

# Harrogate & District NHS Foundation Trust

Saves time and reduces costs with Workforce Management solutions from SMART.



*Harrogate and District NHS Foundation Trust rolls out SMART Workforce Management solution from Kronos across hospitals and community services.*

Harrogate and District NHS Foundation Trust is an integrated care (acute and community services) NHS foundation trust. The community based services include many different areas covering specialist and older people services, minor injury units and walk-ins, prison healthcare, dental services and GP out of hours services – a total population catchment of over 800,000.

The Trust has recently implemented SMART Workforce Management solutions from Kronos – to manage staff rosters and to improve efficiencies of recording and managing staff time and to administer shifts. The system has been successfully rolled out across all Trust departments, both clinical and non-clinical, for 136 rosters covering 2500 staff. It is also being introduced across the 1000 Community Services staff. As a result the Trust has seen improved rosters that meet flexible working requirements of staff while providing the correct skill mix for patient care, as well as improved staff sickness and holiday records for managers.

## The Challenge

Prior to implementing the SMART solution, the Trust used a variety of legacy systems to produce and manage staff rosters, including an incumbent electronic system, Excel spreadsheets, paper rosters and timesheets. The Trust wanted to reduce the time spent by managers on non-clinical commitments, store rostering data centrally and provide visibility of staff shortfalls, and redeploy staff between departments to reduce agency costs.

The Trust also wanted to automate payroll processes to reduce errors and support working legislation, particularly for the community services. Lone workers are based across large geographical areas and timesheets needed to be signed off by managers in different locations, often creating a delay in processing pay as well as resolving queries and errors.

“SMART’s eRostering matched our needs exactly. It gives us easier visibility to the rostering information and one place for all our data. We have rolled it out across the Trust so that managers are now confident that we can have the right skill mixes working on shifts at the right times.”

Simon Round, Workforce Systems Manager,  
Harrogate and District NHS Foundation Trust

## Tangible Cost Savings

- Comparisons of one ward showed a reduction of overspend of £7,424 to £476 in one month.
- Reduction of two full time staff equivalent time to process payroll.
- Increased roster fill rates for a single medical ward from 90% to 96.43% in one year.

## Benefits

- Allows workforce management for all staff groups
- The step by step approach generates staff rosters in minutes
- Provides complete rostering and time attendance to ESR
- Contributes to *Flexible Working* arrangements
- Provides fairness and transparency to both staff and managers
- Real time updating across the entire application
- Trust-wide functionality
- Powerful dashboard style analytics
- Head room analysis and roster policy management
- User defined roster rules and fill methods

## The Solution

Since implementing SMART Workforce Management all information regarding shifts worked, sickness episodes, enhancements or overtime shifts is now electronically loaded into the payroll system at the end of each month, reducing both errors and saving time.

For the managers working in the community services, it has meant they have an immediate overview of staff hours worked, sickness cover and leave. The automated time sheets provide a better picture of the service delivery for the matrons overseeing teams across as many as 12 different areas, without having to contact each individual manager.

## Benefits

Harrogate and District NHS Foundation Trust has benefited from more efficient roster planning, with quality benefits of the rosters meeting the staff working requirements and delivering the right skill mixes. Community Services now have up to date time sheets in a central system with faster, more accurate payment for staff.

**Automation** – Removing manual processes for timesheets and payroll has reduced errors and ensured accurate payment.

**Management Information** – One central database with rostering data provides the Trust with improved data for analysis and real time data for electronic staff records.

Managers in Community Services have an accurate overview of staffing and lone worker hours across clinics, prisons and outreach units across a wide geographical area.

## Fast Facts

- 2500 staff across the Trust benefiting from eRostering
- Rolled out to a further 1000 Community Services staff based across Yorkshire and Humber
- More efficient payroll administration
- Savings through accurately planned rosters and reduction of agency staff
- Improved management information for managers and matrons across Trust departments, wards and widespread community services

Liz Pugh, HR Manager at Harrogate and District NHS Foundation Trust; *“Staff working in the Community Services have embraced the new Kronos system. Many of them are used to adopting new technologies, often relying on them when working remotely and have quickly appreciated the benefits of having timesheets approved without relying on the post, as well as more accurate payslips.”*

*“As well as the benefits we have realised trust-wide, our managers have really seen the benefits with improved information that they can easily access, including sickness and holiday data. It’s easy to use and gives us a one-stop-shop for information.”*



SMART is a workforce management solution widely used by the UK’s NHS across England, Scotland, Wales, and Northern Ireland. SMART enables NHS and other health organisations to meet their patient quality care objectives, including the Quality, Innovation, Productivity, and Prevention (QIPP) agenda in England, by optimising staff and ensuring that quality patient care is delivered as efficiently as possible. To learn more about the SMART solution, visit [www.smart-rostering.co.uk](http://www.smart-rostering.co.uk).

Kronos acquired SMART in April 2012.

## About Kronos Incorporated

Kronos is the global leader in delivering workforce management solutions in the cloud. Tens of thousands of organizations in more than 100 countries – including more than half of the Fortune 1000® – use Kronos to control labor costs, minimise compliance risk, and improve workforce productivity. Learn more about Kronos industry-specific time and attendance, scheduling, absence management, HR and payroll, hiring, and labor analytics applications at [www.kronos.com](http://www.kronos.com)

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