



BA BUSINESS MANAGEMENT

Assignment 2

Module: Managing People

Code: LCBB5004

Lecturer: Dr Laila Maazouz

Name: Radu Maimescu

Student ID: 2131119

Table of Contents

Introduction.....	3
Causes of Employee Attrition	3
Effects of Employee Attrition	4
Monetary Retention Scheme	5
<i>Recruitment and Retention Premiums</i>	5
<i>Pay Increases</i>	6
<i>Performance-Related Pay</i>	6
<i>Market Forces Supplement</i>	6
<i>Flexible Financial Benefits</i>	6
Non-Monetary Retention Schemes	7
<i>Mentorship Programs</i>	7
<i>Career Development and Training Opportunities</i>	7
<i>Supportive Work Environment and Well-being Programs</i>	7
<i>Work-Life Balance Initiatives</i>	8
<i>Recognition and Rewards</i>	8
Long-term and Short-term Recommendations.....	8
Conclusions.....	10
Reference List	11

Introduction

According to Palmer and Rolewicz (2022), England faced a shortage of 40,365 nurses in 2022, leading to the National Health Service (NHS) workforce crisis in history. Unfortunately, the social care sector conditions were more unfavourable, as evidenced by the fact that 95% of care providers encountered challenges in recruiting personnel, while 75% faced difficulties in retaining their current workforce (Reed, 2022). The industry is losing young talent, but the NHS has monetary and non-monetary retention scheme to ensure the sector efficiently provide services. This report analyses employee attrition in the UK nursing industry, identifying monetary and non-monetary retention schemes set by NHS. It concludes with recommendations that will improve nurse retention, thereby reducing attrition.

Causes of Employee Attrition

The nursing sector in the United Kingdom is confronted with a dearth of proficient nurses, leading to escalated workloads and heightened stress levels among the current workforce (Gillen et al., 2022). Nursing professionals frequently encounter elevated workloads, prolonged shifts, and demanding obligations related to patient care. An NHS nurse Amanda Turpie is an example of an employee that left the service to run a coffee shop due to work burnout with low pay (Triggle, 2022). Amanda prefers running a business to working in the NHS after 20 years of service. The extended duration of work shifts, substantial patient caseloads, and the psychological strain associated with delivering healthcare can adversely impact nurses' physical and mental welfare, prompting them to contemplate resigning from their present roles.

Palmer and Rolewicz (2022) cite the gruelling characteristics of nursing employment, such as erratic schedules and extended shifts, as impeding personal and familial commitments. Nurses

may need help managing their professional duties alongside their commitments, resulting in discontentment and a preference for positions that provide improved equilibrium between work and personal life. The nurse that quit NHS to run a fee shop had a problem with the job pressure and work-life balance. NHS England recorded over 11.8% vacancy rate compared to 10.3% in 2021 (NHS, 2022). This matter is relevant for nurses caring for children or elderly family members. Most nurses need more time to bond with their children and family contributing to an unsatisfied workforce. This is accompanied by inadequate compensation considering their responsibilities and workload to bear. If they also perceive limited opportunities for career progression within their current organization, they may pursue employment opportunities in other organizations.

Effects of Employee Attrition

Buchan et al. (2019) remark that younger nurses comprise the larger percentage of nursing professionals that leave the nursing practice. This results in a heightened burden on the remaining personnel, compelling the remaining professionals to assume supplementary obligations, resulting in feelings of exhaustion and psychological strain. This ends up undermining the standard of patient care. The escalation of workload and the difficulties in staffing can result in fatigue and diminished attentiveness among nurses, which may undermine their capacity to deliver optimal care. The factors mentioned above can significantly impact patient outcomes, satisfaction levels, and the overall reputation of healthcare institutions.

Poku et al. (2022) emphasize that the high rate of staff turnover within the nursing profession has a detrimental impact on the consistency and quality of patient care. Continuity of care helps nurses build trust and coordinate care. Attrition can harm continuity of care, communication, and patient satisfaction by exposing patients to diverse nurses. Recruitment and

training new nurses are also costly, adding to budgetary strains, including advertising, interviewing, onboarding, and orientation. Attrition can also increase overtime costs and the need for temporary or agency workers, burdening organizations.

