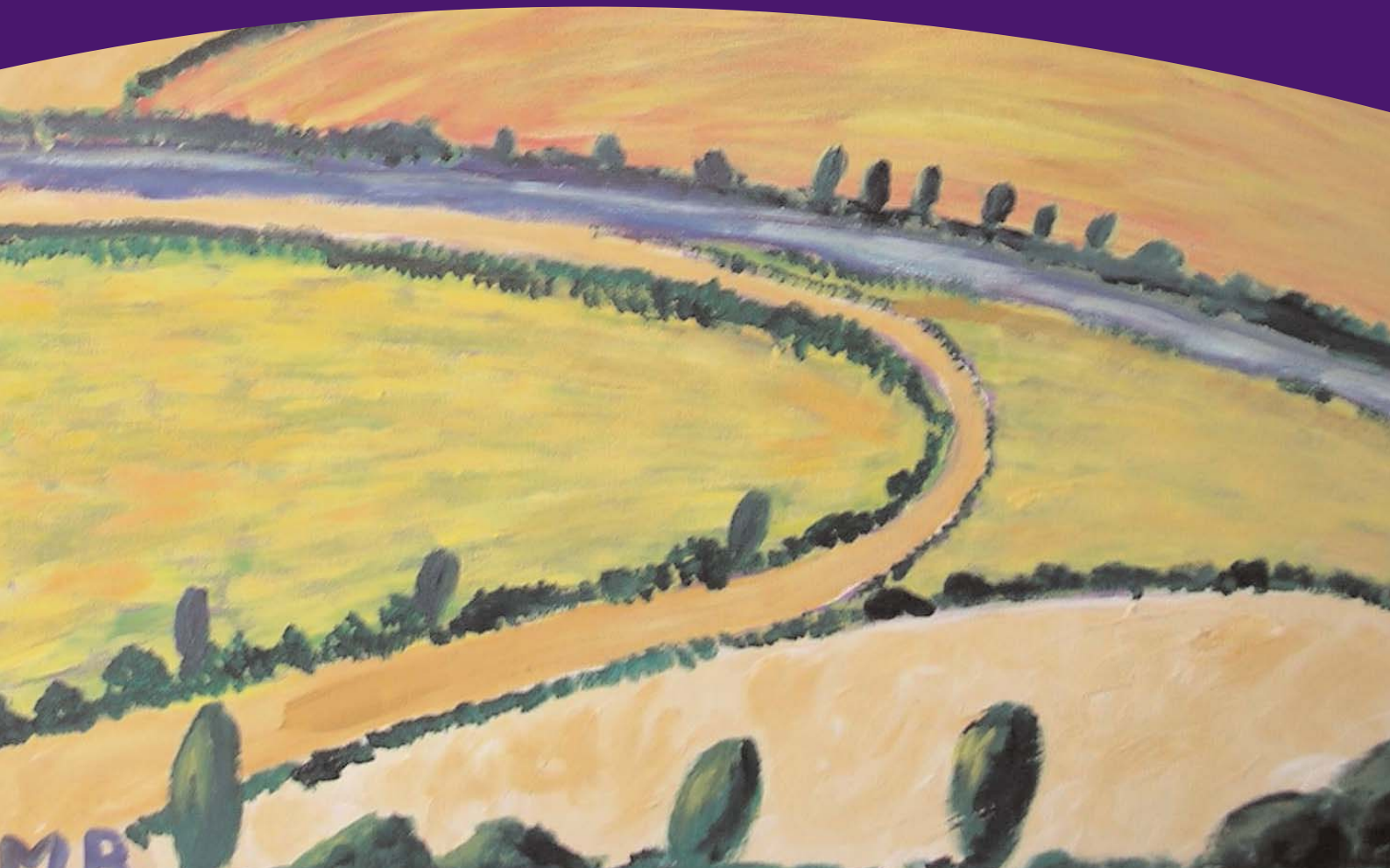


Recruitment and retention of mental health nurses: Good Practice Guide

**The Chief Nursing Officer's review of
mental health nursing**



DH INFORMATION READER BOX

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Purpose

- 1 The purpose of this document is:
 - to set out potential actions that can be taken to strengthen recruitment and retention in relation to themes identified through the consultation process for the Chief Nursing Officer's review of mental health nursing; and to provide examples of good practice – see Annex A; and
 - to link potential actions that can be taken with other important documents about recruitment and retention – see Annex B.

