



# Customer Success Story

## Sandwell and West Birmingham Hospitals NHS Trust

Sandwell and West Birmingham take control of e-rostering to reduce their Bank and Agency run rate, worth £12M p.a. - and show impressive care quality improvements.

January 2018



Innovation of the Year Awards 2018 | Winner  
"Excellence in e-Rostering"  
Workforce Transformation Programme

**oceansblue**  
instant intelligence

## About the Trust

Sandwell and West Birmingham Hospitals NHS Trust has a vision to become the best integrated care organisation in the NHS.



Midland Metropolitan Hospital Image source: www.swbh.nhs.uk

Underlining the Trust's ambition will be the completion of its new hospital, the Midland Met.

With over 7,200 staff and an annual budget of £430M, the Trust cares for over 530,000 people.

## Project Goals

Sandwell and West Birmingham Hospitals NHS Trust were keen to get to grips with e-rostering and fully exploit the benefits of this technology, in accordance with Carter recommendations. But knowing where to start and what steps to take was a challenge.

The over-arching goals were to stabilise the pay bill, reduce agency spend and assure the board of e-rostering quality and effectiveness.

After a competitive tendering process, the Trust turned to independent NHS data specialists Oceansblue, who were awarded a 2 year initial contract to supply an all-inclusive software and services package to supply data warehousing, insight and Robotic Process Automation.

“ We work in partnership with Trusts to support the delivery of their transformational goals. The willingness of Sandwell and West Birmingham Hospitals NHS Trust to wholly commit to the project has been impressive - six months into the project the results have been extremely pleasing. ”

**Keith Elkin**  
Director, Oceansblue

## Headline Benefits

The project has delivered the benefits expected from the initial audit and modelling work, in line with planned timescales.



Bank and Agency **spend reduced by 25%**, valued at £12M p.a.

Substantive **contract hours owed down by over 90%**

Proportional use of **temporary staff use reduced by 16%**

RN **shortages on shifts cut by over 50%**



Trust **pay bill stabilised**

At the same time there were clear improvements in working practices – the reduction in agency spend was absolutely not at the expense of reduced care quality.



Quality care **staffing compliance up 30%**

**90% improvement in roster sign off notice period, with an extension from 21 to 40 days**

**Temporary staff cover request notice period extended by 89% from 9 to 17 days**

As the project matures, these benefits are expected to increase in value, as sustainable trends develop.

**February  
2018  
update**

Bank and Agency costs continue to reduce steadily, even during the Winter weeks of the year.

## A proven, structured transformation programme for every Trust and Health Board

### Know where to focus with Barnacles

Aiming to achieve “excellence in e-rostering”, the Trust needed to understand where they were strong and where to focus attention.

To do this, Oceansblue ran their **Barnacles** Deep Audit and Data Quality programme. Developed in collaboration with Oceansblue’s Trusts and partners over the last 10 years, this mines Trust datasets and returns insight on 20 key areas for improvement, costed and ranked.

This helped the Trust create a ward-by-ward targeted and prioritised transformation plan and frame itself against other similar Trusts.

To satisfy regulators and internal audit, **Barnacles** also pointed Wards to data quality issues, to ensure that improvement valuation - and decisioning by the Trust’s executive body - were based on reliable insight.

### Establishing the best metrics to drive transformation

Once a baselined picture was established in terms of the Trust’s spend, compliance and staffing practices, Oceansblue worked with the Trust to isolate those metrics with the greatest transformational leverage.

Oceansblue stressed the importance of focussing on core metrics with consequence where firm management correlates to improved outcomes, rather than trying to capture and change everything at once.

Sandwell and West Birmingham Hospitals NHS Trust developed a set of core metrics where full compliance equated to excellence in e-rostering.

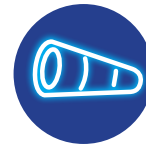
These included planned roster costs against budgets, annual leave, owed hours, roster staffing balance, early notification to the Bank of shortages and notice for roster approvals. All wards were scored and ranked against these metrics weekly.



**Barnacles Data Audit** – an audit and data quality assurance dashboard, including safe staffing and compliance visualisations.



**Periscope Cloud Warehouse** – rapidly deployable cloud warehouse holding NHS corporate data providing “all in one” place executive reporting and enabling robotic process automation.



**Sentinel Automation** – robotic processes to automate repetitive, granular tasks and free staff to be more creative. Includes the scheduled creation of custom reports and alerts.



**Professional Services** – full service Project Management and transformational consultancy.

## A proven, structured transformation programme for every Trust and Health Board

### Rapid deployment of a cloud data warehouse with Periscope

To support the Trusts audit and reporting requirements, a continuously updated cloud data warehouse was configured. **Periscope's** cloud-based architecture meant that it didn't place a burden on the Trust's IT department, and was in production inside 2 weeks from date of order.

With **Periscope** in place, executive reporting in the Trust was standardised and automated. The data model was able to support ad-hoc questioning, custom reports, financial modelling and research projects too.

