



NHS

Professionals



Welcome to NHS ConfedExpo

June 2023

PUTTING PEOPLE IN PLACES TO *care*

Dear Delegate

The ConfedExpo is a landmark event in the NHS calendar and on behalf of everyone at NHS Professionals, I am delighted to welcome you.

As we continue to focus on pandemic recovery, increasing support for integration and putting even more people in places to care, we are holding two thought-provoking sessions. On day one, an interactive workshop will be focused on the challenge and opportunity of collaboration, and on day two we're hosting a panel discussion on how to optimise the workforce with flexible staff banks and improved retention. I very much hope you will be able to join us as we discuss these crucial issues.

Both sessions will feature industry experts and NHS Professionals senior leaders, exploring key challenges facing the NHS including capacity pressures, skill gaps in the workforce and achieving successful system-wide collaboration.

But just as importantly, our sessions and others at this year's event, will be a forum for you and other delegates to share your experiences and learnings so you leave the conference with new ideas, solutions and connections.

I am also pleased to welcome Dr Helen Phillips to NHS Professionals as our new Chair. I know her standout experience, gained both in the NHS and a host of other sectors, will be

of huge benefit to us and our customers, as we continue to provide the highest quality of staffing solutions to the NHS.

As the NHS's largest flexible workforce provider, we know the value of conversations; so, whether you already know us, or you'd like to find out more about our award-winning services, we can't wait to see you around the venue and on stand D1 where you can talk to me and other members of our passionate team.



Nicola McQueen,
Chief Executive Officer
NHS Professionals



Scan the QR code to learn more about our story

Caring for life: six big reasons why nurses and other healthcare professionals join the NHS Professionals

By Juliette Cosgrove, Chief Nurse and Director of Clinical Governance, NHS Professionals

Many will know the original '6 Cs': care, compassion, competence, communication, courage and commitment. First introduced in 2012, they were the central set of standards for nurses, midwives and other care staff.

Despite the demands of the job, nurses routinely demonstrate these standards in their behaviour and practice. They have a deserved reputation for resilience, but should also be able to expect certain conditions to be in place to gain satisfaction from their work.

While there will always be goodwill in the NHS, relying on it too often can lead to burnout. We must always remember that nurses and other care-givers are people with lives, families, interests and ambitions outside work. The more we can understand and see them as people, the more we can support them to survive and thrive as professionals.

With this in mind, NHS Professionals commissioned original 'persona' research to gain insights into the nurses who work flexibly on our Bank. The research generated tags such as (among others) 'loyalist', 'perfectionist' and 'emotionally invested' to differentiate types of nurse Bank Members. These insights help us make sure we're gearing our services and support to our Bank Members and client Trusts in ways they connect with.

The research also inspired us to create our own alternative '6 Cs'. These pinpoint the big things that drive and motivate our Bank Members.



Career

Careers can change direction and nurses and other healthcare professionals may be more motivated to join our Bank at different points due to personal and professional circumstances. For example, they may seek more flexibility if they have caring responsibilities outside work or they are looking to 'semi-retire'. Some may also work flexibly to meet a financial goal or to enhance their skillset by working across teams and settings. Importantly, motivations like these are never static and can shift over time.

Key points

- Bank work can enhance careers – it can help people build their skills, access a new career, allow people to build a diversified portfolio career or learn more about an employer before applying for a job
- Bank work can support retention by helping nurses and other healthcare professionals to stay engaged with the NHS and move between health and care settings



Convenience

What does flexibility from Bank work actually mean? It's not just flexibility to work different shift patterns out of preference. It's being able to absorb and adapt to the unpredictable, such as a change in family circumstances or a partner's new shift patterns.

It can also mean flexibility of place and the ability to work in different locations and settings. Flexible income and cash flow to save for something special or pay off a bill can be a factor too. All of these create more convenience for nurses and other healthcare professionals.

Key points

- Bank work allows nurses and other healthcare professionals to build work around their individual 'life pattern'
- Flexible working applied across local systems can optimise the available workforce

Control

Our research suggested that control is a key theme for our Bank Members and it comes in two forms.

First, there is control over when to work. It can be frustrating to feel obliged to work certain times inherent in many shift patterns. Bank work frees workers from this obligation by allowing them to pick and choose different shifts more easily.

Second, there is more control over who to work with. Bank Members can take control and switch locations. Not only can this provide variety, but it can also help to protect well-being and be a learning tool by showing nurses different styles of working.

Key points

- Bank work is person-centred because it gives more control over when, where and with whom to work
- The ability to switch teams can show good practice and support further learning

Compensation

Pay will always be a factor, as we have seen from recent industrial action. Bank work provides the opportunity to generate extra financial reward. Substantive staff can boost their base income with overtime, while Bank-only nurses can enjoy slightly higher pay rates or choose premium-rate shifts. Both groups have the opportunity to 'flex up' their pay in times of need.