Introduction

- 2.1 This Good Practice Guide is designed to complement *From values to action: The Chief Nursing Officer's review of mental health nursing* (www.dh.gov.uk/cno). It is one of a number of publications currently available to support recruitment and retention.
- 2.2 The Chief Nursing Officer's (CNO's) review was established to answer the question 'how can mental health nursing best contribute to the care of service users in the future?' The review has recognised the importance of staffing issues and the need to improve recruitment and retention, as well as considering how new ways of working might answer some of the challenges of expanding services with a limited nursing workforce. The review included a formal national consultation that sought answers to a range of questions, including about how best to improve the recruitment and retention of mental health nurses (MHNs). A literature review was also completed to inform the review and included identification of evidence around recruitment and retention issues.
- 2.3 *From values to action: The Chief Nursing Officer's review of mental health nursing* provides a range of recommendations: about putting values into practice, improving outcomes for service users and developing a positive, modern profession. Through following these recommendations it is anticipated that working as an MHN will become a more rewarding experience and that this will help both the recruitment and retention of nursing staff.
- 2.4 This guide includes a range of suggestions specifically regarding good practice in improving recruitment and retention, based on themes from the CNO's review consultation, expert advice and available literature. Implementation is at local discretion and should be based on local need. Many of the practices suggested are already found around the country, and good practice examples are given to illustrate this and to allow interested parties to find out more about how things can be done in practice.
- 2.5 Despite a continuing increase in the number of nurses working in mental health services (see paragraph 4.1) there remains a continuing need to recruit into the mental health nurse workforce and to retain those who are already in post. This is as a result of the large growth in mental health services over the last few years. As the CNO's review literature review research indicates (see Annex B), there are no simple solutions and much work needs to be done. There is no 'magic bullet' that will allow trusts to

take their foot off the pedal. It requires continual hard work and support and needs to be sustained over the long term.

- 2.6** To improve recruitment and retention requires trusts to work closely with their colleagues in nearby trusts and other mental health service providers, strategic health authorities and the higher education institutions so that best use is made of scarce resources; to share intelligence; and to learn about innovative practice.

Links to workforce planning

- 3.1 In considering recruitment and retention of MHNs, commissioners and providers need to think about how this fits into the wider workforce planning agenda. They may wish to refer to two pieces of work commissioned or undertaken by the National Institute for Mental Health in England (NIMHE) National Workforce Programme (NWP) in respect of workforce planning.

Mental Health Services – Workforce Design and Development: Best Practice Guidance

- This was published in March 2003 and sets out the principles and methodology by which local mental health and social care economies can estimate the demand for staff.
- Copies are available from Department of Health publications on 08701 555 455 or at dh@prolog.uk.com quoting the full title and reference number 31146.

The Report on the NIMHE National Workforce Planning Pilot Programme (WPPP)

- This is a report on the NIMHE WPPP where seven sites across England undertook to pilot the Best Practice Guidance.
- The report not only describes the background to the WPPP but also explains the process; provides numerous examples of good practice; and sets out the lessons learnt.
- Copies of the report will become available shortly.

Mental health nursing

- 4.1** The number of nurses (headcount) working in psychiatry has increased from 39,109 in 1997 to 47,390 in 2005, an overall increase of 8,281 or 21.2 per cent.
- 4.2** In overall terms, the nursing profession is getting older. The current data shows that over 60 per cent of all nurses on the Nursing and Midwifery Register (ie not just MHNs) are over 40 and more than one in four are now over 50. This reflects the changing pattern of the workforce which now has a more mature population as opposed to school leavers. However, for mental health, the proportion of staff over 50 working in community psychiatric services is some 22 per cent, slightly lower than for nurses generally.
- 4.3** Vacancies for MHNs show a considerable variation. Taking England as a whole, for community psychiatry, the vacancy rate (as at March 2005) was 1.9 per cent but this varied by area from 0 per cent to 7.4 per cent. For other psychiatry, the England rate was 4.7 per cent with variables from 3.6 per cent to 16.8 per cent.

