



Professionals



ANNUAL REVIEW 2021-22



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**NHS Professionals runs the largest NHS flexible staff bank, placing skilled clinical and non-clinical staff into a range of healthcare settings to meet temporary workforce needs. Uniquely we are owned by the Department of Health and Social Care and reinvest any financial surplus directly back into the wider healthcare economy.**

Originally formed in 2001, we now work with more than 100 NHS Trusts and have 193,000\* healthcare professionals (Bank Members) registered with us, all working to NHS-assured training and governance standards. They include nurses and midwives, doctors, healthcare support workers, allied health professionals, healthcare scientists, personal social services and a wide range of non-clinical staff.

Our award-winning recruitment solutions range from local shift cover at short notice, through to longer term national and international workforce campaigns, such as the COVID-19 Rapid Response programme where we recruited 20,000 people nationwide within weeks. We also support partner Trusts to implement major workforce service improvements and drive down external agency costs.

Driven by a passion for the NHS and its people, our vision is to become the NHS's workforce partner of choice.



## FOREWORD BY THE CHAIRMAN



Our last Annual Review inevitably focused heavily on the outbreak of COVID-19 and our major response to the national emergency. While we are no longer on a crisis footing, the pandemic remains a key theme. As a result, our focus in 2021-22 has been firmly on repair, recovery and growth.

NHS Professionals is all about people, and so I want to start by paying tribute to our own staff, who have once again shown great resilience during the past year. Undoubtedly, like many organisations, the pandemic continued to challenge our ability to deliver the level of core service and innovation we would want under normal circumstances.

Despite this, our teams have made excellent progress on both fronts. On business-as-usual activity, I am very proud to report all our Managed Service Provider (MSP) contracts due for renewal with NHS partner Trusts were renewed during the year. Not only this, we welcomed three new MSP partners on board and delivered a record number of care hours direct into the NHS through shifts filled by our Bank Members. Our balance sheet has also remained strong and as a result, we were able to deliver a significant dividend directly back to our shareholder, the Department of Health and Social Care. These core business deliverables, and others like them, are a fantastic result in the current climate and testament to the quality running through our teams.

Our staff also pushed forward with innovation in line with the 'Vision 22' transformation plan, which we developed before COVID-19 but had to largely suspend during the pandemic's crisis period in 2020-21. While we continued to dedicate significant resources to the pandemic in 2021-22 – for example, the National Vaccination Programme – our teams were in a better position to start implementing V22.

**// We laid down the foundations for ground-breaking new services, including National Bank, which gives NHS providers improved access to a bigger pool of high-quality flexible staff. We also refined our bespoke workforce services for Integrated Care Systems (ICSs), using learnings from innovative pilot work with Hampshire and Isle of Wight. //**

In addition, our exciting Healthcare Support Worker Development Programme recruited an impressive 1,000+ entry-level clinical staff during the 2021-22 period, and we accelerated work on our new agency management service. We also finalised detailed plans for an ambitious new education and training Academy to upskill and empower the NHS workforce – present and future. And we set in motion a major improvement plan to upgrade our core systems and operating model to make us easier and quicker to work with, both internally and externally.

These improvements connect directly to our core objective: to be the NHS's workforce partner of choice in the crucial years ahead. Our track record so far is strong and we have provided outstanding flexible workforce support during the pandemic emergency. Our main focus now is on the quality of our core operational model and innovating products that support the NHS to solve workforce challenges and deliver the ICS agenda.

We know from a range of data and ongoing dialogue with our partner Trusts that these challenges are significant. Demand for high-quality, cost-effective health and care staff – both substantive and temporary – is outstripping supply, particularly in nursing. There is also mounting evidence of 'burnout' in the existing workforce, and difficult debates over pay look set to continue.

We cannot expect to solve these challenges quickly. However, the renewed focus on collaborative working across the NHS means we now have a major opportunity for innovation in approaches to recruitment and retention.

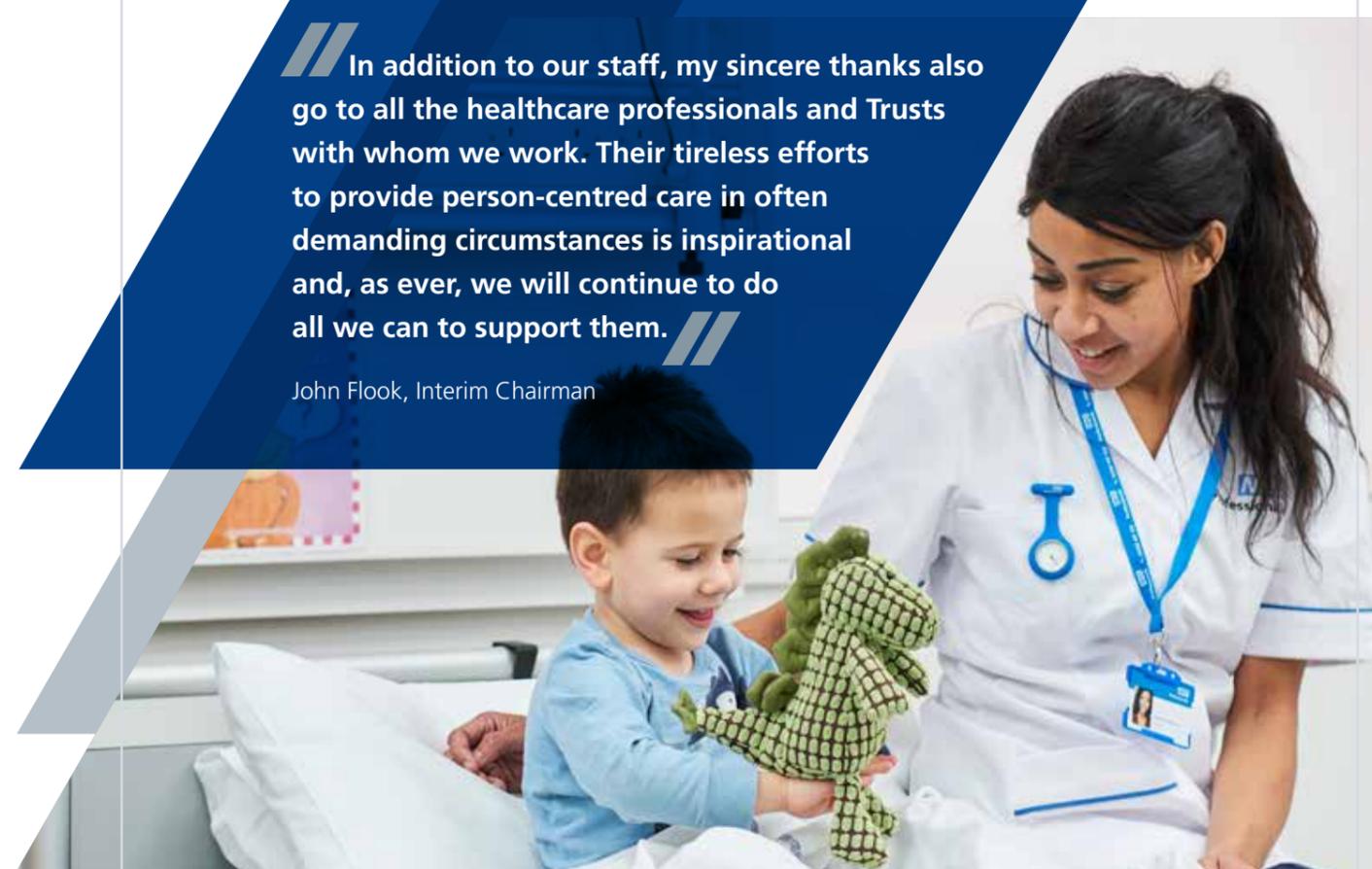
This means optimising the people talent we already have with fully flexible working models, lifelong careers, effective well-being initiatives, high-quality education and training, and positive pay and reward packages. It also means finding more ways to inspire and welcome others into the NHS family who carry with them transferable skills, diverse backgrounds and a passion for healthcare. As the NHS's largest provider of temporary staff, NHS Professionals stands ready to support and drive forward these positive changes with our growing portfolio of workforce services.

Finally, I would like to thank all my fellow Board members, especially our outgoing chair Stephen Collier, whose skills supported NHS Professionals through the exceptional 2020-21 period. His and the wider Board's experience and sound judgement, combined with valued feedback from our teams and the wider healthcare community, has helped the business regroup and clarify its focus. Our sights are now set on high-quality core services and innovative growth activity in line with NHS priorities. It's a task we embrace with pride and we look forward to reporting back on our progress once again next year.

*John Flook, Interim Chairman*

**// In addition to our staff, my sincere thanks also go to all the healthcare professionals and Trusts with whom we work. Their tireless efforts to provide person-centred care in often demanding circumstances is inspirational and, as ever, we will continue to do all we can to support them. //**

*John Flook, Interim Chairman*



## FOREWORD BY THE CHIEF EXECUTIVE OFFICER



Following an extraordinary 2020-21 period, the past year saw NHS Professionals begin a new chapter. While still engaged with some pandemic activity such as the National Vaccination Programme, we shifted our focus from crisis response to strategic growth and delivery of our core services, including those centred around our growing Bank Member, NHS Trust and Integrated Care System (ICS) communities. The golden thread running through everything has been our vision: to put the very best people in places to care.

Throughout 2021-22, we remained passionate about harnessing the energy of change and innovation we saw during the COVID-19 response, and continued to champion flexible workers across our NHS. Over the year, our Bank Members delivered more than 39 million hours of care direct into the NHS – an NHS Professionals record – and we've worked with well over 100 Trusts. We've increased our Bank Membership base by 13,000, as well as renewing and winning Managed Service Provider (MSP) contracts across the country. We've also celebrated two Association of Professional Staffing Companies (APSCo) awards.

**// I am proud of everything we achieve. Every person in the organisation is focused on making a difference to NHS staffing, whether they're the newest Bank Member or the most seasoned corporate HR leader. Our message is clear: we are experts in flexible staff recruitment and deployment, with a unique relationship to the NHS and wider health and care system. //**

Nicola McQueen, Chief Executive Officer

Now, with the pandemic's impact still being felt, and with Trusts facing a new set of recovery challenges, it is vital that we continue to adapt and transform our business to offer the highest level of support and, ultimately, support the NHS and its partners to deliver the very best in patient care.

### REALIGNING OUR PRIORITIES

The NHS and its staff have continued to show incredible adaptability and resilience over the past two years. For NHS Professionals, 2021-22 has been about recovering and regrouping after a time of intense activity, along with continued COVID-19 support to accelerate the national recovery. As the crisis has eased, we realigned our priorities back to the quality of our core business activity, including the ongoing supply of high-quality clinical and non-clinical staff and developing long-term workforce partnerships with Trusts.

We also resumed full delivery of our pre-pandemic strategic growth objectives, including enhanced career development opportunities for Bank Members, proactive support for the launch of ICSs, and significant new investment in technology to better meet the needs of Bank Members, Trusts and our teams within the business.

### STRENGTHENING THE CORE

Our response to the pandemic enabled us to diversify revenue streams and deliver more bespoke services to Trusts. As a result, this year we've been taking some of these successes and developing them into more modular campaigns at Trust level. For instance, we've transformed our support for a vaccination workforce and deployment from a major national campaign into more localised relationships with tailored delivery, be it at ICS or Trust level.

At the same time, 2021-22 has been a year of heightened business focus and making sure we only put time, effort and energy into areas we know will strengthen our core operational model. Through a robust planned transformation, NHS Professionals is committed to being easy to work with, at small and large scale, and removing any unnecessary barriers to the swift and agile recruitment of flexible staff into the NHS.

Diversifying revenue lines was a big ambition we set a few years ago to improve our sustainability and because our partners asked for a different set of services. We knew if we didn't start to cater for that demand, our core revenue from nurse Bank operations would start to decline. This is why we have remained committed to steering ongoing growth in new services, from international recruitment to placing increasing numbers of doctors, allied healthcare professionals and non-clinical staff into the NHS.

### BANK MEMBERS: THE BACKBONE OF OUR BUSINESS

Flexible working is an increasingly popular career choice and our Bank has continued to grow through the year. Increasing numbers of healthcare professionals are choosing flexible working as a complete career, not just as a top-up to their substantive posts. Some 60,000 of our 193,000 Bank Members fit into this category, and we expect that number to go on growing. It's evidence of a changing employment and employee landscape – a fact I reported to the Health and Social Care Committee in its 2022 inquiry into the health and care workforce.

Working with over 50 partner Trusts throughout England and more than 80 others to provide smaller-scale modular services, NHS Professionals remains the largest supplier of flexible workers to the NHS. Uniquely we are owned by the Department of Health and Social Care and we reinvest our surplus revenue back into the wider healthcare economy. This sets us apart from external staffing agencies and means we deliver impressive return to the taxpayer. It also means our behaviours and decisions are consistently values-driven and ethical.

It's why we are fully committed to a people-centred approach and investing in our flexible workforce so they can provide the highest standards of patient care.

**// Our Members tell us flexible working is a real positive for them because they can create the careers they want while balancing other commitments. Our partner Trusts tell us flexible workers support them to increase operational resilience and their ability to deliver great patient care, when and where it is needed. //**

Nicola McQueen, Chief Executive Officer

This year has been about increasing our understanding of flexible workers' needs to make sure they can build long-term, innovative career paths in the NHS. We want our Bank Members to have access to the best training and career development, equivalent to their substantive colleagues. Whether they are new to the NHS or already established within health and social care, we want flexible workers to be offered new opportunities to work shifts where they can upskill and develop their careers.

To us, championing flexible working to help solve NHS workforce challenges also requires a real commitment to Equality, Diversity and Inclusion (EDI), high-quality training and well-being support. This will be critical to making sure the NHS can access the right people, in the right roles, with the right skills. It will also make sure we continue to maintain and increase our retention levels, as well as attract new Bank Members.

### RETAINING AND CELEBRATING OUR PARTNER TRUST BASE

In a difficult commercial climate, I am delighted to report that we retained 100% of our Trust customers whose contracts were due for renewal this year. This highlights the strengthening of our relationships with Trust partners and the clarity of our value proposition. As a result, the margin erosion that we've been experiencing year-on-year has stabilised, as has our Trust partner base.

We're also very proud to not only retain our existing partners, but also welcome three new Managed Service Provider partners on board. These new contracts represent substantial revenue services at a time when many Trusts are needing to make tough decisions about their spending and investment. In addition, approximately 40 of our current Trusts have procured additional new services from us, which is key to our growth: to match supply with demand so that we achieve the best outcomes for staff, Trusts and patients.



### NHS PROFESSIONALS ACADEMY

Our new education and training Academy is another example of how we are adding value to our offer and strengthening our core to become more sustainable. Our strategic aim here is to make sure we are equipped to deliver all training requirements, and to upskill our workforce. We need to do this to help grow our Bank Members' careers, diversify their skills portfolio and train them 'to task' to help plug skills and capability gaps and make local healthcare systems stronger.

We also need to help mobilise the people who have entered the workforce through the pandemic, retain their skills, and bring them long term into the NHS. For instance, for workers who have come to us to be trained to vaccinate, we are now looking at what type of extra training we can offer them, from ward work to healthcare support worker activity. Conversely, a qualified general nurse, with one or two 'top-up' training courses, could upskill into some of the harder-to-meet primary and social care requirements.

**// The Academy is all about enhancing training and keeping as much of the workforce relevant, motivated and retained for the long term as we come out of the pandemic. It's been about identifying where investment merits the cost in the longer term for our partners and for positive patient care, and to enable us to be ready to deliver training in a much bigger environment than what we had over two years ago. //**

Nicola McQueen, Chief Executive Officer

## INTERNATIONAL RECRUITMENT

While nurse recruitment is challenging domestically, international recruitment has seen a substantial net new customer growth, with our international nurses instrumental in filling gaps in supply and adding valuable diversity to the workforce. We've built a solid reputation in delivering a very high standard of service to both our established recruitment pipelines in the Philippines and India and we are extending our range to other countries. Importantly, however, we continue to work closely with the Department of Health and Social Care within the ethical code of recruitment, establishing new recruitment pipelines only in countries where there is a surplus of nurses and midwives.

Equally important, we've also focused considerable attention on pastoral care so that we spend time nurturing and supporting our international nurses when they land in the country. Knowing this can be a crucial factor in retention, our international team has gone above and beyond to deliver the very best aftercare for our international workforce. The result is that we have achieved a 98% retention rate in the first two years of employment, which is unprecedented in this market.