Frequent turnover and staffing issues have lowered nursing staff morale and motivation. Job satisfaction and engagement can be affected by frequent staff turnover and instability. (Triggle, 2022). This occurrence has the potential to foster an unfavourable work atmosphere, diminish collaborative efforts, and ultimately result in a decline in overall productivity. Healthcare organizations must increase nurse retention to mitigate these effects. This comprises a positive work environment, task management, competitive remuneration and benefits, work-life balance, professional growth and career advancement (Hastings et al., 2014). Healthcare organizations can reduce attrition and improve patient care by promoting nurse happiness and well-being.

Monetary Retention Scheme

Recruitment and Retention Premiums

The remuneration framework of the NHS operates under the fundamental principle that employees shall be compensated equitably for their contributions, ensuring parity for work of commensurate worth. Nevertheless, it is widely acknowledged that market forces will influence certain occupations and specific regions. The market mentioned above forces can be effectively mitigated by implementing a localized Recruitment & Retention Payment (RRP) system (Abelsen et al., 2022). However, these premiums must be monitored for sustainability and equitable distribution to eliminate inequities and ensure long-term retention.

Pay Increases

A government union agreement recently achieved a 5% wage increase for nearly one million NHS personnel (Triggle, 2023). Experience and advancement in Agenda for Change pay tiers determine NHS payment changes. Nurses usually get annual raises. Salary increments acknowledge expertise and longevity, but their effectiveness in retaining employees may be limited if the overall remuneration fails to keep up with the rising cost of living.

Performance-Related Pay

The NHS does implement performance-related pay programs, which aim to incentivize nursing professionals by recognizing organizational objectives' performance and contributions. It offers monetary incentives to encourage and retain nurses (Rafferty et al., 2019). It is imperative to ensure fairness, transparency, and consistency in performance evaluations and rewards, mitigating the potential for bias or favouritism.

Market Forces Supplement

The NHS offers a Market Forces Supplement (MFS) to help recruitment and retention in high-cost locations or regions with intense rivalry for healthcare workers. Nurses working in London, for instance, are eligible for a salary increase to help them cope with the city's significantly higher cost of living (Reuben and Gilder, 2022).

Flexible Financial Benefits

Palmer and Rolewicz (2022) state that financial advantages are also adjustable in the NHS, including working hours, vacation, and retirement plans. With these perks, nurses can better manage their time and finances outside of work. Nurses can select supplementary days of leave or flexible alternatives for pension contributions. Although these advantages may not have a direct

impact on one's salary, they can play a significant role in enhancing overall job satisfaction and promoting employee retention.

Non-Monetary Retention Schemes

Mentorship Programs

The NHS employs mentorship initiatives in which seasoned nurses offer guidance and assistance to newly recruited or less experienced nurses. These programs facilitate the cultivation of a feeling of inclusion, augment the acquisition of skills, and offer continuous assistance (NHS, 2020). As an illustration, a recently certified nurse may be assigned to an experienced mentor who provides counsel and guidance throughout their transition period.

Career Development and Training Opportunities

The NHS offers a range of training and career advancement initiatives for nursing professionals. This encompasses various prospects for specialization, advanced roles in practice, and the availability of professional development courses. Nurses, for example, may be allowed to engage in postgraduate education or partake in programs focused on leadership development. Such inclusion plays a significant role in fostering professional development, enhancing job contentment, and promoting employee retention (Marufu et al., 2021).

Supportive Work Environment and Well-being Programs

The NHS emphasizes cultivating a conducive work milieu through the prioritization of the well-being and mental health of nurses. This encompasses the provision of counselling services, employee assistance programs, and various initiatives aimed at addressing stress and burnout (Palmer and Rolewicz, 2022). The NHS may provide resilience training or wellness workshops

targeting nursing professionals. However, the effectiveness of these programs heavily relies on accessibility, implementation, and continuous evaluation.