Summary

- 5.1** This document does not set out to list every publication or piece of research material on recruitment and retention; rather, it provides a summary of the more recent and important pieces of work, linking these to actions that may be taken and some examples of good practice.
- 5.2** Given its importance, it is vital to put the recruitment and retention of MHNs at the forefront of trust human resources activity but within the context of the Integrated Service Improvement Programme, the development of New Ways of Working and the introduction of New Roles. While these might represent a challenge, they also provide an opportunity to help focus on the role of mental health nursing and how this interacts with other roles, and to provide a career framework.

Annex A

Recruitment

1. 'Improve the image of nursing'

- Develop publicity plans to highlight good practice, eg open days, job fairs
- Invite the local media to meet with nurses for them to describe their role
- Develop awards schemes for innovative practice and publicise them
- Support nurses to publish academic and non-academic articles regarding their role
- National nursing organisations to develop a campaign to improve the image and understanding of mental health nursing
- Trusts to have a specific anti-stigma strategy in place at a local level
- Identify nursing 'champions' at all levels who can represent and act as advocates for mental health nursing, particularly with local schools and colleges

Good practice example: Promoting positive images in local media

South Essex Partnership NHS Trust generates positive media coverage to enhance understanding of mental health issues and to highlight the work of their staff.

Relationships have been forged with the media through regular meetings with journalists to discuss features and by issuing regular press releases publicising good news. Nursing staff are encouraged, and are happy, to tell the Communications Department about their achievements and their good practice so it can be publicised both internally and externally.

Contact: maxine.forrest@southessex-trust.nhs.uk

Good practice example: Challenging Stigma

In Cheshire and Wirral Partnership NHS Trust, the Director of Nursing chairs a group to oversee their Challenging Stigma campaign. Actions arising have included a media watchdog group that challenges stigmatising articles, a charter for employment between the Trust and local council to improve employment opportunities for service users, and the production of car stickers saying 'Proud to work in mental health'.

Contact: avril.haydock@cwpt.nhs.uk

Good practice example: Nurse Recruitment Campaign

Avon and Wiltshire Mental Health Partnership NHS Trust responded to the clear challenge for numbers by recruiting someone with extensive recruitment industry experience.

Traditionally there has been a passive approach to staff recruitment so a proactive strategy had to be taken. The Trust needed to engage with potential recruits, and welcome and inform them.

The Trust developed a concept of regional and local open days, making it easier for potential candidates to meet staff and also to shorten the traditional recruitment process timeframes. The Trust needed to be more responsive to the needs of their target audience.

The Trust:

- engaged in a rebranding process, eg welcome packs, new application forms and guidance notes focusing on experience;
- enhanced the existing recruitment website, including an online application and candidate alert feature;
- engaged with the student population.

Over 130 qualified nurses were recruited within eight months.

**Contact: Moira McMurrin, Nurse Recruitment Consultant,
moira.mcmurrin@awp.nhs.uk**

Resource (see Annex B):

Mental Health Workforce Recruitment and Retention Research Project
Time to Act

Recruitment and Retention – A public service workforce for the 21st century
NHS Recruitment Handbook – ‘Sharing Strengths’

King’s College London literature review

2. ‘Improve the recruitment of nursing staff’

- Utilise innovative advertising methods such as bus tours, presentations in shopping centres, advertising in ethnic minority press, use of the internet
- Develop realistic job descriptions and job plans
- Streamline the recruitment process utilising electronic systems where possible
- Consider introducing local preceptorship schemes

- Ensure that student applications are sifted by staff who understand and have worked in mental health nursing
- Involve suitably trained and recompensed service users/carers in all recruitment processes
- Ensure clinical staff participate in all interviews for new student nurses
- Establish opportunities for potential new staff to spend time in all clinical areas to help inform career choices
- Work with other organisations to develop a consortium for large scale recruitment exercises
- Monitor vacancy levels and staff turnover
- Record use and cost of locum/agency cover

Good practice example: Widening Access to Nurse Education

This innovative course was devised to enable deaf staff to access nurse education to support deaf clients within mental health services. All students follow the same curriculum as their hearing peers and they experience a broad range of clinical placements with the deaf services and also within mainstream services. They work with British Sign Language (BSL) interpreters and note takers in the classroom and are also supported through the use of information technology. The project has been commended to the World Health Organization as an example of good practice by the European Society for Mental Health and Deafness.