“  
*The key benefit of the new insight we're receiving from Oceansblue is the level of control it gives us. We can focus on areas that need support to improve our Bank and Agency planning. We're also able to see metrics we couldn't see before, presented 'our way'— and because reports and alerts are automatically generated and distributed, it's a real time-saver for our reporting team!*  
”

**Vaneesha Rai**  
Development Manager  
Trust Bank Services

“  
*We wanted to look forwards to find ways to improve our rosters, not just trawl over historic data. We're changing our future rosters now, so that they're strong when we come to use them*  
”

**Lesley Barnett**  
Deputy Director  
Human Resources

### “Ward to Board” alerting and reporting with Sentinel

Sitting on top of the **Periscope** data warehouse, Oceansblue's **Sentinel** automation solution now distributed alerts and reports, and the appropriate level of detail to the right staff. Instead of overwhelming staff – “big data” was broken down into personalised “small data” and presented simply in the Trust's own style to staff, increasing the likelihood of action and informing better decisions.

All roles in the Trust were able to share the same accurate information, in board reports, bed meetings and roster clinics - a “single version of the truth”.

Both in the central e-rostering team and out on the wards, the automation of previously manual and intensive processes freed staff to spend time improving planning, supporting ward staff or as clinical shifts.

Meanwhile, the Wards were sent structured guidance to disrupt weaker roster plans, with an automated forensic breakdown of their rosters, showing avoidable costs and ways to improve their plans before they were worked. And these snapshots were taken throughout the lifecycle of rosters – not just at roster approval.

## A proven, structured transformation programme for every Trust and Health Board

### On the ground support for Wards, Matrons and DONs

Oceansblue worked hands on with the Trust's ward and transformational steering teams to ensure that the planned changes were well supported.

Their **Professional Services** team was embedded in the Trust, helping Wards with training and cultural rebasing, as well as listening to staff ideas and issues.

In particular, Oceansblue advocated the use of **Roster Clinics** – a powerful and cost-effective way to ensure that staff were engaged and supported, all in the context of a robust compliance-focused forum.

During punchy fifteen-minute meetings, a checklist script was followed to ensure the right metrics were discussed each time, whilst the rostering data was reviewed on screen, providing interactive drill down into core metrics, tolerances and audit trails.

Out of tolerance metrics in future roster plans were picked up on the spot, with failed plans referred for remedial work.

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*For us, it's about compliance management. Sentinel delivers guidance to the wards, DONs and execs so it's on a plate. We use clinics as the forum to ensure the guidance is actioned.*

”

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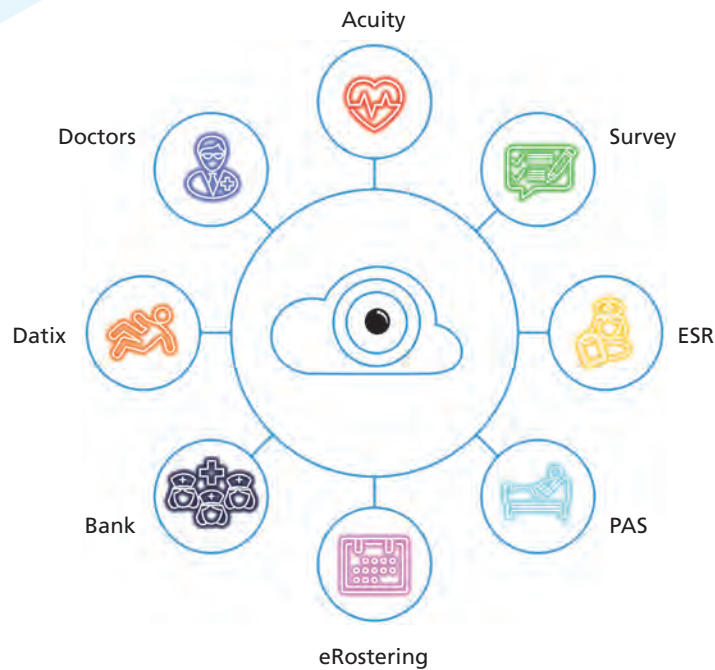
*With Oceansblue's Sentinel alerts, the wards and Matrons have a clear picture of their rosters in advance of clinics, with notice enough for the wards to make improvements. In the clinics themselves, we're aiming for no surprises.*

