Deloitte.

Time to care
Securing a future for the
hospital workforce in the UK

February 2018

Deloitte Centre *for*
Health Solutions

Contents

Deloitte Centre for Health Solutions
The Deloitte Centre for Health Solutions is the research arm of Deloitte LLP's health care and life sciences practices. Our goal is to identify emerging trends, challenges, opportunities and examples of Case, based on primary and secondary research and rigorous analysis.

The Centre's team of researchers seeks to be a trusted source of relevant, timely, and reliable insights that encourage collaboration across the health value chain, connecting the public and private sectors, health providers and purchasers, patients and suppliers. Our aim is to bring you unique perspectives to support you in the role you play in driving better health outcomes, sustaining a strong health economy and enhancing the reputation of our industry.

Case study 14. Increasing flexibility of rostering to reduce rota gaps in emergency care: Brighton and Sussex University Hospitals NHS Trust

The Trust struggled to attract junior doctors to work in its Emergency Department (ED) and was losing all grades of staff due to the pressure from unsustainable rotas. This resulted in significant staffing gaps and high agency costs. The leadership of the ED responded by creating a new annualised rostering system, which provides safe staffing levels, meets the needs of individuals at different career levels and creates the flexibility to accommodate staff leave and project requirements. A key challenge was to find a functional, cost-effective and fit-for-purpose IT programme that would allow staff to plan their working time in a way that met the requirements for safe staffing cover. The clinicians in the department worked with IT developers at HealthRota on a system with sufficient flexibility to cope with the large variety of rosters for different career grades. Together, they devised a system to ensure the ED has 24/7 consultant cover and is an attractive place to work, despite being an extremely busy department.

For junior doctors the system provides:

• an annualised rota system that calculates a set number of clinical shifts that have to be worked over the year

• a new system for training posts, comprising 66 to 75 per cent of clinical work and 25 to 33 per cent for non-clinical projects in education, leadership, diagnostics and a clinical specialty of personal choice.[75,76]

Middle and senior grades are supported by:

• an annualised rota, self-managed by emergency doctors within the department. Each shift is worth a set number of professional activities (PAs), and each member of staff is contracted to do a set number of PAs over a period of time. The shifts needing cover are decided according to patient need, optimising cover and making optimal use of staff clinical time, while also allowing individual flexibility.

Outcomes of these measures include:

• a full rota of junior doctors and trainee doctors attracted back from abroad

• no further need for junior doctor locums, resulting in saving of over £1 million in costs annually

• a good work-life balance. In an internal survey, 81 per cent reported good work-life balance; 90 per cent believed the job allowed them to participate in quality improvement and innovation projects they would otherwise not have time for; 100 per cent said they would recommend the job to others.

The Trust now has more applicants for emergency medicine than posts available, highlighting its growing reputation as a good place to practice as an emergency doctor. For the August 2017 entry, there were 41 applicants for 25 posts, with a 100 per cent fill rate. The ED succeeded in increasing medical staff numbers by 21 clinical fellows and 9 registrars - a combination of filling unfilled posts and creating new posts. Self-rostering became a major factor in the retention and recruitment of senior clinicians, as it allows senior clinicians to combine work with family commitments or portfolio careers. This is particularly important for women, and in the last year the Trust appointed seven new full time equivalent (FTE) female consultants.[77,78]

Contacts

Authors

Karen Taylor
Director
Centre for Health Solutions
+44 20 7007 3680
kartaylor@deloitte.co.uk

Amen Sanghera
Analyst
Centre for Health Solutions
+44 20 7007 4559
asanghera@deloitte.co.uk

Contacts

Phil Lobb
Public Sector Health Lead
+44 20 7007 7098
plobb@deloitte.co.uk

Sara Siegel
Public Sector Health Partner
+44 20 7007 7098
sarasiegel@deloitte.co.uk

Pete Lock
Health Care Lead
Scotland
+44 141 314 5808
plock@deloitte.co.uk

Ian Howse
Account lead
Wales
+44 29 2026 4319
ihowse@deloitte.co.uk

Jackie Henry
Public Sector Lead
Northern Ireland
+44 777 2555224
jahenry@deloitte.co.uk

