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Growing your own:
Celebrating the
Care Support Worker
Development Programme

Foreword



It has been my pleasure and privilege to serve as Non-Executive Director of NHS Professionals (NHSP) since 2010. During that time, I have been the chair of the Clinical Governance Committee which has responsibility for overseeing all of the recruitment, training and deployment of flexible workers, along with reviewing action on complaints and incidents.

Clinical Governance is at the heart of everything we do at NHSP and we are proud of the high-quality care delivered by our bank members. When the Care Support Worker Development programme (CSWD) was first proposed, our primary objective was to maintain that standard by ensuring that the training that we could offer would prepare candidates for the critical role they were expected to fulfil. Patient safety has always been our priority.

I am delighted that the programme has been an outstanding success and that NHS trusts have benefited from it. It has been said that there are too many initiatives in the Health Service and that it is difficult to show any evidence for outcomes, successful or otherwise, because there are many other factors involved and many other changes happening simultaneously.

The case for the success of the CSWD programme is self-evident against any measurement standard. NHS trusts that have deployed it have benefited both from a quality and financial perspective. Clinical staff in trusts who help with training and mentoring tell us continually that the programme is a great success and praise the courage, quality and commitment of the recruits.

Above all, patients have benefited from continuity of care delivered by a loyal, dedicated workforce; recruited and placed by NHSP but trained and developed within the trust itself to meet the local care needs of the community it serves.

A clear benefit of this programme is that it meets our primary objective of delivering a trained workforce of caring, compassionate and competent people to support local clinical staff and patients across the NHS.

Professor Elizabeth Robb, O.B.E
Non-Executive Director

Executive summary

The CSWD programme was established by NHS Professionals (NHSP) as a means to help trusts with excessive agency cost to cover gaps in the positions of care support workers and health care associates.

In collaboration with the trust, NHSP recruits people from the local community to train for a role in which they will provide safe, guaranteed care and support.¹

Local recruitment campaigns encourage local people to apply, who are then interviewed and tested before attending an induction course to cover mandatory basic training skills. Trainees are then released to the ward and trained by ward staff to meet their requirements. Each trainee agrees to work a minimum number of hours each week through the bank and the trust provides on the job training. The trust staff decide when trainees are ready to complete the course following a minimum number of hours in role.

The Care Certificate was introduced by NHS England in 2015 and graduates from the course are expected to attain that standard.

Facts and figures

Since its inception in 2012, the programme has been adopted by 47 NHS trusts and is currently deployed at 39 trusts. As of June 2019, more than 3,500 people have been trained to meet the expected standard and since 2015, graduates have been awarded the Care Certificate. More than three quarters are still working shifts at their trust through the NHSP bank. By the end of June 2019, more than 3million hours of care had been delivered by the programme.

Anecdotal evidence from trusts that deploy the programme show that it delivers well trained health care assistants who provide invaluable support to clinical staff and patients.

Hard evidence shows that trusts save money on every shift that would have otherwise been worked by an agency care support worker. To date, we estimate that the programme has saved £9 million in agency costs. The CSWD graduates account for more than a third of all bank hours worked by care assistants.

Fourteen trusts reduced their agency use for care support workers to less than 1% in the fiscal year 2019. Of this, twelve had deployed the CSWD programme and four of these eliminated agency use for HCAs for the full financial year.

Substantive recruitment

More than 500 of the programme graduates have been substantively employed by the trust that trained them, representing a further saving of around £1.5 million in recruitment costs.

Supporting the NHS Long-term Plan

The last seven years have taught us a lot about training and recruiting for values. People from all walks of life have applied for the programme but we have carefully selected only those whose values match the NHS values. We know that skills can be train trained, but values are an innate character trait. We know what it takes to work in the NHS.

To date, we estimate that 49 graduates from the program have gone on to further training to be recognised as qualified clinical staff. We are now turning our attention to how we can upskill health care assistants to train them as nursing associates and ultimately support transition to registered nurses to help fill the annual quota of 7,500 new nurses needed by the NHS every year.

