

Addressing the impact of NHS Wales Medical and Dental Agency and Locum deployment in Wales – WHC/2017/042

PROGRESS REPORT to reflect the activity during the period of

1st June to 30th June 2019

1.0 Introduction

Welsh Government (WG) issued a Welsh Health Circular WHC/2017/042 on 23rd October 2017 “Addressing the impact of NHS Wales Medical and Dental Agency and Locum deployment in Wales”.

The Circular required Health Boards to nominate an Executive Director lead to prepare monthly progress reports for Board level scrutiny, which are subsequently forwarded to WG for information. Swansea Bay University Health Board (the Health Board) nominated the Executive Medical Director as their Executive lead.

This report reflects the June 2019 data following implementation of the capped rates.

The Circular required Health Boards to report on the progress of the implementation plan for capped rates, and specifically required information on the following:

1. An assessment of the effectiveness of the control framework and information about whether any changes have been made as a result of lessons learned during operation;
2. An updated risk assessment incorporating lessons learned from any practical issues which have arisen during implementation, and the ways the risks will be mitigated or managed;
3. A comparison of the actual savings compared to the projected savings and an assessment of the confidence in the accuracy of the data;
4. An anonymised list of the number of agency workers paid (later confirmed by WG to be ‘booked’) above the capped rates, including details of the number of hours/sessions they have delivered and their specialty;
5. An anonymised summary which sets out the expenditure made to each of the ten highest paid (i.e. those paid the highest hourly rate) agency workers including details of the hours/shifts worked, their specialty and length of current assignment with the organisation;
6. An anonymised summary of the longest serving agency workers i.e. those working for the longest consecutive period, including their specialty, details of the hours/shifts worked and length of assignment;
7. An anonymised summary of the number of exceptions that have been authorised for Internal Ad Hoc Locum Cover in excess of the agreed cap including the number of hours/sessions they have delivered and their specialty;
8. An anonymised summary which sets out the expenditure made to each of the ten highest paid ad hoc locum workers including details of the hours/shifts worked;

9. An anonymised summary of any individual paid more than £120 per hour or more including their specialty, details of hours/shifts worked, whether they are providing Internal Ad Hoc Locum Cover or supplied by and Agency and length of assignment for agency staff.

The Health Board (HB) is confident that the data presented for agency workers by Medacs Healthcare is accurate. There was not the same confidence in the internal ad hoc locum data as the process and systems used were bedding in. The data however has continued to improve in terms of completeness, accuracy and quality giving us now a reasonable level of confidence in its accuracy. The Health Board continues to review processes and systems and where necessary make changes to work towards 100% accurate recording of ad hoc locum data.

2.0 An assessment of the effectiveness of the control framework and information about whether any changes have been made as a result of lessons learned during operation.

The Units within the HB are holding weekly local scrutiny panels to consider shifts that breach before escalation to the appropriate Executive Director. There is evidence that the work of these panels is maturing.

A further scrutiny panel is held monthly which is attended by the Executive Directors. At these scrutiny panels, the Executive Directors scrutinise the decisions taken by the Delivery Units to encourage greater challenge or to ratify their work and discuss how to improve compliance with the process.

3.0 An updated risk assessment incorporating lessons learned from any practical issues, which have arisen during implementation and the ways the risks will be mitigated or managed

Nature of risk	Description	Mitigating actions
Recording of the Internal Ad Hoc Locum shifts	Further data is required for accurate data.	Updated information recorded and one to one training arranged for front line staff
Breaches of Internal Ad Hoc Locum Price Caps	Some departments have high vacancies and have breached capped rates to secure locums Alternative is paying Consultants to be resident which has a much higher cost	Breaches scrutinised by each unit prior to Executive scrutiny panel. Review of recruitment options
Exclusion of GPs in the WHC	GP's approached to cover secondary locum shifts have declined as they can earn more as a locum GP.	May be beneficial to introduce a capped rate for GP's although it is accepted however that GP OOHs is very fragile at present. This requires WG approval.

Mixed Grades on Rotas	Currently grade of vacancy is paid to ad hoc locums. This is proving difficult as higher grade doctors not content to receive a lower grade locum rate when sharing rotas	Consider if the rate for the grade of the vacancy is paid however, no doctor should receive less than the rate for their grade. This requires WG approval.
SAS sharing rotas with trainees	This is the same point as above however this mix of grades seems to prove more contentious as trainees consider that all on a Middle Grade rota should be paid the same rate	If the proposal above is implemented it should be monitored to establish if this also address issues for Middle Grade rotas

4.0 A comparison of the actual savings compared to the projected savings and an assessment of the confidence in the accuracy of the data

Please refer to Appendix 1 attached.

