

## CASE STUDY - SOUTHPORT AND ORMSKIRK

# A rise in bank fill and reductions in agency usage at Southport & Ormskirk Hospital NHS Trust

- ✓ Bank hours filled increased by 13%
- ✓ Registered fill increased by 22%
- ✓ Agency hours decreased by 60%

### The Trust

During the height of the COVID-19 pandemic in 2020, Bank demand at Southport and Ormskirk Hospital NHS Trust had been dominated by unfilled vacancies, increasing the risk to safe staffing and lack of continuity for patient care at the Trust. At this time, demand reached 46,000 hours and bank fill was 57%, with registered nursing the main concern at just 44.1%.

### Working Together

NHS Professionals responded with a collaborative approach, involving bi-weekly meetings from August 2020 and implementing Tracked Service Delivery Targets. NHS Professionals main goals were to improve bank fill and reduce external agency usage.

### The Solution

- A 12 month marketing plan
- An agency reduction plan (agency cascade, removal of off framework, tiers, rates and golden keys)
- A new bank rate with seasonal incentives
- A rolling Care Support Worker Development (CSWD) Programme which helps to train NHS Professionals' recruits from the local community for a role in which they will provide, safe, guaranteed care and support.
- Commitment to provide 70+ international nurses
- Regular planning and review meetings with workforce, HR, nursing, and procurement
- Ward walks and twilight ward walks
- Increased flexi shift opportunities
- Use of MI data to track findings and guide ongoing strategy



### The Results

Due to NHS Professionals' response, fill rates at Southport & Ormskirk drastically improved. A key driver for success was attention to detail, especially when it came to engaging with ward managers and Bank Members, and improving the appeal and breadth of the offering.

One year on, the partnership with Southport & Ormskirk Hospital NHS Trust is going from strength to strength as agency hours decreased by 60%, from previously filling 30% of hours, down to just 7% monthly. Bank hours volume increased to 71% monthly and registered fill increased 22%. NHS Professionals has also been able to control agency usage and spend, leading to maintained levels throughout waves 2 and 3 of the pandemic. As a result, Trust feedback has improved to rating NHS Professionals' service as "excellent".

### The Future Partnership

The positive impact on the relationship between NHS Professionals and Southport and Ormskirk NHS Trust mean they continue to successfully work together in partnership. Most recently, new staff group additions have also been introduced such as Support Services, Admin & Clerical, Allied Health Professionals, and Healthcare Scientists.

“Over the past 12 months, the Trust has managed to reduce agency usage, increase bank usage, and reduce unfilled shifts. Through numerous initiatives, knowledge of the Trust and internal stakeholder engagement, NHSP has ensured that all targets have been successfully achieved.”

Jon Hannah - Head of Procurement  
Southport & Ormskirk Hospital NHS Trust

“Just wanted to say thank you for your support recently. The engagement from you to the Trust was always present, however, your timely actions and support to the senior nursing team with the winter incentives and response to the ever-changing workforce challenges, has been a huge support.”

Carol Fowler - Trust Lead Assistant Director of Nursing/ Midwifery (Workforce),  
Southport & Ormskirk Hospital NHS Trust

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