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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	Workforce & OD	Agenda Item	2.2
Report Title	Medical Locum Caps		
Report Author	Sharon Vickery, Assistant Director of Workforce and OD		
Report Sponsor	Hazel Robinson, Director of Workforce and OD Dr Richard Evans, Executive Medical Director Lynne Hamilton, Director of Finance Chris White, Chief Operating Officer		
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 May 2019.		
Key Issues	This report sets out the May performance compared to previous months together with plans to improve implementation of the all Wales agency cap.		
Specific Action Required <i>(please ✓ one only)</i>	Information	Discussion	Assurance
			✓
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • NOTE the metrics for May 2019. • NOTE the immediate actions outlined. 		

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 May 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 and the 17th April 2019. The next submission is due on the 17th 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 – May

- A total of 8,788 locum and agency hours were booked in May 19 for agency and internal locum medical staff compared to 9,749 in April 19.
- The number of agency hours utilised decreased this month to 3,499 from 3,556 in April. Extensions of existing bookings equate to 2,432.50 hours, at a value of £155,795 with the balance of 1,065.50 hours for new and ad hoc bookings, costing £63,572.

	Hours	% of Total	Cost
Agency			
Extensions	2,432.50	69.51%	£155,795.00
New	1,065.50	30.48%	£63,572.83
Total Agency	3,499.00	39.81%	£219,367.83
Total Locum	5,289.35	60.19%	£349,394.85
Totals	8,788.35	100%	£568,762.68

- This represents a reduction in the cost of booked work from £619,661.67 in April.
- NB - not all the booked hours will be worked in May as some of the bookings will extend into the following month(s)

3.2 Agency – the progress for May 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 April 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%

	No. of Assignments	No. of Hours	% of Assignments
Cap Breach	36	1,720.50	49.17%
Below/at cap	7	1,778.50	50.82%
Total	43	3,499.00	100%

Agency Hours

- The percentage of agency doctors paid at or below the capped rates based on hours decreased in May to 50.82% as compared to April figures at 70.43%

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%

- The Total hours booked are as follows:

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

Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	March 19	April 19	May 19

9,790	10,579	10,885	10,605	8,385	7,472	3,556	3,499
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Usage by Grade

Grade	April 19 Hours	April 19 Booked Spend	May 19 Hours	May 19 Booked Spend	Variance On Prior Month Booked Hours	Variance On Prior Months Booked Spend
Consultant	450.00	£43,749	194.00	£19,526.16	-256.00	-£24,222.84
Specialty Doctor	738.00	£49,499.10	560.00	£37,200.80	-178.00	-£12,298.30
ST3+	697.50	£55,642.53	1,192.50	£71,717.36	+495.00	+£16,074.83
ST1/2	1,671.00	£79,680.77	1,552.50	£84,923.51	-118.50	+£5,242.74

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	77.32%	0%	12.37%	0%	0%	10.31%
SAS Dr.	100%	0%	0%	0%	0%	0%
ST3+	48.51%	0%	18.87%	13.42%	4.7%	14.51%
ST1/2	31.81%	8.6%	0%	36.71%	22.88%	0%

3.3 Internal ad hoc locums

Assignments

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

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

Nov 18	Dec 18	Jan 19	Feb 19	March 19	April 19	May 19
77%	75%	71%	81%	75%	79%	72%

- The percentage of doctors paid at or below the capped rates based on hours in April stood at 87%. However for May the compliance dropped to 76%.

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

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

- The total number of hours booked for internal ad hoc locum cover in May decreased from 6,192 in April to 5,289.35.

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	April £K	May £K
Target Spend		
1,254	1,129	1,129
Actual Spend		
1,926	985	1,136

- Please note that the comparative year figures for 2018/2019 have been re-run following the Bridgend Boundary Change to exclude all Cost Centres that have transferred 100% to Cwm Taf Morgannwg on 1st April 2019.
- Where a Cost Centre has been split based on an agreed percentage for the whole Cost Centre, as part of the Financial Impact Assessment, no adjustment has been made to extract the Agency or ADH costs from the historic trend information.
- 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 May with the exception of Morriston.

Unit	Expenditure Target	Financial Target	Financial Spend	% over and underspend
Morriston		571K	706K	29% +
Singleton		306K	244K	21% -
MH/LD		129K	114K	12% -
Neath		111K	50K	55% -

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. So far Morriston, Singleton and Neath have been met and the Mental Health meeting is being rearranged.
- 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.
- This work is being coordinated with Kendall Bluck (KB) who 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. A separate report was presented to the WOD Committee in April regarding this work.
- 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 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 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 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: May WG Report
- Appendix 2: May Finance Assessment
- Appendix 3: May Internal doctors earning £120 or more per hour.

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 May 2019.
- **NOTE** the immediate actions outlined

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" 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 checked="" 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		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input checked="" 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 sixth 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: May WG Report • Appendix 2: May Finance Assessment • Appendix 3: May Internal doctors earning £120 or more per hour 	