5.0 An anonymised list of the number of agency workers paid above the capped rates, including details of the number of hours/sessions they have delivered and their specialty

5.1 Agency Workers who had assignments confirmed during May 2019 and (rates agreed after the 13.11.17) who are above the cap

Number (from highest to lowest paid)	Hours Booked (01.6.19 to 30.6.19)	Specialty	% variance to price cap
1	1,000.00	Haematology	28.06%
2	440.00	Geriatric Medicine	19.29%
3	400.00	General Medicine	26.22%
4	195.00	Oncology	21.22%
5	162.00	General Surgery	26.22%
6	160.00	General Surgery	26.22%
7	150.00	General Medicine	18.77%
8	80.00	Cardiothoracic	51.10%
9	45.00	General Medicine	24.21%
10	37.50	General Medicine	24.21%
11	24.00	Paediatrics & Neonates	7.58%
12	34.50	General Surgery	38.68%
13	24.00	Paediatrics & Neonates	41.42%
14	32.00	Orthopaedics & Trauma	26.22%
15	22.00	Obstetrics & Gynaecology	27.34%
16	24.00	General Medicine	38.68%
17	20.00	General Medicine	51.07%
18	20.00	General Medicine	51.07%
19	16.00	Accident & Emergency	39.60%
20	16.00	Accident & Emergency	39.60%
21	16.00	General Medicine	51.07%

22	10.00	Paediatrics & Neonates	7.58%
23	16.00	Orthopaedics & Trauma	26.22%
24	12.00	Obstetrics & Gynaecology	27.34%
25	10.00	Paediatrics & Neonates	41.42%
26	10.00	Obstetrics & Gynaecology	37.32%
27	12.00	General Medicine	38.66%
28	9.50	Accident & Emergency	39.60%
29	10.00	General Medicine	63.53%
30	11.50	Adult Psychiatry	35.73%
31	11.00	Adult Psychiatry	35.73%
32	11.00	Adult Psychiatry	35.73%
33	8.00	Paediatrics & Neonates	41.42%
34	8.00	General Medicine	75.96%
35	8.00	General Medicine	75.96%
36	8.00	Accident & Emergency	39.60%
37	10.00	General Medicine	38.66%
38	10.00	Adult Psychiatry	23.27%
39	10.00	Adult Psychiatry	23.27%
40	7.00	Accident & Emergency	39.60%
41	9.00	Accident & Emergency	23.27%
42	7.50	General Medicine	38.66%
43	8.00	Accident & Emergency	23.27%
44	4.50	Paediatrics & Neonates	41.42%
45	4.50	Paediatrics & Neonates	41.42%
46	4.00	Adult Psychiatry	23.27%
47	4.00	Adult Psychiatry	23.27%
48	1.00	Orthopaedics & Trauma	18.77%

5.2 New assignments sourced at cap since 13.11.17 booked in June 2019 have included:

Number (from highest to lowest paid)	Hours Booked (01.6.19 to 30.6.19)	Specialty	% variance to price cap
1	980.00	Orthopaedics & Trauma	0.00%
2	562.50	Adult Psychiatry	0.00%
3	525.00	Adult Psychiatry	0.00%
4	960.00	Orthopaedics & Trauma	-0.02%
5	360.00	Haematology	-15.84%
6	337.50	Adult Psychiatry	0.00%
7	200.00	Adult Psychiatry	0.00%
8	320.00	General Medicine	0.00%
9	300.00	General Medicine	0.00%
10	112.50	Adult Psychiatry	0.00%
11	180.00	General Medicine	0.00%
12	152.00	General Medicine	0.00%
13	37.00	General Medicine	0.00%
14	7.50	General Medicine	0.00%

5.3 Summary of hours booked in June 2019

Hours booked at Cap	5034
Hours booked above Cap	3152.50

Hours Job Extensions - 7,035
Hours New Bookings - 1,151.50

6.0 An anonymised summary which sets out the expenditure made to each of the ten highest paid (i.e. those paid the highest hourly rate) agency workers including details of the hours/shifts booked, their specialty and length of current assignment with the organisation

Number (from highest to lowest paid)	Total Cost hourly rate	Hours Booked (01.6.19 to 30.6.19)	Specialty	Length of current assignment	Expenditure
1	£124.50	1,000.00	Haematology		£124,500.00
2	£117.85	195.00	Oncology		£22,980.75
3	£115.97	440.00	Geriatric Medicine		£51,026.80
4	£104.59	10.00	Paediatrics & Neonates		£1,045.90
5	£97.22	112.50	Adult Psychiatry		£10,937.25
6	£97.22	562.50	Adult Psychiatry		£54,686.25
7	£97.22	980.00	Orthopaedics & Trauma		£95,275.60
8	£86.20	80.00	Cardiothoracic		£6,896.00
9	£81.82	360.00	Haematology		£29,455.20
10	£80.68	10.00	Paediatrics & Neonates		£806.80

7.0 An anonymised summary of the longest serving agency workers i.e. those working for the longest consecutive period, including their specialty, details of the hours/shifts worked and length of assignment

A list of the Top 10 have been presented.