**I met with one of the first cohorts of international nurses being trained. The nurses hit the ground running and provide a significant amount of skills. They are of such high calibre and bring different cultural perspectives. This not only helps to diversify the workforce, but enables patients to receive different kinds of high-quality care, which is a huge strength.**

Nicola McQueen, Chief Executive Officer



## FASTER, SIMPLER, SMARTER SYSTEMS

One of our key aims is to be simple to work with, for both internal and external audiences. However, the imperative to deliver workforce solutions at pace and scale in response to the COVID-19 crisis meant that we had limited time to spend on refreshing our technology. We had to make the critical decision to slow down significant planned improvements to our infrastructure and core operating model. As a result, our service has sometimes fallen short of the high standards we set ourselves. The pressure to scale the business quickly, in emergency circumstances, has meant it has been harder for our teams and Members to mobilise around our systems, processes and procedures, and to migrate between roles. Despite this, we have successfully passed a series of comprehensive quality assurance audits during the year.

We are supporting our growth and addressing issues around non-safety systems and processes with a detailed and fully costed plan to implement enhanced technology. This new technology will make it easier for customers, Bank Members and staff to navigate through multiple processes. It will enable more effective delivery of services through one cohesive set of systems, controls and management information. It will also allow our people to move around the business more freely with only one set of systems for training.

Looking forward, joining up our systems will bring us greater management information and data across all work for services - a vital factor in our growth. Most importantly, our processes will become faster, simpler and smarter. For instance, we'll increase function and visibility so that Bank Members will be able to self-serve more, with the ability to upload their own compliance forms and other data and easily see where they are in the system in real time. This will make it easier and simpler for them to both work with us and develop their careers.

## PUTTING PEOPLE IN PLACES TO CARE

After this year of refocusing and rebuilding, we are excited to push ahead with our strategic objectives for 2022-23, including comprehensive agency management, technology and process transformation, launching our education and training Academy, growing the National Bank and developing our staff. Our focus will also be on supporting the ICS agenda and putting even more people in places to care.

The NHS's design framework for ICSs highlights the importance of 'one workforce', by aligning partners across each ICS through closer collaboration across health and care, government and the voluntary and community sector. As a critical flexible workforce provider to the NHS, we are in a unique position to serve at an ICS level and consequently, we are working closely with ICSs on strategic recruitment and retention initiatives.

A key principle underlying our ICS work is collaborative co-design, based on an individual system's unique needs, and enabling Trusts and ICSs to be able to access our people and services quickly and easily. For instance, we are working hard to make sure our systems will allow shifts to be shared across multiple staff Banks and that the workforce always meets a compliance level that allows them to work across different locations and settings.

**ICSs will bring increased flexibility to our workforce, but also flexibility to the system, to put the best people in different places to care. We are in a prime position to fully support ICSs, as experts in Bank and a leading provider of flexible staff to the NHS.**

Nicola McQueen, Chief Executive Officer



“Our business has been heroic, because we genuinely have heroes who work here. Very often, it comes back to the people who deliver. Although important, it’s never our systems and processes that make it easy to do business with us: our people do.”

Nicola McQueen, Chief Executive Officer

### CELEBRATING OUR WORKFORCE

The growth we have achieved so far, and will achieve in future, is impossible without the hard work, dedication and passion of our own workforce.

In many ways, this year has been just as challenging as the previous two, and so I am immensely proud of what our teams have achieved. The fact that our people are coming into work enthused and energetic means that our purpose and our values are positive, with a commitment to shared priorities. And we are delighted to have retained our Top Employers accreditation for the second year running.

However, it remains very important to us to continue being a great place to work in the years ahead and we therefore aim to do more for our staff.

Like many large organisations in the current climate, we’re taking additional steps to give more flexibility, opportunity and career development to our own workforce to support retention and well-being.

I would like to close by saying farewell and thank you to our outgoing chairman, Stephen Collier, who worked with us for more than three years and brought such great energy and experience to the role. And I want to give my heartfelt gratitude to the whole NHS Professionals community: Bank Members, Trust and ICS partners and our staff for their continued support, positivity and resilience. We have achieved a huge amount so far and working together, I am confident we will go on raising the bar so that patients continue to receive the gold standard of NHS care admired the world over.

Nicola McQueen, Chief Executive Officer



## CHAPTER 1: PEOPLE

# Growing Our Bank Member Community

This chapter gives an overview of our activity in 2021-22 for each of our Bank Member staff groups

Over the last couple of years, we have seen the true value of flexible workers and how our workforce has supported the healthcare system through the pandemic. We know that putting flexibility first supports recruitment, retention and well-being in the NHS workforce, particularly as we look beyond the pandemic and work together to tackle high demand and a backlog of elective care.

Throughout 2021-22, our incredible Bank Member community has continued to grow in line with an increased desire for flexible working, and a demand from Trusts to access the benefits of Bank before external agency. It is why we have worked hard to further understand the needs of our Bank workers and their role as a critical part of the NHS workforce, while providing ongoing support to Trusts.

With flexible working now a positive career choice for many, 2021-22 has been about striving to underpin this new mindset with investment in a robust culture of continuous learning. This will significantly improve how we educate and develop our workforce and bring about a radical change in our offer to NHS Professionals' Bank Members.

**By providing flexibility across the workforce, and making sure Bank Members feel an equal part of the team with the same learning opportunities as substantive colleagues, we can maximise the potential of every Bank Member and help provide safe and effective patient care.**

Juliette Cosgrove, Chief Nurse and Director of Clinical Governance

**FOCUS ON RECRUITMENT AND RETENTION**

Our recruitment priority across 2021-22 has been to continue to plug some of the staffing gaps that exist in the NHS at this time. We've also focused on enabling and supporting our nurses and midwives to recover from their work during the pandemic. Looking after the health and well-being of our Bank Members remains a key focus – something we cover in more detail in Chapter 3.

While demand for NHS Professionals nurses and midwives decreased by 8% in 2021-22, this reflected a number of factors arising from COVID-19, including redirecting supply to meet demand from the National Vaccination Programme and supplying nurses and midwives through our National Bank. These new streams of supply have introduced a new positive element to our strategy, broadening NHS Professionals into being more than a provider of nursing Banks.

**NURSES AND MIDWIVES**

**It's essential that nurses and midwives, and the work they do, are valued. As the largest provider of flexible workers to the NHS, NHS Professionals has an important part to play here.**

Juliette Cosgrove, Chief Nurse and Director of Clinical Governance

We were founded 20 years ago to supply nurses and midwives, and this staff group remains a key pillar of our membership. Since the pandemic, we have been more reliant than ever on efficient workforce deployment to staff acute, primary and community care settings to help keep health and care services running smoothly. Balanced against this is the need to protect the health and well-being of all NHS workers so they can be present to provide patient care.

**Banks are there for a really good reason: they are a critical source of workforce, enabling flexibility and meeting demand wherever it is. A key part of our role at NHS Professionals is to understand the individual drivers of our nurses and midwives so we can make sure our Bank Members are getting what they need to make their working lives a success.**

Juliette Cosgrove, Chief Nurse and Director of Clinical Governance



In 2021-22, NHS Professionals Bank nurses and midwives worked...

**3,306,080 shifts**

**29,658,250 hours**

## GOING THE EXTRA MILE

Our Going The Extra Mile awards celebrate outstanding Bank Members across our staff groups. Our nursing and midwifery award winners for 2021-22 were:

### Nurse of the Year:

**Ann McIlwraith** – Registered General Nurse, The Penine Acute Hospitals NHS Trust (now part of the Northern Care Alliance NHS Group)

**Sanjiwan Boatswain** – Mental Health Nurse, South London & Maudsley NHS Foundation Trust

### Midwife of the Year:

**Lyndsay Adgo** – Midwife, South Tees Hospitals NHS Foundation Trust

**“Nurses and midwives often don’t start in one place and stay there. We are striving to ensure opportunities exist for all, whether you’re working at a large Trust with multiple sites or for a small organisation. All our Bank Members should be able to retain and acquire different skills, work in different teams and consider moving into different sectors to fill temporary vacancies.”**

Juliette Cosgrove  
Chief Nurse and Director of Clinical Governance

## CLINICAL GOVERNANCE AND PATIENT SAFETY

As a leading provider of nurses, midwives and other flexible healthcare professionals to the NHS, patient safety remains our top priority. In 2021-22, in line with NHS guidance and as part of our culture of continuous improvement, we took further steps to strengthen this critical area:

- We introduced an Incident Review and Learning Group to enhance our Clinical Governance Assurance Framework. The group’s membership provides assurance that we are delivering on lessons learnt in the event of a critical or serious incident
- We introduced an improved Nursing Recruitment Framework and appointed a new Clinical Lead for Nurse Interviews. This will support the placement of appropriately experienced and skilled staff into specialist areas such as mental health
- We began restructuring our clinical governance team and appointed a senior nurse for mental health to undertake a thematic review of safety concerns raised. This resulted in the development of a Quality Improvement Plan and collaborative work with Trusts to deliver training. We plan to recruit more senior nurses to work with Trusts and Bank Members on patient safety initiatives
- In line with the NHS ‘Just Culture’ guide, which supports consistent, constructive and fair evaluations of staff involved in patient safety incidents, we carried out a full review of our management of feedback about nursing and midwifery Bank Members. As a result, we have increased our focus on positively supporting staff involved in incidents or concerns with specific training and skills development
- During 2021-22 we carried out preparation work with our compliance and operational teams to integrate our registration records with those held by the Nursing and Midwifery Council (NMC). We expect this project to go live in autumn 2022
- Our chief nurse and head of risk senior nurse were members of an external advisory group supporting the NMC’s ongoing ‘Ambitious for Change’ research into NMC processes and people’s protected characteristics
- We started preparing for the adoption of the new NHS Patient Safety Incident Response Framework (expected autumn 2022), linking this to services provided by our new education and training Academy
- We also updated our Bank Member placement feedback questionnaire, which our client Trusts complete to help assess performance during shifts

## INTERNATIONAL RECRUITMENT

While domestic supply remains key, international nursing recruitment has an important role to play in helping the UK meet its nursing recruitment targets. This year has been about scaling up to keep supporting the national target to deliver an additional 50,000 nurses by March 2024. Across 2021-22, we have been proud to supply international nurses and midwives to 40 Trusts including a range of new ones.

### ADAPTING TO ACHIEVE TARGETS

Throughout the year, our initial international nurse cohorts have been joined by midwives, community nursing and mental health professionals.

Our original target for recruitment of international nurses and midwives for 2021-22 was set at 4,000. However, due to the pandemic, India – which supplies 80% of our international workers –

went into lockdown, delaying the arrival of most of our nurses. As a result, we revised our target to 3,200. By the end of the year, we exceeded this and delivered more than 3,300 nurses and midwives.

While India continued to be our main country for sourcing staff this year, followed by the Philippines and the United Arab Emirates, we have also begun to source from new countries. This is always in line with the ethical code of practice for international recruitment, and includes Zimbabwe, South Africa, Zambia, Hong Kong and some Caribbean countries. Plus, we have started looking at sourcing for new specialties such as mental health. Opening up new countries has naturally meant the process is longer, as there is no maturity in those markets and nurses do not proactively go through the NMC process prior to applying for roles. However, we are working hard to promote the NHS and increase awareness to help speed up the process.

**“International recruitment has become more popular as a route to recruiting the target extra 50,000 nurses needed in the UK. We have become the go-to provider of international recruitment as a result, because we can deliver targeted campaigns speedily and ethically with our established supply chains all in place.”**

Nicola McQueen,  
Chief Executive Officer

## DIVERSIFYING THE UK WORKFORCE AND SUPPORTING GROWTH

After just six years, we have been able to establish NHS Professionals International as a market leader in sourcing overseas nurses and midwives. This year has seen us continue to explore how international recruitment can positively impact healthcare systems across the globe and support the NHS to put the right people in places to care.

**Our ways of recruiting will always adhere to the ethical code of practice for international recruitment held by NHS Employers and written by the Department of Health and Social Care.**

Hadrien Kieffer, Director, NHS Professionals International

The changes we made in our recruitment process in response to the pandemic, such as video interviews, mean we can now more effectively interview and fill based on specific demand, rather than recruiting first and matching to supply second. We are now conducting between 600-800 interviews a month.

Internally, we have grown our team significantly to match the increase in supply and demand, going from 15 to 40 staff. In addition, now the pressure to support quarantine and testing of new arrivals has lifted, we have been able to refocus our time to improve levels of efficiency, predominantly in our pastoral care function to make sure our candidates have the best possible experience.

## CELEBRATING OUR ACHIEVEMENTS

As well as being named finalist for the *Nursing Times* Best International Recruitment Experience award, we were delighted that our collaboration with South Yorkshire & Bassetlaw ICS (SYBICS) was recognised with a 'Finalist' nomination for the Health Service Journal Partnership Awards 'Staffing Solution of the Year' category.

For the SYBICS region, international recruitment has brought hundreds of new nurses to hospitals and wards across five acute Trusts. This has delivered tens of thousands of patient care hours and saved substantial money against external agency spend. Working together to get a high number of compassionate, highly skilled nurses at best value for money was key, along with making sure we provide a consistent, welcoming onboarding experience for our overseas nurses.

**We have recruited over 400 nurses to date, and they have quickly become an integral part of the team here at Sheffield Teaching Hospitals. International recruitment was under significant pressure, thanks to the unprecedented demands of the pandemic. The results from NHS Professionals International's collaboration with SYBICS are now being shared across the NHS, enriching international recruitment throughout the healthcare system.**

Professor Chris Morley, Chief Nurse, Sheffield Teaching Hospitals NHS Foundation Trust



## DOCTORS DIRECT

This year we've seen strong growth in the demand for our doctors. More than 1,500 doctors worked through us – a 33% increase from the previous year. Together they filled 1.65 million Bank hours - an additional 120,000 compared to 2020-21.

This growth was crucial during the pandemic and winter pressures, with significant demand in certain sub-specialties including anaesthetics, intensive care, respiratory medicine and mental health. At the same time, the effects of COVID-19 have been long-lasting. This impacted the delivery of our Gateway Programme that supports international doctors into the NHS, plus we saw the effects of a fatigued workforce as the average number of weekly hours worked by our doctors decreased.

**Doctors Direct has grown significantly. And the reason for that growth is the doctors who directed the key service and brand offer. The need to supply all kinds of different doctors will keep on driving us, with a business that is aligned from a specialty perspective and mirrors demand from within the NHS with strong Bank provision.**

James Orr, Managing Director, Doctors Direct and Specialist Services

## A WORKFORCE SOLUTION

2021-22 has seen us develop our permanent strategy to be a workforce solution provider, with a focus on skillset over location as a priority. To this end, we continued to focus on developing our subject matter experts to provide specialised, knowledgeable support for both partner Trusts and doctors. We have also dovetailed this strategy with our team of partner solution consultants who focus on supporting each partner Trust within individual regions.