¹ Code of Conduct for Healthcare Support Workers and Adult Social Care Workers in England – Skills for Health, 2013

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Introduction

This report is a celebration of the work done by NHS Professionals to increase the available workforce for the NHS. As the market leader in the delivery of temporary and flexible working for the NHS, NHSP takes its responsibility to NHS trusts very seriously; we know that they are depending on us to fill the gaps in their shift rotas. An organisation owned by the department for Health and Social Care, and dedicated to the NHS, we recruit thousands of staff every year to work flexibly within the NHS.

Safe staffing levels reviewed

In the run up to the publication of the Francis Report into the failings at Mid-Staffs, it became clear that NHS acute and mental health trusts were increasing their establishment to ensure that they would be in a position to comply with the findings of the report.

After reducing for two consecutive years [2010-2011], shift demand has been increasing steadily since last summer.²

A very significant increase in vacancies was reported by the Health Service Journal³ and this led to a depletion of the available resources for bank work.

Jim Buchan, Professor of Health Workforce Policy at Queen Margaret University in Edinburgh, said: *"What we are seeing is the effect of a definite post-Francis factor and trusts recognising issues of safe staffing and patient safety are much higher on the agenda."*⁴

Whilst there was little that could be done to draft in more clinically qualified staff, we recognised that there was a growing propensity to use care support workers from staffing agencies. This led to a proposal to start a recruitment and training programme designed to provide NHS trusts with all the additional care support staff that they needed via the bank.

Grow your own

An investment proposal was agreed by the NHSP Board in 2011 and a training programme was devised in line with the requirements for a number of pilot trusts.

The first cohorts were recruited in January 2012 and those who successfully completed the course released to service six months later.

DID YOU KNOW

Collectively, CSWD graduates have worked more than three million hours.



² The Care Certificate Standards – Health Education England

³ NHS Professionals National Trends Winter 2011-2012

⁴ HSJ - www.hsj.co.uk/home/francis-effect-leads-to-thousands-more-nursing-posts/5064513.article

Facing facts

Now, eight years down the line, the programme has become an integral part of the 'business as usual' NHSP recruitment process. To date, the programme has been successfully deployed at 47 trusts and delivered nearly 900,000 shifts.

Of the more than 4,000 people recruited, more than 3,000 have trained to meet the standard required and more than 600 are still in training.

Collectively, CSWD graduates have worked more than three million hours. That represents a saving to the NHS of nearly £9 million compared with the equivalent agency worker cost.

Three quarters of all people graduating from the programme continue to work through the NHSP bank and they account for more than a third of all bank hours worked by health care assistants.

More than five hundred of those graduating the course have gone on to be recruited directly by client trusts as substantive members of staff, at no charge to the NHS trusts. That represents an estimated saving in recruitment costs of more than £1.5 million to the NHS. Of those, 83% are still actively working through the bank.

Supporting patients

Many people have benefited from the programme, including trainees, ward managers and hard worked ward staff. There is no doubt that the people who have benefited most from this successful programme are the patients, through continuity of compassionate care by a sufficient number of well-trained staff.

Adding value to the NHS is our day job

In October 2018, NHSP delivered the 3,000th fully trained Health Care Assistant to an NHS client trust. In June 2019, one of those recruits worked the 3 millionth hour in post. We believe that's something worth celebrating.

This is just one part of the story of how NHSP adds value for managed bank service clients and helps to keep their costs down by anticipating needs and delivering beyond expectations.

We would like to say a great big 'Thank you' to all of NHS client trust contributors and CSWD graduates who gave their time during the preparation of this report. More importantly, we want to say 'Thank you' to every single person who has benefited from the training course and to all of the people at the trust who believed in them and gave their time to teach them what it takes to be a successful health care assistant.

"It's a fantastic programme. It explores a lot of avenues in your learning outcomes which will help you both in the training and in practice."

CY, Nottingham University Hospitals NHS Trust

DID YOU KNOW

Since 2012, the NHS has experienced a 56% increase in unqualified demand attributed to vacancies. On a like for like basis, NHSP clients operating the CSWD programme like basis reported a smaller increase (25%).

