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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	Workforce & OD Committee	Agenda Item	2.2
Report Title	Medical Locum Caps		
Report Author	Sharon Vickery, Assistant Director of Workforce - Delivery Units and Medical Staffing		
Report Sponsor	Hazel Robinson, Director of Workforce and OD, Dr Richard Evans, Executive Medical Director, Lynne Hamilton, Director of Finance and Chris White, C.O.O.		
Presented by	Hazel Robinson , Director of Workforce and OD		
Freedom of Information	Open		
Purpose of the Report	This report is submitted to the Workforce & OD Committee to provide an update on the implementation of the Medical Locum Cap within Swansea Bay University Health Board. Welsh Government has moved to quarterly reporting and so this monthly report focuses mainly on the metrics for March 2019. Attached at Appendix 10 is a summary of the data reflecting the Health Board's performance over the quarter which was forwarded to Welsh Government on the 17 th April.		
Key Issues	This report sets out The March performance compared to previous months together with plans to improve implementation of the all Wales agency cap. Attached at Appendix 10 is a summary of the data reflecting the Health Board's performance over the quarter which was forwarded to Welsh Government on the 17 th April.		
Specific Action Required <i>(please ✓ one only)</i>	Information	Discussion	Assurance
			√
Recommendations	Members are asked to: <ul style="list-style-type: none"> • NOTE the metrics for March 2019. • NOTE the immediate actions outlined 		

	<ul style="list-style-type: none">• NOTE the progress with the Kendall Bluck findings.• NOTE performance over the quarter which was forwarded to Welsh Government on the 17th April.
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MEDICAL LOCUM CAPS

1. INTRODUCTION

This report is submitted to the Workforce & OD Committee to provide an update on the implementation of the Medical Locum Cap within Swansea Bay University Health Board. Welsh Government (WG) has moved to quarterly reporting and so this monthly report focuses mainly on the metrics for March 19 together with any immediate plans to attempt to improve compliance.

To date the Workforce & OD Committee receives and approves the information submitted to WG relating to organisational compliance of the medical locum cap. Quarterly data for October to December 2018 was submitted to WG on the 17th January 2019. The next quarterly report was due for submission to WG on the 17th April 2019. Attached as Appendix 13 is a comparison of the data presented for the three month period from January – March 2019.

2. BACKGROUND

The medical locum cap was introduced across all Health Boards in Wales in November 2017. Please note that the term agency doctor used is to denote external agency cover and ad hoc locum denotes internal doctors providing cover. Key areas of progress, performance and ongoing challenges are summarised below.

3. PROGRESS

3.1 Total Booked Hours – March

- A total of 15,482.73 hours were booked in March for agency and internal locum medical staff compared to 15,180.77 for February. This resulted in an increase of 302 hours representing a 2% increase.
- The number of agency hours utilised decreased this month to 7,472 from 8,285.5 in February. Representing nearly a 10% reduction. Extensions of existing bookings equate to 4,746 hours, at a value of £423,058.44 with the balance of 2,472 hours for new and ad hoc bookings, costing £221,985.61.

	Hours	% of Total	Cost
Agency			
Extensions	4,746.00	63.51%	£423,058.44
New	2,472.00	36.48%	£221,985.61
Total Agency	7,472.00	48%	£645,044.05
Total Locum	8,010.73	52%	£559,649.00
Totals	15,482.73	100%	£1,204,708.00

- NB - not all the booked hours will be worked in March as some of the bookings will extend into the following month(s)

3.2 Agency – the progress for March 2019 is reported below.

Agency Assignments

- The percentage of agency doctors paid at or below the capped rates in terms of the number of assignments has increased slightly from February and is set out as follows:-

April 18	May 18	June 18	July 18	Aug18
56.2%	36.2%	28.6%	20.8 %	20.25%

Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	March 19
8.33%	6.15%	8.33%	7.89%	17.19%	36.36%	39.39%

	No. of Assignments	No. of Hours	% of Assignments
Cap Breach	20	4,069	54.45%
Below/at cap	13	3,403	45.54%
Total	33	7,472	100%

Agency Hours

- The percentage of agency doctors paid at or below the capped rates based on hours increased markedly in February from 3.39% in December to 47.23%. This decreased slightly in March to 45.54%.

