



How flexible working as a career choice can support recruitment, retention and wellbeing

Mike Ruddle

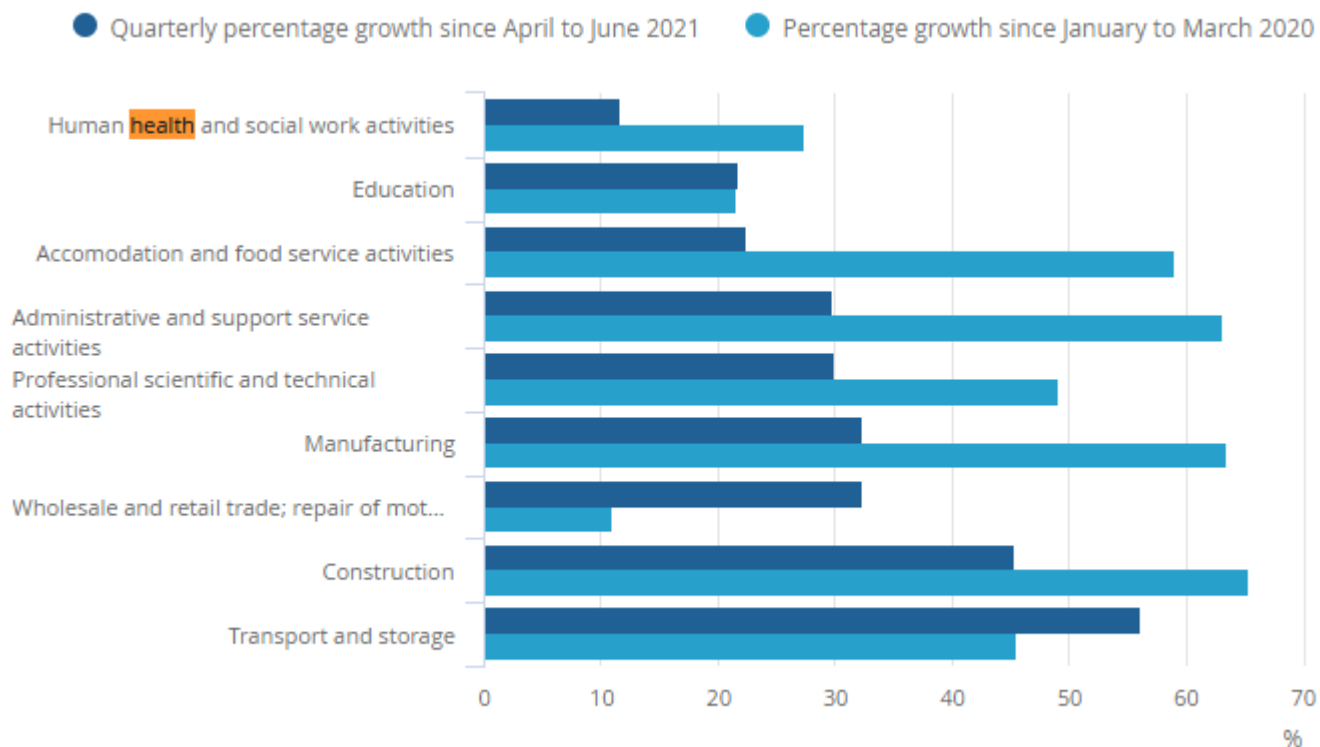
Chief Commercial Officer, NHS Professionals

“ To become a modern and model employer, we must build on the flexible working changes that are emerging through COVID-19. This is crucial for retaining the talent that we have across the NHS. ”

NHS People Plan, June 2021

Recruitment Context: We're not alone

"The recovery is testing the capacity of the economy to adjust to a new post-pandemic environment, a task made more difficult by the reduced availability of overseas workers"



- **UK unemployment rate estimated at 4.5%** (up from 4% pre pandemic)
- Number of employees **on payroll at record levels** – 29.2million (Sept 2021)
- **Vacancies also at record levels** (1.2m in Sept 2021)

