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Introduction

Nursing management is the procedure of planning, organising, directing and controlling the activities of nurses and other healthcare personnel to provide quality patient care (Thomas, 2019). Usually, managing people in the nursing industry creates a vital challenge, which involves overseeing a diverse workforce dedicated to providing essential healthcare services. When nursing organisations practice effective leadership and management, they ensure optimal patient care, operational efficiency and employee satisfaction (Thomas, 2012). However, by

acknowledging the complex challenges and rewards or incentives of managing individuals in the nursing industry, organisations can practice a positive culture that boosts patient outcomes and enriches the healthcare experience for all stakeholders (Jones, 2007). As a Human Resource Consultant of Agilisys prepared this essay to solutions NHS Human Resources and was asked to prepare the head of Human Resources NHS. This essay identifies and deeply analyses the causes and effects of employee attrition within the Nursing Industry in the UK. This essay also highlights five monetary and five non-monetary existing retention schemes used by NHS for nursing professionals that were critically evaluated. Further, this essay makes recommendations both in the short term and in the longer term to improve nurse retention to lower the nurse attrition rate in the UK.

Analyse the causes and effects of employee attrition within the Nursing Industry in the UK.

In this century, the nursing industry in the UK faces the significant challenge of employee attrition, highlighting the huge turnover of employees within an organisation (Buchan, 2009). This phenomenon has far-reaching consequences on workforce stability, patient care and the healthcare system (Buchan, 2009). However, to properly understand the dynamic and multifaceted nature of employee attrition in the nursing industry, one must examine its underlying causes and the subsequent effects it generates.

Causes of Employee Attrition

Workload Stress and Low Pay: Nursing is a demanding and high-stress environment. As a result, nurses who work as nurses face long shifts, heavy patient loads, and exposure to emotionally taxing situations, which can lead to burnout (MacKusick & Minick, 2010). They are also often responsible for caring for multiple patients simultaneously and always deal with life-and-death situations. This process leads to burnout, creating physical, emotional and mental exhaustion (MacKusick & Minick, 2010). Besides, they are often underpaid and overworked, which motivates attrition in this profession.

Lack of Support from Management: When people continuously engage in the nursing profession, they often feel they don't receive enough support from their management and are not concerned about their compliance (Currie & Hill, 2012). Besides, the management does not

provide enough resources to do their job effectively. As a result, nurses are demotivated to engage in this profession continuously (Currie & Hill, 2012).

Educational Debt: In this century, several students enter the profession for substantial student loans. As a result, they face financial stress and sometimes are motivated to explore higherpaying fields, contributing to attrition in nursing (Currie & Hill, 2012).

Lack of Work-life Balance: The reason nursing professionals have unbalanced and often irregular working hours hamper the capability to keep a healthy work-life balance (Currie & Hill, 2012). This process badly affects personal relationships, disrupts sleep patterns and results in mental and physical issues, which pressure nurses to seek alternative employment options smoothly.

Low Job Satisfaction: In nursing, nurses feel low job satisfaction, such as limited career advancement opportunities, inadequate compensation and lack of recognition for the nurse's performance (MacKusick & Minick, 2010). So, they are demotivated to work and seek more fulfilling roles elsewhere.

Effects of Employee Attrition

Increase workload for remaining nurses: When many nurses leave their job sector, the workload falls on the remaining nurses (Jeffreys, 2004). As a result, this process feels overburdened by additional responsibilities, and low morale adds a vicious cycle of stress and further attrition.

Impact on Patient Care: When many nurses leave their jobs, this can disrupt continuous patient care (Currie & Hill, 2012). Besides, newly appointed nurses must acclimate to the work environment and develop rapport with patients. As a result, this process can't compromise the quality and consistency of care provided (Jones, 2007).

Financial Costs: Employee turnover in the nursing sector, directly and indirectly, increases healthcare organisations' overall costs (Thomas, 2012). Usually, direct costs include recruitment, selection, hiring and training expenses. Besides, indirect costs result from decreased overall productivity and negatively impact patient outcomes (Thomas, 2019).

Disruption of Training and Skill Development: Rapidly turnover of experienced and skilful nurses can lead to disruption of the training and mentorship of new nurses. This process

smoothly hampers cultivating a skilled and knowledgeable nursing workforce (Currie & Hill, 2012).

