

The Agile Organisation:

Skills Retention Through Lean Times

Jenny Hargrave, Head of Workforce Strategy



The Challenges

- Financial pressure 'deliver more for less'
- Workforce represents up to 70% of Trust spend
- Localised recruitment constraints
- Need to respond to demand pressures intelligently
- Overseas demand for UK nurses
(Canada = 78,000 and Australia = 40,000)

Case Study: The Portsmouth Baby Boom!

More newly qualified midwives, but
budgeted headcount already recruited.



Julie Dawes

Director of Nursing

Portsmouth Hospitals NHS Trust

We normally have a small seasonal increase in birth rate over the winter, but it became clear early on that we would need to take positive steps to address the quite sizeable baby boom being forecast.

Case study: Baby boom hits Portsmouth!

NHS
Professionals

Recruiting student midwives for Portsmouth Hospitals Trust

Situation

In July 2010, Portsmouth Hospitals Trust (PHT) forecast a local baby boom over the approaching winter months. More than 400 births were scheduled across the city's three main birthing units.

Julie Dawes
Director of Nursing
Portsmouth Hospitals NHS Trust

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Solution

Working with NHS Professionals, PHT was able to devise a solution that helped both the Trust and the newly-qualified midwives it needed to attract.

To maintain its strict governance policy, NHS Professionals does not normally recruit student or trainee nurses other than as healthcare support workers and does not recruit qualified nurses or midwives until they have completed a period of preceptorship. However, working in collaboration with the Trust, the partnership was able to achieve the Trust's objectives. Having recruited its allotted nine midwifery students, the Trust requested NHSP to recruit an additional six on its behalf.

The Trust agreed to offer each newly-qualified midwife the equivalent of four shifts per week to complete their year-long induction programme. The Trust would undertake the induction programme, offering each candidate a one-year guaranteed contract. The newly-qualified midwives were then managed by NHS Professionals.



Julie Dawes

The outcome has been excellent for both the Trust and the candidates. The Trust was able to maintain the critical period of preceptorship for the newly-qualified midwives.

Outcome

The Trust was able to successfully manage the baby boom during the peak period of the year. The full complement of competent midwives was in place through to successful completion of the programme. As a result of natural attrition, the Trust now has a more substantial pool of midwives available for recruitment.

Ensuring student midwives in maternity services soon after their training is really important. Having enough funded vacancies is a good way of maintaining the service.

Gill Walton
Head of Midwifery
Portsmouth Hospitals NHS Trust

We Looked At Conventional Options

Option	Pro's	Con's
Do nothing	Save money	Trust policy; patient care
Overtime	Trust qualified staff	Expensive; WTD
Flexible worker bank	Very flexible; Low cost	Availability; Hard to recruit
Permanent worker bank	Perfect	Headcount constraint
Long term placement	Good	Headcount constraint
Expensive agency	Flexible	Expensive; Quality

We Looked at Creative Alternatives

- Contingent workforce models
- Local talent pool of nurses
- Flex-up and flex-down temporary workforce usage
- Contingent workforce through a local temporary nursing bank



NHSP working with Portsmouth Hospitals Trust

- Six newly trained midwives identified by the Trust
- Recruited by NHSP to the FW bank
- Governance process completed by NHSP
- Guaranteed 1 year preceptorship
- Guaranteed minimum 4 shifts / week through NHSP
- First call on any permanent job opportunity

Outcomes

Patient Experience:

Expectant mums got the care they needed and expected



Portsmouth Hospitals Trust:

Maintained its 1-1 care policy & a full complement of MW throughout the year



Newly Qualified Midwives:

Get a preceptorship & priority recruitment placement



NHS Professionals:

Supplements speciality bank



What Portsmouth Thinks



Julie Dawes

Director of Nursing

Portsmouth Hospitals NHS Trust

The outcome has been excellent for both the Trust and the candidates: the Trust was able to maintain the right level of service over the critical period; and our student preceptorships are moving forward into permanent placement roles within the Trust.



PORTSMOUTH

Questions