

CASE STUDY - NHS PROFESSIONALS - GMMH

Changing for the better: Greater Manchester Mental Health Foundation Trust benefits from long term Bank partnership since 2018

The Situation

In 2018, Greater Manchester Mental Health Foundation Trust (GMMH) approached NHS Professionals (NHSP) for the provision of a managed bank service. The national issues around the recruitment of staff to the NHS at the time had resulted in an increased reliance upon temporary resources to provide continuity of service. Over recent years, GMMH's reliance upon external agencies to cover these resource gaps had increased to an unsustainable level, leading to a challenge of ensuring sufficient staff were available to support safe service delivery.

The acquisition of the Manchester Mental Health & Social Care Trust into the GMMH portfolio also meant the Trust had inherited an additional legacy of agency costs, so needed a workforce delivery partner who could reduce additional spend and increase bank performance across a growing staff group portfolio.



The Solution

A joint project steering group, with the Trust and NHSP representatives, was established and the performance and implementation of the service was monitored against a project plan, identifying relevant tasks and milestones to ensure timely, safe, and cost-effective delivery. The steering group met regularly during the implementation period and had representation from the staff groups concerned.

Between the Trust and NHSP, the following activities took place:

- Implementation of a cloud-based booking platform which fully interfaced with Allocate's Health Roster product, allowing shift information to move in real time between systems.
- Design and agreement of a suite of comprehensive, fully auditable MI, available at any time.
- Full risk assessment, including equality impact assessment.
- System and process training for all managers and Bank Members.
- A full staff change consultation and successful TUPE transfer of in-scope GMMH staff.
- Development of a unique value proposition to promote GMMH bank opportunities to staff.

Effective Stakeholder Management

There were two main supply stakeholders who this change affected; the GMMH employees, dedicated to managing the previous in-house bank, and GMMH's recruitment agency suppliers.

Any move to a new partner can be unsettling for suppliers, and our approach to working with these groups was to be sensitive, whilst at the same time standing shoulder-to-shoulder with GMMH's project leads, to provide key information, and advice.

All communication was managed by the Trust's communication and HR teams, fully supported by NHSP, who generated a communications plan, mapped from initial messaging to completion of TUPE, and go-live.

Effective Communication & Engagement

Effective engagement was key at all levels of the Trust. Managers were given information about the change, and cascaded this to their teams in conjunction with pan-Trust communications, supported by workshops to answer questions by staff in partnership with NHSP.

For affected Trust staff, discussions took place to determine if the service would be subject to a TUPE transfer. As part of the change management process, the Trust worked closely with NHSP to ensure appropriate consultation took place with the in-scope individuals.

Effective Agency Management

For the agency suppliers, NHSP took on management of agency relationships, whilst maintaining a Trust-endorsed focus on reducing costs of supply and migrating agency workers to the bank. Led by our in-house supply chain management team, we embarked on a process of working with each agency to inform them of the new contracting arrangement and migrate workers where appropriate to the bank.

This needed to be managed in a careful way and with full support from GMMH. Whilst agency spend increased financial pressures on the Trust, it was important to maintain quality of care whilst balancing its cost base.

Outcome

The initial implementation was a success and in 2019 NHSP added further staffing groups. Our service now covers Nurses & Midwifery, Administrative & Clerical, Allied Health Professionals, Health Care Support Workers, Doctors, Support Services and Personal Social Services.

Key achievements of this long term partnership:

- Trust-wide standardisation of process - every staff group using temporary resources is managed via NHSP systems.
- A dedicated team based at GMMH, as well as 24/7 support for Bank Members through the NHSP National Service Centre.
- Reduced administrative burden for managers involved in the agency invoice approval process.
- MI - meaningful and complete management information from one source allowing the analysis of trends to inform workforce planning.
- Improved levels of CQC compliance, for example, training protocols and eligibility documentation with a full audit trail.
- Improved NHSE/I reporting.
- Enabling weekly pay for Bank Members.
- Roll out of a Direct Engagement model, allowing the Trust to make savings by directly engaging contracted doctors for services.