Number (from longest consecutive period)	Specialty	Aggregate of Hours worked	Length of Current assignment
1	Rehabilitation	5,347	1 st July 2019 – 30 th August 2019
2	Orthopaedics & Trauma	4,622	1 st September 2017 – 2 nd February 2020
3	Paediatric & Neonates	4,152	1 st June 2017 – 31 st August 2019
4	Oncology	3,997	2 nd June 2017 – 29 th September 2019
5	Adult Psychiatry	3,997	28 th June 2019 – 27 th September 2019
6	Adult Psychiatry	3,997	26 th May 2019 – 30 th August 2019
7	Haematology	2,497	12 th February 2018 – 28 th February 2020
8	Adult Psychiatry	2,497	9 th April 2018 – 23 rd August 2019
9	General Medicine	910	1 st June 2018 – 30 th September 2019
10	MIU	762.50	4 th February 2019 – 31 st October 2019

8.0 An anonymised summary of the number of exceptions that have been authorised for Internal Ad Hoc Locum Cover in excess of the agreed cap including the number of hours/sessions they have delivered and their speciality

Breached capped Rate	Service	No. of Bookings	Hours Worked	Percentage of Compliance*
Yes	Accident & Emergency	14	104.50	35.90%
	Anaesthetics	7	87.50	8.33%
	General Medicine	30	403.40	41.67%
	Surgery	8	160.75	14.04%
No	Accident & Emergency	25	227.00	64.10%
	Anaesthetics	77	945.87	91.67%
	Dental	21	665.50	100%
	General Medicine	42	1278.52	58.33%
	Paediatrics	32	375.92	100%
	Obstetrics	16	183.71	100%
	Psychiatry	28	294.50	100%
	Surgery	49	597.40	85.96%

*Percentage of the total returns in that speciality

9.0 An anonymised summary, which sets out the expenditure made to each of the highest paid ad hoc locum workers including details of the hours/shifts worked

No.	Specialty	Grade	Unit	Hrs Booked	Avg Hourly Rate	Sum of Total Cost
1	Cardiac	Consultant	Morrison	15	333.33	£4,999.95
2	Cardiac	Consultant	Morrison	15	333.33	£4,999.95
3	Cardiac	Consultant	Morrison	7.50	333.33	£2,499.98
4	A&E	Consultant	Morrison	30	160.00	£4,800.00

Please note:

In 2011 Welsh Government brought in an additional sessional payment guide for Orthopaedic Services and currently this stands at £585 per session and therefore although a breach of capped rate is in line with the T&Cs.

10.0 An anonymised summary of any individual paid more than £120 per hour or more including their specialty, details of hours/shifts worked, whether they are providing Internal Ad Hoc Locum Cover or supplied by and Agency and length of assignment for agency staff.

No.	Total cost hourly rate	Hours booked in month	Specialty	Internal Ad hoc	Delivery Unit	Length of Assignment
1	333.33	15	Cardiac	Internal	Morrison	N/A
2	333.33	15	Cardiac	Internal	Morrison	N/A
3	333.33	7.50	Cardiac	Internal	Morrison	N/A
4	160.00	30	A&E	Internal	Morrison	N/A

11.0 Compliance with the CCS framework to procure agency workers

Number of Drs Booked	Number Drs Booked MasterVend	Number Drs Booked outside MasterVend	Number Drs booked outside CCS Framework
.31	31	0	0

**ABOVE CAP – 23
AT / BELOW CAP – 10**

Other useful Key Statistics

Agency

Attached as Appendix 2 is the spreadsheet relating to Agency shifts. The total number of external agency assignments booked in June was 62. 14 (22.58%) of these were paid at the capped rate or below the cap with 48 (77.41%) booked above the capped rate. 98.4% of these assignments were booked to cover vacancies and 1.6% sick leave. The cost attributed to engaging external agency doctors for June 2019 was £668,209.

Morrison has utilised the greatest spend of agency doctors booking 33 assignments at a cost of £249,347. Singleton Hospital utilised 13 assignments at a cost of £203,737; Mental Health 13 assignments with a cost of £185,288 and Neath Port Talbot Hospital utilised 3 assignments with a cost of £29,836.

Ad hoc Locums

Attached as Appendix 3 is the spreadsheet relating to internal ad hoc locum shifts. In June 2019, of the 349 ad hoc locum booked assignments, (83.09%) were paid at or below the capped rate. The value of internal ad hoc locum usage was £327,044.13 (includes on costs).

Morrison utilised the greatest number of bookings: 212 with 42 breaches of the cap. Singleton utilised 102 with 17 breaches of the cap, Neath Port Talbot booked 7 with no breaches and Mental Health 28 bookings again with no breaches of the capped rate.

For June reporting there are areas of non-compliance with the process these include Anaesthetics, Trauma & Orthopaedics and Radiology.

13.0 Conclusion

The HB continues to work hard in embedding the process. There is high confidence in the Medacs data. A substantial amount of work has been undertaken to improve the quality of the internal ad hoc locum data. There is growing evidence that external supply is being affected due to market forces. It is also thought that the inability to pay accommodation and travel is having a negative impact on supply. The HB would also welcome feedback from Welch Government on the data and reports submitted so far.

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