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Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board



<b>Meeting Date</b>	<b>23<sup>rd</sup> July 2019</b>	<b>Agenda Item</b>	<b>2.2</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 June 2019.		
<b>Key Issues</b>	This report sets out the June 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 June 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 June 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 17<sup>th</sup> January 2019 and 17<sup>th</sup> April 2019. The next submission is due on 17<sup>th</sup> July.

### 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 – June

- A total of 13,511 internal locum and agency hours were **booked** in June 19 for agency and internal locum medical staff compared to 8,788 in May 19.
- The number of agency hours **booked** increased this month to 8,186 compared to 3,499 in May. Extensions of existing bookings equate to 7,035 hours, at a value of £575,077 with the balance of 1,151 hours for new and ad hoc bookings, costing £93,168.

	Hours	% of Total	Cost
<b>Agency</b>			
Extensions	7,035	85.94%	£575,077
New	1,151	14.06%	£93,168
<b>Total Agency</b>	8,186	60.59%	£668,245
Total Locum	5,324	39.41%	£327,044
<b>Totals</b>	<b>13,511</b>	<b>100%</b>	<b>£995,289</b>

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

**3.2 Agency** – the progress for June 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 from May and is set out as follows:-

May 18	June 18	July 18	Aug18	Sept 18
36.2%	28.6%	20.8 %	20.25%	8.33%

Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	March 19	April 19	May 19
6.15%	8.33%	7.89%	17.19	36.36%	39.39%	29.55%	16.27%

June 19
22.58%

### Agency Hours

- The percentage of agency doctors paid at or below the capped rates based on **hours** increased in June to 61.49% compared to May figures at 50.82%

May 18	June 18	July 18	Aug 18	Sept 18
21%	33.2%	15.27%	26%	31.11%

Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	March 19	April 19	May 19
18.60%	13.49%	3.39%	41.64%	47.23%	45.54%	70.43%	50.82%

June 19
61.49%

- The total hours booked are as follows:

May 18	June 18	July 18	Aug 18	Sept 18	Oct 18
2,478	6,698	10,252	10,280	12,560	9,790

Nov 18	Dec 18	Jan 19	Feb 19	March 19	April 19	May 19	June 19
10,579	10,885	10,605	8,385	7,472	3,556	3,499	8,186

	No. of Assignments	No. of Hours	% of Hours
Cap Breach	48	3,152	38.50%
Below/at cap	14	5,034	61.49%
Total	62	8,186	100%

### Usage by Grade

Grade	May 19 Hours	May 19 Booked Spend	June 19 Hours	June 19 Booked Spend	Variance On Prior Month Booked Hours	Variance On Prior Months Booked Spend
Consultant	194.00	£19,526.16	4,409.00	£462,901.00	+4,215.00	+£443,374.84
Specialty Doctor	560.00	£37,200.80	337.50	£22,420.00	-222.50	-£14,780.80
ST3+	1,192.50	£71,717.36	314.00	£24,608.00	-878.50	-£47,109.36
ST1/2	1,552.50	£84,923.51	3126.00	£158,303.00	+1,573.50	+£73,379.49

£408,319 of June's consultant spend was made up of extensions within Haematology, and Oncology (Managed by Singleton DU) T&O, (Managed by Morriston DU) and Adult Psychiatry. All of these extensions are for locums that are already identified on the longest serving exit strategy list of opportunities.

Haematology and Adult Psychiatry are hard to fill posts and we will need to pursue international recruitment for these posts. We had filled one oncology post but there is now a further new vacancy. We are pursuing the T&O post with Medacs.

One of the new bookings was for Geriatric medicine within Morriston to the value of £51,026.

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	54.55%	0%	18.18%	0%	9.09%	18.18%
SAS Dr.	100%	0%	0%	0%	0%	0%
ST3+	0%	0%	0%	12.5%	12.5%	75.0%
ST1/2	20.59%	0%	5.88%	32.35%	23.53%	17.65%

### 3.3 Internal ad hoc locums

#### Assignments

- The percentage of the internal ad hoc locums paid at or below the cap by **assignment** increased this month compared to May figures.