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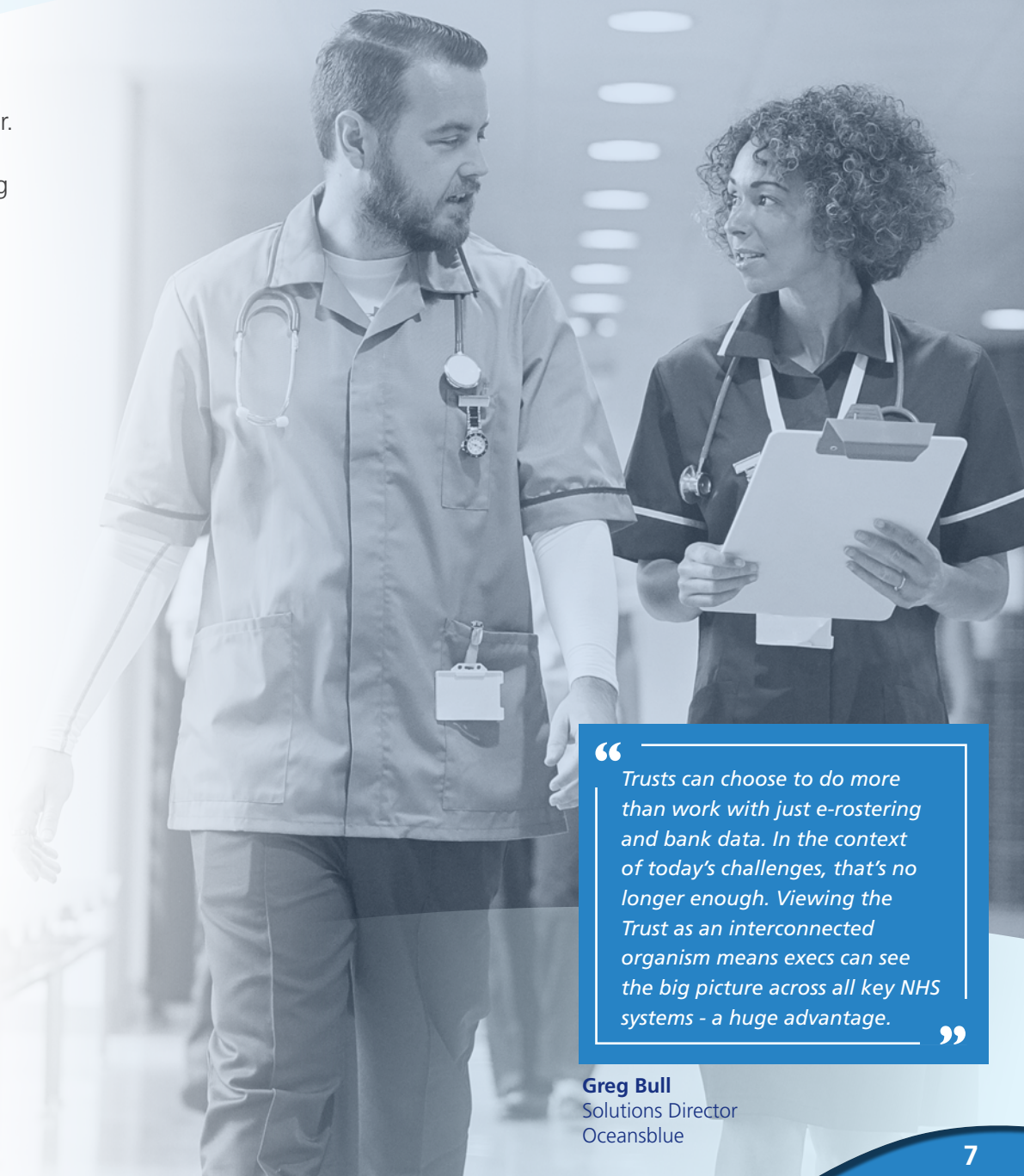
**Lesley Barnett**  
Deputy Director  
Human Resources

## The Periscope Model

Uniquely, Periscope links workforce, care quality and patient data together. In the case of Sandwell and West Birmingham Hospitals NHS Trust, the initial data feeds consist of e-Rostering, Bank, Agency, ESR and supporting HR data such as budgets and funded establishments. Later, PAS, Care Quality and Doctors' Rostering may be included.



**Periscope** intelligently connects data from different systems to deliver “all-in-one” reporting for executives and enables “hot-topic” Robotic Process Automation (RPA) solutions.



“ Trusts can choose to do more than work with just e-rostering and bank data. In the context of today’s challenges, that’s no longer enough. Viewing the Trust as an interconnected organism means execs can see the big picture across all key NHS systems - a huge advantage. ”

**Greg Bull**  
Solutions Director  
Oceansblue

## Project Success Summary

Sandwell and West Birmingham Hospitals NHS Trust and Oceansblue are proving to be an outstandingly effective partnership, with project goals exceeded, sixty one locations involved in the programme and the remainder of Trust units scheduled for inclusion.



**Delivered on time**



**100% Goals met**



**61 locations to date**

Looking forward, there are exciting plans ahead to integrate new robotic processes to form the Trust's new "digital workforce" and to create mobile command and control visualisations for staffing and in the bank office.





## About Oceansblue

Oceansblue are independent specialists, working exclusively with the NHS with the capability to support transformation initiatives covering the major e-rostering, patient management and HR systems.

They offer a fresh and effective approach to help Trusts maximise the benefits of their investment in e-rostering and to simplify and standardise corporate reporting.

In every aspect of their work Oceansblue recognise that it is the staff that make the difference. So, providing staff with just the right amount of actionable insight in the simplest possible way and reducing their administration burden is essential.

## Enquires and Contact Information

### Want to try something a little different?

Contact Oceansblue to discuss how we can support your Trust to achieve savings and improve compliance.

For more information on the success of Roster Clinics across Trusts please request a copy of our report: **Roster Clinics: Two of our award-winning Trusts share their perspectives on the most powerful and cost-effective way to achieve excellence in e-rostering.**



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