Playing our part in the pandemic

Stepping up in times of need



Rapid Response & Nightingales

- Designed & implemented in 7 days
- 60,000 new workers attracted to NHSP, a net increase of 46% to our bank size
- Supported 52 new Trusts, filling 3,000 shifts



Test & Trace

- Designed and stood up a new campaign which successfully recruited 10,000 clinical contact tracers in 22 days
- 50,000+ expressions of interest
- Collaborative working across multiple partners



National Vaccination

- Designed in partnership with NHSE/I, an end-to-end campaign from attraction to online training & compliance checks.
- Over 200,000 expressions of interest received
- Successful delivery of 20,000 registered and non-registered vaccinators

Insight – Post Pandemic Research

We surveyed our pandemic workforce to understand their feelings and aspirations for the future. We found that:

75%

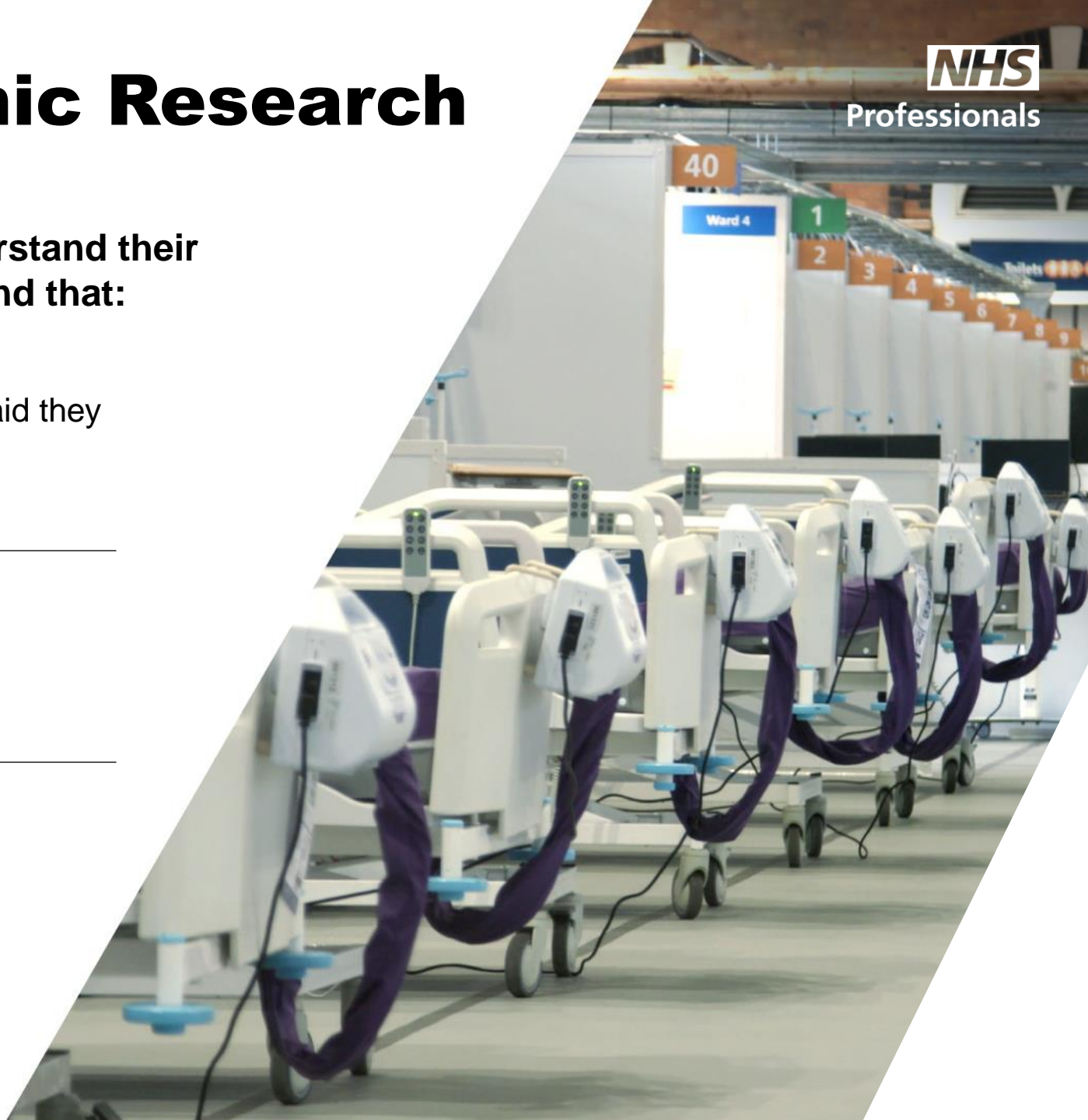
Of our pandemic workforce said they would be interested in staying registered with NHSP