Work-Life Balance Initiatives

The NHS facilitates the cultivation of work-life equilibrium by providing flexible working arrangements, encompassing part-time alternatives, job sharing, and remote work prospects. These initiatives facilitate the attainment of a harmonious equilibrium between the personal and professional obligations of nurses (Molina-Mula and Gallo-Estrada, 2020). Nurses can potentially request flexible shifts or compressed work weeks, as an illustrative instance. However, caution should be exercised in managing availability and feasibility to align with organizational requirements and uphold fair provision of patient care.

Recognition and Rewards

The NHS acknowledges and rewards nursing professionals through formal recognition initiatives. It uses initiatives such as the Chief Nursing Officer (CNO) and Chief Midwifery Officer (CMidO) Awards that recognize exceptional contributions (NHS, 2023). Nevertheless, it is imperative to guarantee the equity and openness of the recognition and rewards procedure to uphold staff motivation and retention.

Long-term and Short-term Recommendations

Nightingale et al. (2018) advise that comprehensive evaluation and modification of nurse remuneration be conducted to ensure its competitiveness. Attractive benefits packages, including broad healthcare coverage, retirement plans, and cash incentives for hard-to-fill or underrepresented roles, can also be considered. Targeted advertising campaigns, referral bonuses for current employees, and international recruitment programs can improve qualified nurse

recruitment. To enhance nurses' autonomy in managing their work schedules, it is recommended to grant them increased control over their shifts, explore the possibility of part-time or job-sharing arrangements, and facilitate the establishment of more predictable and stable schedules (Trigg, 2022).

Phillips (2022) emphasizes enhancing the effectiveness of recruitment strategies for qualified nurses. The scholar recommends the implementation of targeted advertising campaigns and introducing referral bonuses for current staff members. There is also a need to establish well-being programs to address the mental and emotional needs of nurses, such as counselling and resilience training. Also, a well-cultivated work environment that emphasizes collaboration, acknowledgement, and gratitude is encouraged.

Avenues for specialization, advanced practice roles, and leadership positions will offer long-term solutions in mitigating attrition. This proposal will delineate the essential qualifications and competencies required for professional progression among nurses while advocating for mentorship initiatives to provide guidance and support throughout their career trajectories (Hastings et al., 2014). Besides, alliances with educational institutions guarantee a consistent influx of competent nursing professionals. This, coupled with scholarships and mentorship programs, will establish transparent pathways for career advancement. Also, the implementation of solid workforce planning strategies will effectively estimate future nursing needs.

There is a need to encourage and support research activities in the nursing profession. Nurses should be encouraged to use evidence-based practice, participate in research studies, and share their findings. This will promote professional development increasing job satisfaction. Also, engaging in collaborative efforts with nursing organizations, unions, and professional bodies will effectively address the concerns and fulfil the needs of nursing professionals (Reuben and Gilder,

2022). Also, promoting constructive discourse, policy formulation, and proactively engaging nurses will influence decision-making, improving the nurses' attitudes towards their professional responsibilities and overall welfare.

Conclusions

Work overload, stress, burnout, work-life balance, compensation, and career possibilities are why skilled and experienced nurses abandon the profession in the United Kingdom. The retention of remaining employees, the quality and safety of patient care, and the financial stability of healthcare organizations are all negatively impacted by nurses leaving the field. The NHS and other employers are urged to take action by proposing plans to enhance nurses' professional development opportunities, working conditions, and overall satisfaction. Workload and shift length reduction, family-friendly scheduling, competitive and fair pay, more possibilities for advancement, and a respectful and supportive workplace culture are all possible methods.