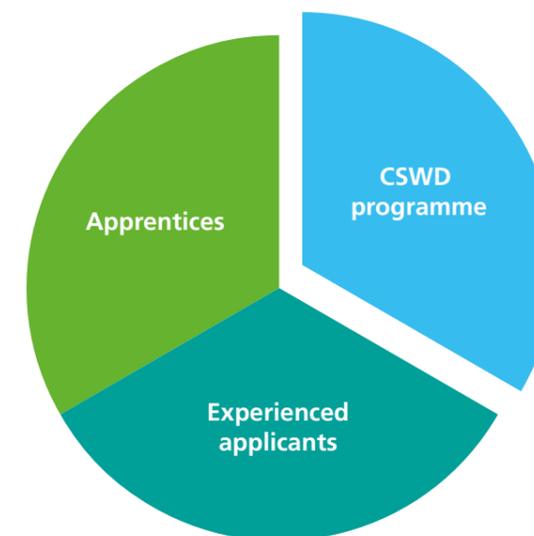


Why was the CSWD programme established?

It became clear in 2011 that demand for additional hours from client trusts was increasing steadily, with no foreseeable change. The Francis Report had not yet been published, but the expected outcomes were fairly clear: more people were needed to ensure patient safety. The recruitment market was becoming depleted as trusts increased their establishment and commenced major recruitment drives for both registered nursing staff and experienced health care assistants.

The NHSP Board agreed to make a substantial investment in a "grow your own programme" primarily to help trusts who were struggling with excessive agency use for HCAs.

Along with apprenticeships, that gives trusts three options for recruitment:



DID YOU KNOW

On average, CSWD trusts attract an additional 7% more workers to the bank than in non-adopted trusts.



DID YOU KNOW

Trusts that deploy the programme see a reduction in total Agency fill for care assistants by up to 10% more than those trusts that do not currently have a programme in place.



How was the programme developed?

It was acknowledged that this would be a challenging investment for the business but, if successful, could become an important part of the service provided to managed service client trusts. A new business unit was established to develop the recruitment and training process, headed by two senior nurses. They worked with the Clinical Governance team to create a workable training programme that could be piloted and developed.

Christine Wilkinson took over the programme in 2013 and grew it to what it is today. A Registered Nurse and Regional Director for the North East, Christine had a clear view of what was required of people in the CSWD programme.

The original projection for the CSWD programme has come to fruition and the programme is now successfully integrated into the business as usual recruitment processes within NHSP.

A variant of the course was later developed to recruit and train people as health care assistants in mental health and this has been successfully deployed in several mental health client trusts.



DID YOU KNOW
Of the fourteen trusts that reduced their care support agency staff use to less than 1% in FY19, twelve had deployed the CSWD programme.



DID YOU KNOW
Four trusts that deployed the CSWD programme managed to completely eliminate agency for the full financial year.



Can any trust deploy the programme?

NHSP work with around a quarter of all acute and mental health trusts across NHS England. We offer the service to all NHS clients after assessing the specific needs of the trust.

Some trusts, mainly in inner city locations, have an abundance of available care assistants to cover both substantive and bank requirements. Other trusts, in rural areas, for instance, or close to a very large trust, experience more difficulty in fulfilling their establishment. This is where we focus effort to recruit, train and retain people from the local community who have a desire to work with the NHS.

"The recruitment of the CSWD's is intrinsically linked to our trust values. It's a 'try before you buy' opportunity for both the employees and wards, as many of the graduates go on to become substantive employees."

"Ward sisters really like it and, surprisingly, it has been a particular success in ED who really invest time in supporting the CSWDs. We are now considering a similar programme for mental health trainees."

Karen Launder, Workforce Manager for Temporary Staffing, University Hospitals Plymouth NHS Trust

Training process and outcomes

Local people

HCA's are unlikely to travel any significant distance for work, therefore, the entire recruitment and training process is focused in the local area around each trust.

Trust commitment

The trust agrees the number of recruits it can support over an agreed timeframe and the NHSP team goes to work to promote those roles and recruit the right people for the programme.