52%

Were interested in exploring 'a Reservist' option

51%

Were interested in a substantive role



Key learning points

- ✓ **Everybody wants to help the NHS:**
Motivation is high to “stay and save lives”
- ✓ **Careers and systems for the long term:**
Having a people first approach is essential
- ✓ **Collaborate to Innovate:** Building smart recruitment pathways for people and attracting talent through technology across the NHS
- ✓ **Attracting International:** A new, diverse and motivated workforce – maintain the momentum!



75%
want to stay in the NHS*

*NHSP Pandemic Workforce Survey

Education and training - at the heart of staff retention

Education and training supports staff development and retention in the workplace by:

- Providing greater job satisfaction
- Lowering staff turnover and vacancy rates
- Improving patient satisfaction and higher quality of care
- Creating a better culture and leadership which has a positive impact on care
- Increasing staff engagement – teams feel valued and supported

Employee engagement and NHS performance
Michael A West
Lancaster University

Jeremy I
University of

Research Article

The retention effect of training: Portability, visibility, and credibility¹
Daniel Dietz & Thomas Zwick
Received 24 Sep 2019, Accepted 22 Jan 2020, Published online: 10 Apr 2020

Download citation | <https://doi.org/10.1080/09585192.2020.1737835> | Check for updates

Full Article | Figures & data | References | Citations | Metrics

Abstract

This paper analyses the effect of training participation on employees' retention in a planned training event. On the basis of the human capital and monopsony theories and credibility of training on employee retention is jointly calculated. We use an employer-employee panel data set with detailed survey information on the administrative labour market information of 4318 employees working in 14 establishments. In multivariate panel regressions including internal instruments we compare the same employer between training participants and employees who were not in a planned training event. The high portability of training contents and training certificates reduce the retention effect of training independently. If training content is reported credibly, that is, it is provided and certified by the employer, the total effect of portable, visible, and credible training on retention is still positive. This implies that employers can reap a double dividend of higher productivity and staff retention from portable, visible, and credible training.

Faculty of Medical Leadership and Management | Center for Creative Leadership | The Kings Fund

Leadership and Leadership Development in Health Care: The Evidence Base

Flexibility in the ICS era

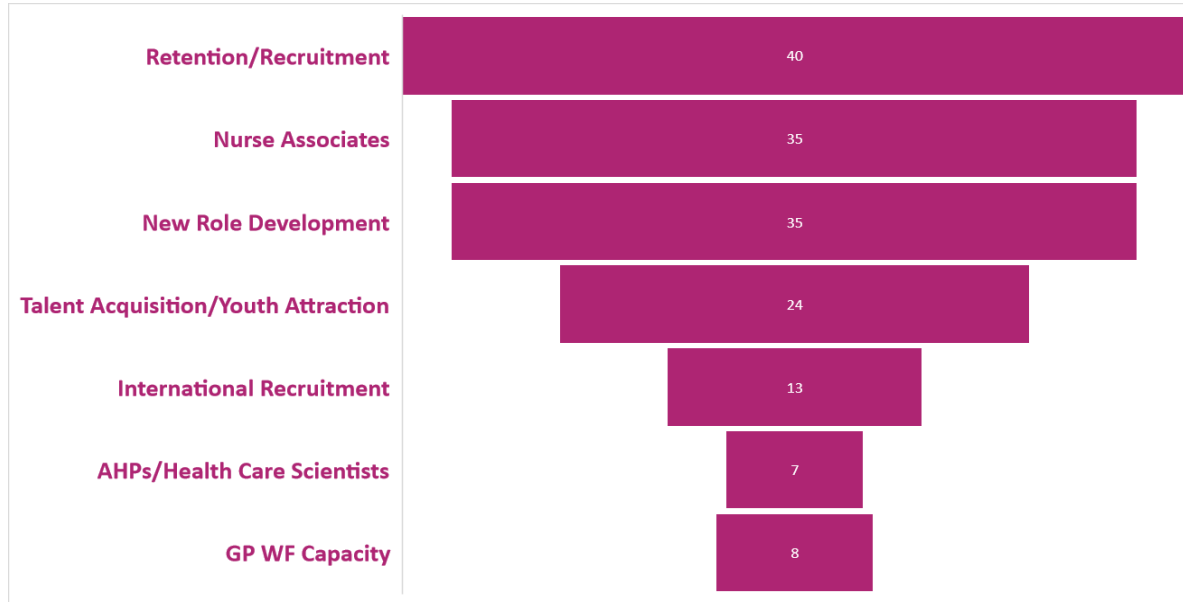
“ Leading system implementation of the People Plan by aligning partners across each ICS to develop and support the ‘one workforce’, including through closer collaboration across the health and care sector, and with local government, the voluntary and community sector and volunteers. ”

