



IMC LOCUMS
LIMITED

CASE STUDY

WALSALL HEALTHCARE

NHS TRUST



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Annual Contract Value: £153,260





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The Radiography Department at the Walsall Manor Hospital have historically experienced some major staffing issues for over the past 2 years. The particular focus being that they have had issues with maintaining staffing levels at Band 5 and Band 6 within General Radiography:

- The first reason for this is their location being outside central Birmingham has meant Permanent staff have been put off due to lack of easy access and frequent transport links
- Secondly the department moved over to a 7-Day Rota. This has also put permanent staff off from staying in the department for the longer term due to being expected to work at the weekends
- Thirdly the Trust have implemented a Direct Engagement payment model for all locum workers which again we were fed back that it felt like other suppliers proactively tried to steer their workers away from this. Therefore, when the department manager approached us, they predominantly needed Band 6 candidates who would be able to work at Band 6 capped rates, on a 7-day Rota, and to show commitment to a long-term contract and to engage as many workers as possible via their Direct Engagement model

Bearing all this in mind we immediately assigned a small project team of highly experienced recruitment consultants to undertake the implementation of the service. We met with the Trust regularly to establish the type of AHP/HSS that would be required, the volumes needed and, as importantly, the personalities of the workers that would fit in with the culture of the Trust.

This phase helped us to get to know the environment, the individuals involved in procuring the day-to-day services, the administrative processes as well as the compliance and on-boarding arrangements.

This phase also helped us establish the notice we would get when staff were needed and the levels of support that the Trust wished us to give to the worker while on shift – light touch. Given our understanding of the types of AHP / HSS staff required and the locations, we were able to start pipelining suitable workers in readiness for demand.

In delivering the service we monitor, tune, and record the following KPI's:

- ✓ CVs sent – the number of CVs sent against each vacancy and against our internal SLA making sure this remains satisfactory on a weekly basis
- ✓ Fill rate – the number of placements made and against a target within our SLA
- ✓ NHS Employers Check Standards – making sure that our on-boarding process is always satisfactory, and non-compliance is eliminated
- ✓ Rate Card has been adhered to in all cases
- ✓ Accuracy of our payments to the worker which exceeds 98% across all our workers
- ✓ End of assignment reviews where we consider the success of the work and the professionalism and capability of the worker



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These KPI's are monitored both daily and weekly and all the data is kept on our database system so that it is easily reviewed and any failure to meet the KPI is addressed dynamically and immediately by senior management.

IMC has been supplying nurses and AHP / HSS workers to the NHS and private medical centres for several years and we have a tried and trusted process to ensure that control and accuracy is achieved within our invoicing process.

We have been on the CPP and HTE Frameworks for several years with highly satisfactory performance in this area.

Our procedures cover the time recording, authorisation, and billing processes. We have passed several audits in this area over the years – supporting our contention that we are achieving best practise and have proven to be sufficiently robust to pass several external audits.

Using systems to support our invoicing and payments process - RDB CRM - we ensure that:

- ✓ All contract details and charge and pay rates are entered on our RDB CRM system. All of our recruiters use the system at all times to manage the delivery of the services and thus are prompted and guided by RDB to make sure that the right rates are quoted
- ✓ Timesheets are generated automatically by RDB for the period worked, and the worker is able to enter the hours onto it via a Portal or and they send them to a central mailbox for our payroll staff to process
- ✓ Invoices are raised and imported into our back-office Accounts system, Sage
- ✓ A monthly reconciliation is carried out within our management accounts and any errors are flagged up

We have been able to provide the Trust with a large initial saving by working within the monitor capped rates. We have also been able to further assist the Trust in another substantial cost saving due to most workers adopting the Trust's preferred candidate payment and booking engagement model which in this case is via Direct Engagement to provide the cost saving in relation to VAT from the Trust's side.

Furthermore, our efficiency in sourcing quality candidates quickly and continuously means they have been able to run their 7-day service efficiently and effectively.

As an example, we still currently have 5 full time 5-7 day a week locums contracted at the Trust working in the very much in demand areas of Radiography / Sonography. Given our adherence to Framework rates and finding local workers whose rates are less because of less travel costs and the other areas outlined above, we have calculated that savings delivered are of the order of £48,750.00