



**GIG**  
CYMRU  
**NHS**  
WALES

Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board



<b>Meeting Date</b>	<b>17<sup>th</sup> December 2019</b>	<b>Agenda Item</b>	<b>2.3</b>
<b>Report Title</b>	<b>Medical Agency Cap</b>		
<b>Report Author</b>	Sharon Vickery, Assistant Director of Workforce & OD		
<b>Report Sponsor</b>	Hazel Robinson, Director of Workforce & OD Dr Richard Evans, Executive Medical Director Lynne Hamilton, Director of Finance Chris White, Chief Operating Officer		
<b>Presented by</b>	Hazel Robinson, Director of Workforce & OD		
<b>Freedom of Information</b>	Open		
<b>Purpose of the Report</b>	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 October 2019.		
<b>Key Issues</b>	This report sets out the October performance compared to previous months together with plans to improve implementation of the all Wales agency cap.		
<b>Specific Action Required</b> <i>(please ✓ one only)</i>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>
			✓
<b>Recommendations</b>	Members are asked to: <ul style="list-style-type: none"> <li>• <b>NOTE</b> the metrics for October 2019.</li> <li>• <b>NOTE</b> the immediate actions outlined.</li> </ul>		

## MEDICAL AGENCY CAP

### 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 October 19 together with any immediate plans to attempt to improve compliance.

The next quarterly submission is due by WG in January for the quarter period October - December.

### 2. PROGRESS

#### 2.1 Total Booked Hours – October 2019

- 12,253.23 internal and agency locum hours were booked in October 2019 compared to 9,548.52 in September 2019, an increase in hours booked.
- The number of agency hours booked increased this month to 6,134.30 compared to 3,883.50 in September. Extensions of existing bookings equate to 2,052.30 hours, at a value of £167,676.82 with the balance of 4,082.00 hours for new and ad hoc bookings, costing £370,323.98.

	Hours	% of Total	Cost
<b>Agency</b>			
Extensions	2,052.30	33.45%	£167,676.82
New	4,082.00	66.54%	£370,323.98
<b>Total Agency</b>	6,134.30	50.05%	£538,000.80
Total Locum	6,118.93	49.95%	£363,540.72
<b>Total</b>	<b>12,253.23</b>	<b>100%</b>	<b>£901,541.52</b>

- This represents an increase in the cost of work **booked** in October.
- NB - not all the booked hours will be worked in October as some of the bookings will extend into the following month(s)

**2.2 Agency** – the progress for October 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 decreased from September.

#### Agency Hours

- The percentage of agency doctors paid at or below the capped rates based on **hours** decreased in October to 28.60% compared to September figures at 46.99%.

#### Agency Hours

- Total agency hours booked increased in October to 6,134.30 compared to September figures at 3,883.50.

Month	% Cap Compliance Assignments	% Cap Compliance Hours	Total Hours Booked
May 18	36.2%	21%	2,478
June 18	28.6%	33.2%	6,698
July 18	20.8%	15.2%	10,252
August 18	20.2%	26.0%	10,280
September 18	8.3%	31.1%	12,560
October 18	6.5%	18.6%	9,790
November 18	8.3%	13.4%	10,579
December 18	7.8%	3.3%	10,885
January 19	17.1%	41.6%	10,605
February 19	36.6%	47.2%	8,385
March 19	39.3%	45.4%	7,472
April 19	29.5%	70.4%	3,556
May 19	16.2%	50.8%	3,499
June 19	22.5%	61.4%	8,186
July 19	20.0%	29.9%	6,225
August 19	14.63%	32.79%	6,491
September 19	23.68%	46.99%	3,883.50
October 19	11.11%	28.60%	6,134.30

	No. of Assignments	No. of Hours	% of Hours
Cap Breach	32	4,379.30	71.39%
Below/at cap	4	1,755.00	28.60%
Total	36	6,134.30	100%

### Usage by Grade – Variance on Previous Month

Grade	Sept 19 Hours	Sept 19 Booked Spend	Oct 19 Hours	Sept 19 Booked Spend	Variance On Prior Month Booked Hours	Variance On Prior Months Booked Spend
Consultant	1,273.00	£132,838.00	3,791.50	£408,345	+2,518.50	+£275,507
Specialty Doctor	900.00	£59,787.00	0.00	£0.00	-900.00	-£0.00
ST3+	166.00	£9,754.00	257.00	£19,538	+91.00	+£9,784
ST1/2	1,544.50	£85,488.00	2,085.00	£110,026	+541.00	+£24,538

100% of Consultant expenditure is linked to vacant posts within Oncology, Haematology, Paediatrics and General Medicine. £120,464.10 is attributed to extensions and £287,913.60 is attributed to new bookings.

100% of ST3+ expenditure is linked to vacant posts within Accident & Emergency, Paediatrics and Anaesthetics; £15,058.78 is attributed to extensions and £4,526.94 to new bookings.

