

University of Wales Trinity Saint David

Managing People Report

BA Business Management

Module code: LCBB5004

Lecturer: Afzal Munna

***Student: Daniela Georgieva
Student ID: 1915925***

Table of Contents:

Introduction	2
Causes and effects of employee attrition within the Nursing Industry in the UK.....	2
Causes of Employee Attrition:.....	2
Effects of Employee Attrition:	3
Five monetary retention schemes used by NHS for Nursing professionals.....	4
Five non-monetary retention schemes used by NHS for Nursing professionals.....	5
Critical Evaluation of these retention schemes.....	6
Recommendations, both in the short term and in the longer term to improve nurse retention	6
Short-term Recommendations:	6
Long-term Recommendations:	7
Conclusion	8
References.....	9

Introduction

I am pleased to present the report on the causes and effects of employee attrition within the Nursing Industry in the UK, along with recommendations to improve nurse retention and lower the attrition rate. This report aims to provide a comprehensive analysis of the factors contributing to nurse attrition, critically evaluate existing retention schemes used by the NHS, and propose actionable recommendations for both the short term and long term.

The nursing profession plays a vital role in delivering quality healthcare services to the UK population. However, the increasing attrition rates among nursing professionals pose significant challenges to the stability and sustainability of the healthcare system. Understanding the causes and effects of employee attrition is crucial in identifying targeted strategies that will effectively retain nursing talent, improve job satisfaction, and enhance patient care outcomes.

This report draws upon extensive research, to examine the causes of nurse attrition, such as workload, career advancement opportunities, work-life balance, pay and benefits, and workplace culture and management. It also analyzes the effects of attrition on staff shortages, recruitment costs, continuity of care, team morale, and patient satisfaction.

Furthermore, the report critically evaluates existing retention schemes employed by the NHS, both monetary and non-monetary, to assess their effectiveness in reducing nurse attrition. By scrutinizing the strengths and weaknesses of these schemes, we can identify areas for improvement and propose evidence-based recommendations to enhance nurse retention in the UK healthcare sector.

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

Causes of Employee Attrition:

- **Workload and Burnout:** The nursing profession is demanding, and nurses often experience heavy workloads and high-stress environments. This leads to burnout, impacting their job satisfaction and ultimately contributing to attrition.
- **Career Advancement Opportunities:** Limited opportunities for career advancement and professional growth within the nursing industry can lead to dissatisfaction and prompt nurses to seek alternative career paths (Palmer & Rolewicz, 2022).

- **Work-Life Balance:** The lack of work-life balance can strain personal relationships and negatively impact the overall well-being of nurses, making them more likely to leave their positions.
- **Pay and Benefits:** The perception of inadequate pay and benefits compared to the level of responsibility and workload can be a significant factor in nurse attrition.
- **Workplace Culture and Management:** Poor workplace culture, ineffective leadership, and inadequate support from management can contribute to low morale and dissatisfaction, leading nurses to seek employment elsewhere.

Effects of Employee Attrition:

- **Staff Shortages:** High attrition rates in the nursing industry result in staff shortages, increasing the workload on existing nurses and potentially compromising patient care and safety (Holmes, 2022).
- **Increased Recruitment Costs:** Constantly replacing departing nurses incurs significant recruitment and training costs for healthcare organizations, straining their resources.
- **Disrupted Continuity of Care:** Frequent turnover disrupts the continuity of care provided to patients, as new nurses must familiarize themselves with patients' histories and individual needs.
- **Decreased Team Morale:** High attrition can negatively impact team morale, leading to a decline in overall productivity and collaboration among nursing staff.
- **Reputation and Patient Satisfaction:** Consistent attrition rates can damage the reputation of healthcare organizations, leading to decreased patient satisfaction and potential loss of trust in the quality of care provided.

To effectively address the issue of nurse attrition, it is essential to develop comprehensive strategies that focus on improving work environments, enhancing career development opportunities, promoting work-life balance, ensuring competitive compensation and benefits packages, and fostering a positive workplace culture (Hu, et al., 2022). These measures can help increase nurse retention, reduce attrition rates, and ultimately contribute to the provision of high-quality patient care.

In my next part, I will critically evaluate the existing retention schemes used by the NHS for nursing professionals and provide recommendations to enhance nurse retention and reduce attrition rates.

Five monetary retention schemes used by NHS for Nursing professionals

Through my research, I have identified five monetary and five non-monetary existing retention schemes used by the NHS for nursing professionals. Let's take a closer look at each of them and critically evaluate their effectiveness:

- **Competitive Salary Packages:** The NHS offers competitive salary packages to attract and retain nursing professionals. These packages include base pay, allowances, and additional benefits. However, it is crucial to assess whether the current salary levels are truly competitive and aligned with market standards to effectively retain nurses (Chatrath, 2022).
- **Performance-based Bonuses:** Performance-based bonuses are offered to nurses who meet or exceed specific performance targets. These incentives can motivate nurses to excel in their roles and contribute to improved patient care. However, it is important to ensure that the criteria for earning these bonuses are transparent, fair, and effectively linked to performance.
- **Retention Bonuses:** Retention bonuses are financial incentives provided to nurses who commit to staying with the NHS for a specified period. These bonuses can be effective in reducing attrition rates, especially when combined with other retention strategies. However, the long-term impact and cost-effectiveness of retention bonuses need careful evaluation.
- **Relocation Assistance:** Offering financial assistance for nurses relocating to areas with staffing shortages can be an effective retention strategy. By providing financial support for moving expenses and housing, nurses may be more willing to accept positions in understaffed regions. However, the sustainability and scalability of such programs need consideration.
- **Education Reimbursement:** Supporting nurses' continuous education through financial assistance or reimbursement can enhance job satisfaction and professional development. Encouraging nurses to pursue higher education and specialized certifications can also contribute to improved patient care (Simplilearn, 2023). However, it is crucial to ensure that these programs align with the organization's needs and are accessible to all nurses, regardless of their work settings.

Five non-monetary retention schemes used by NHS for Nursing professionals

- **Career Development and Advancement Opportunities:** Providing clear career paths, mentorship programs, and opportunities for advancement can enhance job satisfaction and encourage nurses to remain in their roles. However, it is vital to ensure that these opportunities are available to all nurses and are based on merit and competency rather than favoritism.
- **Work-Life Balance Initiatives:** Promoting work-life balance through flexible scheduling options, childcare support, and paid time off can help reduce burnout and improve nurse retention. It is essential to implement and support policies that enable nurses to balance their professional and personal responsibilities effectively (Fuhl, 2023).
- **Recognition and Appreciation Programs:** Recognizing and appreciating nurses' efforts and contributions through formal recognition programs, awards, and appreciation events can boost morale and job satisfaction. However, it is crucial to ensure that recognition is fair, transparent, and consistently applied across all nursing units.
- **Supportive Work Environment:** Creating a supportive work environment where nurses feel valued, respected, and supported is crucial for retention. This includes fostering effective communication channels, addressing concerns promptly, and providing adequate resources for nurses to deliver quality care. Regular feedback mechanisms and opportunities for staff involvement in decision-making processes are also essential (HRAnswers, 2022).
- **Professional Development Opportunities:** Offering opportunities for continuous professional development, such as training programs, workshops, and conferences, can enhance nurses' skills, knowledge, and job satisfaction. NHS can support nurses in pursuing specialized certifications and facilitate access to professional networks and resources.

Critical Evaluation of these retention schemes

While these retention schemes can have positive impacts on nurse retention, it is important to critically evaluate their effectiveness based on factors such as:

- **Alignment with Nurses' Needs:** Retention schemes should be aligned with the needs and expectations of nursing professionals, considering factors like workload, career progression, work-life balance, and professional growth opportunities.
- **Evaluation of Outcomes:** The impact of each retention scheme should be regularly assessed to determine its effectiveness in reducing attrition rates and improving nurse satisfaction, performance, and patient outcomes.
- **Equity and Fairness:** Retention schemes should be fair and equitable, providing equal opportunities and benefits to all nurses. Any biases or disparities should be addressed and rectified to ensure inclusivity.
- **Sustainability and Scalability:** Retention schemes should be sustainable in the long term, considering financial feasibility and scalability across different healthcare settings and geographic regions.
- **Integration and Coordination:** Retention strategies should be integrated into a comprehensive retention framework, supported by effective communication, coordination, and collaboration among various stakeholders, including nurses, managers, and HR departments.

By critically evaluating these retention schemes, NHS can identify areas of improvement, enhance the effectiveness of existing strategies, and develop new initiatives to address the specific causes of nurse attrition within the Nursing Industry in the UK.

Recommendations, both in the short term and in the longer term to improve nurse retention

Short-term Recommendations:

- **Improve Workload Management:** Address excessive workloads by implementing strategies such as workload assessment tools, nurse-patient ratio monitoring, and workload redistribution. Ensure that nurses have

adequate resources and support to provide quality care without feeling overwhelmed (Marks, 2022).

- **Enhance Communication and Feedback Channels:** Foster open and transparent communication between nurses, managers, and leadership. Establish regular feedback mechanisms to address concerns, recognize achievements, and encourage constructive dialogue.
- **Implement Flexible Scheduling Options:** Offer flexible scheduling options, such as part-time schedules, job-sharing arrangements, and self-scheduling, to accommodate nurses' individual needs and promote work-life balance. Provide clear guidelines and processes to ensure fairness and maintain staffing levels (Nguyen, 2021).
- **Strengthen Mentorship and Preceptorship Programs:** Develop robust mentorship and preceptorship programs to support new and junior nurses. Pair them with experienced mentors who can provide guidance, support, and career development advice.
- **Enhance Recognition and Rewards:** Implement formal recognition programs that acknowledge nurses' contributions, including clinical excellence, leadership, and patient outcomes. Introduce monetary and non-monetary rewards, such as bonuses, scholarships, or additional training opportunities, to motivate and retain high-performing nurses.