April 18	May 18	June 18	July 18	Aug 18
41.5%	21%	33.2%	15.27%	26%

Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	March 19
31.11%	18.60%	13.49%	3.39%	41.64%	47.23%	45.54%

- The Total hours booked are as follows:

April 18	May 18	June 18	July 18	Aug 18
4,485	2,478	6,698	10,252	10,280

Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	March 19
12,560	9,790	10,579	10,885	10,605	8,385	7,472

Usage by Grade –

Grade	February 19 Hours	February 19 Booked Spend	March 19 Hours	March 19 Booked Spend	Variance On Prior Month Booked Hours	Variance On Prior Months Booked Spend
Consultant	4,603.00	£509,000	4,527.00	£459,330	-76.00	-£49,670
Specialty Doctor	0.00	£0.00	450.00	£29,893	+£450.00	+£29,893
ST3+	1,347.50	£82,696	1,021.50	£77,989	-326.00	-£4,707
ST1/2	2,435.00	£126,547	1,473.50	£77,830	-526.50	-£21,117

An analysis of the financial range of breaches by grade is included below:

Grade	% paid at cap or below	% paid £1p - £5 above cap	% paid £5.01 - £10 above cap	% paid £10.01 - £15 above cap	% paid £15.01 - £20 above cap	% paid £20+ above cap
Consultant	49.94%	9.28%	1.24%	9.72%	0%	29.82%
SAS Dr.	100%	0.00%	0.00%	0.00%	0.00%	0.00%
ST3+	1.76%	0%	12.14%	0.00%	58.74%	27.36%
ST1/2	45.74%	0%	1.66%	43.43%	4.55%	4.61%

3.3 Internal ad hoc locums

Assignments

- The percentage of the internal ad hoc locums paid at or below the cap by assignment deteriorated this month returning to the December 18 performance and is outlined below.

April 18	May 18	June 18	July 18	Aug 18	Sept 18
81%	73.1%	70%	67%	69%	68%

Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	March 19
79%	77%	75%	71%	81%	75%

- The percentage of doctors paid at or below the capped rates based on hours in February stood at 86%. However for March the compliance reduced to 78%.

April 18	May 18	June 18	July 18	Aug 18	Sept 18
86%	83%	78%	73.2%	78%	75%

Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	March 19
86%	80%	80%	84%	86%	78%

- The total number of hours booked for internal ad hoc locum cover in March increased from 6,795 to 8,010.73.

3.4 Agency and Locum Expenditure

- The Health Board has set a target agency/locum monthly spend as outlined in the table below. Actual monthly expenditure is as follows:-

April 18 £K	May £K	June £K	July £K	Aug £K	Sept £K	Oct £K	Nov £K	Dec £K	Jan 19 £K	Feb £K
Target Spend										
1,245	1,245	1,245	1,254	1,254	1,254	1,254	1,254	1,245	1,245	1,254
Actual Spend										
1,079	1,224	1,678	1,664	1,585	1,633	1,695	1,806	1,680	1,720	1,624

March £K		
Target Spend		
1,254		
Actual Spend		
1,926		

- It should be noted however that fully aligning shifts booked, worked and paid is complex. On occasions claims are submitted late, which impacts on the monthly spend profile.
- Based on expenditure reported through the ledger all Delivery Units, apart from Neath and Port Talbot and Mental Health overspent in March. Morryston and POW were the Delivery Units most overspent in February.