Contact: Naomi Sharples, n.sharples@salford.ac.uk

Good practice example: Rotation Scheme

Following severe recruitment difficulties at the end of the 1990s, mental health trusts in west London set up formal nurse job rotation schemes to attract and retain nurses to hard-to-staff areas, some with regular vacancies of 50 per cent of establishment. A number of schemes were established leading to the employment of 82 staff over a three-year period. They were supported by a work-based learning degree/masters programme to enable them to set professional learning objectives for themselves, as well as meet core services needs, eg care programme approach, clinical assessment, team management and governance. Research projects evaluating the schemes will shortly be completed.

Contact: nurserotation@aol.com

Good practice example: MH Nursing Courses

This is a Suffolk-wide multi-disciplinary apprenticeship, step-on-step programme that enables the Ipswich Hospital NHS Trust to attract school leavers and mature people seeking a career change to work in a range of roles in local NHS and social care services. Students are supported to make informed career choices and gain national work-related qualifications, and employers are able to review potential employees.

Contact: Jennifer Jones, jennifer.jones@ipswichhospital.nhs.uk

Tel: 01473 702083

Good practice examples: in 'Time to Act' (see Annex B p.26)

University of the West of England, Bristol

Department of Health Sciences, University of York

Resource (see Annex B):

Finding and Keeping

Mental Health Workforce Recruitment and Retention Research Project

Time to Act

NHS Recruitment Handbook – 'Sharing Strengths'

King's College London literature review

3. 'Improve pay to reflect the roles and responsibilities'

- Make effective use of the Agenda for Change process to include the NHS Knowledge and Skills Framework (KSF)

Resource (see Annex B):

Finding and Keeping

Mental Health Workforce Recruitment and Retention Research Project

Recruitment and Retention – A public service workforce for the 21st century

4. 'Ensure that the nursing workforce reflects diversity in the population served'

- Work with Public Health to map the make-up of local population both now and in the future (potential 'supply')
- Make contact with and harness the support of local community and faith leaders to promote mental health nursing careers and opportunities
- Identify and support any local champions from black and minority ethnic communities

Good practice example: Marginalised groups

Northern Birmingham Mental Health Trust has launched a major campaign to recruit Asian people into mental health nursing as part of their ongoing work to reduce stigma associated with mental health issues within Asian communities.

The campaign includes a photography show, briefing pack and 15-minute video featuring contributions from Asian nurses already working in mental health and leaders of Birmingham's Asian communities.

For further information: www.mhmedia.com/products/health/html

Good practice example: The Gateway Lewisham Project

The Lewisham Hospital NHS Trust was able to gain funding from Jobcentre Plus and the European Social Fund (ESF) for the Gateway Lewisham Project.

The Gateway Lewisham Project was set up to improve the employability of local people who are long-term unemployed from black and ethnic minorities and young people. The aim of the project is to provide the opportunity for these people to gain first-hand experience of the world of work in the NHS, and the chance to gain a qualification.

Contact: Julia Allison, Gateway Lewisham Project Manager, julia.allison@uhl.nhs.uk

Good practice example: Recruitment and diversity

In Humber NHS Trust, the Positive Assets Scheme was established in 2001 to encourage people with mental health problems to gain and retain employment within the Trust. The scheme provides support for individuals looking for work and for managers who want to encourage applications from previous or current service users. To date 27 people have found employment with the Trust.

