



Bupa in the UK comprises five businesses:

- Bupa Health Funding
- Bupa Health Clinics
- Bupa Care Services UK
- Bupa Home Healthcare
- Bupa Cromwell Hospital

Bupa Cromwell Hospital is situated in the Royal Borough of Kensington and Chelsea. It is a 128 bed hospital with particular specialties in cancer, cardiac, paediatrics and complex surgery.

The hospital has 650 permanent members of staff: approximately 270 nurses and 140 other clinical staff (radiographers, pharmacists, physiotherapists etc) and approximately 240 admin support staff. Common to all hospitals, there is an on-going need to align the number of staff with daily clinical requirements. Patient numbers can fluctuate and staff absences, through training attendance, annual leave or illness, have to be covered. The constant challenge is to meet staffing needs at peak periods in the most effective and cost efficient way.

Four years ago the hospital relied solely on agency staff to meet demand at short notice which was not ideal on several grounds. Agency staff are expensive and not the most effective way of covering staff shortages for various reasons - they are not familiar with the specific ways in which the hospital operates, and it is not possible to fully orientate them due to the time available, which can impact quality of service for patients and frustration for permanent staff.

As a result, Bupa Cromwell Hospital decided to set up a 'Bank' - a pool of specially selected clinical personnel who work regularly at the hospital and can be called on as needed. Some are ex-permanent employees who now want to work fewer or less regular hours; others are attracted by the flexibility offered. They are all experienced, trained by the hospital, and familiar with its systems, culture and people.

Company Name: Bupa

Point of contact:

Amanda Owen
+44 20 7656 2000

Business Benefits Realised:

Better alignment with demand, cost efficiency, improving quality of service, attracting and retaining high quality talent pool

Business Metrics demonstrating value:

Savings on agency fees. Better customer service levels.



This has proved to be a real win/win for hospital, its patients and staff.

- For the hospital, the percentage of revenue spent on agency staff has decreased by 25% over the past four years.
- For patients, the bank staff's knowledge and familiarity with the hospital results in a higher quality of care. Patient satisfaction on this has increased significantly in the past four years
- For permanent staff, there are benefits from being supported by efficient and effective bank staff who know the consultants and the hospital. Some also bring knowledge gained in specialist teaching hospitals
- For bank staff, flexible working enables them to retain their skills and a close connection with the hospital, while accommodating other lifestyle needs.

Recruiting a quality pool of specially selected and trained bank staff has enabled us to reduce costs whilst providing patients with a better service. The flexibility we offer helps to attract high-quality staff, and it specifically allows us to retain experienced hospital employees for whom a permanent role is no longer practical.

Angela Clark-Rossi
People Director, Bupa Cromwell Hospital

**A Bupa Cromwell Hospital
'Bank' pharmacist**

I feel incredibly lucky that my manager accommodates flexible working. I do believe that my working arrangement has played a very large part in enabling me to continue my career progression, whilst also maintaining my childcare arrangements. I feel much loyalty to the Bupa Cromwell Hospital, that my contribution is valued and that my employer is as flexible as is practical.

Today, the 'Bank' has more than 230 people on its books and is a success story of where agile working has brought significant business benefits.