Integrated Care Systems: design framework, June 2021

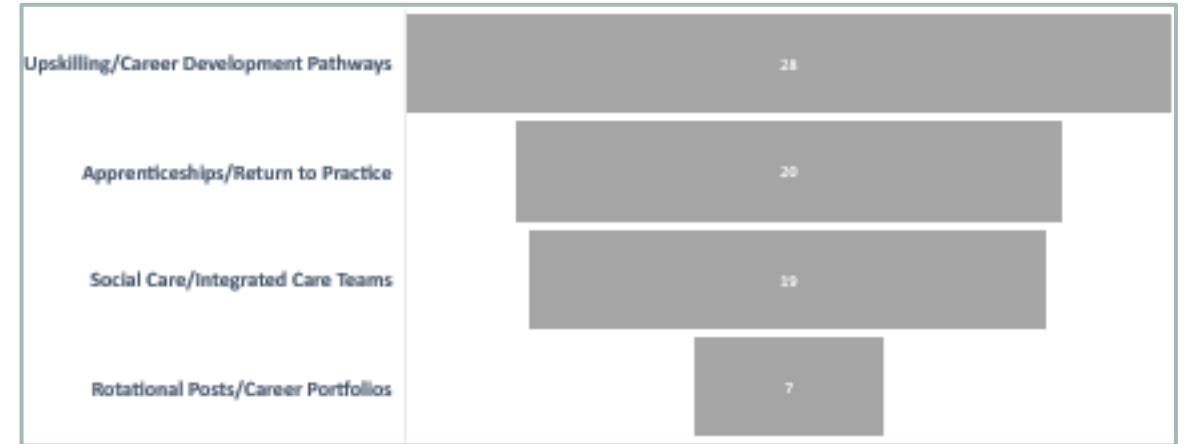
ICS workforce challenge themes

An initial view from across the ICS community

Recruitment & Attraction



Training & Development



Deployment



ICS – Specific Workforce Related Workstreams

Digital
HR/Recruitment
Services

Health & Wellbeing
of Workers

Enabling
Leadership

Workforce
Planning

One Workforce
Recruitment &
Retention

Collaborative
Working

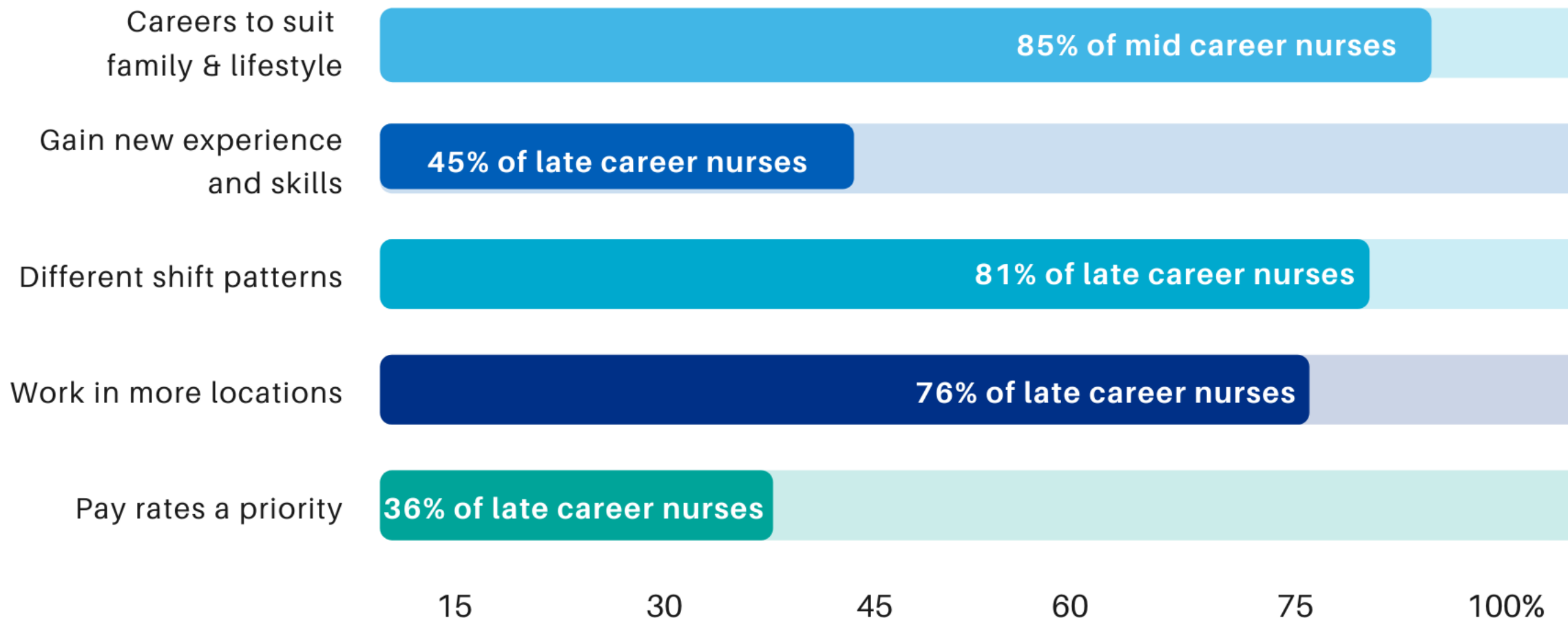
New Pathways

Promoting Social
& Economic
Growth

Enabling Diversity
& Inclusion



Understanding flexible worker needs



*NHSP FLEXIBLE NURSES PERSONAS RESEARCH

Insight: What flexible workers want

1. Be kind

A culture of compassion and inclusivity should be all embracing and wrap around the NHS'S flexible workforce, on which the service is absolutely dependent.

2. Flex to meet the flux

Flexible workers generally work flexibly for a specific reason and the system must flex more to their needs so we can attract and retain the very best talent, as well as their goodwill.

3. A safe pair of hands

A commitment to safe inductions, ongoing skills training and greater predictability for flexible workers to promote a sense of belonging, and continuity of safe care for patients.

4. Do sweat the small stuff

Where to park, what to wear, a warm welcome, and simply saying thank you. Our research tells us not to underestimate just how much these things matter.

5. Think ahead

An openness to partnership working. Organisations like NHSP have many years' experience of long-term planning, as well as operational delivery.



Championing our flexible workforce

- ✓ **Understanding needs, Improving access**
Right role, right time
- ✓ **Long Term Opportunities**
Flexible working is a career of choice
- ✓ **Health and Wellbeing**
Alleviate stress, avoid burn out,
increase adaptability
- ✓ **Collaborate to Innovate**
Designing systems for flexible careers
through partnership



75%
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*NHSP Pandemic Workforce Survey



Flexible working is about more than just retention. It can unlock new opportunities and contribute to people's mental health, wellbeing and engagement with their role.



NHS England

NHS

Professionals

