



Case Study: County Durham and Darlington NHS Foundation Trust save £1.2 million on staff and agency costs with MAPS Healthroster

County Durham and Darlington NHS Foundation Trust (CDD) has implemented MAPS Healthroster from Allocate Software and has saved £1.2 million on its nursing costs in its last financial year.

The Trust is using MAPS Healthroster to manage staff resources across 52 wards to drive efficiency and deliver higher quality care. Management can review rosters weeks in advance and can use the information to make informed decisions on future staffing.

This has led to the elimination in use of agency staff. In addition, by interfacing to ESR, payroll is now 100% accurate and driven by the clinical rosters, leading to a significant reduction in direct payroll queries.

Why the Trust chose MAPS Healthroster

County Durham and Darlington Foundation Trust wanted a new system to replace their old manual rosters so that they could improve their management information and understand their staff costs better. They also wanted to rely less on bank and agency nurses and make better use of their own staff, by using them more flexibly.

Glenis Curry, Associate Director of Nursing, explains:

“We needed to ensure that clinical staff are fully and flexibly utilised to reduce our reliance on Bank and Agency staff and we wanted to improve cost transparency and management control.”

As well as these objectives, the Trust needed to help Ward Managers improve the quality of rosters by key performance indicators (KPI's). Glenis Curry adds:

“This meant creating more cost-effective staff rosters that would match staff to patient needs and manage requests and restrictive working patterns.”

The Trust's procurement panel undertook a thorough investigation of four e-Rostering suppliers. Out of the four, they chose Allocate Software's electronic rostering solution, MAPS Healthroster because it was the only solution that could meet all of their requirements and demonstrated best value for money.

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Summary of Key Benefits:

- ✓ Savings of £1.2 million
- ✓ Agency staff reduced to zero
- ✓ 100% accurate payroll
- ✓ Fewer payroll queries
- ✓ Less time entering timesheets
- ✓ Improved visibility of staff
- ✓ Improved fairness for staff



“We compared the data from one year before and one year after implementing MAPS Healthroster on the wards and we found we had already made savings of £600,000. With this in mind, we have projected savings of £1.2 million across all our wards. We believe the majority of these savings are due to MAPS Healthroster”

Anne Bennett,
Divisional Finance Manager



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In particular it was able to demonstrate movements of staff and establishment over time and would allow the Trust to model future staffing scenarios. Another important factor was that MAPS Healthroster could show the ward's requirements for nurses driven by patient demand and allowed comparison to both budgets and rostered staff.

MAPS Healthroster's proven integration to ESR to record time and attendance and sickness and absence information was a major factor.

The MAPS Healthroster E-Rostering solution

County Durham and Darlington NHS Foundation Trust is now using MAPS Healthroster to manage 2,500 nurses, which includes bank nurses, on 52 wards. The solution processes over 2,500 timesheets per month and creates electronic rosters. The auto rostering function helps Ward Managers to produce rosters faster whilst also allowing flexible staff driven rosters.

Initially, MAPS Healthroster was installed across medical and surgical directorates, then rolled it out to main operating theatres, maternity wards and emergency departments.

Results – financial savings

The Trust found that by introducing the new system they had already achieved their twin goals of improving management information and controlling costs.

The Trust's Divisional Finance Manager, Anne Bennett, explains how they measured the financial savings they have made since they installed MAPS Healthroster:

"We chose a sample of wards and removed all the major impacts from the equation such as staffing changes, increasing or decreasing numbers of beds on a ward, and so on. We compared the data from one year before and one year after implementing MAPS Healthroster on the wards and we found we had already made savings of £600,000. With this in mind, we have projected savings of £1.2 million across all our wards. We believe the majority of these savings are due to MAPS Healthroster."

"Allocate Software's staff were very knowledgeable and understood our problems and requirements well"

Glenis Curry, Associate Director of Nursing, County Durham and Darlington NHS Foundation Trust



Ged Whitfield, the Practice Development Matron, confirms that the Trust now has much better control of its staff costs and is a key user of MAPS Healthroster:

"MAPS Healthroster does what it says on the box," he says. "One ward had a significant overspend before MAPS Healthroster was implemented. Now we are coming in on budget."

Other NHS Trusts may be interested to know what made this project so successful and enabled them to save so much money? Glenis Curry explains:

"From day one, managers had to follow the MAPS Healthroster project board's decision not to allow the creation of additional duties. This meant that we limited the use of agency staff - in fact we brought the use of agency staff down to zero, which allowed us to make significant savings by using our Bank staff instead."

ESR and Payroll

Integrating MAPS Healthroster with ESR has been a great success. Entering the data from the 500 or so timesheets was a time consuming exercise, now the data can be retrieved from the wards and uploaded to ESR in a fraction of the time.

"As long as the time sheets are right, the payroll is now 100% accurate," says Ian Stiff, "and getting the pay right first time reduces the number of queries. Having the Agenda for Change rules in-built and direct interfacing with ESR has significantly improved payroll accuracy and likewise a reduction in queries"

The Ward Managers like the new system too, as the payroll can get very complicated and MAPS Healthroster ensures that the maths is correct. It has eliminated a lot of administrative work, and extended the time available on the wards for the completion of timesheets and absence information.