Impact on Staff Diversity: When any profession employee attrition continuously, the profession cannot diversity the workforce (Allen & Vardaman, 2021). So, huge numbers of employee attrition in the nursing sector affect the diversity of its workforce. Usually, when certain groups of experienced nurses leave, their profession becomes less representative of the communities it serves (Jones, 2007).

In this century, every moment, the UK nurse profession has attrition to Workload Stress and low pay, lack of work-life balance, low job satisfaction, lack of support from management and educational debt. As a result, the healthcare industry's financial costs increase and hamper overall patient care capabilities (Buchan, 2009). It is high time to take effective steps such as providing incentives, bonuses, reducing working hours and arranging effective training. Further, skilful and experienced nurses cannot provide services to the UK people continuously.

Identify five monetary and five non-monetary existing retention schemes used by NHS for nursing professionals through research and critically evaluate them.

NHS is a renowned and reputed public healthcare industry in the UK (NHS, 2023). They provide hospital, primary care, mental health, ambulance, community, and public health services. NHS operates government officers, and overall costs bear the UK government (NHS, 2023). However, in this century, there is an increased demand for NHS services every moment. Here, identify five monetary and five non-monetary examining retention schemes of NHS and critically evaluate them.

Monetary Retention Schemes in the NHS for Nursing Professionals

- 1. Salary increase:** The NHS has recently implemented several nurse salary rises. As a result, this profession is more attractive, and many new nurses want to join this sector. In 2022, NHS recently announced, “They raise 3% pay for their all staff, with nurses receiving an extra 1% uplift (NHS, 2023).
- 2. Retention Bonuses:** NHS offers a recurring bonus for nurses who commit to staying for a certain period (NHS, 2023). This process motivates huge numbers of nurses to remain in their roles. However, it cannot provide deep job satisfaction or work environment issues.
- 3. Childcare brochures:** To attract continuously experienced and skilful nurses, NHS offers childcare brochures for all employees (NHS, 2023). As a result, employees can reduce their costs of childcare. This is one of the valuable benefits for nurses, who often have to work unsociable hours and have young children (Tewes, 2021).
- 4. Regional Cost-of-Living Adjustments:** Usually, in specific areas where nurses live, they need higher salaries to maintain their living adjustment. As a result, the NHS offers higher salaries in expensive areas to maintain nurses’ real income (NHS, 2023). However, this salary system considers external factors but may not tackle intrinsic job-related issues.
- 5. Healthcare discounts:** The NHS always offers huge healthcare discounts for their employees, including dental care, optical services and prescriptions (NHS, 2023). This process reduces nurses’ money on their healthcare costs, and as a result, huge numbers of employees want to stay with the NHS.

Non-Monetary Retention Schemes in the NHS for Nursing Professionals

- 1. Flexible working:** NHS offers flexible working arrangements, such as job sharing, compressed hours and part-time work (NHS, 2023). As a result, employees can effectively balance their professional work schedule and personal commitment. This can lead to a better life than any other profession.
- 2. Professional Development Opportunities:** NHS offers many professional development opportunities such as mentoring, secondments and training. This process supports skills enhancement, keeping nurses engaged and committed to their profession (Tewes, 2021).
- 3. Safe and Positive Work Environment:** Usually, nurses want to stay in an environment where they feel valued and safe. As a result, the NHS creates a culture of respect, recognition, and support that meaningfully impacts retention (NHS, 2023).
- 4. Well-being initiatives:** Currently, NHS offers a wide range of well-being initiatives for their employees, such as healthy eating courses, initiatives to employees and subsidised gym membership. This process positively maintains nurses' physical and mental health (Thomas, 2012). As a result, skilful and experienced nurses want to work here and stay long-term.
- 5. Staff Support:** Nurse always wants the healthcare industry to provide enough support when they face critical moment, but all healthcare organisation can provide staff support. NHS offers many staff services, such as legal services, financial advice and counselling (NHS, 2023). This process effectively supports nurses in dealing with physical and mental challenges in their personal and professional lives (NHS, 2023).

Critical Evolution

Monetary retention schemes of the NHS provide instant incentives for their nurses to stay longterm, but they often focus on short-term fixes to address fundamental issues. In that case, nurse salaries, healthcare discounts and bonuses can attract the huge number of nurses but not address apprehensions like workload, career advancement and workplace culture. This process relies exclusively on financial incentives and revolving door effects, where nurses only stay until a better offer comes (Thomas, 2012). Besides, NHS non-monetary retention schemes address more nuanced factors, and those positively affect job satisfaction. Usually, flexible working conditions, staff support, a safe and positive work environment, well-being initiatives,

and professional development opportunities support balancing a nurse's professional and personal life (Sewell, 2016). The NHS must continuously evaluate these schemes and make necessary improvements, such as access to up-to-date equipment and technology, adequate staffing, and good leadership and management. If they address these factors, NHS can create a more attractive and supportive workforce for nurses. As a result, they can reduce nurse turnover effectively as soon as possible.