Contact: paula.bulmer@humber.nhs.uk

Good practice examples: in 'Time to Act' (see Annex B p.26)

Kingston University and St George's Hospital Medical School
Thames Valley University

Resource (see Annex B):

Mental Health Workforce Recruitment and Retention Research Project

Time to Act

Recruitment and Retention – A public service workforce for the 21st century

NHS Recruitment Handbook – 'Sharing Strengths'

King's College London literature review

5. 'Introduce rotation and nurse cadet schemes'

- Work closely with universities and other education and training (E&T) commissioners

Good practice examples: in 'Time to Act' (see Annex B p.26)

Cadet Schemes

NHS Careers (www.nhscareers.nhs.uk)

Resource (see Annex B):

Time to Act

Mental Health Workforce Recruitment and Retention Research Project

King's College London literature review

6. 'Develop support worker roles'

- Encourage support workers such as Support, Time and Recovery workers, to undertake training that provides for entry into nurse training such as the Certificate in Community Mental Health Care
- Provide appropriate support and mentoring

Good practice example: 'Tasting' nurse training

South Staffordshire Healthcare and Staffordshire University provide non-qualified staff with a taster day to find out more about what being a student might be like. It includes information regarding the course, advice on accrediting prior learning and discussions with current students. Participants report the day to be both useful and enjoyable.

Contact: Sheri Rhodes, Staffordshire University, s.g.rhodes-martin@staffs.ac.uk

Good practice example: Open learning for support workers

The Open University provides a work-based open learning programme for healthcare support workers over four years leading to a nursing qualification. This allows local staff to train in a flexible way while they continue to be employed.

Contact: Professor Shirley Reveley, Open University, s.reveley@open.ac.uk

Good practice example: Developing Associate Practitioners

Avon and Wiltshire Mental Health Partnership NHS Trust has set up a scheme to develop associate practitioners for inpatient settings, partially in response to difficulties in recruiting enough mental health nurses. This role is to have higher levels of competencies than traditional support workers and is based on an 18-month part-time university-based training course that is supported by two lecturer practitioners who engage with the students and ward staff to ensure that competence and consistency are maintained. There is a focus on the development of physical healthcare skills in the course from monitoring blood pressure to first aid. Associate practitioners will be able to access shortened mental health nurse training in the future.

Contact: patrick.mckee@awp.nhs.uk

Resource (see Annex B):

Finding and Keeping

Mental Health Workforce Recruitment and Retention Research Project

Time to Act

NHS Recruitment Handbook – ‘Sharing Strengths’

King’s College London literature review

Retention

7. 'Improve nursing skills and knowledge'

- Ensure individual performance reviews take place using the
 - Ten Essential Shared Capabilities
 - The Mental Health National Occupational Standards
 - The NHS KSF
- Ensure staff have clinical supervision and protocols in place
- Commissioning of E&T to be informed by a Training Needs Analysis
- Encourage a range of methods to develop staff such as mentoring, coaching, shadowing, job swaps and placements
- Monitor overall comparative career achievement by ethnic category to help ensure equality of opportunity
- Consider development of rotational posts across service areas
- Monitor staff absence rates
- Monitor the age profile of the nursing workforce
- Implement recommendations in *From values to action: The Chief Nursing Officer's review of mental health nursing*

Good practice example: Cambridge and Peterborough Mental Health Partnership NHS Trust

As part of an inpatient redesign project, some nursing staff are changing roles so there is more flexibility to work across acute care and crisis teams out in the community. These nursing staff are given more clinical responsibility and autonomy and this is reflected in their Agenda for Change banding which is helping to improve recruitment and retention.

Contact: Tim Bryson, Acting Chief Executive, tim.bryson@cambsmh.nhs.uk

Resource (see Annex B):

Time to Act

NHS Recruitment Handbook – 'Sharing Strengths'

8. 'Have appropriate Continuing Professional Development'

- Encourage a culture of continuing learning and development as part of the
 - Skills Escalator
 - Career Framework
 - Service governance agendas

Good practice example: Developing a career pathway

Humber Mental Health NHS Teaching Trust has developed a pathway to illustrate how academic development and research can support excellence in practice. The pathway seeks to support greater fluidity in nurses' career development and clarify how knowledge and skills can be transferred between employment settings.