## DOCTORS FOR THE RIGHT ROLE IN THE RIGHT PLACE OF CARE

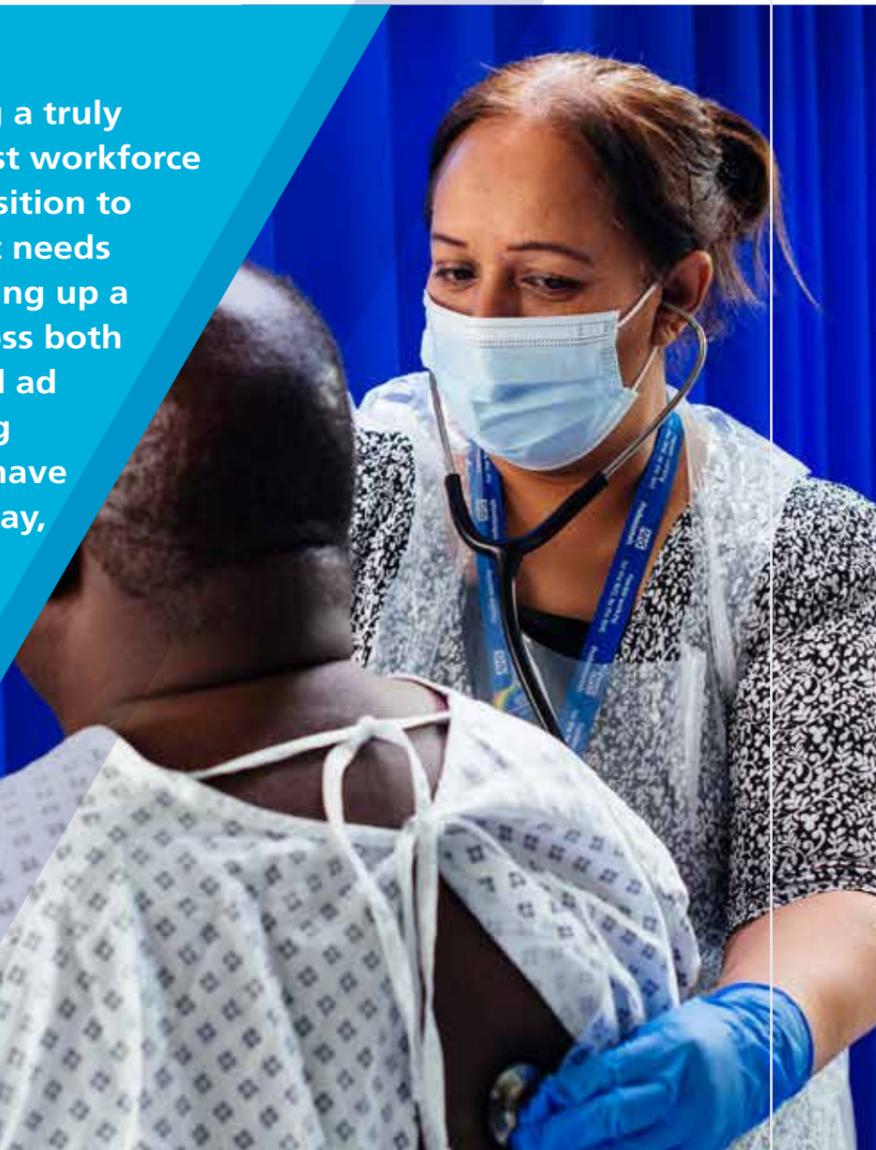
We know doctors will travel to different locations for the right role and career development. Our focus – and one of our biggest opportunities – is to keep developing career pathways for our candidates so we can engage and support them throughout their career.

This year has seen changes to the way we both onboard and vet our doctors, and this will continue to evolve. Significantly, we have been working on a revamped digital application that will allow doctors to view and forward themselves to shifts, along with a platform for doctors to upload their own compliance. The aim is to improve the candidate journey and experience.

In addition, we have set up a substantive recruitment team to support our Trusts with longer term solutions and become a total workforce provider. This aligns with our ongoing specialist recruiters who have been a major contributor to growth, both from the perspective of filling shifts and increasing the number of doctors working.

**// It's all about providing a truly collaborative and specialist workforce and expanding the proposition to our partners, with patient needs at the centre. We're building up a really strong delivery across both long-term placements and ad hoc provision and aligning everything together. We have our Bank, we have Gateway, and now we're driving substantive recruitment, which is the final piece of the jigsaw. //**

James Orr, Managing Director, Doctors Direct and Specialist Services



## INTERNATIONAL GATEWAY

Due to the shortage of doctors in the UK market, there remains a need to recruit personnel from overseas. Our international Gateway Programme is all about helping doctors to grow and develop within their career.

The impact of the pandemic and travel restrictions meant that a large number of newly qualified doctors were not able to get places. Despite this, Gateway has continued to offer doctors the unique opportunity to begin working in the NHS in a clinically and educationally supported environment. Over this past year, doctors have been recruited from several countries including Bulgaria, the Czech Republic, Romania, Latvia, Hungary, Spain, Ireland, Cyprus, Lithuania, Turkey, South Africa and New Zealand.



## IMPROVING OUR DOCTOR EXPERIENCE

Across this year we have strived to deliver the very best experience for every doctor who works with us: from a welcome call with our placement team to make sure a doctor has everything they need to providing information about their placement Trust. Our teams also help with travel and accommodation requirements where necessary.

Training and career development remain fundamental to our offer at Doctors Direct, with both virtual and face-to-face training provided. For our Gateway doctors, we also provide a full day's induction, tailored to prepare them for their new roles in the NHS.

In addition, we have run a series of webinars for all our doctors from a wide line-up of experts and covering a broad range of topics including:

- **Dr Graham Johnson**, Consultant in Emergency Medicine at Leeds Teaching Hospital and Member of NHS Professionals Medical Advisory Group Heuristics, on *'Avoiding Diagnostic Pitfalls'*
- **Dr Faisal Sethi**, Consultant Psychiatrist in Psychiatric Intensive Care at the Maudsley Hospital on *'The Effects of COVID-19'*
- **Dr JD Polk**, Chief Health and Medical Officer of the National Aeronautics and Space Administration (NASA), on *'Space Physiology, Medical Research, the Mars Mission'*

## PREPARING FOR FUTURE OPPORTUNITIES

This last year has been about developing the next level of opportunities. These include:

- Working with Integrated Care Systems (ICSs) to provide more doctors into community care settings and primary care
- Increasing primary care services to help reduce referrals and A&E attendances, and support the timely discharge of patients from acute settings
- Exploring a more long-term process for providing teams for ambulatory care specialties, which could include ENT/dermatology/ ophthalmology services in non-acute Trust settings

Working with ICSs to increase Bank share is going to present a significant and exciting opportunity to drive Bank fill and reduce external agency spend. This, coupled with our desire to launch a permanent recruitment solution that utilises our international talent pool, also has significant potential and will drive Doctors Direct into next year and beyond.

**ALLIED HEALTH PROFESSIONALS, HEALTHCARE SCIENTISTS AND PERSONAL SOCIAL SERVICES (AHP HS PSS)**

**Our specialist Bank Members are integral to the NHS and they have played a vital role in the pandemic. We've been proud to support that effort. My team remain committed to improving our applicant journey, Bank Member experience and in-life care services. We want to make sure all our Bank Members know just how important they are.**

Ana Skerrett,  
AHP HS PSS Business  
Manager

**GROWING OUR TALENT POOL**

During 2021-22 we have been growing a talent pool of candidates and focusing on developing our offer as a sustainable career solution for our Bank Members, rather than just a short-term service.

A total of **9,346 AHP HS PSS worked via our Bank in 2021-22** - a significant achievement and an increase on 2020-21. Many are Bank Members who work flexibly with us and also carry out a full-time job for a Trust. Growing demand for flexible shifts has meant the number of **Bank hours worked in 2021-22 also exceeded 1.7 million** – an increase of more than 600,000 hours on the previous year.

In total we supplied our Bank Members to 52 Trusts in 2021-22 for a range of specific disciplines and more general roles. It remains a key priority to keep improving the value for our partner Trusts, making sure the candidates we recruit are able to work everywhere and can move seamlessly from one placement to another across the system.

There are a number of reasons for such significant increases in our Bank Member activity, including:

- The pandemic brought us the opportunity to engage with more people looking to return to practice
- NHS Professionals' involvement in the pandemic through the National Vaccination Programme, Rapid Response and Test and Trace helped to raise our profile with a number of professionals
- We worked with Trusts on a variety of activities to look at how we engage and recruit more people to our Bank, from students and retirees to substantive workers looking for additional shifts

**AHPs differ from nurses significantly. Where nurses often want to work a fixed number of shifts per week, AHP shifts are often organised into longer-term placements. It's up to our teams to go and find the best person with this specific skill set within our existing Bank or from our pipeline of interested applicants. We always think creatively to fill vacancies, from combining workers to share a full-time role, to looking at where a role can be delivered more flexibly.**

Ana Skerrett, AHP HS PSS Business Manager

**EXPANDING OUR TEAM AND PROCESSES**

To keep pace with demand, we restructured our team in 2021-22 and implemented a new applicant tracking system. Both initiatives impacted the number of Bank-only candidates for the three staff groups and opened up a previously difficult and time-consuming application and vetting process.

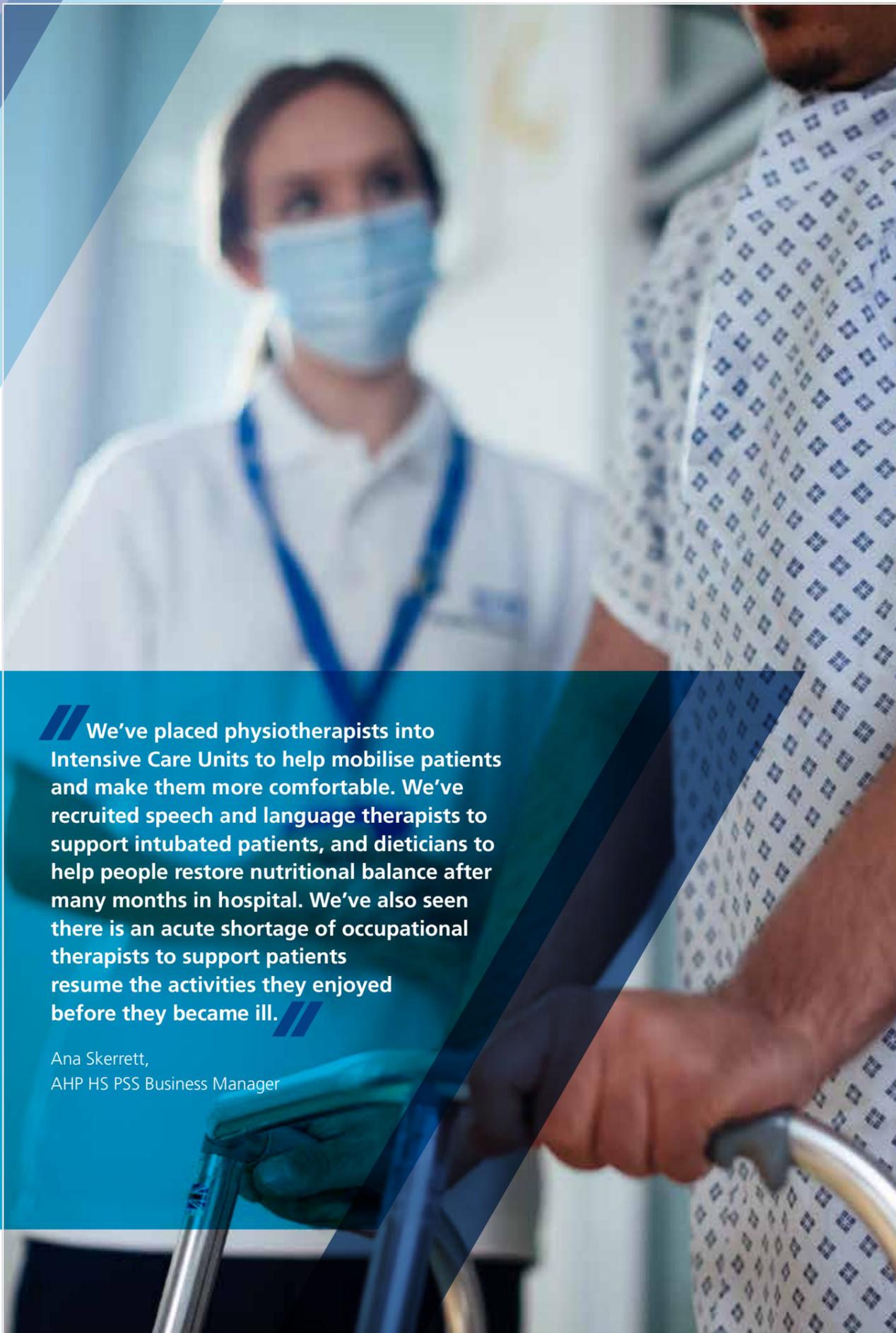
**This was very much a reset year after the pandemic. It was about looking at problem-solving and increasing our visibility. It was also about reviewing and refreshing our processes and vetting function so our UK team can focus on recruitment activities, rather than managing people through the process.**

Ana Skerrett, AHP HS PSS Business Manager

We also welcomed 25 new members into the UK team to support our growth, and we further strengthened our ties with a support team of consultants based in India.

In addition, we appointed a new head of operations for AHPs, who comes with first-hand knowledge about the specialism through her extensive work as a clinical physiotherapist and senior operational AHP leader. Her recruitment to the role formed part of the significant expansion of the AHP business unit and signifies our commitment to growing the AHP voice within the organisation and with stakeholders.

A key action in 2021-22 was a review of our different recruitment channels and processes. It became clear we were good at getting AHP HS PSS workers who are known to the Trust through a recruitment process. However, in recruiting those unknown to the Trust, we spotted challenges – specifically where aspects of the recruitment process are unsuitable for certain groups. In response, we have redesigned our recruitment process for Bank-only Members.



**// We've placed physiotherapists into Intensive Care Units to help mobilise patients and make them more comfortable. We've recruited speech and language therapists to support intubated patients, and dieticians to help people restore nutritional balance after many months in hospital. We've also seen there is an acute shortage of occupational therapists to support patients resume the activities they enjoyed before they became ill. //**

Ana Skerrett,  
AHP HS PSS Business Manager



We have implemented a more efficient applicant tracking system to make the recruitment process as simple and speedy as possible. Plus, we have worked hard to improve and streamline the whole candidate journey, from a more intuitive application process to collecting the right information, at the right time, and in the right format.

The improvements to our service across 2021-22 are intended to give much better candidate visibility to our recruitment consultants so they communicate with confidence to partner Trusts.

### LOOKING AHEAD

Out of 2021-22, our main focus is sustainability and working to support and retain our candidates. The past year has been about consolidation and pressing reset on our processes, so we are fit for purpose.

We now want to continue simplifying process, growing and supporting our team, and strengthening our partnerships and external alliances, including professional bodies. We are also excited to explore how we can further engage and support the student population and provide additional support to our partner Trusts.

We will continue to place members of the AHP HS PSS community in hundreds of flexible roles across acute, community and mental health settings. Most importantly, we will develop our knowledge, expertise and services and focus on what matters most: our Bank Members, partner Trusts, the wider NHS and the patients they all care for.

### GOING THE EXTRA MILE

Our Going The Extra Mile awards celebrate outstanding Bank Members across our staff groups. Our AHP HS PSS award winners for 2021-22 were:

**Allied Health Professionals:** Nicola Flewitt, an Operating Department Practitioner specialising in Neurosurgery, from Sheffield Children's NHS Foundation Trust. Nicola has demonstrated time and again her commitment to excellent patient care. She received several nominations and all cited her commitment to the children and their families in extremely difficult times.

**Healthcare Scientists:** Christopher Lee, a Biomedical Scientist from Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust. Chris formally retired some years ago but COVID-19 saw him put on his white coat again to support the team in Doncaster. With over 40 years of experience, he was cited as a calm leader who is always there for his team, consistently advocating excellence in patient care.

**NON-CLINICAL**

**// Our non-clinical workers help keep the vast and complex NHS infrastructure moving, so front line services are freed up for patient care. Our aim is to make non-clinical Bank Members feel truly valued and part of the team – because that’s exactly what they are. //**

Justin Hall,  
Director of Non-Clinical  
Recruitment

In 2021-22...

**16,525** non-clinical workers were recruited

**5,806,120** Bank hours were filled by non-clinical workers



The non-clinical workforce contributes more than 200,000 of the total 1.5 million full-time equivalents employed in the NHS, working across functions such as facilities and estates, digital and administration and clerical.

In 2021-22, we were able to deliver more than five million hours of flexible work through our non-clinical Bank Members, working with almost 8,000 people in partnership with Trusts. Our main focus was to rebuild from the pandemic, developing our services to make sure our Bank Member offer is robust, sustainable and able to provide fully flexible, lifelong career pathways.

**THE GROWING DEMAND FOR FLEXIBLE SHIFTS**

We witnessed a surge in demand for our non-clinical workforce this past year, within estates and facilities in particular. While we have maintained the division we set up within the pandemic to support programmes such as Test and Trace, the team has been able to adapt to look at ways we can respond to the ever-changing healthcare landscape post-COVID-19. In particular, we are looking at ways to reutilise the pandemic workforce.

We appointed a non-clinical director in October 2021, who has worked quickly and effectively to grow our team and reach a position where we can meet the increase in demand. As a result, we have now established a standalone estates and facilities division, introduced new roles within IT, HR and finance, and enhanced our capacity and support to deliver individual recruitment project work in our partner Trusts.

This year we started working with a number of new NHS Trusts, both Managed Service Providers (MSPs) and non-MSPs across the whole of England, from Sunderland and Tyneside to Worcester and more. In addition, we kickstarted a trial project with two partner Trusts to identify how we can support ad hoc flexible shift demand and enable our Bank Members to easily access multiple roles in administration and clerical and facilities and estates.