Senior managers from each trust are involved in the interview process to ensure that they are getting the quality they require. We work with the bank and agency management team in each trust to determine their care support needs and how these can be fulfilled. Where recruitment methods don't deliver the number of experienced people required, we will work with the trust to develop a suitable CSWD programme to meet the needs of specific locations.

Experience shows that this approach works best for the trust, because each ward manager takes responsibility for the people being trained and ensures that their training and mentoring is being properly managed.

"The NHSP CSWD programme provides the trust with additional resource which supports our commitment to not utilising agency HCAs"⁵

"While being a trainee, I still had a stable job, with a guaranteed number of hours per week so it was more like working as a permanent member of staff than on the bank."

JD Nottingham University Hospitals NHS Trust, (now in training as nursing associate)

DID YOU KNOW
To date, the programme has been successfully deployed at 47 trusts with 39 currently active.



⁵ <https://improvement.nhs.uk/news-alerts/future-health-and-care-system-developing-long-term-plan/>

Rigorous selection

We regularly receive far more applications than we have training places available. All candidates are screened for suitability to work in the NHS and given knowledge-based assessments and tested for important communications skills and vetted by Occupational Health. Values based recruitment is undertaken along with numeracy and literacy assessments.

In line with NHS principles of quality and diversity, people are recruited for their values and care ability, in line with the NHS equality standards, regardless of their age, ethnic origin, religion, creed, culture, lifestyle or sexual orientation.

Successful candidates approved for the programme are inoculated in line with the NHS Green Book before training induction commences.

DID YOU KNOW

Of the more than 4,000 people recruited, more than 3,000 have already graduated.



Induction week

All candidates are required to attend the Induction Week. This classroom-based week is designed to give the candidates an understanding of:

- The role of the care assistant
- The needs of patients and their families and
- The basic skills required to fulfil the role, such as observation skills, manual handling and patient care.

Preceptorship and assessment

Those successfully passing out from the Induction Week are assigned to a ward-based training preceptorship consisting of 780 hours for anyone with no previous experience, reduced to 390 hours for anyone with previous care experience.

During this time, trainees are under the direct supervision of the trusts' own staff so that they can be trained to fulfil their duties. Their performance is assessed continuously and the trust decides when they are ready to assume the responsibilities of the role. The care certificate competencies are assessed and validated by the trust using the national framework.

"NHSP is a very special organisation and they really help me get out of it what I need, both as a mother and an NHS Health Care Assistant. It's really important for me to be able to work at a pace that suits my family commitments."

VJ, Manchester University
NHS Foundation Trust

Trust resource requirements

An example of an early success was the neurology unit of Trafford Park Hospital, now part of Manchester University Hospital NHS Foundation Trust. The ward was struggling to meet the needs of patients and ward staff were becoming fatigued by the pressure. An entire cohort of trainees was recruited for this ward with excellent outcomes.

The newly trained graduates came from all walks of life and brought many new experiences to the ward. They were trained specifically to deal with the pressures of a neurological unit and their presence made an important difference to the permanent staff working there. The unit's reputation as a high-pressure environment quickly became history with the newly trained staff in place.

As with all new ventures, there is always some hesitancy from members of staff at first. No one wants an extra job or another unproductive member of staff to supervise. However, ward staff soon come to appreciate the benefits of the extra pair of hands and the trainees soon become part of the ward routine.

"Naturally people require additional support during the first couple of weeks, but even a newly employed, trained HCA would be unfamiliar with the ward and trust policies and procedures at first. The ward provides a mentor for training support and a 'buddy' for pastoral support. The CSWD trainees are all supernumerary and they are filling a gap which has supported the trust in their elimination of the use of agency HCAs."

Karen Launder,
Workforce Manager for Temporary Staffing,
University Hospitals Plymouth NHS Trust

DID YOU KNOW

Demand for care support staff in trusts that deploy the CSWD programme is growing by less than the national average (9.75% vs 11.12%).



"We utilise the CSWD programme as a training facility. They can be utilised everywhere throughout the trust and in other trusts as well."

"We know what their competency is, and we know exactly what they can and can't do... because we've trained them."

"Having these individuals coming to work for us is a god-send"

Mike Batley –
Acting Charge Nurse, Notts



Trust benefits

Loyalty programme

The most important benefit for NHS trusts that deploy the CSWD programme is that they get access to a team of highly trained care assistants who live locally and have a strong loyalty to the trust. The ward that they trained on is likely to be the place where they choose to work longer term and they are all committed to working more than 30 hours each week.

Maintaining safe staffing levels

The benefit to patients is clear: their trust has the right resources to deal with their needs. The vast majority of bank and agency shifts are requested because of vacancies or 'special needs' [DH report]. Having the right number of care assistants available to work alongside the substantive staff through the bank ensures that the trust is able to respond to the increasing pressures that every NHS Trust faces.⁵

CSWD trusts appear to do better

At a macro level, we have also observed some big differences between those trusts that choose to use the programme and those that don't.

- Demand for care support staff in trusts that deploy the CSWD programme is growing by less than the national average (9.75% - 11.12%)
- They also request fewer additional hours for care support staff vacancies – just 25% compared to a national average of 56% (based on like for like demand over 3 years to April 2019)
- Total Agency fill also reduces by up to 10% more than those trusts that do not currently have a programme in place
- On average, they attract an additional 7% more workers to the bank than in non-adopted trusts
- Of the fourteen trusts that reduced their care support staff Agency use to less than 1% in FY19 – twelve had deployed the CSWD programme. Of those, four had managed to completely eliminate agency use for the financial year
- Between the introduction of the CSWD programme in 2012 and FY19, the total agency spend amongst the NHSP client base has reduced by more than £5 million.

Candidate benefits

An entry point into the NHS

Candidates recruited into the programme come from all walks of life, though many have previous care experience either in a car home environment or through care responsibilities in the home. Many are attracted to the NHS but have struggled to find an entry point into their local v.

A mini apprenticeship in care

The course acts as a short-term apprenticeship. During training, all trainees are expected to work a minimum number of hours to qualify and in return, they receive NHS nursing band two pay for the hours they work.

Qualifications count

Since 2015, candidates have been awarded the care certificate on completion of the course.

DID YOU KNOW

The CSWD programme has saved the NHS nearly £9 million compared with the equivalent agency worker cost.



Patient benefits

Quality standards

The level of training and assessment of Healthcare Care Assistants by trust staff, patients in their care can be assured that the standard of quality is maintained.

Continuity of care

The programme structure is designed to gain commitment from trainees. They work consistently on a single ward area and therefore provide an opportunity for care to be delivered to patients on a continuous basis rather than different people day in and day out. Patients really benefit from this continuity of care.

DID YOU KNOW

Three quarters of all people graduating from the programme continue to work through the NHSP bank.



"I've always wanted to do something like this! I think this is a marvellous course and I have already recommended it to lots of people."

"Since completing the course, I have been able to work on a variety of wards through the nursing bank and gain lots of experience in other areas. At the moment I'm working in the fracture clinic. I'm planning to develop my skills into a specialism, probably more towards mental health nursing."

"The main reason that I like this work is job satisfaction. I had to take a big drop in pay to do this, but I believe it has been worth it because I'm not miserable anymore. I knew after the third week of training that I had made the right choice: I was at home on my day off and wishing I was at work!"

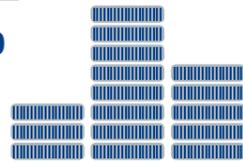
SH, Salford Royal NHS Foundation Trust

Southport and Ormskirk Hospital NHS Trust



1,500 HCA Agency Hours

Costing £30,000 per month



CSWD initially covered 88%

Agency Fill eliminated



£700,000 per annum saved

Total Unqualified Agency Spend by Fiscal Year

FY14	0.42%
FY15	0.50%
FY16	0.70%
FY17	0.09%
FY18	0.0%
FY19	0.0%
FY20	0.0%



The Care Certificate (Health Education England)

The Care Certificate is an identified set of standards that health and social care workers adhere to in their daily working life. Designed with the non-regulated workforce in mind, the Care Certificate gives everyone the confidence that these workers have the same introductory skills, knowledge and behaviours to provide compassionate, safe and high quality care and support.

Regulated staff (e.g. Doctors, Nurses, Social Workers, Occupational Therapists) gain similar skills and knowledge within their professional training so they do not need to also achieve the Care Certificate.

The Care Certificate:

- Applies across health and social care;
- Links to competences (National Occupational Standards) and units in qualifications;
- Covers what is required to be caring;
- Will equip workers with the fundamental skill they need to provide quality care; and
- Gives them a basis from which they can further develop your knowledge and skills as their career progresses.

What are the standards?

The 15 standards in the Care Certificate are:

1. Understand your role
2. Your personal development
3. Duty of care
4. Equality and diversity
5. Work in a person centred way
6. Communication
7. Privacy and dignity
8. Fluids and nutrition
9. Awareness of mental health, dementia and learning disability
10. Safeguarding adults
11. Safeguarding Children
12. Basic Life Support
13. Health and Safety
14. Handling information
15. Infection prevention and control

In Health, roles may include: Assistant Practitioner, Care Assistant, Healthcare Support Worker, Maternity Support Worker, Nursing Assistant, Occupational Therapy Assistant, Physiotherapy Assistant, Radiography Assistant, Speech and Language Therapy Assistant, Senior Care Assistant.

In Adult Social Care roles may include: Activities worker, Day Care Assistant, Day Care Officer, Domiciliary care worker, Home care worker, Nursing Assistant (in a nursing home or a hospice), Personal Assistants, Reablement Assistant, Residential Care Worker, Senior Home Care Worker, Support Worker.

Other roles may be included where achievement of all of the standards is possible.

DID YOU KNOW

More than five hundred of those graduating the course have gone on to be recruited directly by client trusts as substantive members of staff, at no charge to the NHS trusts.

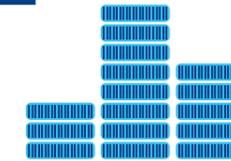


Southern Health NHS Foundation Trust



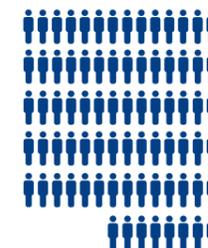
Agency covering
20% of mental
health HCA hours

Cost rising to
£86,000/month



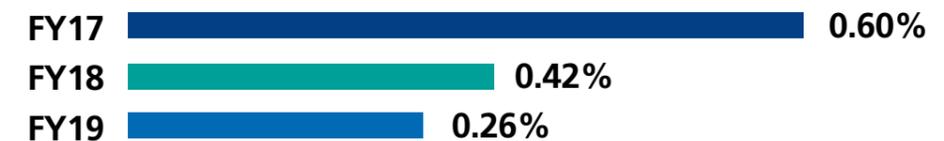
CSWD reduced
agency spend to
£10,000 per month

Agency costs
reduced to £4,000
per month



78 mental
health HCAs

Agency expenditure by Fiscal Year



Cumulative Total of CSWD Workers introduced





Evolution to 'Business As Usual'

The training programme for care support workers was managed in an 'incubator' business process for the first three years, under the management scrutiny of two senior managers, both registered nurses.

The recruitment and training programme was developed with the aid of the NHSP Clinical Governance team to ensure that the process was robust and delivered the right people with the right values to work in the NHS.

A number of client NHS trusts were engaged in the early days to assess and review the output from the courses and their opinions were incorporated into the model to improve the learning outcomes. Christine Wilkinson, also a registered nurse, took over management of the programme in 2013.

After three years, the recruitment and training process was stabilised and transferred as a complete package into the NHSP recruitment team where it has been carefully managed by a dedicated team ever since.

Meanwhile, following on from the success of this and the EU nurse recruitment programme, Christine is now Regional Director for the North East and Yorkshire. As part of her remit, she works closely with the South Yorkshire and Bassetlaw Integrated Care System, where six of the trusts are NHSP clients.

Next steps – supporting the Interim NHS People Plan

The CSWD programme has undoubtedly been a success and a successful investment both for NHSP and for our client NHS trusts. We recognise that there is a real imperative in the NHS Long Term Plan⁶ and the Interim People Plan⁷ to recruit more staff into the NHS and we believe that there is more that we can do. The numbers recruited for the CSWD are constrained not by the number of applicants, but by the availability of staff at NHS trusts who can supervise and train people on the job.

We are now considering how an apprenticeship programme could be used to further enhance the training of suitable candidates. We already consider ways that we can make use of apprenticeships in our own organisation and have engaged several apprentices from our local area over the past three years.

DID YOU KNOW

The CSWD graduates account for more than a third of all bank hours worked by care assistants.



The principal of apprenticeships is straightforward - paid employment and protected learning time to work towards a qualification. We believe that is exactly what the CSWD programme achieves but over a relatively short period of time. We can see how this can be developed into a meaningful apprenticeship programme where care support staff can gain qualifications as a nursing associate, as therapists or even further into a registered nurse training programme. This would support the recommendations in the NHS Long Term Plan to recruit some 7,500 nursing associates this year.

*"...Apprenticeships have the potential to support wider participation and career progression. The programme is popular with older entrants and attracts people from diverse backgrounds (Skills for Care 2018b). In addition, apprenticeships represent a key way for some NHS and social care employers to maximise recruitment from their local labour economies and offer a clear career progression from support worker through to degree or postgraduate level (NHS Employers 2018c)."*⁸

⁶ NHS Long Term Plan; NHS England, 2019

⁷ NHS Interim People Plan, 2019

⁸ Closing the Gap – Kings Fund, March 2019



Closing remarks

At some point we will all need the NHS and its people to be there for us and we all have a vested interest in its success. But it is simply a fact that there are many vacancies across the NHS and demand pressures increasing every year.

NHSP is committed to supporting the NHS by providing the right people with the right skills at the right time. But there is no magic wand to bring the NHS up to full strength overnight. There simply aren't enough trained people available.

Through initiatives like the CSWD programme, we can address specific skills shortages in specific locations. The programme is only a success because people that trusted NHSP, helped to make it happen. Without their commitment, nothing can change.

We believe that this is the way forward: we will work with NHS trusts across the country to understand their local staffing issues and help develop programmes to address their needs. Our understanding of flexible workers, bank workers, locums and agency workers puts us in a unique position to make a difference. Thank you to all of those who trusted us and especially to those people who helped to ensure that the CSWD programme is the success that it is today.

You made a difference.

*"It's what I expected and more! NHSP has been brilliant."
"I'm delighted that I did this and it's so well supported, would recommend it to anyone. It can make you as a person. You find your strengths."*

NW, Coventry and Warwickshire Partnership Trust

DID YOU KNOW

83% of CSWD graduates employed substantively by an NHS Trust are still actively working through the bank.



"It provides a really good way into the NHS. They are employed by NHSP, but they work as part of my team."

"Probably for the last 12-18 months, every CSWD member of staff that we have had we have taken them on and made them substantive because we have grown them ourselves, we've moulded them, they've joined us, they're part of the team."

*Fay O'Callaghan,
Ward Sister, Queens Medical centre,
Nottingham*

DID YOU KNOW

Substantive recruitment of CSWD graduates has saved the NHS more than £1.5 million for the NHS.

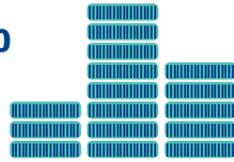


Mid Yorkshire Hospitals NHS Trust



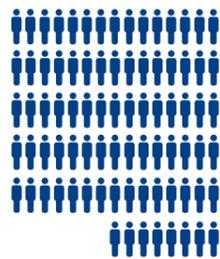
18,000 HCA Agency Hours

Costing £314,000 per month



Increased CSWD by 30%

Agency Fill eliminated



83 new HCAs added

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