Marie Doyle
Account Lead
Northern Ireland Health
+28 9053 1397
mdoyle@deloitte.co.uk

Jane Halpin
Public Sector Health Care Clinical Lead
+44 20 7303 4924
j.halpin@deloitte.co.uk

Mike Hay
Public Sector Health Care
Workforce Lead
+44 7980 288617
mhay@deloitte.co.uk

Endnotes

1. How does the NHS compare internationally? big election questions. The King's Fund, June 2017. See also: https://www.kingsfund.org.uk/publications/articles/big-election-questions-nhs-international-comparisons

2. Overview of the UK population: July 2017, Office for National Statistics, 2017. See also: https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/articles/overviewoftheukpopulation/july2017

3.   Ibid

4. The four health systems of the UK: How do they compare? Bevan G, Karanikolos M, Exley J, Nolte E, Connolly S and Mays N (2014), Nuffield Trust and Health Foundation. See also: https://www.nuffieldtrust.org.uk/files/2017-01/4-countries-summary-web-final.pdf

5. Facing the Facts, Shaping the Future – draft health and care workforce strategy for England to 2027, Health Education England, 2017. See also: https://www.hee.nhs.uk/sites/default/files/documents/Facing%20the%20Facts%252c%20Shaping%20the%20Future%20%281%29.pdf

6. NHS in Scotland, Audit Scotland, 2017. See also: http://www.audit-scotland.gov.uk/uploads/docs/report/2017/nr_171026_nhs_overview.pdf

7. House of Commons Health Committee The nursing workforce, Second Report of Session 2017–19. January 2018. See also https://publications.parliament.uk/pa/cm201719/cmselect/cmhealth/353/353.pdf

8. A better future for the NHS Workforce, November 2017, NHS Providers, November 2017. See also: http://nhsproviders.org/a-better-future-for-the-nhs-workforce

9. NHS financial pressures How are they affecting patient care. March 2017. King's Fund. See also: https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/Understanding%20NHS%20financial%20pressures%20-%20full%20report.pdf

10. NHS Vacancy Statistics England, February 2015 - March 2017, Provisional Experimental Statistics, NHS Digital, 2017. See also: http://digital.nhs.uk/catalogue/PUB30033

11. NHS Scotland Workforce Information, ISD Scotland, 2016. See also: http://www.isdscotland.org/Health-Topics/Workforce/Publications/data-tables.asp

12. Facing the Facts, Shaping the Future – draft health and care workforce strategy for England to 2027, Health Education England, 2017. See also: https://www.hee.nhs.uk/sites/default/files/documents/Facing%20the%20Facts%252c%20Shaping%20the%20Future%20%281%29.pdf

13. National Health and Social Care Workforce Plan, Scottish Government, 2017. See also: http://www.gov.scot/Resource/0052/00521803.pdf

14. Health and Wellbeing 2026 - Delivering Together, Department of Health Northern Ireland, 2017. See also: https://www.health-ni.gov.uk/publications/health-and-wellbeing-2026-delivering-together

15. Jenkins., D, NHS Wales Workforce Review, 2016. See also: https://ruralhealthandcare.wales/resources/nhs-wales-workforce-review/

16. Prospects for comparing European hospitals in terms of quality and safety: lessons from a comparative study in five countries, International Journal for Quality in Health Care. See also: https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3557961/

17. "Handbook on Health Workforce Planning Methodologies across EU countries", Joint Action Health Workforce Planning and Forecasting, Funded by the Health Programme of the European Union, 2015. See also: http://healthworkforce.eu/archive/

18. NHS financial pressures: How are they affecting patient care. March 2017. The King's Fund. See also: https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/Understanding%20NHS%20financial%20pressures%20-%20full%20report.pdf

19. House of Commons Health Committee The nursing workforce, Second Report of Session 2017–19. January 2018. See also https://publications.parliament.uk/pa/cm201719/cmselect/cmhealth/353/353.pdf

20. Time to care: Securing a future for the hospital workforce in Europe, Deloitte LLP, 2017. See also: https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/life-sciences-health-care/deloitte-uk-time-to-care-health-care-workforce.pdf

21. NHS Hospital Bed Numbers, past, present, future, The King's Fund, 2017. See also: https://www.kingsfund.org.uk/publications/nhs-hospital-bed-numbers

22. Number of NHS nurses and health visitors falls for first time since 2013, The King's Fund, October 2017. See also: https://www.kingsfund.org.uk/press/press-releases/number-nhs-nurses-and-health-visitors-falls-first-time-2013

23. Facing the Facts, Shaping the Future – draft health and care workforce strategy for England to 2027, Health Education England, 2017. See also: https://www.hee.nhs.uk/sites/default/files/documents/Facing%20the%20Facts%252c%20Shaping%20the%20Future%20%281%29.pdf

24. Hospital bed numbers: past, present, future, The King's Fund, 2017. See also: https://www.kingsfund.org.uk/publications/nhs-hospital-bed-numbers

25. The NHS budget and how it has changed. The King's Find, November 2017. See also: https://www.kingsfund.org.uk/projects/nhs-in-a-nutshell/nhs-budget

26. When the price isn't right: how cuts in hospital payments added up to the NHS deficit. Gainsbury, S. Nuffield Trust, October 2017. See also: https://www.nuffieldtrust.org.uk/news-item/when-the-price-isn-t-right-how-cuts-in-hospital-payments-added-up-to-the-nhs-deficit

27. Agency rules. NHS Improvement, March 2016. See also: https://improvement.nhs.uk/uploads/documents/agency_rules__23_March_2016.pdf

28. With strings attached: taking a closer look at the new NHS money, Nuffield Trust, 2018: See also: https://www.nuffieldtrust.org.uk/news-item/with-strings-attached-taking-a-closer-look-at-the-new-nhs-money

29. Operational productivity and performance in English NHS acute hospitals: Unwarranted variations, Independent report for the Department of Health by Lord Carter of Coles, 2016. See also: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/499229/Operational_productivity_A.pdf

30. Health care Resources, Graduates, OECD, 2017. See also: http://stats.oecd.org/index.aspx?DataSetCode=HEALTH_STAT#

31. Why we shouldn't panic about nursing yet, The King's Fund, 2017. See also: https://www.kingsfund.org.uk/blog/2017/07/why-we-shouldnt-panic-about-nursing-students-yet

32. 2016 cycle applicant figures – October deadline, UCAS. see also: https://www.ucas.com/corporate/news-and-key-documents/news/2016-cycle-applicant-figures-%E2%80%93-october-deadline

33. Student Qualifiers and Staff data tables, HESA, 2018. See also: https://www.hesa.ac.uk/data-and-analysis/key-tables

34. Previous versions, The state of medical education and practice in the UK, General Medical Council, 2017. See also: https://www.gmc-uk.org/publications/29886.asp

35. NHS staff from overseas: statistics House of Commons library October 2017. See also: http://researchbriefings.parliament.uk/ResearchBriefing/Summary/CBP-7783

36. Language competency good practice for employers. NHS Employers, December 2017 See also: http://www.nhsemployers.org/-/media/Employers/Publications/Language-competency-guidance.pdf

37. Joint report from the negotiators of the European Union and the United Kingdom Government on progress during phase 1 of negotiations under Article 50 TEU on the United Kingdom's orderly withdrawal from the European Union. 8 December 2017.See also: https://ec.europa.eu/commission/sites/beta-political/files/joint_report.pdf

38. Health workforce migration, OECD, 2017. See also: http://stats.oecd.org/index.aspx?DataSetCode=HEALTH_STAT

39. Nurses leave NHS for better life abroad, The Daily Mail. See also: http://www.dailymail.co.uk/news/article-67351/Nurses-leave-NHS-better-life-abroad.html