83.23% of ST1/2 expenditure is linked to vacant posts within Accident & Emergency, Adult Psychiatry, ENT, General Medicine, Obstetrics & Gynaecology and Trauma & Orthopaedics. 9.35% of expenditure is linked to sickness within General Medicine and 7.40% linked to Deanery gaps within General Medicine and General Surgery. £32,153.94 is attributed to extensions and £77,883.44 is attributed to new bookings.

**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	23.74%	0%	1.53%	0%	74.73%	0%
SAS	0%	0%	0%	0%	0%	0%
ST3+	0%	0%	0%	25.68%	0%	74.32%
ST1/2	40.99%	0.53%	6.23%	40.75%	11.50%	0%

### 2.3 Internal ad hoc locums

- The percentage of the internal ad hoc locums paid at or below the cap by **assignment** decreased for October 76% compared to September figures (79%).
- The percentage of doctors paid at or below the capped rates based on **hours** in October stood at 82%.
- The total number of hours booked for internal ad hoc locum cover in October increased to 6,118.93 from 5,665.01 booked in September.

Month	% Cap Compliance Assignments	% Cap Compliance Hours	Total Hours Booked
May 18	73%	83%	
June 18	70%	78%	
July 18	67%	73%	
August 18	69%	78%	
September 18	68%	75%	
October 18	79%	86%	
November 18	77%	80%	
December 18	75%	80%	
January 19	71%	84%	
February 19	81%	86%	
March 19	75%	78%	
April 19	79%	87%	
May 19	72%	76%	
June 19	83%	85%	5,324

July 19	73%	80%	6,945
August 19	77%	82%	6,114
September 19	79%	85%	5,665.01
October 19	76%	82%	6,118.93
November 19			

## 2.4 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:-

Month	Target Spend	Actual Spend	Variance
April 18	1,245K	1,079K	
May 18	1,245K	1,224K	
June 18	1,245K	1,678K	
July 18	1,245K	1,664K	
August 18	1,245K	1,585K	
September 18	1,245K	1,633K	
October 18	1,245K	1,695K	
November 18	1,245K	1,806K	
December 18	1,245K	1,680K	
January 19	1,245K	1,720K	
February 19	1,245K	1,624K	
March 19	1,245K	1,926K	
April 19	1,129K	985K	-144K
May 19	1,129K	1,136K	+7K
June 19	1,129K	1,054K	-75K
July 19	1,129K	1,110K	-19K
August 19	1,129K	1,208K	+79K
September 19	1,129K	1,185K	+56k
October 19	1,129K	1,295K	+166k

- Since the boundary change the Health Board has set a new monthly target spend of £1,129m and the table above shows that the Health Board has underspent in relation to this target 3 out of 7 months.

## All Wales Position

The following HBs all utilise Medacs. The respective performance in October is as follows:-

Oct-19	Hywel Dda	SBUHB	Cardiff & Vale	Betsi
Individuals Booked	24	22	11	46
Individuals Booked At/Below Cap	2	4	4	10
Individuals Booked At/Below Cap %	8.33%	18.18%	36.36%	21.74%

Individuals Booked Above Cap	22	18	7	36
Individuals Booked Above Cap %	91.67%	81.81%	63.64%	78.26%
Hours Booked	5,538.50	6,134.30	2,589.00	9,963.50
Hours Booked At/Below Cap	688.00	1,755.00	767.50	1,608.00
Hours Booked At/Below Cap %	12.42%	28.60%	29.64%	16.14%
Hours Booked Above Cap	4,850.50	4,379.30	1,821.50	8,355.50
Hours Booked Above Cap %	87.58%	71.39%	70.36%	83.86%
Jobs Booked	28	36	17	59
Jobs Booked At/Below Cap	2	4	10	13
Jobs Booked At/Below Cap %	7.14%	11.11%	58.82%	22.03%
Jobs Booked Above Cap	26	32	7	46
Jobs Booked Above Cap %	92.86%	88.88%	41.18%	77.97%

### 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 utilization, 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, this work is still ongoing.
  - Progress continues to reduce the number of long term locums
- Additional meetings have been arranged between the Delivery Units and the Executive Team at the end of the quarterly performance reviews to continue to drive a further focus on the individual practices at delivery until level.
- 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. KB have provided template rotas for all grades of staff to the ED which are currently being reviewed.

- The Locum on Duty project began its roll out on the 1<sup>st</sup> 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 and will provide a more comprehensive suite of intelligence in real time to help try to drive costs down and current locums are being contacted to request they agree to register with the Medical Locum Bank. Go live is planned for the 15th December 2019.

### **WELSH GOVERNMENT QUARTERLY SUBMISSION**

Welsh Government have requested the Health Board to report quarterly and therefore the submission will be included in the October report.

### **3. GOVERNANCE AND RISK ISSUES**

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

### **4. FINANCIAL IMPLICATIONS**

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

### **5. RECOMMENDATION**

Members are asked to:

- **NOTE** the metrics for October 2019
- **NOTE** the immediate actions outlined

Governance and Assurance		
Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
(please choose)	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
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 eighth report for the Workforce and OD Committee to scrutinise the Welsh Government submission in line with their timetable.	
Appendices	None	