concerns through LiA conversation for non-medical recruitment and selection of meetings with medical recruiting managers	Jeni Davies / Rachel Heath	Sept 2015	LiA conversation held 9.9.15. All medical recruitment meetings held across September. Outcomes in LiA action plan.	
	Taking into account feedback, review recruitment cycle and potential causes of delay. Review and revise associated KPI's.	Jeni Davies	Oct 2015	New template forms drafted Other forms identified for improvement from feedback under review. Recruitment cycle being process mapped	
	Implement revised systems and processes for recruitment, including waiver process	Jeni Davies	Nov 2015	Changes pending mapping of recruitment cycle and revision of forms. Target date revised from October to November. Waiver process by end of October	
	Review and update Recruitment and Selection Policy , provision of associated guidance, improved website, recruitment cycle flow chart, awareness	Jeni Davies	Nov 2015	Policy currently being reviewed. Draft to be produced by end of October 2015	
	Implement more proactive approach for Nurse recruitment	Lisa Salter / Jeni Davies	Ongoing	Attendance at Careers/Recruitment events in September/October/November 2015 Trust Open Day 17/10/15 - targeted media advertising to raise Trust profile/ attract International recruitment to Europe – interviews commence November 2015	
	Introduce Values Based recruitment	Jeni Davies / Liz Pritchard	Mar 2016	Work to be started towards end of 2015	
	Develop Internet and Intranet communications to clearly communicate opportunities and brand	Jeni Davies / Marketing	Mar 2016	Work to be started towards end of 2015.	
	Develop social media and communications for recruitment	Jeni Davies	Mar 2016	Work to be started towards end of 2015	
	Assess and improve candidate experience	Jeni Davies / Liz Pritchard	Mar 2016	Work to start December 2015 – new starters and 6 months post start date	
Improve Eroster efficiency	Update Erostering Policy	Diane Batey/Sue Connor	18/9/15	Drafted – awaiting feedback	
	Migration of current areas on V9.5 Healthroster to Version 10 of Healthroster & Bankstaff Hosted on the Allocate Cloud	Diane Batey/Sue Connor	16/11/15	Data cleanse and testing of new systems commenced 21/9/15	
	Review Time Owing in rosters with Ward Managers to ensure accuracy of Information being migrated to upgraded system	Diane Batey/Sue Connor	7/10/15	Only SICU outstanding due to large numbers. Expected completion 22.10.15	
	Implement Live Rosters in SICU	Diane Batey/Sue Connor	November 2015	Audit underway. Meeting scheduled 22.10.15 to agree implementation plan	

				including booking Bank/Agency	
	Roll out Healthroster and Bankstaff systems to all areas in the Trust	Diane Batey/Sue Connor	Starting November 2015	Rollout plan in place to migrate 4 new departments per month	
	Electronic Payroll for all Substantive/Bank staff. Electronic Sickness and Absence interface from Healthroster	Diane Batey/Sue Connor	Completion expected March 17	To be rolled out for each area following 3 months effective utilisation of E-Roster	
Improve Sickness Absence Management	Revision Trust Attendance Management Policy	Rachel Heath	September 2015	Policy Implemented	
	Policy Launch / Awareness Drop in Sessions Targeted Manager Training	Rachel Heath Fiona Ross	September 2015 September 2015 On-going	Policy and supporting toolkit available. Training sessions provided and ongoing training available through MY PACT to capture new starters / new Managers	
	HR Advisors to support Departments with transition to the new stages of the policy.	Emma Hill / Fiona Ross	September 2015 On-going	Ongoing support for transition Monthly meetings in areas of high sickness in place against BI reporting	
	Produce and share trajectory report showing cost savings if absence was reduced in all areas across the Trust	Rachael McDonald	September 2015	Complete and shared	
	Review of divisional and local reporting functionality (BI / Athena) Scope of E-Roster functionality for recording both annual leave and sickness (real time)	Rachael McDonald	February 2016	On hold – to be reviewed following the roll-out of version 10 of E-Roster	
Reduce Turnover	Review turnover data to identify 5 priority areas to target and improve retention	Rachel Heath/Steven Colfar	December 2015	Areas identified SICU, Theatres Cedar Ward, Knowsley CVD, Pharmacy Meetings in diary with each area to discuss/plan approach	
	Review current exit interview data to identify reasons for leaving/dissatisfaction and create action plan for improvement.	Rachel Heath/S Colfar	August 2015	Not enough data available to conduct this review - action closed	
	Review exit interview process and questions to encourage more take up and meaningful data	Rachel Heath/Fiona Ross	October 2015	Review completed Following actions in progress: <ul style="list-style-type: none"> • Communication to Managers • Revised questions for exit interview drafted and under consultation • Amended leavers form • Review of leavers process 	
	Produce a trajectory report showing cost savings if turnover was reduced in all areas across the Trust	Rachel Heath	October 2015	Template completed 15.10.15	
	Identify 5 areas with low turnover to target and identify what makes staff to inform action plans	Rachel Heath/S Colfar	November 2015	Assessment meeting being arranged	
	Review and improve current on-boarding	Rachel Heath/Jeni Davies	January 2016	Assessment meeting being arranged	