40. Working for health and growth, WHO. See also: http://www.who.int/hrh/com-heeg/reports/en/

41. Global strategy on human resources for health: Workforce 2030, WHO, 2016. See also: http://who.int/hrh/resources/pub_globstrathrh-2030/en/

42. Global health exchange, Health Education England, 2018. See also: https://www.hee.nhs.uk/our-work/attracting-recruiting/international-office/global-health-exchange

43. National Audit Office. https://www.nao.org.uk/wp-content/uploads/2016/02/Managing-the-supply-of-NHS-clinical-staff-in-England.pdf

44. Returning to NHSScotland, NHS Scotland, 2018. See also: http://www.nes.scot.nhs.uk/education-and-training/by-discipline/nursing-and-midwifery/careers-and-recruitment/return-to-practice.aspx

45. Return to Practice For Nurses, Midwives and Specialists Community Public Health Nurses, Shared Services Partnership, 2018. See also: http://www.weds.wales.nhs.uk/return-to-practice-for-nurses-midwives-a

46. Returning to Practice, NIPEC, 2018. See also: http://www.nursingandmidwiferycareersni.hscni.net/returning-to-practice/

47. Managing the supply of NHS clinical staff in England, 2016. See also: https://www.nao.org.uk/wp-content/uploads/2016/02/Managing-the-supply-of-NHS-clinical-staff-in-England.pdf

48. Number of NHS nurses and health visitors falls for first time since 2013, The King's Fund, October 2017. See also: https://www.kingsfund.org.uk/press/press-releases/number-nhs-nurses-and-health-visitors-falls-first-time-2013

49. Nursing bears brunt of NHS clampdown on agency spending, Nursing Times, 2017. See also: https://www.nursingtimes.net/news/workforce/nursing-bears-brunt-of-nhs-clampdown-on-agency-spending/7016070.article

50. Time to care: Securing a future for the hospital workforce in Europe, Deloitte LLP, 2017. See also: https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/life-sciences-health-care/deloitte-uk-time-to-care-health-care-workforce.pdf

51. Results for the 2016 NHS Staff Survey, See also: http://www.nhsstaffsurveys.com/Page/1006/Latest-Results/2016-Results/

52. NHSScotland Staff Survey 2015 National Report, See also: http://www.gov.scot/Publications/2015/12/5980/18

53. NHS Wales Staff Survey 2016, See also: http://www.cardiffandvaleuhb.wales.nhs.uk/sitesplus/documents/1143/7A4%20Cardiff%20and%20Vale%20University%20Local%20Health%20Board%20V2.0.pdf

54. 2015 HSCNI Staff Survey, See also: https://www.health-ni.gov.uk/publications/2015-hsc-staff-survey-regional-report

55. See reference 51 for England staff satisfaction survey; See reference 53 for Wales's staff satisfaction survey; See reference 54 for Northern Ireland staff survey.

56. Frampton A, Fox F, et al., Using real-time, anonymous staff feedback to improve staff experience and engagement, British Medical Journal, 2017. See also: http://bmjopenquality.bmj.com/content/6/1/u220946.w7041.full

57. Happy app-roach to staff engagement wins HSJ award, University Hospitals Bristol NHS Foundation trust, 2016. See also: http://www.uhbristol.nhs.uk/news/happy-app-roach-to-staff-engagement-wins-hsj-award/

58. See reference 51 for England staff satisfaction survey; See Reference 52 for Scotland staff satisfaction survey; See reference 53 for Wales's staff satisfaction survey; See reference 54 for Northern Ireland staff survey.