May 18	June 18	July 18	Aug 18	Sept 18	Oct 18	Nov 18
73.1%	70%	67%	69%	68%	79%	77%

Dec 18	Jan 19	Feb 19	March 19	April 19	May 19	June 19
75%	71%	81%	75%	79%	72%	83.09%

- The percentage of doctors paid at or below the capped rates based on **hours** in June stood at 85.80%.

May 18	June 18	July 18	Aug 18	Sept 18	Oct 18	Nov 18
83%	78%	73.2%	78%	75%	86%	80%

Dec 18	Jan 19	Feb 19	March 19	April 19	May 19	June 19
80%	84%	86%	78%	87%	76%	85.80%

- The total number of hours booked for internal ad hoc locum cover in June decreased to 5,324 from 6,192 in May.

### 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 £K	May £K	June £K	July £K	Aug £K	Sept £K	Oct £K	Nov £K	Dec £K	Jan £K	Feb £K
<b>Target Spend</b>										
1,245	1,245	1,245	1,254	1,254	1,254	1,254	1,254	1,245	1,245	1,254
<b>Actual Spend</b>										
1,079	1,224	1,678	1,664	1,585	1,633	1,695	1,806	1,680	1,720	1,624

March £K	April £K	May £K	June £K
<b>Target Spend</b>			
1,254	1,129	1,129	1,129
<b>Actual Spend</b>			
1,926	985	1,136	1,054

- The target spend has been reduced by the Finance team since the Boundary change from £1,254m per month to £1,129m.

- The target spend for the first quarter was £3.38m with an actual ledger spend of £3.17m. In the first quarter of this year actual ledger expenditure has underspent by £212K against target.
- 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 underspent in June with the exception of Singleton.

Unit	Expenditure Target	Financial Target	Financial Spend	% over and underspend
Morrison		571K	418K	27% -
Singleton		306K	402K	31% +
MH/LD		129K	124K	4% -
Neath		111K	72K	35% -

## 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 ongoing.
- 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 Morrison and Neath and to undertake a review of junior doctor rotas, across the Health Board. A separate paper has been presented this month related to KB.
- 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. This contract will need to be extended to accommodate the All Wales work. Procurement advice has been sought and they have advised that this can be

accommodated by the Chef Executive and the Director of Finance. A meeting was arranged in May to explore the differences between a master vend and neutral vend arrangement and there will be an all Wales workshop in September.

- 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

## **WELSH GOVERNMENT QUARTERLY SUBMISSION**

Please refer to the following Appendices for details of the May 2019 submission:

- Appendix 1: June WG Report
- Appendix 2: June Finance Assessment

### **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 June 2019
- **NOTE** the immediate actions outlined

<b>Governance and Assurance</b>							
<b>Link to corporate objectives</b> <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
					√	√	
<b>Link to Health and Care Standards</b> <i>(please ✓)</i>	Staying Healthy	Safe Care	Effective Care	Dignified Care	Timely Care	Individual Care	Staff and Resources
			√				√
<b>Quality, Safety and Patient Experience</b>							
Whilst there are significant recruitment difficulties the supply of locum doctors is vital to safe patient care.							
<b>Financial Implications</b>							
Securing these doctors at appropriate rates is also key to the recovery and sustainability of the Health Board							
<b>Legal Implications (including equality and diversity assessment)</b>							
Not applicable.							
<b>Staffing Implications</b>							
None other than the need to improve the supply of the medical workforce							
<b>Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)</b>							
Not applicable							
<b>Report History</b>	This report was previously reported monthly to the Performance and Finance Committee and therefore this is the seventh report for the Workforce and OD Committee to scrutinise the Welsh Government submission in line with their timetable.						
<b>Appendices</b>	<ul style="list-style-type: none"> <li>• Appendix 1: June WG Report</li> <li>• Appendix 2: June Finance Assessment</li> </ul>						