**// There’s no other pathway to access the NHS in such a unique way, with the ability to work in more than 60 Trusts in England. We’re working with people who genuinely want to bring some of their work skillsets into the NHS and give back, evident from the surge in numbers. It’s why our non-clinical unit is the fastest growing division in the business. //**

James Orr, Managing Director,  
Doctors Direct and Specialist Services





**“We are in a good place to take us into the next financial year and beyond. We’ve now got a stabilised team and our partner Trusts are experiencing the benefits of this. We’ve still got a long way to go – but we know the direction we need to travel to achieve positive feedback from everyone who works and partners with us. There are some massive opportunities here for us that can benefit everyone, and we will keep working to address the small challenges that can make the business better”**

Justin Hall, Director of Non-Clinical Recruitment

### CONTINUING TO GROW AT PACE

We are now filling the highest number of placements we have ever achieved. Our next priority is to streamline our service and make sure it is as efficient as possible, with a clear strategic vision to reduce administration for our recruiters, so they can focus more on the business of recruitment. To support this, we are developing more intuitive systems, with clear targets for improving our efficiency and speed at filling roles.

Alongside this, we have developed our additional training and development offer so each Bank Member can maintain and grow their professional skills. Soon we will have specific training courses for administration and clerical to give our candidates the opportunity to flex and adapt with the roles on offer.

A key focus looking forward is to make sure it is easy for people to work across collaborative Trusts. This will mean we can supply all kinds of non-clinical workers from one platform.

### GOING THE EXTRA MILE

Our Going The Extra Mile awards celebrate outstanding Bank Members across our staff groups. Our non-clinical winners for 2021-22 were:

#### **Kyle Walker: Estates and Facilities Bank Member of the year**

Kyle joined a new service in the Trust, often working alone, and really took control in his role. He used his initiative and devised a spreadsheet to record each item cleaned, making it a shared Teams document available to the management team and saving resources in the process.

#### **Chris Bellamy: Administration and Clerical Bank Member of the year**

A highly valued member of the team, Chris received multiple nominations and brings hard work and professionalism to his role.

## HEALTHCARE SUPPORT WORKERS



**“Addressing the shortage of staff has enabled us to think more creatively and approach a whole new network of passionate people from all walks of life for healthcare support roles. Not only does this bring remarkable candidates into the NHS, but it also changes their lives – offering a stable career and opportunities to develop, and placing them on a pathway to realise the dream of becoming a nurse or other healthcare professional.”**

Olivia Hawkins, Director, Healthcare Support Worker Development Programme

## PROVIDING THE PEOPLE THE NHS NEEDS

Our focus for 2021-22 was improving both the candidate and partner experience along with our Healthcare Support Worker Development Programme (HCSWD). We wanted to reduce the time it takes to recruit and automate our processes to enable us to scale up efficiently.

We are proud to celebrate key achievements across all those areas. First and foremost, we recruited 1,018 Healthcare Support Workers (HCSWs) in 2021-22 – a 124% increase on the number recruited in 2020-21. This directly reflects the growing demand for HCSWs across the country, as well as our national drive to recruit.

Our programme means trainees are fully supported throughout their six-month training and allows them to work 30 hours per week during their placement. Through the programme, we aim to widen the recruitment pool for the NHS and make a real difference to patient care, supporting Trusts to recruit people who wish to join the NHS but have not previously had healthcare experience.

## DELIVERING THE HIGHEST QUALITY TRAINING

We have developed and introduced three additional training programmes for paediatrics, community and mental health, in addition to our acute programme. We have also created a patient safety support programme to assist our Trusts with providing one-to-one dementia fall prevention and care.

We have added clinical expertise to the HCSWD team with our practice educator, along with two practice nurse facilitators who support both trainees and Trust mentors. This not only provides a better experience from all perspectives but also increases retention on the programme, which positively impacts staffing levels and the delivery of high-quality patient care.

**/// The training programme is a success because candidates benefit from a unique opportunity to learn on the job and work towards a care certificate at a Trust. Completion of the programme sees the candidate build and develop the key skills and experience needed while they receive a weekly salary, paid annual leave and all the other benefits NHS Professionals offers its Bank Members. Once a trainee has successfully completed the programme, they are able to work flexibly at any of our partner Trusts. ///**

Olivia Hawkins, Director, Healthcare Support Worker Development Programme

Across 2021-22, more than 11,000 applications were reviewed for HCSWD, with 1,018 trainees now onboarded.

## IMPROVING CANDIDATE AND PARTNER EXPERIENCE

We currently provide HCSWs to 30 Trusts and we have now started working with many more, including Berkshire Healthcare. In addition, we have introduced programmes in paediatrics across Sheffield, Warrington and Doncaster.

We now have dedicated recruiters working with partner Trusts who are responsible for their geographical area and partnering with our on-site Trust teams. Each recruitment consultant is also responsible for a designated cohort of trainees on the programme, providing them with support throughout the recruitment and training process.

In addition, we have refined our compliance and recruitment processes to make them more efficient, managing the whole process for our partner Trusts. To meet the fluctuating shift demands within Trusts, we have created patient safety support to assist the nursing and allied health professional workforce and provide additional care during these challenging times.

Through the implementation of a new applicant tracking system, we have made it far easier for applicants to apply for roles. Furthermore, we have reviewed and improved all our communication with HCSWD trainees across the entire recruitment process. This has included an improved graduation experience, including certificates and a letter from our director.

## REBRANDING READY FOR A NEW CHAPTER

We recently rebranded as HCSWD, a process which was in development throughout 2021-22. The change followed persona research which highlighted key insights to improve our messaging, including a need for more awareness, understanding and clarity surrounding the programme for candidates. Additionally, it aligns with NHS England and Improvement language, which now refers to Healthcare Support Workers. The name change is just one of a series of steps we are taking to grow and scale the business.

In addition, we refreshed all communications in line with our Member Promise, including a more detailed toolkit for our partners and new marketing material, with targeted communications for difficult-to-recruit areas.

***Our time to recruit has reduced from 65+ days to an average of 44 days, with targets often reached at 20 days.***

## LOOKING AHEAD

For 2022-23, the priority will be to continue improving both our service and support for trainees. We intend to create an in-placement team to give additional clinical and pastoral support to candidates while on training. Plus, we will be aiming to support many more individuals to enter the programme and make sure retention remains high, with an aim to increase our graduation rate from 50% to 80%.

We will be looking at further expansion, from more service automation to creating standalone products for new Trust partners. We also have plans to meet the demand for maternity workers, with a vision that tackles the current shortage of midwives within Trust maternity units.

Finally, we are committed to further improving our training offering, from running our own courses within the new NHS Professionals Academy, to taking a look at how we might run our own apprenticeship programmes or support those already in place at Trusts.





**RETAINING AND ATTRACTING NEW BANK MEMBERS**

**CAMPAIGNING FOR CARE**

Our primary strategic focus for Member marketing campaigns in 2021-22 was to make sure we kept our Bank workforce informed and engaged in order to support our partner Trusts – especially as the pandemic progressed. A key element of this was to continue to tailor the communication of work opportunities, not only for nursing and midwifery, but also to support demand for additional staffing groups. For example, there are many disciplines across our non-clinical Bank where working within the NHS offers a different flexible work experience than for our clinical colleagues.

As the domestic market became more competitive for healthcare workers, we supported our international recruitment teams, particularly for midwifery and mental health, and reviewed how we can communicate nursing opportunities to potential applicants overseas, within the ethical code of practice. As part of this, we have worked with nurses we have placed to share their stories and help new overseas recruits understand what to expect when they arrive and what life in their new communities is like.

**ENGAGING WITH A SUPPORTIVE COMMUNITY**

It has been vital this past year that we continue to communicate the key benefits of being a Bank Member. Integral to this has been research to understand the key motivators for people to join the Bank and work for the NHS, particularly within staffing groups outside of nursing and midwifery.

We have seen an increase in the visible positive direct engagement across our communication channels in 2021-22 and seen how these platforms can create a supportive community.

**// This has been a year of building on the momentum and growth of engagement across our digital platforms. We focus heavily on bringing to life the experiences of the real people who work through our Bank and our communications recognise their contribution. //**

Heather Nickson, Director of Marketing and Brand

We were proud to receive industry recognition in 2021-22 by winning two APSCo awards for Managed Service Provider of the Year and Recruiter of the Year. It boosts our workforce motivation as well as enabling us to be recognised for our workforce credentials. We have also run some excellent recruitment events with the Royal College of Nursing and Nursing Times, engaging directly with nurses and supporting them to access training for flexible staff.

In addition, we have engaged in research with the industry and the broader healthcare system to explore awareness of NHS Professionals and the value of what we do.

Looking ahead, we are now focused on delivery, particularly with digitally-led campaigns where we can track success and identify where we need to change and pivot to the benefit of all our stakeholders.

Alongside our research, we developed ‘Putting People in Places to Care’ as a core message to provide a point of reference that underpins everything we do. We chose these words to highlight our key functions and values as an organisation serving the NHS:

**Putting** - our role is to source flexible workers for the NHS and put opportunities in front of them so they can book shifts around their work and life commitments.

**People** – everything we do is focused on people: our Bank Members, partner Trusts, their patients and our staff.

**Places** – places may be specific wards/departments within a Trust, community healthcare settings, or wider geographical areas within an Integrated Care System.

**Care** – this goes to the heart of everything our Bank Members and partner Trusts do and the values they stand for. It’s their prime motivation – and ours too.

**BANK MEMBER FEEDBACK**

Thank you to all our Bank Members for your incredible work in 2021-22



**As a result of the Healthcare Support Worker Development Programme, I am now a qualified Mental Health Support Worker and currently pursuing my dream to qualify as a nurse.**

Lynda Apkan, Healthcare Support Worker

**Not only can I help support my Trust and colleagues, even at the very last minute if needed, I can also pick up shifts to fit around my home life. It's a win-win situation. Working for NHS Professionals has been one of the best decisions I've ever made.**

Nicola Jane Burr, Theatre Practitioner



**I like working with NHS Professionals because it gives you the choice to choose when you want to work. I also love the fact that I have gained experience working in a hospital setting.**

Julius Engulu, Healthcare Support Worker

**The flexibility is great - being able to pick up shifts as and when and being able to work at different places and meet different people.**

Gemma Pack, Roster Co-ordinator/Administration Lead



**I had constant support and guidance from my practice educators, ward manager and colleagues.**

Pavithra Lobo, Registered Mental Health Nurse

**I like working flexibly with NHS Professionals because the ease of choosing when I work gives me a better work-life balance. I can also do extra shifts to earn more money if saving for holidays or special occasions.**

Lauren Walker, Midwife



**I like working flexibly with NHS Professionals because I can book my own shifts and I get paid weekly.**

Carol Read, Healthcare Support Worker



**I've really loved the variety of roles I have been asked to cover, from running parent groups to working strategically on care pathways. I've also been fortunate to work completely remotely, which is perfect for me as I live 100 miles from where I work!**

Jennifer Davies, Speech and Language Therapist



**My team is very supportive and if I want to change my working hours or my shifts to work around my life, I can do this.**

Swapna Narayanan, Adult Care Nurse



## CHAPTER 2: PLACES

# Expanding Our National Network For Integrated Care

This chapter looks back at our work in 2021-22 to support NHS Trusts and Integrated Care Systems (ICSs) and the evolution of our new National Bank, to put more people in more places to care nationwide

// We are making a promise. To those who want to find opportunities to work in the NHS, and to Trusts throughout England who need staff on their wards or other critical patient care settings: we are here to support you. The past two years have shown that, very often, we are the first responders to healthcare staffing needs. Now, we stand ready to staff the NHS wherever care is needed. //

Nicola McQueen,  
Chief Executive Officer



The continued impact of the pandemic meant demand for flexible staff remained high throughout 2021-22.

Supporting the NHS to recover was therefore a key part of our strategy, as we developed our award-winning Managed Service Provider (MSP) offering in line with the new ICS model. We had already begun to diversify our service offer with new capabilities and agile resourcing solutions to support the ICS framework, while maintaining targets to match supply with demand; from helping to populate new wards and specialist services, to increased care support development via our expanded workforce, including social care, primary care and ambulance services.

## NHS TRUST PARTNERSHIPS

### HELPING TRUSTS REDUCE COSTS AND IMPROVE CARE

Our overall ambition for 2021-22 was to offer Trusts a major opportunity to optimise the available workforce, drive down costs and improve patient care. We also wanted to increase agility in the new era of place-based, person-centred care across boundaries, accompanied by a clear strategy to control temporary staffing in ways that are most cost-effective for all of our stakeholders.

**// We have proved with programmes like National Vaccination, that we can quickly assimilate the needs of a Trust and support a large workforce demand at speed. Many Trusts don't have the capability or infrastructure to respond. This is one of the reasons why it is a huge benefit to Trusts to work with NHS Professionals. //**

Becky Rogerson, Regional Director South

We were able to offer a more strategic proposition for our partners in 2021-22, with 38 new service offerings and an infrastructure that is quick to scale and flexible to suit workforce demands. These ranged from additional and specialist staffing groups to our agency managed service. With our informed understanding and analysis of the dynamics of a Bank workforce, we are able to bring new opportunities to support Trust needs.

During the year we have continued to help partner Trusts with more services and staff group support. The growth of these additional staff groups, from administrative and clerical to estates and facilities, is key to making sure hospitals continue to run successfully. We have showcased how we are not just a Bank provider, but are able to provide both temporary and substantive solutions to our partners and support the whole workforce, not just nursing. As a priority we continued to invest in our market leading proposition. Post-pandemic, we knew a significant number of people wanted to continue their journey with the NHS. This year it was critical to keep investing in how that workforce continues to develop with new skills to match what Trusts need, now and in the future, including deploying workers into acute or social care.

At the same time, we saw new opportunities for Trusts to become a NHS Professionals Managed Service Provider (MSP) partner in 2021-22. These included the drive to consolidate agency supply with NHS Professionals, to increase cost savings and gain access to expertise that is sustainable long-term.

**// Managing a Bank is our core business, so we have been able to say to Trusts: bring your workforce to us and we will deploy it for you, along with additional services and opportunities for development, training and support. We fill gaps where there is a shortage of skills, with the flexibility and adaptability to meet all kinds of Trust needs. //**

Christine Wilkinson, Regional Director North

## RETAINING AND GROWING TRUST RELATIONSHIPS

In total, we renewed all 19 MSP contracts that were due for renewal within the 2021-22 period. We were delighted to win a tender to retain six Trusts in South Yorkshire and proud to renew our contracts in the North East (Sunderland and South Tyneside, North Tees and South Tees) for another four years. We also retained one of our largest Trusts, Manchester University NHS Foundation Trust.

Further south, we retained Worcestershire Acute Hospitals NHS Trust through competitive tender and renewed University Hospital Southampton NHS Foundation Trust, The Princess Alexandra Hospital NHS Trust, George Eliot Hospital NHS Trust and South London and Maudsley Foundation NHS Trust.

Alongside our MSP partners, we also worked with 52 non-MSP partners and our number of hours filled is higher than ever before as demand has increased. We have worked hard to develop strategies and approaches within the ICS framework that keep improving our fulfilment efficiency, from driving international recruitment to growing the available workforce through our Healthcare Support Worker Development Programme.

We offer a total workforce solution, using flexible workers in the most effective ways possible to fill ad hoc requirements, while bringing in permanent staff who also fit a requirement. For instance, in the Greater Manchester region, we worked to look at the best value for money in agency supply, so we could agree collaborative rates and buying power. In Cheshire and Merseyside, we have a collaborative contract with groups of Trusts that translates into financial and workforce efficiencies and shared good practice.

## DOUBLE AWARD WINNER

This year NHS Professionals won two major industry awards from the Association of Professional Staffing Companies (APSCo): the Outsource Award for MSP of the Year, and Recruitment Company of the Year (Turnover £250M+).

The award judges said NHS Professionals had demonstrated *"true differentiation in its approach and the development of an overall high-quality service model that is supported by a national network of teams"*. For the Recruitment Company of the Year win, the judges recognised that NHS Professionals had made a *"significant, positive impact in the UK and displayed resilience during the pandemic"*.



## INTEGRATED CARE SYSTEMS (ICSs) UPDATE

ICSs represent a major change in how NHS services and the broader provision of care will be delivered across the country. A critical focus for NHS Professionals in 2021-22 has been defining what the introduction of ICSs means for regional and local workforce provision and developing a service offering to help our Trust and ICS partners adapt.

Engagements vary from tactical support at a Trust level (for example, supporting on pay alignment initiatives), through to strategic partnership across an ICS. Our focus over the past year has been to develop an approach that places agility centre stage, so we can easily adapt and scale-up in different ways. This enables us to be a strategic partner with a broad overview for many Trusts, while assisting others with a more tactical approach. It also leads back to our service proposition, making sure we factor in different demands and variations in priorities.

“ Developing an ICS approach based on capability and co-design has enabled us to build on our core strengths, while also adapting to the change that ICSs are introducing. The 2021-22 year has been critical in terms of setting direction and initial engagement, so we’re well set to drive transformative ICS services as we move forwards. ”

Jon Waters, Director, Business Development and Client Solutions

## CAPABILITY AND CO-DESIGN

Although ICSs have a common purpose, each will be quite different in terms of specific needs. In addition, ICSs are still evolving, with each forming its own view on the types of recruitment and workforce services that will deliver on its specific needs. Two principles are therefore crucial to a successful approach to ICS recruitment and workforce partnership:

- Not being assumptive about the specific services that an individual ICS might require
- Listening to and working closely with an ICS to get things right

To address these two principles, we’ve designed a service provision built around ‘capability’ and ‘co-design’. Capability is about illustrating the experience, value and resource that NHS Professionals can bring to the conversation. Co-design is about engaging with the ICS to understand their challenges and then tailor NHS Professionals’ capabilities to design the required services.

Our three core ‘pillars’ of capability are:

- **Flexible resource and collaboration** - flexible resource banks, enabling collaborative working horizontally (for example: acute, social care, primary care) and vertically (by skills across relevant settings) to optimise workforce deployment
- **Capability development and deployment** - training and development-enabled recruitment programmes delivering upskilled workers to address workforce shortages and reduce time to deploy
- **Creative recruitment acquisition** - delivering new workers into a system at scale through cutting-edge technology and campaign delivery

Importantly, while the specific challenges of an ICS are likely to require new solutions, the capabilities we are positioning with ICSs are all built on the foundations of what we do today. Our ICS strategy not only aligns with the needs of our ICS partners, but it also complements our commitment to strengthening our core and the continued support of our Bank-managed service relationships.

The process of co-design with our ICS partners is all about understanding their specific challenges and tailoring our capabilities to build specific services for them. Through a series of workshops and workstreams, we’re defining services to deliver collaboration across an ICS, including recruitment support for primary care. The co-design process is an ongoing commitment to engagement, not just one that defines the starting point. Through continued co-design, our intention is to remain aligned with our ICS partners to make sure their services evolve in line with their changing priorities.

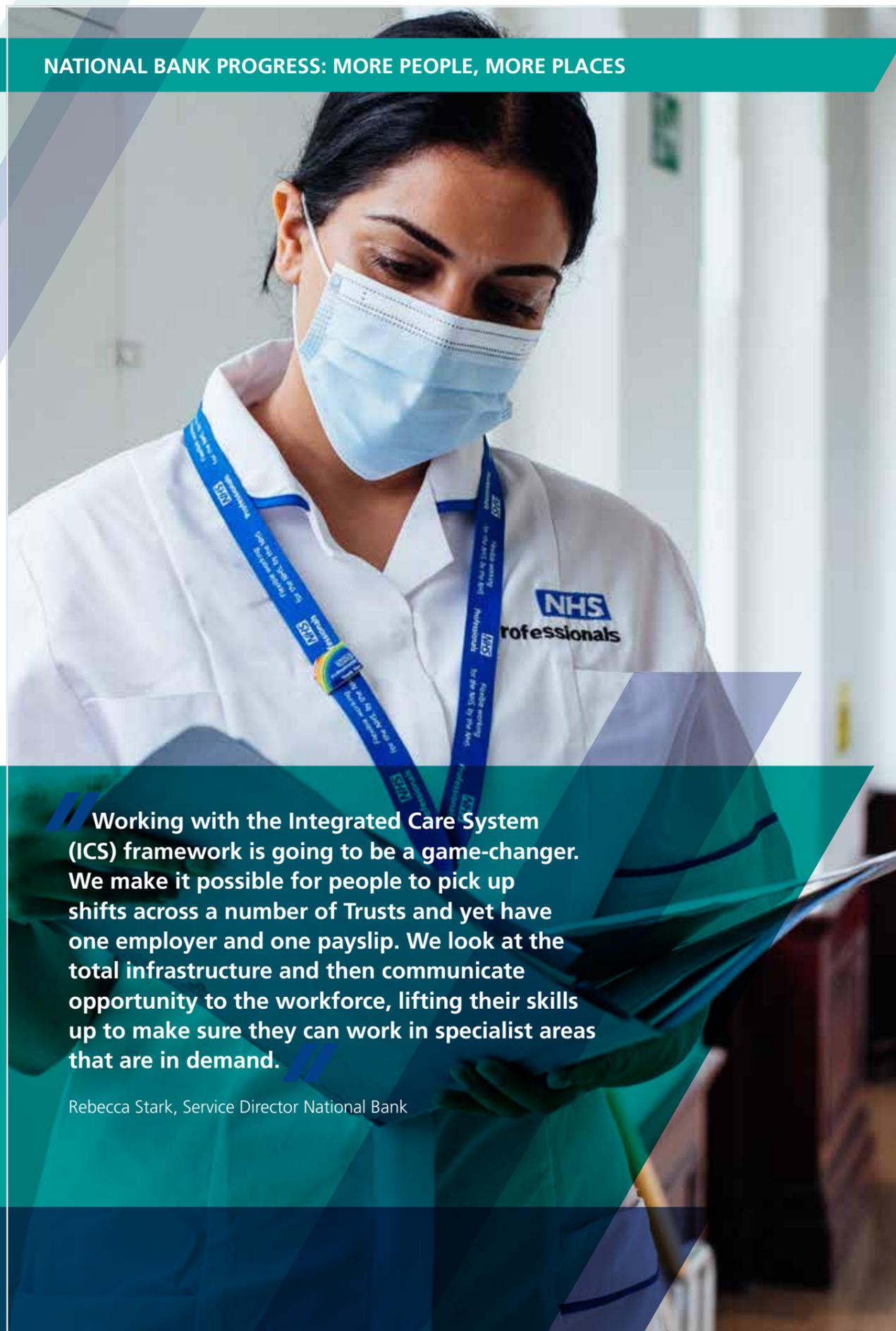
## PARTNERSHIP AND PROGRESS

We have been working with the vast majority of our Trust partners on their ICS-related initiatives. In addition, we are actively engaged in service co-design with a number of ICSs, including Hampshire and Isle of Wight (HIOW), Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (BOB) and ICS Devon.

## NEXT STEPS

Technology development has been a critical element of our ICS strategy and overall business transformation as we expand out to provide broader support. Co-design will continue to be critical also, as we deepen our engagements and expand out the conversation to more ICSs. The past year has seen us set our direction and initiate some key ICS relationships and services. As the challenges facing the NHS and the broader care network increase, we will continue to develop our ICS offering to help the system rise to the challenge.

## NATIONAL BANK PROGRESS: MORE PEOPLE, MORE PLACES



**Working with the Integrated Care System (ICS) framework is going to be a game-changer. We make it possible for people to pick up shifts across a number of Trusts and yet have one employer and one payslip. We look at the total infrastructure and then communicate opportunity to the workforce, lifting their skills up to make sure they can work in specialist areas that are in demand.**

Rebecca Stark, Service Director National Bank



The NHS Professionals National Bank was launched in 2021 to enable Trusts to access flexible staff via NHS Professionals before they opt to use external agencies. Its core aims are to provide Trusts with cost savings, and to provide healthcare professionals with more choice of locations.

Naturally, launching a major new service has been challenging due to the ongoing impact of the pandemic. However, despite these pressures, we are delighted the service had three Trusts go live in 2021-22, with National Bank already fulfilling shifts. Plus, our National Bank members (onboarded specifically for National Bank) worked 2,504 shifts at our Managed Service Provider (MSP) Trusts during the year.

In addition, we launched the first phase of our new technology system that will seamlessly integrate with a Trust's health roster. We have also been learning from a trial programme that explores what the National Bank can achieve for Bank Members, partners and patients alike.

#### A COLLABORATIVE WORKFORCE

Our National Bank service is a first-tier, cost-effective Bank supply for Trusts, supplementary to an internal Bank and before other more commercial and costly agencies. Our key drivers are reducing cost, delivering a compliant workforce and acting as a core enabler for the new ICS deployment of Bank Members.

As National Bank continues to deliver a nursing and midwifery workforce to Trusts, we are exploring further opportunities – to work with ICSs, to undertake contracts for Trusts' collaborative workforce, either via tenders or from direct

utilisation, and to fit the National Bank into meeting key ICS objectives. This involves providing a collaborative workforce across different care settings such as Trusts, primary care, hospices and care homes.

This year has been largely about consolidation, gathering intelligence and development. It has placed us in a unique position to understand how we can support staffing across different care settings, and help our partners streamline the right kind of care provision that moves patients through the system safely, efficiently and effectively.

We now have the insights and planning in place to provide our Bank Members with the opportunity to work within a local place and not be restricted to a single Trust. It means we can capitalise on different roles and specialties required across regional Trusts, creating one market that services the needs of different departments, from elective surgery to A&E to social care settings.

Throughout this year of recovery and planning, we have made sure excellence continues to be delivered through National Bank. This includes the creation of new head of customer relations and head of service delivery roles, alongside regular interaction and expectation management and keeping our targets refreshed. We have also developed new technology that will increase the efficiency and effectiveness of deploying members through National Bank, and appointed a specialist vetting partner for additional efficiency and agility. We will continue using new technology to obtain improved data and reporting so we achieve better outcomes for our partners and Bank Members.

TRUST CASE STUDIES



**SOUTHPORT AND ORMSKIRK HOSPITAL  
NHS TRUST**

MANAGED SERVICE PROVIDER CONTRACT

Key results (12 months)

- Bank hours filled increased by 13%
- Registered fill increased by 22%
- Agency hours decreased by 60%

Over the year the Trust has managed to reduce agency usage, increase bank usage, and reduce unfilled shifts. Through numerous initiatives, knowledge of the Trust and internal stakeholder engagement, NHS Professionals has ensured that all targets have been successfully achieved.

Jon Hannah - Head of Procurement

**PAN-MERSEY TRUST PARTNERSHIP**

INTERNATIONAL RECRUITMENT CAMPAIGN

Key results (12 months)

- 670+ nurses placed
- Retention rate more than 98%
- Three in-house OSCE training hubs established across 11 Trusts

NHSP International continues to support us to navigate through the challenges of our international recruitment campaign. From the selection process, to onboarding, to flight bookings and arrivals, they are always helpful and nothing is ever too much to ask.

Joselito Marinas, Associate Director, Liverpool University Hospitals NHS Foundation Trust



**SURREY AND BORDERS PARTNERSHIP  
NHS FOUNDATION TRUST**

MANAGED SERVICE PROVIDER CONTRACT

Key results (24 months)

- 18,989 shifts filled
- 7 million+ hours worked
- 21,000 hours year-on-year Bank fill increase

We worked very closely with our NHS Professionals account director for our contract renewal process, and he made the process for the Trust very smooth. He listened to what we wanted and flexed appropriately to achieve a positive outcome for the Trust.

Karen Froy-Smith, Human Resources Business Partner and Trust Lead



**CHESTERFIELD ROYAL HOSPITAL  
NHS FOUNDATION TRUST**

MANAGED SERVICE PROVIDER CONTRACT

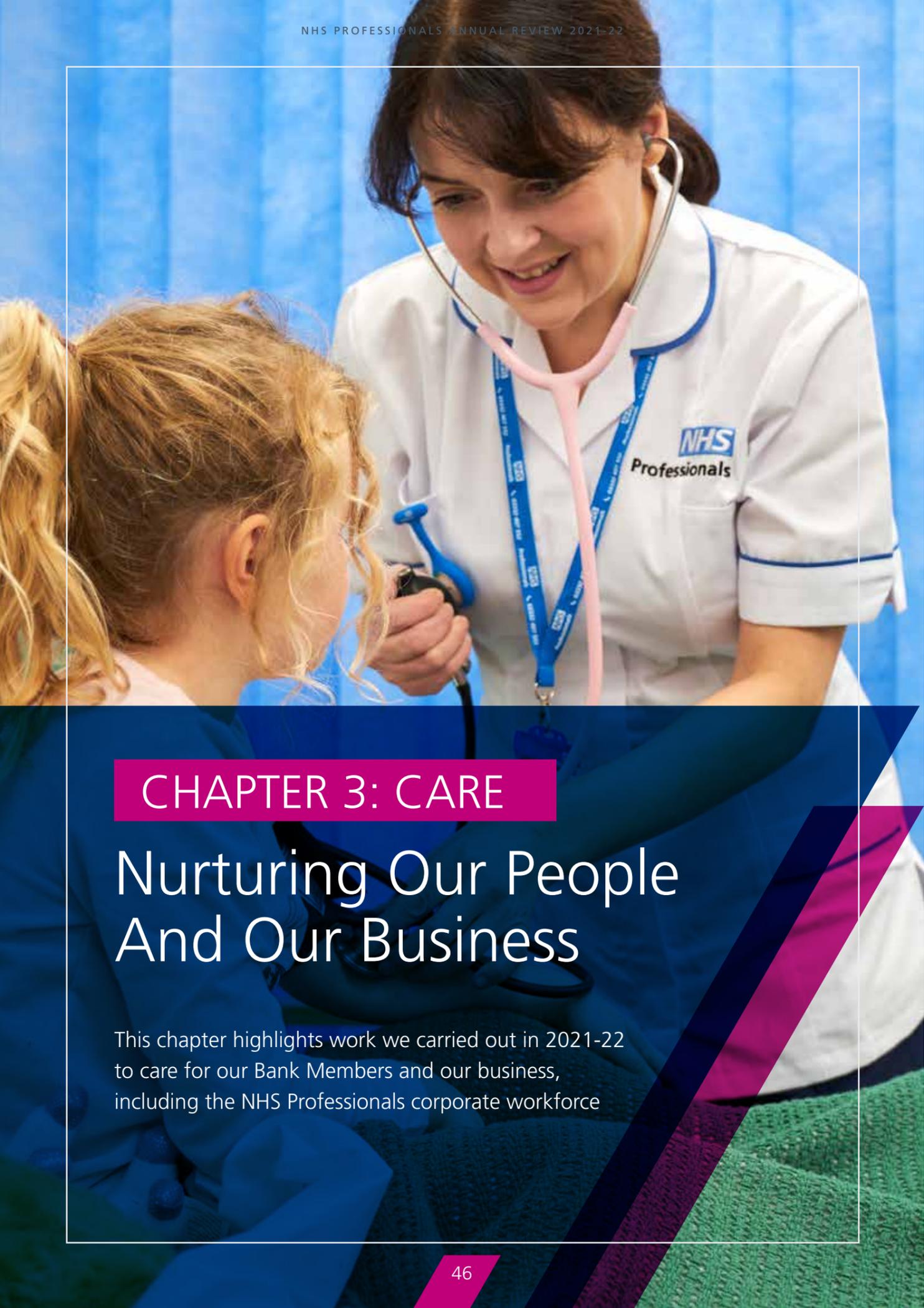
Key results (12 months)

- £1.2 million savings to nursing budget
- Agency use removed from 90% of wards
- Record shift fill levels – average improvement 7,000 hours per month

Working in partnership with NHS Professionals gave us further reassurance of governance and compliance and provided us with a contingent workforce which could be redeployed, at pace, during changing operational pressures.

Claire Davies, Senior Matron/ Nursing Workforce Coordinator





## CHAPTER 3: CARE

# Nurturing Our People And Our Business

This chapter highlights work we carried out in 2021-22 to care for our Bank Members and our business, including the NHS Professionals corporate workforce

Care remains at the heart of everything we do - from supporting our Bank Members to deliver a high standard of safe, compassionate care, through to caring about the career development and well-being of both our Bank Members and hard-working corporate teams.

### OUR BANK MEMBERS

Our dedicated Bank Members are the lifeblood of NHS Professionals, and an essential part of the NHS. They are why we introduced our new 'Member Promise' in 2021-22 to ensure we create a community where our Bank Members feel valued and proud to be part of our team.

#### The NHS Professionals Bank Member Promise

*We promise to welcome, support and celebrate our Bank Members as part of our flexible working community; benefiting their lifestyle, their career and our NHS.*

**// We've been on quite a journey through 2021-22 to make sure we develop and deliver on our Member Promise. While a behavioural change like this can take some years to become fully embedded and the impact evaluated, we are delighted that we delivered on a range of commitments this year. //**

Melanie Simmonds,  
Director of Bank Member Engagement

In practice, our Member Promise guides our work and community culture and provides a smooth and enjoyable experience for Bank Members, whether they are brand new to NHS Professionals or a long-standing Member. It is also underpinned by a new and robust Bank Member engagement strategy. This was originally implemented last year and includes:

- Raising awareness internally
- Guidelines for effective communications
- A team of 20 Member Promise ambassadors
- A range of Member Promise induction assets
- An audit framework to measure a range of metrics indicating adherence to the Member Promise





At the same time, we worked closely with partner Trusts to improve the Bank Member experience and get the basics right - from providing more ward and shift information and making sure a named person greets Bank Members, to providing early career and student nurses access to shifts and locations that specifically suit their skills and aspirations. We also created initiatives including school-hour shifts and a 'flex pool', where people can split or share shifts to fill gaps.

