

Basildon and Thurrock University Hospitals

NHS Foundation Trust

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SMART streamlines processes and reduce costs

Integrated e-Rostering, Time & Attendance and eExpenses solution saves Basildon and Thurrock University Hospitals NHS Foundation Trust £500,000 per year

Basildon and Thurrock University Hospitals NHS Foundation Trust serves the 400,000 population of Basildon and Thurrock in south west Essex as well as residents living in the neighbouring districts of Billericay and Brentwood and Castle Point. Among the various acute hospitals within the Trust is the Essex Cardiothoracic Centre based at Basildon University Hospital which boasts the latest equipment and technology and is one of the most modern centres of its kind in the country.

Every year, the Foundation Trust treats 63,000 inpatients, 270,000 outpatients and attends over 90,000 A&E patients. Local people, patients and staff can become members and have a say in the healthcare services provided. The organisation aims to offer high quality, effective and efficient patient care. In an effort to remain the hospital of choice for local people, Basildon and Thurrock University Hospitals NHS Foundation Trust has recently focused on streamlining processes that save time and money and release valuable resources back to patient care.

Central to this efficiency drive has been the implementation of an integrated e-Rostering, Time & Attendance and eExpenses solution from SMART. Over 1,800 clinical staff including 1,500 nurses

use the web-based workforce management system which has already generated total savings of nearly £500,000 in one year.

Ian Child, Financial Controller at Basildon and Thurrock University Hospitals NHS Foundation Trust commented, *"The benefits of automated e-Rostering are clear to our nurses. They value the SMART system for its simplicity, openness and fairness. Most significantly, staff turnover is down. There are fewer payroll errors and our highly talented clinicians are free to dedicate the majority of their precious time to delivering the best possible care to patients in the region."*

The Challenge

Before SMART, Basildon and Thurrock University Hospitals NHS Foundation Trust relied entirely on manual processes to record staff time, administer shifts and expense claims. This approach was not only labour intensive but it was prone to errors. At the same time, the Foundation Trust faced the same challenges as most NHS organisations to reduce costs. The search was on for an electronic solution that could better utilise the existing workforce, make payroll processes more efficient and support compliance with legal requirements such as the European Working Time (EWT) directive.



Fast Facts

- All staff to be covered by SMART e-Rostering Workforce Management solutions by July 2012
- 1,800 clinical staff including 1,500 nurses are already reaping the benefits of e-Rostering
- SMART has helped generate cost savings of nearly £500,000 in one year
- Number of rosters down from 300 to 80
- More efficient payroll administration
- Demonstrable compliance with European Working Time (EWT) directive
- Sickness and absence rates down
- Expenses claims down
- Improved staff morale and lower staff turnover

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Ian Child, Financial Controller at Basildon and Thurrock University Hospitals NHS Foundation Trust

The Solution

After conducting a thorough review of the marketplace, Basildon and Thurrock University Hospitals NHS Foundation Trust selected SMART for the fully integrated aspect of the software that successfully combined e-Rostering and Time & Attendance functionality within one easy-to-use package. In just the same way that Ian's team had chosen Software Europe's eExpenses also supplied by SMART to monitor and manage employee expenses, both solutions link directly into the central Electronic Staff Record (ESR) system and deliver similar benefits in terms of consistent and improved processes, compliance with internal and external policies and ultimately time and cost savings.

Over 1,500 nurses now clock into work using biometric hand readers, their attendance times feeding directly into SMART and the central payroll system to ensure accurate, up-to-date information at all times. Managers and staff alike now have the ability to record annual leave, a real bonus in an organisation that constantly changes and where shift patterns are often complicated.

Benefits

Since deploying SMART, Basildon and Thurrock University Hospitals NHS Foundation Trust has noticed significant improvements in efficiency and the level of cost savings already justifies the organisation's original return on investment in the new technology.

Tangible cost savings – the implementation of SMART supports the business case for introducing automated e-Rostering, namely annual savings of:

- £100,000 in payroll administration time based on 1,500 nurses and 4 full-time equivalents (FTEs)
- £23,000 as a result of staff now working the correct hours
- £18,000 by paying staff the correct rates
- £150,000 by reducing bank and agency spend

Automation – the move away from manual processes has rationalised rosters. The Foundation Trust has managed to reduce the number of rosters from 300 to around 80 in just one year.

Compliance – Accurate recording of time and attendance within the SMART system ensures that nurses work the hours they are



legally obliged to as set out by EWT legislation and that they are paid for the hours they actually work. Also, expense claims across the trust have dropped due to compliance with trust policy.

Management Information – The accuracy of data within the SMART system enables managers to monitor staff activities more closely and more effectively. As a result, sickness and absence rates have been reduced due to the transparency of information and fairness of the 'one system, one process' approach for everyone.

In addition, the continual, automatic gathering and storage of data means that investigation into issues and potential problems is swift and painless. For example, should a query exist over an individual's attendance record, managers can view historic and current records at a glance by scrolling through the pages on the e-Rostering system rather than manually sort through hundreds of paper files.

Improved employee morale – The simplicity of the SMART system has been welcomed by staff who are now properly remunerated and have more time to dedicate to their profession. This has boosted morale and helped to reduce staff turnover, ultimately saving money on recruitment.

Ian Child concludes, "So successful has the initial roll-out of SMART been that we plan to extend the system to the rest of the organisation, everyone from administrators, directors, caterers and porters by July 2012. We have an aggressive timeframe but, thanks to SMART, we are confident we have the right support, skills and technology to contribute strategically to the Trust's overall goals and maintain our position as the healthcare provider of choice for people in Essex and beyond."

SMART

t: +44 (0)1438 822 222
f: +44 (0)1438 822 240
e: info@smart-workforce.com
w: smart-rostering.co.uk

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