Make recommendations to improve nurse retention to lower the nurse attrition rate in the UK in the short and longer term.

Nurses are essential healthcare professionals who significantly influence patient care and overall healthcare systems (Thomas, 2019). Usually, they provide emotional support, fostering a compassionate and collaborative care environment. As a result, without nurses, the healthcare industry cannot run long-term (Thomas, 2012). However, various reasons increase nurse turnover. Based on this situation, short-term and long-term nurse retention needs some improvement to lower the nurse attrition rate in the UK. Here are short- and long-term recommendations for lowering the UK's nurse attrition rate.

Short-term recommendation

Flexible Scheduling: In the UK, the health care organisation can introduce flexible scheduling options to improve nurse retention and lower nurse attrition rates. This process supports nurses in choosing shifts that align with their personal needs (Thomas & Renter, 2021). However, this process implement their work-life balance and accommodate diverse lifestyle.

Immediate Feedback Mechanism: To lower the nurse attrition rate in the UK, health organisations can create a process that immediately provides feedback on nurses' work challenges, environment and suggestions (Thomas, 2012). However, if they successfully set this process, they will be able to address concerns and help those addressing issues promptly.

Immediate Workload Management: In the UK, every health organisation provides heavy workloads and nurse-patient ratios (Fabre, 2009). As a result, nurses are demotivated to work continuously long-term in this sector. So, the UK health organisation can implement strategies to reduce nurse workload and nurse-patient ratios. This can include health organisation redistribution tasks, recruiting temporary nurses during peak periods and ensuring satisfactory staffing levels to avoid stress and fatigue (Fabre, 2009).

Orientation and Mentorship: To reduce nurse turnover, UK health organisations can enhance the onboarding process for new nurses with comprehensive orientation programs (Fabre, 2009). Besides, they also pair new nurses with experienced mentors who can provide effective guidance, support and facilities for a smoother transition into their profession (Fabre, 2009).

Longer-Term Recommendations

Career Progression Pathways: To the long-term nurse attrition rate in the UK, health organisations must establish clear nursing career pathways. Health organisations create tiers of expertise with associated responsibilities and compensation (Duffy, 2022). Besides, health organisations must continuously motivate nurses to stay long-term with themselves.

Transparent Communication: When an organisation fosters open and transparent communication, they can create a good relationship with their employee, and employees stay long-term (Kingma, 2018). In that case, health organisations in the UK regularly inform nurses that This process effectively supports nurse engagement in the long term.

Invest in Professional Development: When employees get opportunities to progress their professional skills and knowledge, they are motivated to work with business organisations because they have career aspirations (Hosmer, 2014). In that case, health organisations can provide opportunities for leadership training, specialisation and pursuing advanced degrees. However, if health organisations of the UK effectively align those, they can inspire their nurse to stay with them long-term.

Make the nursing profession more attractive to young people: When people engage in a profession easily and raise awareness of the profession, many talents want to work here (Shi & Singh, 2015). Suppose the UK health organisation can raise nurse awareness, highlight positive aspects of this profession and make it easier for people to enter it. In that case, they can reduce nurse turnover and lower the nurse attrition rate in the UK.

Conclusion

Managing people in health organisations is more critical and complex. In this century, every moment decreases in health organisations nurses, and they focus on alternative professions because this industry carries heavy workload and stress. As a result, those who work here lack control over their work-life balance. NHS is one of the renowned and reputed public healthcare organisations. They include monetary and non-monetary existing retention schemes. Currently, monetary retention schemes such as their pay salaries and bonuses attract many nurses but focus on short-term fixes rather than addressing underlying issues. Besides, their non-monetary retention schemes, such as flexible work environments and professional development opportunities, enhance nurses' work-life balance and motivate them to stay with them.

However, if the healthcare industry of the UK wants to nurse retention long term, they need to invest in nurse professional development and their career progression pathways. If they properly align those, the UK healthcare industry can continuously reduce nurse turnover and attract new people to this profession.

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