Our Bank's flexible 'work when you can' model also creates more opportunity for those who struggle with rigid shift patterns and find it harder to access gainful employment as a result. Flexible work therefore, can drive economic activity and build financial independence.

The challenge here, and one critical to a sustainable NHS, is to persuade workers motivated by pay to stay with our Bank and not join a higher-paying external recruitment agency, especially 'off-framework'. While our Bank rates are competitive, inflation and wider unrest over nationally agreed pay scales can tip the balance towards external agencies for some.

Our persona research makes it clear that our Bank Members love the NHS and its values, whether they work three hours a week or thirty. The priority now is to hold on to these people so they remain part of the NHS family.

We need to nurture their loyalty by showing that being on our Bank isn't just about pay. It's also about providing wider reward, such as quality education and training, lifelong career paths, health and well-being support and feeling part of a valued community.

Money certainly talks, especially when times are tough, but so does reward. Evidence shows the non-financial dimension to compensation is also crucial to long-term staff retention. That's one reason why we invest significantly in these areas.



Key points

- In periods of high inflation, Bank work creates the opportunity to 'flex up' pay to meet personal financial goals
- In a competitive environment, ensuring that Bank Member reward packages mix competitive pay with meaningful benefits is essential

Compassion

There can be a misconception that Bank staff aren't driven by the same core NHS values as their substantive colleagues. Having run the NHS's biggest Bank for more than 20 years, we know this isn't true.

Our Bank Members share the same values as substantive staff and their commitment to compassionate care runs just as deep. In fact, some are substantive staff themselves and may only be doing extra Bank shifts to support their teams.

Whether substantive or Bank-only, they all want to be part of the NHS family. This is particularly true of Bank-only staff, who choose to work this way to fit with their personal circumstances. Working flexibly on our Bank allows them to stay in the NHS, while balancing other commitments. Bank-only staff are highly motivated as a result and, what's more, they are just as motivated by education, training and career development as their substantive colleagues.

Key points

- Our Bank Members are driven by the same values as their substantive colleagues – indeed some may be substantively employed themselves
- Bank Members are proud to be part of the NHS

Culture

Our final 'C' covers the same principle as compassion: our Bank Members are emotionally invested in the caring culture of the NHS. They are motivated to make a difference, so this culture is essential. They also like working for the UK's biggest employer and the sense of security and scale this brings.

Both of these can support emotional well-being and lead to improved long-term staff retention.

Key point

- Our Bank Members feel proud to work for a caring employer with national scale



One flexible workforce

Our persona research suggests the decision for nurses to join the NHS Professionals Bank involves a mix of variables such as pay, lifestyle, commitments outside work and professional development.

It suggests that even if some people were offered substantive work with more flexibility, they might still choose to do some Bank work. In fact, many of our Bank Member nurses have made a specific career choice to work Bank-only because it creates the flexibility they need to live their lives. For example, it can be a vehicle for them to 'step in and step out' of the NHS at different stages, without ever having to step away. This helps to keep staff in the NHS and generate more workforce agility to support the integration agenda.

The flexible workforce is therefore a unique asset we should value, optimise and plan for strategically. They are proud members of the NHS family and so when we talk about 'one workforce' for the NHS, we should always consider them and the talents they bring.

Let me leave you with some takeaway thoughts:

- **NHS Professionals are part of the Trust supply chain** – use us to close skill gaps and reinforce the workforce to support safe care
- **Give attention to managed staff Banks (in-house or outsourced)** – devote time and energy to your flexible Bank to get the full benefit of their skills and commitment to the NHS
- **You can't outsource retention** - create a caring and inclusive culture to nurture loyalty in all staff, substantive and Bank
- **It's challenging, but there is hope** – there is no doubt the NHS and its workforce are under pressure. However, many still want it as their career and we've seen real growth in our international and healthcare support worker entry programmes. A range of attractive and flexible Bank-based options will encourage more people to join and re-join the NHS in the long-term



NHS PROFESSIONALS

THE YEAR IN NUMBERS



193,000
Bank Members
registered*



We worked
with
141 Trusts



Our Bank Members
delivered
39 million
hours of care



Our Bank
Members worked
4.6 million
shifts



We returned an
£18 million
dividend to the
Department of Health
and Social Care



We recruited
3,300
International Nurses
and Midwives

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



Our Doctors Direct
locums delivered
1.6 million
hours of care



Our Administration
and Clerical Bank
Members worked
600,000 shifts



We **saved our
Trusts 40%**
on average
in agency costs



We recruited
1,000
Healthcare Support
Worker trainees



9,000 Bank Members
worked in Allied Health
Professionals,
Healthcare Science
and Personal Social Services