### SAFEGUARDING BANK MEMBER HEALTH AND WELL-BEING

While the pandemic has showcased the dedication and commitment of NHS workers, research also suggests that many have experienced mental health issues as a result. We have made sure there are health and well-being resources and guidance available to our Bank Members through our online health and well-being hub. This includes signposting the NHS's Improving Access to Psychological Therapies programme, a free self-referral service. We also expanded our Going The Extra Mile Awards to champion and celebrate examples of outstanding work across all our staff groups.

We worked to expand career paths and enhance the professional development opportunities available to our Bank Members. This included developing a competency framework that will define the skills and knowledge base required for each level within nursing - from unregistered practitioners such as healthcare support workers, to registered advanced practitioners.

Furthermore, our new NHS Professionals Academy will aim to support clinical care with assurance of the skills and competencies the NHS requires, while also offering our Bank Members the chance to develop their careers to fit with their lives.

### DEVELOPING STRONGER RELATIONSHIPS

Understanding what Bank Members want from their roles and shifts is central to how we will continue to meet their needs.

We created a Bank Management team to focus on building relationships with our Bank Members and showing them they are valued. The team provide proactive interventions when issues arise, reach out to remove any barriers and help get people back on track if needed. The team also monitor renewal dates for mandatory training, so Bank Members aren't restricted from working. The service has already received excellent feedback and is having a positive impact, increasing hours worked and getting Bank Members back out on shifts.

We developed a comprehensive member engagement framework and introduced this following input and feedback across the organisation. Our aims are to build relationships with Bank Members using a systematic approach to engagement, and support member satisfaction, utilisation, shift fill and perception. The framework consists of advisory groups that represent the Bank Member voice and test out new processes and systems, plus surveys, webinars and a range of communications.

A rewards and recognition scheme has also been developed, with rewards for Bank Members based on loyalty and shift fill. Plus, we have introduced a series of incentives which are now being built into delivery at key points throughout the year, recognising our longest-serving Bank Members on key occasions, such as International Nurses' Day.

Last, but by no means least, we've been working to expand career paths and enhance the professional development available to our Bank Members. Flexible working is now a viable and positive career choice for many, and we want to underpin this agile mindset with investment in a robust culture of learning.

### TAILORING OUR SERVICE TO THE NEEDS OF DIFFERENT STAFF GROUPS

Across the year we actively engaged our Bank Member workforce with persona research across all of our staffing groups to truly understand the drivers and motivations they have to remain in the NHS. Most importantly, we asked our Bank Members to share their stories so that we can continue to celebrate and reward them for what they do.

**Our new approach has seen 96% of Bank Members who share the number of shifts they wish to work per week achieve their desired hours – in many cases, going above the number of hours they specified. We've also seen an increase of over 3,000 hours per week from this cohort in comparison to their previous 13-week benchmark. In comparison to those not supported in this way, 65% have worked in the last month.**

Melanie Simmonds,  
Director of Bank Member  
Engagement



## A CULTURE OF CONTINUOUS LEARNING: THE NHS PROFESSIONALS ACADEMY

**// The Academy is an incredibly positive and exciting environment. We know the impact we are going to have on so many people, changing lives. It's why we are all committed to making a massive change in our services for the benefit of the NHS, now and in the future. //**

Lisa Maclean, Academy Director of Education

A key part of our care-based approach to the flexible workforce is providing learning opportunities to enhance skills and support the needs of Bank Members and the wider healthcare system. The NHS Professionals Academy is central to this – and 2021-22 has been pivotal.

The past year has been about responding to demand and preparing for the Academy's full external launch in March 2023, and web pages and course details going live in autumn 2022. We've been focused on delivering mandatory and statutory training for those new to NHS Professionals and to those requiring an annual update, along with an increasing demand for clinical skills training. In addition, we have increased the clinical expertise in our NHS Professionals educators team, which enables us to stay connected with the latest learnings, research and current challenges within the clinical arena.

### DEVELOPING SKILLS TO MATCH DEMAND

Our aim is to deliver courses – both clinical and non-clinical – that are able to develop, upskill and train our Bank Members to make sure career development is available for all. We have already developed 30 such relevant and contemporary training courses and we are looking at the potential for additional coaching, advisory and consultancy services.

We've prioritised a range of innovative ways to deliver learning and development, from face-to-face to a virtual learning environment. We were delighted to be awarded a place on the East of England NHS Collaborative Procurement Hub framework for the provision of training and development services. This enables us to provide a range of courses to the NHS, from patient safety and systemic leadership, to coaching and non-clinical project management.

The Academy is now well positioned to develop skills and match demand with the right kind of training. One example is our Healthcare Support Worker Development Programme, which brings people into the NHS to start them on a path to health service provision and professional qualifications.

Most importantly, we created learning pathways that enhance careers, provide intrinsic motivation and enable our workers to access more shifts – and ultimately more pay. It is a strategic approach that places the Academy as a vital part of the workforce solution, where it is not just about recruitment, but also education and development of individuals to enable better movement of skills.

Compliance, mandatory and statutory training remains a critical part of the services offered by our Academy.

It is a key driver in terms of providing education and training and improving quality outcomes for Bank Members, and therefore safer patient care overall. As a result, we have continued to work this year to make sure our delivery of mandatory and statutory training is evidence-based and includes the latest research.

**// Approximately 60,000 of our Bank Members are now career flexible workers. We are working to make sure we support them to enhance their skills in a period where workforce shortages are high and increasing. //**

Lisa Maclean, Academy Director of Education

### TRAINING INTERNATIONAL STAFF

Bank Members represent one of the Academy's priority areas, along with international and substantive staff at Trusts and ICSs. There is also a focus on our Healthcare Support Worker Development Programme and the Objective Structured Clinical Examination (OSCE).

On this last area, we've worked at pace to set up the OSCE Preparation and NHS Acclimatisation Programme for our international recruits, and within the challenging pandemic context.

Our OSCE training prepares international nurses and midwives to undertake their OSCE Assessment to become registered with the Nursing and Midwifery Council.

We know it is a high-stakes exam for our international nurses and midwives, as failing it means they won't get their visa to work and stay in the country. We make sure we have the very best OSCE trainers – all of which have been OSCE assessors – and strive to include this high-quality teaching with the latest equipment and training resources.

Consequently, our OSCE training is delivered to the highest standard, with pre-coursework material and ongoing support and guidance. As a result, our cohorts have achieved a 100% pass rate. Alongside OSCE training, our acclimatisation work involves preparing the international nurses to understand and be ready for what to expect when they start work in the NHS, from understanding the NHS system to learning the nuances of our culture and language.



### OUR BUSINESS



**“ We recognise the impact the last two years has had on our workforce. We have put several mechanisms into place to support our people with their resilience, financial planning and overall good mental health so they can bring their very best selves to work. ”**

Helen McMullan, Head of Talent Management and Development

**With an increase in hybrid working since the pandemic, it's vital that we train managers with the skills to make better use of online platforms and successfully manage and support their teams remotely.**

Helen McMullan, Head of Talent Management and Development

### CELEBRATING IN-HOUSE TALENT: HUMAN RESOURCES

We employ 1,150 people at NHS Professionals and one of our key strategic priorities in 2021-22 was talent recruitment and retention. Our human resources vision is clear and simple: for NHS Professionals to be a great place to work. While this year has been one of adapting and recovering, we have been determined to achieve this vision and maintain the benefits created during the pandemic.

We continued to use our My Engagement online platform with monthly employee engagement surveys, which gather feedback from our staff. We use these to address any issues raised and focus on key outcomes that will improve performance.

Most recently, we ran a survey dedicated to Equality, Diversity and Inclusion (EDI) and we have also now built the engagement process into our corporate induction.

**What came out of the staff surveys? We're at 75% rate of engagement and our wellbeing is at 82%. Feedback is vital to help us look at any particular areas that need addressing and we work with managers to take action within teams.**

Helen McMullan,  
Head of Talent Management and Development

### BUILDING AN EMPLOYEE VALUE PROPOSITION

We were delighted to receive a Top Employers Institute reaccreditation at the start of the year – the only NHS organisation to attain this award. It really demonstrates our commitment to making NHS Professionals a great place to work.

We spent time reviewing and updating our corporate careers web pages, to align messaging with our mission of putting people in places to care. Within recruitment and retention, we translated this internally as: 'putting care into your career'.

The return of face-to-face inductions gave us the opportunity to redevelop our onboarding and corporate induction programme, with a focus in 2021-22 on our Compelling Employee Journey. Our new modules within our learning management system cover personal growth, professional skills, wellbeing, leadership and management and customer excellence.

### UPSKILLING OUR MANAGERS TO SUPPORT THEIR TEAMS

There have been key developments within our in-house learning management system across the year. Since the pandemic, we have focused on upskilling managers in leadership skills. This included launching 'The Epic Manager' – a 12-month programme with modules for both new managers and those who require a refresh of their management skills. We have put approximately 70 employees through the programme so far. We also witnessed a strong uptake in our digital Step Into Management Programme, for newly promoted and aspiring managers.

### ONGOING COMMITMENT TO MENTAL HEALTH AND WELL-BEING

This past year has been about the well-being and engagement of our people, and supporting them through financial difficulties in response to current challenges.

After creating a broad range of resources and training within the pandemic, we were committed to making sure this level of support was maintained.

It has been vital to continue to offer the same support sessions to our employees, but adapted to suit the pressing issues currently affecting them. These ranged from our monthly 'safe space' support sessions - facilitated for people to drop in and talk about how they are feeling and access support and advice from their colleagues - to, most recently, workshops around financial well-being.

**We remain committed to embedding our strategic priorities within the culture of NHS Professionals, in particular our focus on mental health and engagement. Looking forward, we've been developing new programmes including a menopause policy, with training for managers on how to support their staff and workshops for those going through the menopause. We also created a group for new dads to come along and talk about the challenges of parenthood in a confidential space.**

Helen McMullan,  
Head of Talent Management and Development

**// We need to make sure we recruit the best talent, retaining and progressing our staff, and not engaging in discriminatory practice in any shape or form. We also need to consider all stakeholders, who must adhere to the Public Sector Equality Duty, as defined in legislation. It is imperative we lead by example. //**

Mina Jesa,  
Diversity and Inclusion Lead



## NHSP TOGETHER: EQUALITY, DIVERSITY AND INCLUSION (EDI)

EDI remains a high priority for NHS Professionals and in 2021-22 we recruited a diversity and inclusion lead to look specifically at the corporate side of our business.

Our Executive Committee and Board have signed off a vision and strategic plan, which has three overarching aims:

- **To make sure NHS Professionals becomes an inclusive recruiter of choice, encompassing a fully diverse workforce.** This will be by creating an equitable platform, free of systemic barriers, which will give individuals opportunities to work and excel regardless of their backgrounds
- **For NHS Professionals to proactively embed the EDI agenda in all that it does.** The business benefits of EDI to an organisation will only be realised if they are proactively considered and acted upon from inception of business activity through to completion, and not as an afterthought
- **To make sure NHS Professionals creates a psychologically safe environment in which everyone can bring their 'whole selves to work' and give their best.** In terms of organisational culture, this is about having the courage to take risks, speak up, ask pertinent questions, ask for help and connect with others in an authentic way which is underpinned by humility and vulnerability. This has to stem from the leadership team and filter down through and across all layers of the organisation.

## INNOVATION AND CREATIVITY

We have begun to realise this vision and plan through various initiatives including:

- Using data analysis to keep a sense-check on what staff are feeling about EDI work on the ground and making sure our strategic plan remains flexible and adaptable to any changes as they may occur

- Establishing an EDI Council, with representation from across the business, with a remit to make sure the EDI agenda gets traction and continues to evolve within the business
- Signing up to the Menopause Pledge, and making sure our employees and managers are fully supported and trained in relation to the menopause
- Establishing staff networks, with core members taking responsibility for helping to support and progress EDI work
- Launching an EDI knowledge hub - an online platform housing resources on the EDI agenda, with content continuously refreshed by staff across the business to keep it meaningful and fresh
- A programme of 'chat and learn' sessions, where each month we have an external speaker on different aspects of EDI. This is a safe space for shared learning and having important critical debates and discussions, which also promote diversity of thought

## ADDING VALUE THROUGH EDI-LED OPPORTUNITIES

In 2021-22 we also chose to sponsor the NHS Communicate Award Category: 'Promoting Diversity and Inclusion in Communications'. In partnership with the NHS Confederation and NHS Providers, this award recognises the achievements of communicators across the NHS who deliver effective work that champions EDI and benefits staff experience and patient care.

**// Sponsoring the NHS Communicate Award was an opportunity to celebrate teams and individuals who deliver highly effective, diversity-focused communications. Undoubtedly, these will have supported delivery for the NHS at a local, regional and national level, and reached the widest possible audience of staff and patients. //**

Nicola McQueen, Chief Executive Officer

**By working with suppliers, looking at processes, materials and consolidation of the supply chain, we can all help to reduce cost without negatively impacting quality and agility. For instance, we are currently combining our uniform orders with ID orders. This streamlines packaging and delivery and gives Bank Members a better experience.**

Christina Zimmer, Commercial and Procurement Director

#### QUALITY AND SUSTAINABILITY: FACILITIES AND PROCUREMENT

Through 2021-22, the facilities and procurement team has worked to make sure our supply chain delivers on quality, sustainability, diversity and environmental commitments. This includes leading on the ISO14001 accreditation standard, for which we have received a positive recommendation – a critical achievement for NHS Professionals.

We have also begun the journey of implementing a full supplier relationship programme, which allows us to make sure the quality of services being delivered from our suppliers meets NHS Professionals standards. This programme includes tiering our suppliers, strategic partnering with our top suppliers, building relationships across the supplier business and sharing visions and values.

As a key priority, we have continued to maintain a balance between increasing agility and driving down costs, while working to meet our high standards of quality assurance. This has been achieved either through diversity or agility in the supply chain.

Our property vision has also been brought to life within the last year, from developing a strategy to searching for appropriate properties, such as the new offices we opened in Manchester and Leeds in early 2022. Our supply chain and key factors around sustainability and consultation were critical elements of this whole process.

Looking ahead to 2022-23, our key areas for development include:

- Continued development of the supplier relationship programme, including training contract managers on managing their suppliers to achieve the best outcomes
- Maintaining our ISO14001 accreditation
- Understanding and supporting our supply chain on their environmental, social and governance journey by working more closely and understanding their values and vision for this key area

## CHAPTER 4

# The Year Ahead: Evolving to Support a New NHS

This chapter outlines our key strategic plans and priorities for 2022-23



**It's not until you are standing with someone in a ward meeting or talking to someone working on the front line that you start to truly understand what people are having to do. It then transforms from a 'them and us' into just 'us'. It gives us the inspiration for real-world innovations and solutions.**

Jay Patel, Director of Agency Management

We started the 2021-22 year from a challenging point of delivery – one that was very much based on our reaction and response to the pandemic.

However, the shift in focus from pandemic crisis to recovery means we're now poised to strengthen our core operational model and deliver major, national scale improvements in our business. As a leading provider of temporary staff to the NHS, our transformation will be closely aligned to national strategy and the wider health and care landscape, in particular around integrated care.

**RECOVER, REVIEW AND RESET**

Across the past year, we segmented up our approach into three core programmes, representative of the strategic priorities established as part of our plan:

- 'Brilliant basics'
- Enterprise services
- Enabling digital delivery

In practical terms during the pandemic, we have been delivering consistently against some of our original Vision 22 strategic ambitions. For instance, one of our objectives was to become a powerful and effective tool for the Department of Health and Social Care within the NHS family. In many ways, the support and service diversification we have delivered to initiatives like the Nightingale Hospitals, Test and Trace and the National Vaccination Programme achieved this ambition.

One focus now is how we continue to leverage the pandemic workforce, recognising that the majority will not desire full-time employment and yet will want to keep their skills updated and gain access to flexible opportunities. Our services need to respond to these key motivational factors and ensure we can train the right people for the right roles to care.



**STRENGTHENING OUR CORE: BUILDING NEW CAPABILITIES, SYSTEMS AND PROCESSES**

As part of our evolution to support the NHS, we are working hard to make sure our technological systems and processes have the ability to put the right people in the right places to care. This transformation is in direct alignment with our overall updated business objectives, the NHS People Plan and the NHS longer term agenda.

**Since the pandemic we have greater alignment than ever with the overarching NHS strategic evolution. From stronger visibility, to the capacity to focus our energies and efforts on the services and scalability that will support putting the right people in places to care and deliver a meaningful impact on delivery against the People Plan.**

Celine Ansari, Director of Transformation

Our main challenge throughout the pandemic was that we didn't have the time or capacity to strengthen our core and improve our operational processes and modernise our technology architecture. As a result, while 2021-22 has been a year of consolidating lessons learned and reviewing some of our newly launched services such as National Bank, we have also been driving forward with new technology.

**We aim to deliver our service with an ecosystem-based approach that uses industry standard technology. This will simplify both our technology and our processes, ultimately making us easier to work with, both externally and corporately.**

Daniel Nembhard, Programme Director

The technology architecture we have had in our business up to this point has been overly complex and no longer fit for purpose as we enter a new era of ICS enablement. We want our Bank Members and our partners to be able to perform simple tasks quickly. It's why we are building new capabilities, systems and processes so that we have a target operating model to leverage and exploit opportunities for our Bank Members, partners and staff.

We want to do what we currently do, but better, faster, quicker, and simpler. Our new core operational solution will focus on the simplification of processes, from recruitment and onboarding to all our programme delivery systems. We want to make it easy for people to be recruited onto our National Bank, and simple for partners to provide us with their requirements.

## FLEXIBILITY DRIVES OUR ABILITY AND VALUE

With all kinds of people returning to the NHS in a variety of different guises, the pandemic brought to the fore how critical flexible opportunities are to the deployment and development of a workforce and services.

The importance of promoting flexible working as a choice within the NHS is more vital than ever. Everything that NHS Professionals offers is about how flexibility can be a viable career path, both as a supplement and as a complete career for our Bank Members.

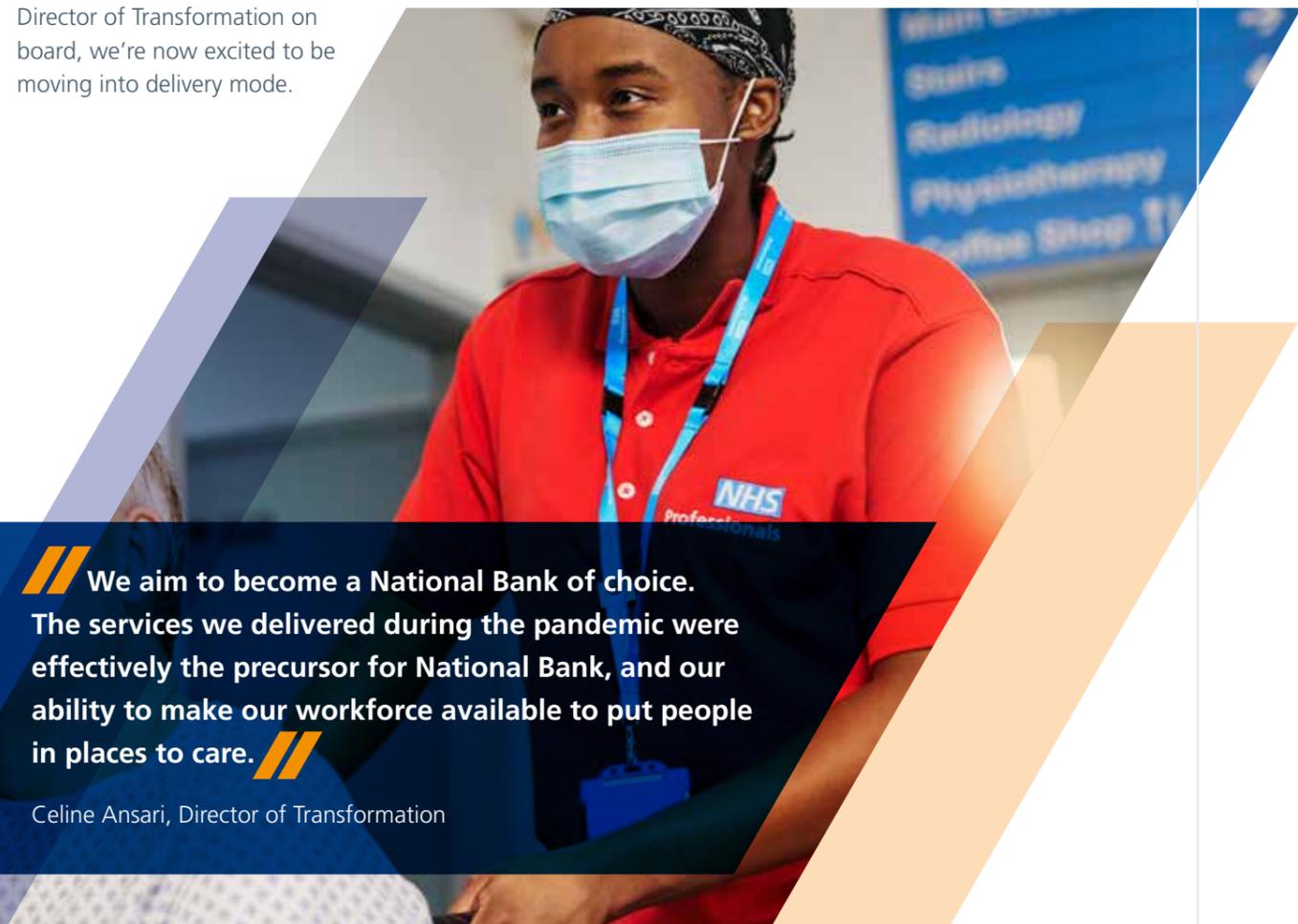
With the National Bank, we aim to attract the right kind of candidate and provide the best choices to the workforce. By increasing the choice, we can increase flexible working.

## TRANSFORMATION AND DELIVERY

We have finalised our updated business case with a clear agenda of transformation that underpins a laser-focused vision as to what it is we want to deliver. Having welcomed a new Director of Transformation on board, we're now excited to be moving into delivery mode.

We have determined five main objectives to achieve in 2022-23, as part of our transformation journey:

- Strengthening our core through the delivery of our transformation portfolio and core operational solutions
- Continuing to add value through learning and development at the NHS Professionals Academy, offering our partners a broader suite of training
- Leveraging agency management capabilities to provide more value to our partners - both in terms of the data we have, and enabling a stronger ownership of the supply chain to try and maximize the value to partners
- Driving our National Bank proposition with a focus on being people-centric and really delivering service excellence for all our partners
- Making NHS Professionals an even greater place to work with new regional offices, improved career development paths and other incentives, so that we become an employer of choice



**// We aim to become a National Bank of choice. The services we delivered during the pandemic were effectively the precursor for National Bank, and our ability to make our workforce available to put people in places to care. //**

Celine Ansari, Director of Transformation

## IT TRANSFORMATION FIT FOR THE FUTURE

Our greatest challenge over the past year has been working with an ageing IT system that makes it difficult and slow to activate change. Therefore, it has been a critical step forward in 2021-22 to decide to replace our IT service management organisation as part of an overall IT infrastructure update, technology and process revamp.

This process was being procured and defined throughout this past year and we have now selected our new partner. In the coming months, we will develop a system that will be ready by the end of the next financial year, by which time we will have migrated our first Trusts, with vetting and onboarding all live.

In addition, we have also replaced our help desk with a new partner who can now offer people access not just by phone, but also by chat and a self-service portal.

Our internal business partner function will work with each of our business areas, enabling more strategic conversations and supporting issues such as connectivity challenges. Plus, we are planning for tomorrow by developing our team through an apprenticeship scheme, with five new apprentices onboarded and more joining soon.

## A PEOPLE-CENTRED SERVICE

Our fundamental objective is to enable a core operating solution that is people-centric, yet with a product-led outcome. To this end, we have started shifting IT to become a business-embedded function, not a business-supporting function. This means getting our team out on site visits and into the real world of wards and departments – something we weren't able to do during the pandemic. A significant change is that we now have IT team members visiting sites at least once a month, to support approximately 60% of our corporate staff for face-to-face problem-solving and issues resolution.

Our new technology is being further developed to make sure we can increase the efficiency and effectiveness of deploying members through our National Bank. Critically, the overarching solution is based on seamless interoperability between a Trust's roster system and NHS Professionals' booking system, enabling a streamlined implementation for everyone.

Ultimately, it means people can get on with their everyday roles and deliver the best patient care, without sacrificing time and energy to administrative tasks.

## STREAMLINING OUR WAY OF WORKING

Looking ahead, we remain focused on supporting the success of ICSs with the least disruption possible in resources, and with the aim of making every customer's life easier.

We're pivoting now to use cloud-based services to improve and streamline the way we work. We'll be delivering new vetting for on-boarding, new self-service opportunities, and more proactive shift management where we can learn about our Bank Members' booking behaviours and act on them.

We will also be supporting communication with Bank Members via multiple device platforms. This will provide better targeting of personalised communication based on Bank Member preferences. In addition, through our new unified telephony system, we will be able to answer every question efficiently and effectively, joining up all requests and administrative tasks.

The balancing act for the next year is striving ahead with improvements, yet with minimal disruption to everyday practice. By the end of the year, we want to enable our Trusts to use their time most efficiently and easily, from booking shifts to signing off time sheets, and removing administrative waste to bring better outcomes for patients.

**// Our transformation plan this year remains our number one key strategic priority, to make sure we continue to deliver the highest quality of service to our Bank Members and partner Trusts with enhancements where required. It's vital that our technology and underlying processes are simple, effective and user-friendly to optimise the experience for everyone. //**

David Callow, Chief Information Officer

**TRANSFORMING THE AGENCY LANDSCAPE**

**Our Agency Managed Service (AMS) represents one of the biggest opportunities in our business to continue supporting the NHS, while increasing our footprint. With rising agency usage and associated high costs, there is an increasing appetite from customers for this solution. It's about continuity of care because Trusts can use the same supplier and staff. It means helping to grow the workforce and delivering people with the right skills and experience.**

Jay Patel, Director of Agency Management

We have three strategic priorities for 2022-23 and beyond:

- To scale and deliver the AMS to meet market and partner needs
- To have the right technology and people in place to support the growth
- To make sure the proposition is fit for purpose with a clear return on investment

We have been piloting the AMS at Warrington and Halton Hospitals NHS Foundation Trust. Due to complete in autumn 2022, the pilot will help us capture valuable lessons and develop an enhanced service to take to market with scale.

Our AMS will support Trusts to understand and improve booking patterns, as well as reduce costs. From our data, we can identify exactly where the challenges are and work collaboratively with all stakeholders to improve measures. This will enable Trusts to start seeing benefits to their workforce.

Our new Agency Managed Service (AMS) takes on overall responsibility for an NHS Trust's agency flexible worker supply. Its aim is to improve operational efficiency, reduce costs through sourcing, and utilise a high-quality, contingent and compliant workforce from third party providers.

Across 2021-22, the priorities for the AMS focused on our understanding of the market and developing our service proposition, in order to scope, design and deliver it. Now we are shifting away from the extra pressures of the pandemic, we are undertaking an organisational redesign to make sure we have the right team in place to support this service. We are also leading a review of our technology investment so we can meet any additional framework and service requirements.

**NATIONAL BANK NEXT STEPS: GREATER ACCESS TO PEOPLE TALENT**

**Within three years, any Trust that can access our National Bank service should be accessing it as the first port of call on their cascade before agency. Nothing less than excellence will be our goal.**

Mike Ruddle, Chief Commercial Officer

This year, we remained ambitious about fully supporting the NHS in its recovery and helping to build a more sustainable and flexible workforce. Now, it is imperative that we use our new National Bank to help take ICSs from their initial plans to operational reality and support efforts to clear backlogs of elective and diagnostic work.

Our National Bank proposition will enable Bank Members to work with a greater choice of shifts and locations. It will also give Trusts full access to a new, highly flexible workforce at competitive rates with automated shift fills to reduce their administrative load. National Bank presents a very flexible, agile technology-based solution that can be deployed relatively easily to different entities providing care in an ICS. It will enable the movement of our Bank Members to work across an entire system, supporting an ICS to create a collaboration of Banks.

**MEETING NATIONAL OBJECTIVES**

We continue to support the national agenda to constrain budgets post-pandemic. Integral to this is increasing access to more staff groups, an area we have defined as fundamental to service evolution. It will present more opportunity and increased benefits to individuals and care providers, and, ultimately, support improved patient care.

As a result of our work and learning over the past 12-18 months, we now have an even stronger relationship with - and understanding of - NHS England and Improvement (NHSEI) objectives. It has been essential that we develop the roadmap of the National Bank service in conjunction with NHSEI, to make sure it is complementary to their workforce and policy objectives and meets the definition of Bank provision, as defined by framework providers. In particular, it will provide a cost-effective flexible resource pool that brings positive Trust, workforce and patient outcomes.

**There is so much more value we can contribute to help the NHS achieve its stated workforce objectives, all focused on championing the flexible worker and prioritising patient care. It's about access and – in the spirit of place-based care – supporting all ICSs, Trusts and care providers across the country.**

Mike Ruddle, Chief Commercial Officer

**// As we scale the National Bank service, we can undoubtedly increase the value we provide into the system. This includes expanding the service to include additional staff groups, from administrative and clerical to other healthcare roles. In this way, we can deliver improvements in terms of cost, quality and added value at every level. //**

Mike Ruddle, Chief Commercial Officer

Within our transformation plan, the National Bank will become:

- The Bank of choice for flexible staffing and reduce the NHS dependence on external agency support
- The employer of choice for healthcare professionals in the workforce sector: building a membership and community model that supports our 193,000-strong talent pool of flexible NHS workers; and providing high-quality professional development opportunities to optimise attraction, engagement, productivity and retention of the NHS workforce
- A source of new, value-adding and differentiated services to NHS Trusts that will meet the emerging needs of ICSs as they develop cross-system solutions, enabling us to be even more agile and responsive in the market

### A JOURNEY OF GROWTH

The 2021-22 period has seen our National Bank travel further on its journey towards delivering a cost-effective and compliant solution to current staffing challenges. We have gone live with a new service during a pandemic, created the governance for the National Bank and launched a new technology strategy.

We have also developed vital learnings from our Early Adopters Programme, with a particular focus on mental health and community Trusts. With the first Early Adopter Trust going live in July 2021 and three further Trusts live, the programme has helped us develop a value proposition that we believe is

the best fit for Bank Members and can attract new people into the NHS. It also incentivises Trusts with the expectation of high-quality people, cost benefits and added value.

### AN EVOLUTION IN COLLABORATION, CAPABILITY AND NEW TALENT

In the past year, we have put in the groundwork to make sure our National Bank will be equipped to meet ICS strategic objectives and deliver cost, quality and value benefits into the system.

By responding to the needs of Trusts and the ICS agenda, we have begun to build a service based around three key drivers including:

- **Collaboration** - we will provide the tools to facilitate collaboration, as National Bank is deployed with agility across various entities that provide care within ICSs
- **Capability development** - when a worker joins the National Bank, we will make sure they can access support for a range of career pathways, from upskilling to resources and opportunities
- **Creative talent acquisition** - we have been working proactively to reach beyond the current social and health care workforce to engage with new people considering a career in healthcare, and using the National Bank to place them into the system

**// Through new technology we will have seamless interoperability, enabling us to plug the National Bank service into any workforce management system within an ICS, providing the vehicle for genuine collaboration. It's an expedient way to access low-cost, high-quality resources. //**

Mike Ruddle, Chief Commercial Officer

### THE GOLD STANDARD IN EDUCATION AND TRAINING

**// Our big differentiator is that we are for the NHS, by the NHS. What we provide is an intrinsic part of the service and any profit we make is reinvested back into the wider healthcare economy. We have a real insight into and understanding of the challenges Trusts face. //**

Lisa Maclean, Academy Director of Education

We are excited to go live with web pages and courses for the NHS Professionals Academy in autumn 2022, with a full external launch in March 2023. In the coming year, we aim to increase the number of courses we develop to 70 and extend our digital assets so that our virtual learning environment will enable yet more flexible and agile skills development.

We're also currently working with Royal Colleges, Universities and Institutes to investigate the opportunities for endorsement of our Academy courses and map our courses to Continuing Professional Development (CPD) pathways. Alongside this, we will focus on bringing in further partnerships and accreditations that will offer our courses increased recognition and credibility.