Unit	Expenditure Target	Financial Target	Financial Spend	% over and underspend
Morryston		418K	777K	86% +
POW		324K	513K	58% +
Singleton		262K	410K	56% +
MH/LD		160K	145K	9.5% -
Neath		61K	41K	33% -

Immediate actions –

- The Executive Medical Director (EMD) and Chief Operating Officer (COO) met with Medacs and representatives from Workforce. The following actions were agreed:-
- EMD, COO and Director of Workforce are meeting with each Unit Medical Director and Service Director to discuss their local scrutiny process, agency and locum utilisation, off contract usage and use of Medacs permanent recruitment. This will include a review of all locums booked over 3 months which has now been integrated with the report on the longest serving Medacs locums.
- Meetings between the Medical Workforce team and Medacs are being scheduled to meet with each Delivery Unit to revisit the same issues with Service Managers and Clinical Directors in order to scrutinize each vacancy and challenge all locums that have been booked for 3 months or more.
- Kendall Bluck (KB) have been contracted to work in the Emergency Departments (ED) at Morriston and Neath and to undertake a review of junior doctor rotas, across the Health Board. Their initial report was presented to the Executive Team on the 27th February 2019. Their work was well received and a final presentation took place on the 3rd April. Their final reports are due for submission on the 16th April and an implementation meeting is planned with Executive Directors and KB on the 30th April.
- The Workforce & OD Committee should note that the HB is exploring the concept of a neutral vend arrangement when the Medacs contract expires in August 19. It is likely that this contract will need to be extended to accommodate the All Wales work. A meeting has been arranged in May to explore the differences between a master vend and neutral vend arrangement.
- The Locum on Duty project will begin its roll out on the 1st May. This will digitalize the booking of all locums, have a link to pay and introduce an internal medical Bank. It is anticipated that the project will take a minimum of six months to complete.

WELSH GOVERNMENT QUARTERLY SUBMISSION

Please refer to the following Appendices for details of the quarter January to March 2019 submission:

- Appendix 1: January WG Report
- Appendix 2: January Finance Assessment
- Appendix 3: January Internal doctors earning £120 or more per hour
- Appendix 4: February WG Report

- Appendix 5: February Finance Assessment
- Appendix 6: February Internal doctors earning £120 or more per hour
- Appendix 7: March WG Report
- Appendix 8: March Finance Assessment
- Appendix 9: March Internal doctors earning £120 or more per hour
- Appendix 10: Quarterly Performance.

4. GOVERNANCE AND RISK ISSUES

The main risk with this work relates to the overall challenging recruitment market and the overall supply of doctors.

5. FINANCIAL IMPLICATIONS

The financial details are set out in section 2 and in the table below.

6. RECOMMENDATION

Members are asked to:

- **NOTE** the metrics for March 2019.
- **NOTE** the immediate actions outlined
- **NOTE** the progress with the Kendall Bluck findings
- **NOTE** performance over the quarter which was forwarded to Welsh Government on the 17th April

Governance and Assurance										
Link to corporate objectives <i>(please ✓)</i>	Promoting and enabling healthier communities		Delivering excellent patient outcomes, experience and access		Demonstrating value and sustainability		Securing a fully engaged skilled workforce		Embedding effective governance and partnerships	
					√		√			
Link to Health and Care Standards <i>(please ✓)</i>	Staying Healthy	Safe Care	Effective Care	Dignified Care	Timely Care	Individual Care	Staff and Resources			
			√				√			
Quality, Safety and Patient Experience										
Whilst there are significant recruitment difficulties the supply of locum doctors is vital to safe patient care.										
Financial Implications										
Securing these doctors at appropriate rates is also key to the recovery and sustainability of the Health Board										
Legal Implications (including equality and diversity assessment)										
Not applicable.										
Staffing Implications										
None other than the need to improve the supply of the medical workforce										
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)										
Not applicable										
Report History			This report was previously reported monthly to the Performance and Finance Committee and therefore this is the fourth report for the Workforce and OD Committee to scrutinise the Welsh Government submission in line with their timetable.							
Appendices			<ul style="list-style-type: none"> • Appendix 1: January WG Report • Appendix 2: January Finance Assessment • Appendix 3: January Internal doctors earning £120 or more per hour • Appendix 4: February WG Report • Appendix 5: February Finance Assessment • Appendix 6: February Internal doctors earning £120 or more per hour • Appendix 7: March WG Report • Appendix 8: March Finance Assessment • Appendix 9: March Internal doctors earning £120 or more per hour • Appendix 10: Quarterly Performance. 							