We employed
1,150
corporate staff



We won two
APSCo awards:
**Managed Service
Provider of
the Year**
and
**Recruiter of
the Year**



We opened two
new offices in
**Manchester
and
Leeds**

Source: NHS Professionals internal data

Our staff groups



Nursing, Midwifery & Healthcare Support Workers including International



Non-clinical



Allied Health Professionals



Social Workers



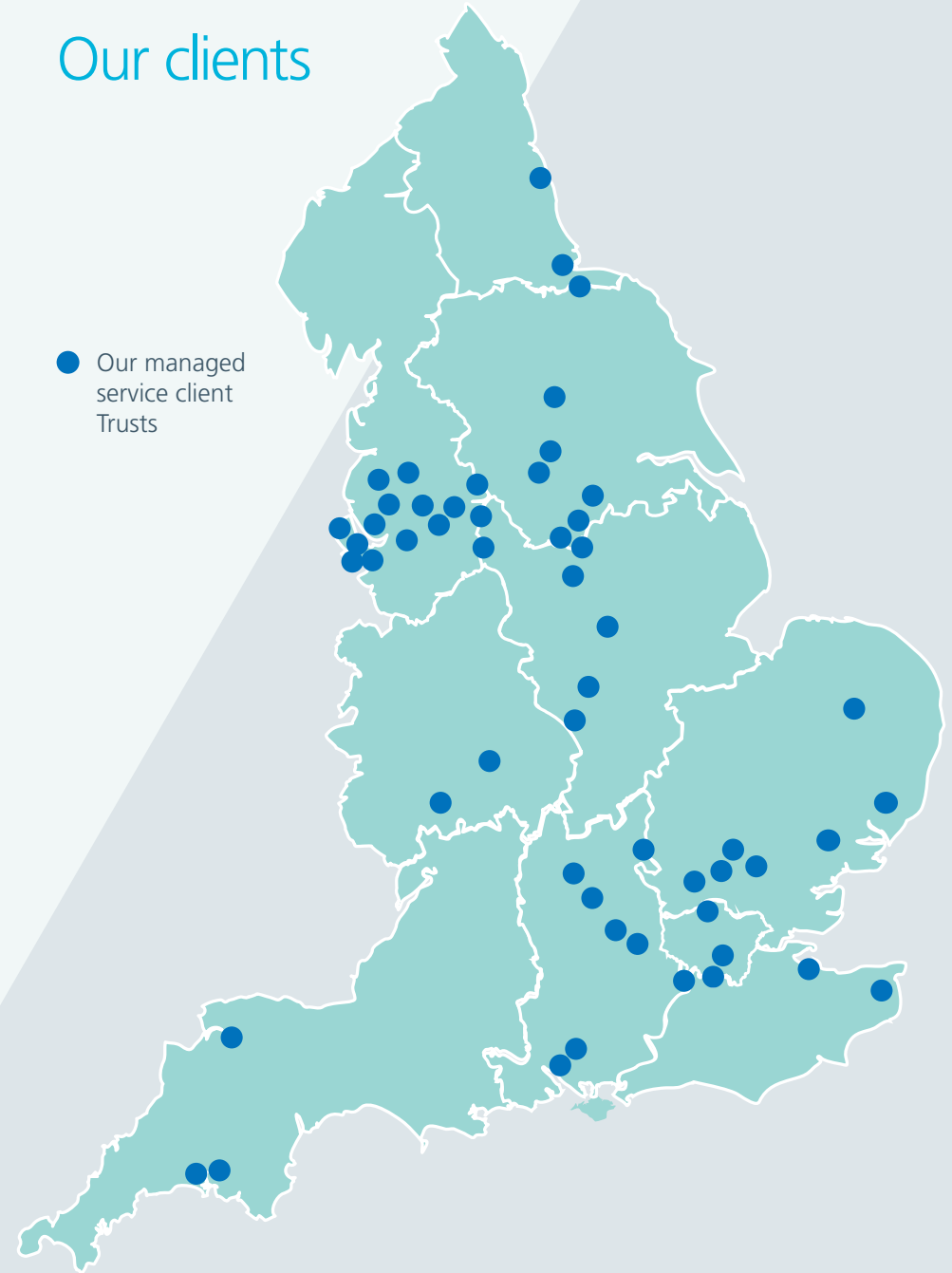
Doctors



Healthcare Scientists

Our clients

● Our managed service client Trusts



NHS Professionals are
delighted to be Gold
Sponsors of this year's
NHS ConfedExpo.

**Please visit us on Stand D1, or attend
our Panel and Workshop sessions -
we look forward to meeting you.**

You can also find out how we are
putting people in places to care by
visiting our website:

www.nhsprofessionals.nhs.uk/NHSConfed



Find us on:

