

ED Workforce & Activity Planning review at teaching hospital in North-East improves staff retention, reduces agency spend and enhances patient safety.



The Challenge

The Trust was facing significant pressures in the ED, seeing in excess of 80,000 patients per annum, with significant staff vacancies. The following factors were identified by the Kendall Bluck team:

- Difficulty achieving 4 hour target
- Significant Cost Improvement Programme in place
- High ED vacancy rates
- Low staff morale
- High agency and locum spend

The Solution

Kendall Bluck Consulting worked closely with the ED team to identify the key issues. A business case was completed to undertake an audit of the service and the following was carried out:

- Analysis of staff contracts and working time arrangements
- Real time recognition of each patient's journey, acuity and length of stay
- Extensive analysis of ED activity - attendance and occupancy
- Evaluation of processes affecting performance and productivity
- Extensive staff consultation by experienced ED clinicians to identify skill mix requirements
- Proposed rotas and workforce plans aligned to activity

The full report provided a support plan of how the Trust could achieve the recommendations.

The Outcomes

- ED workforce aligned to activity
- Agency spend reduced by £120,00 in the first 6 months
- Revised workforce model provided potential cost savings of £250,000
- Reduction in risk related incidents as identified by staff
- Reduction in patient complaints of 14%
- Reduced staff sickness rates
- Ability to recruit to establishment
- Improvement in staff morale and retention
- Trust specific workforce model with the ability to adapt to changing requirements