### STRATEGIC PRIORITIES THAT EMBED OUR EXPERIENCE AND INSIGHTS

We have a number of strategic priorities to start delivering in 2022-23. First and foremost, we know there is a sizeable untapped market for additional training services that NHS Professionals is well positioned to provide. One key aspect of the Academy will be to develop further training for our Bank Members.

We know our insights and knowledge of the NHS set us apart from other education and training providers. To strengthen this further, we are currently designing an education and training needs survey with a cross-section of our existing Trust contacts to help steer product development. The quantitative and qualitative surveys will include a focus on the challenges in service delivery in the next 12-18 months, along with a look at the legislative and regulatory agenda, training needs and capacity gaps.

As an education and training Academy, we are in a unique position to understand the issues in many Trusts and bring a broader perspective on how we can support any new developments and promote safe practice going forward.

**// We intend to be a force in the marketplace, with innovations that can support Trusts, from pop-up digital training to complete in your coffee break, to making sure we have all the necessary accreditations for career development opportunities. //**

Lisa Maclean, Academy Director of Education



## CONCLUSION

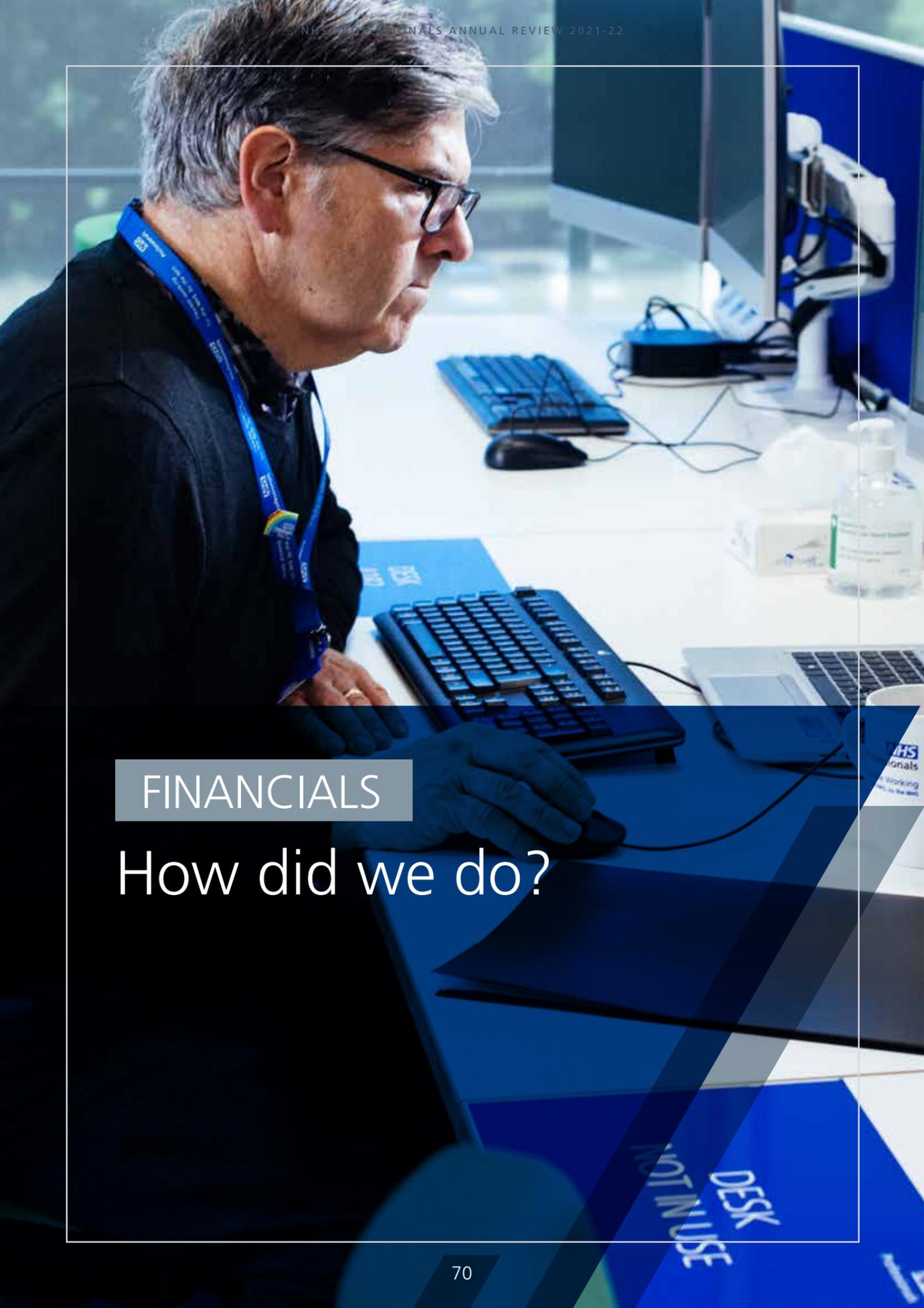
In 2021-22 we saw the pandemic continue to cast a long shadow across the health and care landscape. While there was a welcome shift from crisis to recovery, COVID-19's deep impact triggered a new set of operational challenges such as elective care backlogs, a committed but fatigued workforce and growing pressure in the care sector.

Alongside these challenges, we also saw new opportunities emerge. Work to collaborate across boundaries in readiness for the launch of Integrated Care Systems intensified. Attention on workforce well-being and retention, including the critical importance of flexible working, inclusion and positive career development, increased significantly.

As a business, we continued to deliver pandemic-related projects, but the shift from crisis to recovery meant we could refocus on our signature services in support of healthcare professionals and Trusts. We achieved strong results, adding another 13,000 Bank Members, renewing all our Trust Managed Service Provider (MSP) contracts due for renewal and welcoming three new MSP Trusts to the business. Our work to build on this solid foundation will continue at pace in 2022-23.

At the same time, we seized the opportunity to move forward with planned service innovations to support the transformation of our own business and the wider NHS. We pressed ahead with major work on ICSs, comprehensive agency management, education and training and our National Bank to get more people into more places to care. We firmed up detailed plans to strengthen our core operational model with updated technology and simpler, faster processes. In addition, we looked at more ways we can nurture our fantastic staff after a tough two years and make NHS Professionals an even better place to work.

As a critical workforce partner to the NHS, we know that great results for us make a real difference on the front line. Putting more people in more places to care translates into a stronger, safer and more sustainable NHS. It's with this important knowledge that we will continue to work hard with passion and pride in 2022-23 to support the recovery and growth of our brilliant NHS.



# FINANCIALS

## How did we do?

### INCOME STATEMENT FOR THE YEAR ENDED 31 MARCH 2022

	Year ended 31 March 2022 £000	Year ended 31 March 2021 £000
<b>Revenue</b>	934,852	950,939
<b>Cost of sales</b>	(842,961)	(861,733)
<b>Gross profit</b>	<b>91,891</b>	<b>89,206</b>
Administrative expenses	(75,069)	(70,254)
<b>Operating Profit</b>	<b>16,822</b>	<b>18,952</b>
Finance income	1	21
Finance Cost	(92)	(108)
Profit\loss) on disposal of fixed assets	53	(10)
<b>Profit before taxation</b>	<b>16,784</b>	<b>18,855</b>
Tax expense	(2,891)	(3,560)
<b>Profit for the year</b>	<b>13,893</b>	<b>15,295</b>
<b>Profit and total comprehensive income for the year</b>	<b>13,893</b>	<b>15,295</b>

The total comprehensive income for the year relates to continuing operations.

The company had no recognised gains or losses other than those shown in the Statement of Income Statement and therefore a separate Income Statement has not been presented.

## STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2022

	As at 31 March 2022	As at 31 March 2021
	£000	£000
<b>Non-current assets</b>		
Property, plant and equipment	1,767	2,643
Right of use assets	2,878	3,761
Intangible assets	1,504	1,508
	<b>6,149</b>	<b>7,912</b>
Deferred tax	1,486	910
	<b>7,635</b>	<b>8,822</b>
<b>Current assets</b>		
Trade and other receivables	93,256	79,606
Other current assets	44,803	63,434
Cash and cash equivalents	99,244	111,425
	<b>237,303</b>	<b>254,465</b>
<b>Total assets</b>	<b>244,938</b>	<b>263,287</b>
<b>Current liabilities</b>		
Trade and other payables	(84,830)	(81,277)
Current tax liabilities	(2,488)	(1,822)
Lease liabilities	(325)	(898)
Other liabilities	(79,321)	(96,242)
Provisions	(1,896)	(1,375)
<b>Total assets less current liabilities</b>	<b>76,078</b>	<b>81,673</b>
<b>Non-current liabilities</b>		
Provisions	(1,528)	(2,742)
Lease liabilities	(3,062)	(3,336)
<b>Net Assets</b>	<b>71,488</b>	<b>75,595</b>
<b>Equity</b>		
Ordinary shares	20,000	20,000
Share premium	3,369	3,369
Retained earnings	38,819	42,926
Capital reserve	9,300	9,300
<b>Total equity</b>	<b>71,488</b>	<b>75,595</b>

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2022

	Ordinary Shares	Share premium	Retained earnings	Capital reserve	Total Equity
	£000	£000	£000	£000	£000
<b>Balance at 1 April 2020</b>	20,000	3,369	27,631	9,300	60,300
Profit for the year and total comprehensive income for the year	-	-	15,295	-	15,295
<b>Balance at 31 March 2021</b>	<b>20,000</b>	<b>3,369</b>	<b>42,926</b>	<b>9,300</b>	<b>75,595</b>
Profit for the year and total comprehensive income for the year	-	-	13,893	-	13,893
Dividend payable	-	-	(18,000)	-	(18,000)
<b>Balance at 31 March 2022</b>	<b>20,000</b>	<b>3,369</b>	<b>38,819</b>	<b>9,300</b>	<b>71,488</b>

**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2022**

	Year ended <b>31 March 2022</b>	Year ended 31 March 2021
	£000	£000
<b>Cash flows from operating activities</b>		
Cash generated from operations	10,583	28,692
Tax paid	(2,802)	(3,009)
<b>Net cash generated from operating activities</b>	<b>7,781</b>	<b>25,683</b>
<b>Cash flows from investing activities</b>		
Payments for intangible assets	(454)	(160)
Payments for property, plant and equipment	(670)	(783)
<b>Net cash used in investing activities</b>	<b>(1,124)</b>	<b>(943)</b>
<b>Net cash inflow before financing</b>	<b>6,658</b>	<b>24,740</b>
<b>Cash flows from financing activities</b>		
Interest received on overdue receivables	1	21
Dividends Paid to Shareholders	(18,000)	0
Payment of lease liability	(748)	(580)
Payment of lease interest	(92)	(108)
<b>Net cash outflow used in financing activities</b>	<b>(18,839)</b>	<b>(667)</b>
<b>Net increase in cash and cash equivalents</b>	<b>(12,181)</b>	<b>24,073</b>
Cash and cash equivalents at beginning of year	111,425	87,352
<b>Cash and cash equivalents at end of year</b>	<b>99,244</b>	<b>111,425</b>

**MEET OUR PEOPLE**

**BOARD**



**Nicola McQueen**  
*Chief Executive Officer*



**John Flook**  
*Interim Chairman*



**Matt Brummitt**  
*Interim Director of Finance*



**Adele Barker**  
*Non-Executive Director*



**Dr Kate Langford**  
*Non-Executive Director*



**Maz Ahmed**  
*Non-Executive Director*



**Oli Blackaby**  
*Non-Executive Director*

**EXECUTIVE COMMITTEE**



**Karla Boddy**  
*Chief Customer Officer*



**Mike Ruddle**  
*Chief Commercial Officer*



**Juliette Cosgrove**  
*Chief Nurse and Director of Clinical Governance*



**James Orr**  
*Managing Director of Doctors Direct and Specialist Services*



**David Callow**  
*Chief Information Officer*



**Elaine Thomas**  
*Chief Operating Officer*

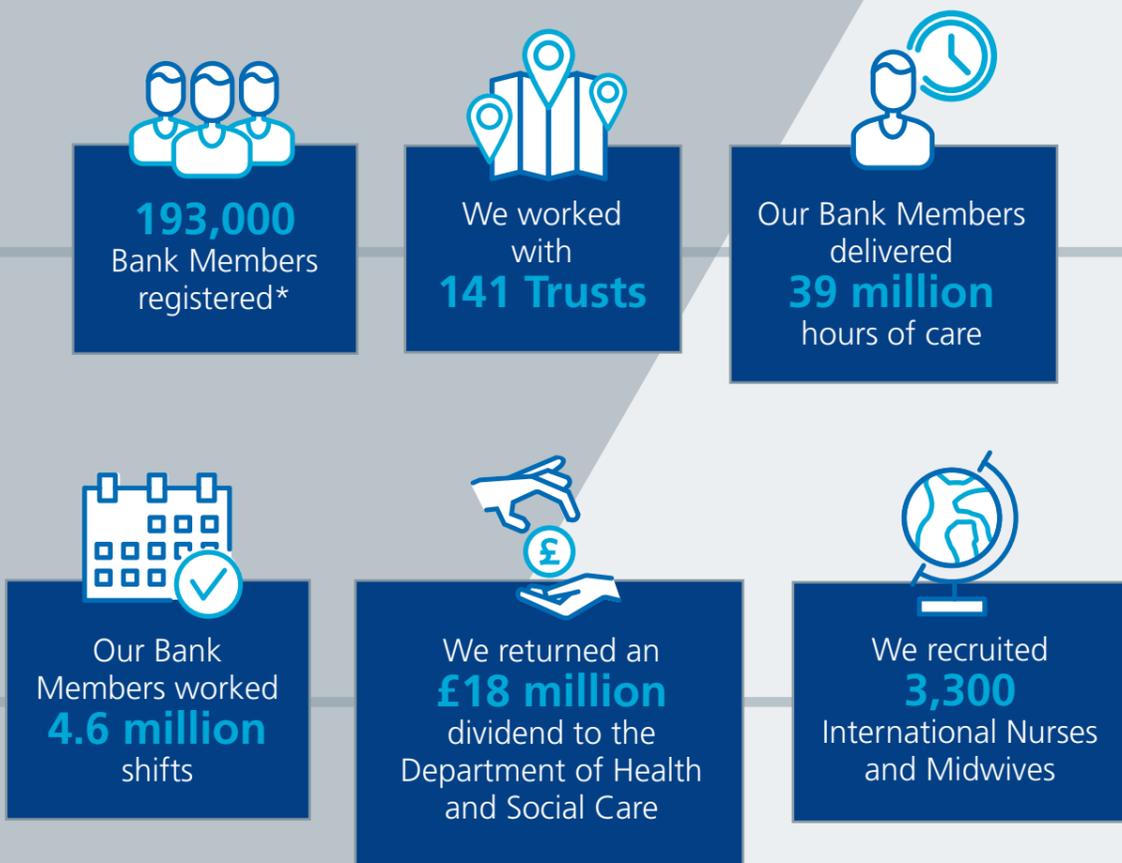


**Celine Ansari**  
*Director of Transformation*



# ANNUAL REVIEW 2021-22

## THE YEAR IN NUMBERS



\*Total Member community including 50,000 additional workers recruited for pandemic programmes



Source: NHS Professionals internal data



**Professionals**

## **NHS Professionals Limited**

Annual report and financial statements for the 12 months ended 31 March 2022 have been prepared in accordance with the International Financial Reporting Standards (IFRS) as adopted by the European Union, IFRIC Interpretations and The Companies Act 2006 applicable to companies reporting under IFRS. An extract of these financial statements is included in this document. Full notes to these statements can be found in our Annual Report via Companies House website:

[www.gov.uk/government/organisations/companies-house](http://www.gov.uk/government/organisations/companies-house)

On 1 April 2010, the assets, liabilities and rights of NHS Professionals Special Health Authority transferred to NHS Professionals Limited, a public body and company guaranteed by shares held 100% by the Secretary of State for Health and Social Care. The objective of the transfer was to implement the optimum trading form for NHS Professionals, its clients and its flexible staff, while giving the company greater financial independence in order to ensure the continuity of its services long term.

NHS Professionals Limited is now self-funding from operations and no longer receives financial support from the Department of Health and Social Care. It is funded through charges to clients within the NHS that cover the costs of acquiring flexible workers' services plus an amount to contribute to the operating costs of the organisation.

Suites 1A & 1B, Breakspear Park, Breakspear Way, Hemel Hempstead, HP2 4TZ

Registered Company No: 06704614