Long-term Recommendations:

- **Invest in Professional Development:** Develop comprehensive professional development programs that offer ongoing training, specialized certifications, and opportunities for career advancement. Provide clear pathways for nurses to enhance their skills and knowledge, supporting their long-term career goals within the nursing profession.
- **Improve Leadership and Management Practices:** Provide leadership development programs for nurse managers to enhance their ability to support and engage their teams effectively. Promote a culture of trust, collaboration, and shared decision-making, ensuring that nurse managers have the necessary skills to lead and inspire their staff (FutureLearn, 2023).
- **Enhance Compensation and Benefits:** Regularly review and adjust nurse salaries and benefits to align with market standards and recognize the value of nursing professionals. Conduct salary benchmarking to ensure competitiveness and consider additional benefits such as tuition reimbursement, loan forgiveness programs, and housing assistance.

- **Strengthen Workforce Planning:** Develop comprehensive workforce planning strategies that consider projected demand, population health needs, and demographic trends. Anticipate nursing shortages in specific regions and specialties, and proactively recruit and retain nurses to meet future demands (Sayed, 2022).

By implementing these short-term and long-term recommendations, NHS can proactively address the causes of nurse attrition, improve nurse retention rates, and ultimately enhance the overall quality of patient care.

Conclusion

In conclusion, reducing nurse attrition and improving nurse retention in the UK's Nursing Industry is crucial to maintaining a stable and high-quality healthcare system. The causes of attrition, ranging from heavy workloads and limited career advancement opportunities to work-life balance issues and inadequate compensation, require comprehensive and targeted strategies to address them effectively.

Through a critical evaluation of existing retention schemes, we have identified both monetary and non-monetary approaches that can contribute to nurse retention. However, it is essential to continuously evaluate and adapt these strategies to align with nurses' evolving needs and expectations.

The recommendations provided in this report aim to support the short-term and long-term retention of nursing professionals by addressing workload management, enhancing communication channels, offering flexible scheduling options, promoting career development, and fostering a positive work environment. These recommendations, combined with a proactive approach to workforce planning, leadership development, and improved compensation and benefits, can significantly contribute to lowering the attrition rate and ensuring the availability of skilled and dedicated nursing staff within the NHS.

I believe that implementing these recommendations will not only improve nurse retention but also positively impact patient care outcomes and enhance the overall quality of healthcare services provided by the NHS.

References:

- Chatrath, N., 2022. *What Does Competitive Salary Mean?*. [Online]
Available at: <https://graduatecoach.co.uk/blog/what-does-competitive-salary-mean/#:~:text=A%20competitive%20salary%20is%20a,applying%20for%20jobs%20is%20challenging>.
[Accessed 29 July 2023].
- Fuhl, J., 2023. *12 ways to support a better work-life balance for your employees*. [Online]
Available at: <https://www.sage.com/en-gb/blog/hr-support-better-work-life-balance-workplace/>
[Accessed 1 August 2023].
- FutureLearn, 2023. *How to improve leadership skills and demonstrate leadership*. [Online]
Available at: <https://www.futurelearn.com/info/blog/how-to-improve-leadership-skills>
[Accessed 2 August 2023].
- Holmes, J., 2022. *The NHS nursing workforce – have the floodgates opened?*. [Online]
Available at: <https://www.kingsfund.org.uk/blog/2022/10/nhs-nursing-workforce>
[Accessed 30 July 2023].
- HRAnswers, 2022. *How to Create an Encouraging and Supportive Work Environment*. [Online]
Available at: <https://www.hranswers.org/encouraging-supportive-work-environment/>
[Accessed 2 August 2023].
- Hu, H., Wang, C., Lan, Y. & Wu, X., 2022. *Nurses' turnover intention, hope and career identity: the mediating role of job satisfaction*. [Online]
Available at: <https://bmcnurs.biomedcentral.com/articles/10.1186/s12912-022-00821-5>
[Accessed 29 July 2023].
- Marks, L., 2022. *Everything You Need to Know About Workload Management*. [Online]
Available at: <https://www.runn.io/blog/workload-management>
[Accessed 1 August 2023].
- Nguyen, A., 2021. *8 types of flexible work schedules for the modern workforce*. [Online]
Available at: <https://www.timedoctor.com/blog/flexible-work-schedules/>
[Accessed 29 July 2023].
- Palmer, B. & Rolewicz, L., 2022. *Peak leaving? A spotlight on nurse leaver rates in the UK*. [Online]
Available at: <https://www.nuffieldtrust.org.uk/resource/peak-leaving-a-spotlight-on-nurse-leaver-rates-in-the-uk>
[Accessed 30 July 2023].

Sayed, Z., 2022. *Is your strategic workforce planning working? 3 ways to improve it.*
[Online]
Available at: <https://hrforecast.com/how-to-improve-your-strategic-workforce-planning/>
[Accessed 1 August 2023].

Simplilearn, 2023. *Employee Tuition Reimbursement: How Does it Work and Tips.*
[Online]
Available at: <https://www.simplilearn.com/employee-tuition-reimbursement-article>
[Accessed 1 August 2023].