59. Facing the Facts, Shaping the Future – draft health and care workforce strategy for England to 2027, Health Education England, 2017. See also: https://www.hee.nhs.uk/sites/default/files/documents/Facing%20the%20Facts%252c%20Shaping%20the%20Future%20%281%29.pdf

60. Kyle, R., et al, Prevalence of overweight and obesity among nurses in Scotland: A cross-sectional study using the Scottish Health Survey, Journal of Nursing Studies, 2016. See also: http://www.journalofnursingstudies.com/article/S0020-7489(15)00332-6/fulltext

61. Workplace Wellness, Yorkshire and Humber Academic Health Science Network, 2018. See also: http://www.yhahsn.org.uk/service/embracing-change/workplace-wellness/

62. Reward as part of an effective recruitment strategy, Northern Devon Healthcare NHS Trust, NHS Employers, 2017. See also: http://www.nhsemployers.org/~/media/Employers/Publications/Reward/NorthernDevonHealthcare_UsingRewardinRecruitment.pdf

63. Operational productivity and performance in English NHS acute hospitals: Unwarranted variations, Independent report for the Department of Health by Lord Carter of Coles, 2016. See also: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/499229/Operational_productivity_A.pdf

64. Deloitte Centre for Health Solutions Research, 2018.

65. Clinical Fellowship programme, Royal Wolverhampton. See also: http://www.royalwolverhampton.nhs.uk/work-with-us/clinical-fellowship-programme/

66. Deloitte interviews and research, November 2017.

67. MDT-FIT. Green Cross Medical and the University of Surrey Clinical Informatics Research Group. See also: https://www.mdtfit.co.uk/

68. Lamb BW., et al, Development and evaluation of a checklist to support decision-making in cancer multidisciplinary team meetings, Annals of Surgical Oncology, 2012. See also: https://www.ncbi.nlm.nih.gov/pubmed/22207050

69. Deloitte Centre for Health Solutions Research, 2018.

70. Locum's Nest, 2018. See also: https://locumsnest.co.uk/

71. Developing people – Improving Care, NHS Improvement, 2016. See also: https://improvement.nhs.uk/uploads/documents/Developing_People-Improving_Care-010216.pd

72. The 2020 Leadership programme, North East Hampshire and Farnham Clinical Commissioning Group, 2017. See also: https://www.northeasthampshireandfarnhamccg.nhs.uk/about-the-ccg/happy-healthy-at-home/the-2020-leadership-programme

73. Reducing time for employment checks by half, Newcastle Upon Tyne Hospitals NHS Foundation Trust, NHS Employers, 2016. See also: http://www.nhsemployers.org/-/media/Employers/Publications/NUTH-case-study-final.pdf

74. Deloitte Centre for Health Solutions Research, 2018.

75. Making EM sustainable: Can we make jobs and rostering work for us and our patients?, The Royal College of Emergency Medicine. See also: https://www.rcem.ac.uk/docs/Annual%20Conference%202016%20Speaker%20Presentations/Making%20EM%20sustainable%20-%20Can%20we%20make%20jobs%20and%20rostering%20work%20for%20us%20and%20our%20patients%20-%20Rob%20Galloway.pdf

76. Innovative emergency medicine clinical fellow posts to improve job satisfaction and training, NHS Improvement, 2017. See also: https://improvement.nhs.uk/uploads/documents/Case_study.Brighton_ADUcs9n.pdf

77. Self-Rostering and Annualised Hours (or How to Keep Everyone Happy All of the Time). St.Emlyn's, 2017. See also: http://stemlynsblog.org/self-rostering-annualised-hours-keep-everyone-happy-time-st-emlyns/

78. HealthRota. See also:https://healthrota.co.uk/

79. Deloitte Centre for Health Solutions Research, 2018.

80. Deloitte Centre for Health Solutions Research, 2018.

81. Application of QR code to gain rapid access to medical device operator information, Academy of Fabulous Stuff. See also: https://fabnhsstuff.net/2016/01/20/application-of-qr-codes-to-gain-rapid-access-to-medical-device-operator-information/

82. The future awakens: Life Sciences and Health Care Predictions 2022, Deloitte LLP, 2017. See also: https://www2.deloitte.com/uk/en/pages/life-sciences-and-healthcare/articles/healthcare-and-life-sciences-predictions.html

83. Making IT Work: Harnessing the Power of Health Information Technology to Improve Care in England
Report of the National Advisory Group on Health Information Technology in England
Robert Wachter. Department of Health, September 2016. See also: https://www.gov.uk/government/publications/using-information-technology-to-improve-the-nhs

Endnotes

Deloitte.