

Case Study

Mid and South Essex NHS
Foundation Trust (MSE)

Lessons from creating the Mid and South Essex Collaborative



NHS
Mid and
South Essex
NHS Foundation Trust



Locum's Nest.

Your total workforce solution

The situation

Broomfield, Basildon and Southend hospitals officially merged on 1st April 2020 to become 'Mid and South Essex NHS Foundation Trust' (MSE) – one of the largest NHS Trusts in the country.

MSE offers a county-wide plastics, head & neck and upper gastrointestinal (GI) surgical centre to a population of 3.4 million and is home to the world renowned supra-regional burns service at the St Andrew's Centre, serving a population of 9.8 million.

In early 2019, MSE ran a medical Bank Transformation tender to choose a provider to help create a collaborative Bank across all three organisations.

Locum's Nest was appointed as a partner to the Trust in June 2019, working together with the Trust to provide better clinical care to patients and improved working within the Group.



The challenge

Creating a collaborative bank across three trusts that previously worked independently from each other, along with change management requirements that included, but were not limited to:

- Harmonisation of rates
- Creation of new processes
- Realignment of best practices
- Successfully cascading processes and communication across the newly merged organisation



The solution

The combination of support from Locums Nest experts working directly with the MSE departments, including the Trust Temporary Staffing and Leadership teams, coupled with the award-winning Locum's Nest technology resulted in setting up first-class collaborative new processes to assist MSE achieve its goals.

We collaborated to create and deliver end-to-end process mapping within Temporary Staffing teams, providing efficiencies related to onboarding, compliance and ongoing support of healthcare professionals.



MSE partnered with Locum's Nest to enable them to:



**Work more
collaboratively**



**Leverage
technology
to increase
efficiencies**



**Grow & expand
the bank offering
within the Trust &
reduce agency
spend**



**Ensure data
was available &
visible across
the three sites**

The how: setting up the collaborative

► Implementation

	1	2	3	4
DELIVERED	Implemented cloud-based Hospital Web Portal reflecting the Trust's shift management and approval processes	Tailored the system to support the approval process for each site	Provided Trust-specific adaptations of our system to work coherently with other aspects of the workforce management process, (e.g. agency cascade feature, which supports the Trust's approval process for agency usage)	Worked closely with the Centralised Staffing Team, created as part of the merger, to understand and review the internal processes within the rota teams and payroll
ACHIEVED	Provided tailored access levels for Rota coordinators, timesheet approvers, and 2,800+ bank doctors using the app	Digitalised the Trust's policies and procedures, supporting adherence to standard bank rates	Ensured maximum exposure of any breaches, such as rate violations to senior leadership teams	Developed streamlined solutions for reducing agency usage and freeing up valuable administration time

Results to date: key stats



2,800+ doctors
now working collaboratively
across the three sites



Significant time savings
in admin and payroll in addition to
reduction in overpayments by the
creation of an end-to-end process



1.5 million hours
of patient care



Up to **83% fill rates**
for vacancies related to COVID
throughout 2020 and 2021,
supporting the Trust through an
incredibly challenging period



Up to
82% fill rates

Results to date: key achievements



Rate harmonisation

Locum's Nest supported the Trust to harmonise rates across sites by aligning legacy rates and simplifying the process for all parties involved. A bespoke rate violation process was implemented to notify appropriate stakeholders and pan groups.



Collaborative communication streams

Locum's Nest supported the implementation of an improved and standardised communication strategy across the three sites to encourage doctors to join the staff bank.



Collaborative payroll processes

Locum's Nest supported the Trusts transition to single ESR numbers for bank workers, allowing them to cross cover and be paid without multiple, repetitive paper processes.

Results to date: key achievements



Recruitment/ onboarding process

The Trust set up a coordinated recruitment process for the merged Temporary Staffing team, supported by Locum's Nest, to onboard healthcare professionals and allow them to work across all sites.



Data and reporting

Leveraging Locum's Nest Intelligence, we provided bespoke reports and enabled the Trust to consolidate its data at a higher level as well as granular data per site.

Optimisation and Growth: MSE and Locum's Nest working in partnership

Our story doesn't end here, other workstreams we are collaborating on:

Bank Utilisation Project

An ongoing cross-functional workstream to increase the number of bank workers eligible to work shifts across the sites.

Process improvements within Temporary Staffing

Working together to develop and deliver multiple workforce efficiency projects such as process realignment and task and finish groups at all levels through the Trust.

Winter Pressure support

Conducting regular sessions to all service users to ensure system housekeeping and proactive shift posting is at its peak ahead of a busy winter.

Best practice reviews

Sharing working methods between departments to highlight best practice and support managers to work efficiently and effectively.

**Would you like to know how
you can create a collaborative
staff bank with the support of
Locum's Nest award-winning
technology?**



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Your total workforce solution



Get in touch