The entry of sickness absence data into MAPS Healthroster is not restricted to Payroll deadlines, which has resulted in much improved real time information on staff absences.

The initial comparison between the individual timesheets and the MAPS Healthroster data was a very revealing exercise.

MAPS provides a consistent application of the Agenda for Change terms and conditions which has resulted in vastly improved accuracy.

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This is Ged Whitfield, Practice Development Matron:



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Ian Stiff, Payroll Manager,
County Durham and Darlington
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“We will continue to improve and expand the use of MAPS Healthroster across existing and new departments. For example, we are introducing a new skills strategy in the near future and we believe Healthroster will be a key solution to help manage staff competencies and training across the Trust”

Glenys Curry, Associate Director of Nursing, County Durham and Darlington NHS Foundation Trust

On the Wards

MAPS Healthroster means that the Ward Managers can manage the staff workload and rosters much more efficiently. It takes just a matter of minutes to finalise the off-duty and it is easy to monitor ward cover because the rostering policies are standardised and they can see which staff are available and who is off duty. Matrons and senior nurses can see staff levels exactly and they can make informed decisions on movement of staff. This means that the rosters are much safer.

The new solution also means that the rosters are much fairer because the rules are clear. For example, annual leave and study days can be allocated consistently across the year. Ward Managers, matrons and senior nurses have access to a range of instant reports that show sickness absence, unavailability and fairness indicators. The solution also standardises breaks. This has gained a whole time equivalent (WTE) of 37.5 hours a week, in just one ward. Across the whole Trust, the increased availability of nursing staff is equivalent to 643 hours per week.

The MAPS Healthroster Bank Module

The Bank module manages all aspects of the Nurse Bank. This makes things very transparent – for example, the Ward Managers can see which nurse they are getting on the ward.

MAPS Healthroster has changed rostering to give the Trust better control over the use of Bank staff, and now Ward Managers can book bank staff themselves, which is much simpler and means they don't need to send a fax.

The Bank module ensures staff are European Working Time Directive (EWTD) compliant. It is integrated with European MAPS Healthroster, so Ward Managers can see who is working over 37.5 hours per week and if anyone is exceeding the 48 hours limit. The system also standardises breaks.

Plans for the Future

In future, County Durham and Darlington NHS Foundation Trust plans to make more use of MAPS Healthroster in central management and planning.

They plan to use Allocate Software's web-based central performance dashboard, Roster Central, right across the Trust. Roster Central has key performance indicators that show the off-duty up to 8 weeks in advance. These will reveal difficulties with rostering before they happen.



There will be further savings and efficiencies if Ward Managers can submit annual leave centrally. They will be able to manage staff and workloads better during intense periods like winter and the holiday season, when up to 35% staff might be on annual leave like winter when pandemic flu risk outbreaks are higher, and keep absence at a manageable level of 17%.

The Trust also plans to introduce a new skills strategy in future. MAPS Healthroster will help to manage this by showing which staff have a special skill, eg taking blood, and will be able to set up rosters to include or limit staff with certain competencies.

Central planning of mandatory training such as CPR and fire drill will make the wards safer, because they will be able to run a report and see whose training is expiring. MAPS Healthroster will make collecting all this information much quicker.

Eventually, the Trust will roll the solution out to community hospitals and outpatient departments. County Durham and Darlington NHS Foundation Trust is keen that other Trusts should share these benefits.

Summary

Through MAPS Healthroster the Trust has been able to achieve two key internal objectives; improving management information and controlling staff costs.

Since implementation, the management team have been able to make more informed decisions related to staffing which has meant that the workforce has been used much more efficiently and effectively. The decision, for example, not to allow the creation of additional duties has been key in reducing the requirement for agency staff to zero, and thus help achieve projected savings of £1.2 million.

The solution has also been very well received with Ward Managers due to the reduced requirement for administrative input, while delivering higher levels of accuracy and consistency over payroll data.

It is anticipated that through continued use of the solution there will be sustained benefits and savings across the Trust.

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“Allocate Software and CDD have worked in partnership over the last three years to develop the solution for mutual benefit. The Trust has taken an active role in both regional and national user groups for MAPS Healthroster, feeding back to Allocate Software vital user information that is required to make ongoing improvements for the collective benefit of NHS Trusts”

Glenis Curry, Associate Director of Nursing, County Durham and Darlington NHS Foundation Trust



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About Allocate Software

Allocate Software is the leading workforce optimisation software applications provider for world-wide organisations with large, multi-skilled workforces. With over 18 years' experience, they ensure customers can match operational demands with workforce supply. Using MAPS, Allocate Software's workforce optimisation software application, organisations can deploy the right people with the right skills, to the right place at the right time. With Corporate headquarters in London, regional offices in the UK, USA, Australia and Malaysia, Allocate Software provide services and support to an international customer base across Europe, North America and Asia Pacific. Founded in 1991, Allocate Software plc is listed on the AIM market of the London Stock Exchange ("ALL").

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08/09