Reference List

- Abelsen, B., Strasser, R., Heaney, D., Berggren, P., Sigurðsson, S., Brandstorp, H., Wakegijig, J., Forsling, N., Moody-Corbett, P., Akearok, G.H. and Mason, A., 2020. Plan, recruit, and retain a framework for local healthcare organizations to achieve a stable remote rural workforce. *Human resources for health*, 18(1), pp.1-10.
- Buchan, J., Gershlick, B., Charlesworth, A., & Seccombe, I. (2019). *Falling short: the NHS workforce challenge*. London: Health Foundation.
- Gillen, P., Neill, R. D., Mallett, J., Moriarty, J., Manthorpe, J., Schroder, H., ... & McFadden, P. (2022). Well-being and coping of UK nurses, midwives, and allied health professionals during COVID-19 cross-sectional study. *PLoS One*, 17(9), e0274036.
<https://doi.org/10.1371/journal.pone.0274036> (Date Accessed: 06 August 2023).
- Hastings, S.E., Armitage, G.D., Mallinson, S., Jackson, K. and Suter, E., 2014. Exploring the relationship between governance mechanisms in healthcare and health workforce outcomes: a systematic review. *BMC health services research*, 14(1), pp.1-14.
- Marufu, T. C., Collins, A., Vargas, L., Gillespie, L., & Almghairbi, D. (2021). Factors influencing retention among hospital nurses: systematic review. *British Journal of Nursing*, 30(5), 302-308. <https://doi.org/10.12968/bjon.2021.30.5.302> (Accessed: 06 August 2023).
- Molina-Mula, J. and Gallo-Estrada, J., 2020. Impact of nurse-patient relationship on quality of care and patient autonomy in decision-making. *International Journal of environmental research and public health*, 17(3), p.835.
- NHS (2020) *NHS choices*. Available at: <https://www.england.nhs.uk/gp/the-best-place-to-work/supporting-mentors-scheme/> (Accessed: 11 July 2023).

- NHS (2022) *NHS choices*. Available at: <https://digital.nhs.uk/data-and-information/publications/statistical/nhs-vacancies-survey/april-2015---june-2022-experimental-statistics> (Accessed: 11 July 2023).
- NHS (2023) *NHS choices*. Available at: <https://www.england.nhs.uk/nursingmidwifery/chief-nursing-officer-for-england/awards/> (Accessed: 11 July 2023).
- Nightingale, S., Spiby, H., Sheen, K. and Slade, P., 2018. The impact of emotional intelligence in health care professionals on caring behaviour towards patients in clinical and long-term care settings: Findings from an integrative review. *International journal of nursing studies*, 80, pp.106-117.
- Palmer, B. and Rolewicz, L. (2022) *Peak leaving? A spotlight on nurse leaver rates in the UK, Nuffield Trust*. Available at: <https://www.nuffieldtrust.org.uk/resource/peak-leaving-a-spotlight-on-nurse-leaver-rates-in-the-uk> (Accessed: 11 July 2023).
- Phillips, J., 2022. *Strategic staffing*. SAGE Publications.
- Poku, C.A., Donkor, E. and Naab, F., 2022. Impacts of nursing work environment on turnover intentions: The mediating role of burnout in Ghana. *Nursing research and practice*, 2022.
- Rafferty, A. M., Busse, R., Zander-Jentsch, B., Sermeus, W., Bruyneel, L., & World Health Organization. (2019). *Strengthening health systems through nursing: Evidence from 14 European countries*. World Health Organization. Regional Office for Europe.
- Reed, J. (2022) *NHS in England facing worst staffing crisis in history, MPs warn BBC News*. Available at: <https://www.bbc.com/news/health-62267282> (Accessed: 10 July 2023).
- Reuben, A. and Gilder, L. (2022) *Does the average nurse earn £34,000 annually? BBC News*. Available at: <https://www.bbc.com/news/63587909> (Accessed: 11 July 2023).

Triggle, N. (2022) *Record number of nurses quitting the NHS*, BBC News. Available at:

<https://www.bbc.com/news/health-63080462> (Accessed: 10 July 2023).

Triggle, N. (2023) *NHS pay deal signed off for one million staff*, BBC News. Available at:

<https://www.bbc.com/news/health-65458663> (Accessed: 11 July 2023).