



IMC LOCUMS
LIMITED

CASE STUDY

**NORFOLK & NORWICH UNIVERSITY
HOSPITAL NHS TRUST**



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Annual Contract Value: £907,813





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NNUH was the first new NHS teaching hospital built in England for more than 30 years and the hospital trust is a joint venture partner with the University of East Anglia.

The hospital is a teaching centre for nurses (adult and children's), midwives, doctors, therapists, and operating department practitioners. It hosts the Norwich GP specialist training scheme. NNUH is an NHS trust of 1,200 bed teaching hospital, 8000 care staff they serve a population of nearly 1 million.

IMC 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 nurses 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 resulted in us being able to implement a service level agreement within IMC's delivery team to the Trust which meant that they were able to "hit the ground running" as we commenced that supply of the nurses required. This phase also helped us establish the notice we would get when nurses 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 nurses 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

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.



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IMC has been supplying nurses and AHP 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 - Eclipse CRM - we ensure that:

- ✓ All Contract details and charge and pay rates are entered on our Eclipse CRM system. All our recruiters always use the system to manage the delivery of the services and thus are prompted and guided by Eclipse to make sure that the right rates are quoted
- ✓ Timesheets are generated automatically by Eclipse for the period worked, and the worker can enter the hours onto it via a Portal or and they send them to a central mailbox for our payroll staff to process
- ✓ The system generates a detailed timesheet report. Any exceptions are considered by supervisors/managers and referred to the delivery team and referred to the Trust as necessary
- ✓ 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

All these processes have made sure that our invoicing accuracy exceeds conforms to the contract itself and the rates and commercial terms within it. Given the location there will always be challenges to find the right workers and we don't think of this as a barrier as much as business as usual. The pre-contract process helped us achieve high levels of response and service delivery from the start of the contract.

In terms of successes, we have been able to help the Trust reduce their escalated spend via framework agencies and help eliminate off framework spend by attracting staff from local regions due to the geographical positioning of the Trust being challenging at the Band 5 and Band 6 monitor capped rates. We have been able to pay agency staff competitive rates at lower margins and at the same time also deliver great patient care with reliable and highly skilled candidates.

Given our adherence to Framework rates and finding local workers whose rates are less because of less travel costs we have calculated that savings delivered are of the order of £254,000.