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Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board



<b>Meeting Date</b>	<b>28<sup>th</sup> May 2019</b>	<b>Agenda Item</b>	<b>2.2</b>
<b>Report Title</b>	<b>Medical Locum Caps</b>		
<b>Report Author</b>	Sharon Vickery, Assistant Director of Workforce and OD		
<b>Report Sponsor</b>	Hazel Robinson, Director of Workforce and 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 and 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 April 2019. Please note there will be a significant variance in the data by comparison to previous months as the Bridgend Boundary change has occurred.		
<b>Key Issues</b>	This report sets out The April 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>	<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• <b>NOTE</b> the metrics for April 2019.</li> <li>• <b>NOTE</b> significant variances in the data by comparison to previous months as the Bridgend Boundary change has occurred.</li> <li>• <b>NOTE</b> the immediate actions outlined.</li> </ul>		

## 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 April 19 together with any immediate plans to attempt to improve compliance. Please note there will be a significant variance in the data by comparison to previous months as the Bridgend Boundary change has occurred.

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 17<sup>th</sup> January 2019 and the 17<sup>th</sup> April 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 – April

- A total of 9,749 locum and agency hours were booked in April 19 for agency and internal locum medical staff compared to 15,180 in March 19.
- The number of agency hours utilised decreased this month to 3,556 from 7,472 in March. Extensions of existing bookings equate to 2,304 hours, at a value of £170,777 with the balance of 1,252 hours for new and ad hoc bookings, costing £57,793.

	Hours	% of Total	Cost
<b>Agency</b>			
Extensions	2,304.50	64.79%	£170,777.64
New	1,252.50	35.20%	£57,793.76
<b>Total Agency</b>	<b>3,556.50</b>	<b>36.50%</b>	<b>£228,571.40</b>
Total Locum	6,192.51	63.50%	£391,089.97
<b>Totals</b>	<b>9,749.01</b>	<b>100%</b>	<b>£619,661.37</b>

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

**3.2 Agency** – the progress for April 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 March 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	April 19
8.33%	6.15%	8.33%	7.89%	17.19	36.36%	39.39%	29.55%

	No. of Assignments	No. of Hours	% of Assignments
Cap Breach	34	1,051	29.55%
Below/at cap	6	2505	70.43%
Total	40	3,556	100%

### Agency Hours

- The percentage of agency doctors paid at or below the capped rates based on hours increased markedly in April to 70.43% as compared to March figures at 45.54%

April18	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	April 19
31.11%	18.60%	13.49%	3.39%	41.64%	47.23%	45.54%	70.43%

- 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	April 19
12,560	9,790	10,579	10,885	10,605	8,385	7,472	3,556

### Usage by Grade

Grade	March 19 Hours	March 19 Booked Spend	April 19 Hours	April 19 Booked Spend	Variance On Prior Month Booked Hours	Variance On Prior Months Booked Spend
<b>Consultant</b>	4,527.00	£459,330	450.00	£43,749	-4,077.00	-£415,581
<b>Specialty Doctor</b>	450.00	£29,893	738.00	£49,499	+288.00	+£19,606.10
<b>ST3+</b>	1,021.50	£77,989	697.50	£55,642	-324.00	-£22,346.47
<b>ST1/2</b>	1,473.50	£77,830	1,671	£79,680	+197.50	+£1,850.77

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
<b>Consultant</b>	100%	0%	0%	0%	0%	0%
<b>SAS Dr.</b>	91.46%	0%	8.54%	0%	0%	0%
<b>ST3+</b>	0%	0%	1.86%	0.00%	0%	98.14%
<b>ST1/2</b>	82.59%	0%	12.30%	0.72%	3.68%	0.72%

It should be noted that almost all ST3+ shifts attracted £20+ per hour above the capped rates of £57.05 but all consultant shifts were at cap or below.

### 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 March figures.

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	April 19
79%	77%	75%	71%	81%	75%	79%

- The percentage of doctors paid at or below the capped rates based on hours in March stood at 78%. However for April the compliance increased to 87%.

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	April 19
86%	80%	80%	84%	86%	78%	87%

- The total number of hours booked for internal ad hoc locum cover in April decreased from 8,010 in March to 6,192.

### 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
<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
<b>Target Spend</b>	
1,254	1,129
<b>Actual Spend</b>	
1,926	985

- 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 April.

Unit	Expenditure Target	Financial Target	Financial Spend	% over and underspend
Morrison		571K	369K	35% -
Singleton		306K	294K	4% -
MH/LD		129K	94K	27% -
Neath		111K	28K	75% -

#### 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. This is taking some time however so far Morrison, 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.
- 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 report has been presented to the WOD Committee 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 has been arranged in May to explore the differences between a master vend and neutral vend arrangement.

- 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.

## **WELSH GOVERNMENT QUARTERLY SUBMISSION**

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

- Appendix 1: April WG Report
- Appendix 2: April Finance Assessment
- Appendix 3: April 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 April 2019.
- **NOTE** significant variances in the data by comparison to previous months as the Bridgend Boundary change has occurred.
- **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 fifth 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: April WG Report</li> <li>• Appendix 2: April Finance Assessment</li> <li>• Appendix 3: April Internal doctors earning £120 or more per hour</li> </ul>						