Contact: Tracy Flanagan, Nurse Consultant, tracy.flanagan@humber.NHS.uk

Resource (see Annex B):

Finding and Keeping

Mental Health Workforce Recruitment and Retention Research Project

King's College London literature review

9. 'Provide affordable child care'

- Consider what level and type of support is required for staff with children, provided in house or via an external agency

Good practice example: in Mental Health Workforce Recruitment and Retention Research Project (see Annex B p.25)

3Ns Trust

Resource (see Annex B):

Improving Working Lives

Mental Health Workforce Recruitment and Retention Research Project

10. 'Make affordable housing available'

- Work with local housing providers (statutory and non-statutory) to map what 'starter' homes/accommodation might be available

Resource (see Annex B):

Improving Working Lives
NHS Recruitment Handbook – 'Sharing Strengths'

11. 'Help make affordable transport available'

- Work with local transport providers about what forms of transport, fares, timings and routes are available

Resource (see Annex B):

Improving Working Lives

12. 'Tackle the long hours culture'

- Establish what hours/shifts are currently being worked and develop an action plan to reduce excessive hours

Good practice example: in Mental Health Workforce Recruitment and Retention Research Project (see Annex B p.25)

3Ns Trust

Good practice example: Changing Times in Health – A practical guide to work-life balance

South West London Strategic Health Authority has published a resource pack that covers a number of issues including flexible working; managing flexible working hours; working differently – working smart; partnership working; and developing a work-life balance policy. It comes in both hard copy and CD-ROM format to include a guide to additional resources and further reading.

Contact: www.swlha.nhs.uk

Resource (see Annex B):

Mental Health Workforce Recruitment and Retention Research Project
Improving Working Lives

13. 'Reduce attrition amongst student nurses'

- Monitor attrition rates at both undergraduate level and within the first year of employment

Good practice example: in Mental Health Workforce Recruitment and Retention Research Project (see Annex B p.25)

Tees and North East Yorkshire NHS Trust

Resource (see Annex B):

Mental Health Workforce Recruitment and Retention Research Project
Time to Act

14. 'Develop career pathways/progression'

- Ensure that local career structures encourage nurses to remain in clinical practice or to move freely between clinical and non-clinical roles
- Ensure that local career structures encourage and reward nurses to work in or stay in hard-to-staff areas
- Ensure that commissioning of E&T supports the development of staff in relation to national and local career frameworks
- Take account of new roles in the Mental Health Bill such as the Approved Mental Health Professional and Clinical Supervisor
- Consider the development of Advanced Practitioner roles as part of the New Ways of Working initiative

Resource (see Annex B):

Finding and Keeping
Mental Health Workforce Recruitment and Retention Research Project

15. 'Ensure nurses are supported when working in challenging roles'

- Ensure that suitable support services are available for all staff, eg
 - Counselling
 - Stress management
 - Dealing with violence and aggression
 - Tackling racial harassment and bullying
 - Support following untoward incidents

- Trusts to ensure they operate a learning, non-punitive culture that is demonstrated in both policy and practice
- Ensure that occupational health departments are fit for purpose
- Establish suitable professional support roles and networks
- Implement recommendations in *From values to action: The Chief Nursing Officer's review of mental health nursing*

Approaching retirement

16. 'Support nurses approaching retirement'

- Provide clear information about arrangements for further work that will not affect pension entitlement
- Offer a range of work options to delay or return after retirement, eg
 - Less demanding roles
 - Part-time working
 - Job sharing
 - Flexitime
- Ensure exit interviews take place for all staff

Good practice example: in Mental Health Workforce Recruitment and Retention Research Project (see Annex B p.25)

3Ns Trust

Good practice example: East Kent NHS and Social Care Partnership Trust

This flexible retirement initiative was aimed at retaining staff aged 55 years plus. Upon analysis of the age profile of Trust staff, it was apparent that a substantial number of them would be eligible for retirement within the next 10 years under the early retirement option available in Mental Health Services. A questionnaire was sent to all staff aged 55 years or over to ascertain their retirement plans and knowledge of the flexible retirement options available through the Trust.

Analysis of the information received led the Trust to organise a seminar to explain flexible retirement options and to disseminate general retirement information. The seminar proved to be very successful with 14 potential retirees indicating that they would be altering their retirement plans in favour of flexible working. The Flexible Retirement Seminar has now been incorporated into the Trust's total training programme and is to be run twice a year.

Contact: Trish Guest, trish.guest@ekentmht.nhs.uk

Tel: 01227 812313

Resource (see Annex B):

Mental Health Workforce Recruitment and Retention Research Project
Recruitment and Retention – A public service workforce for the 21st century
Improving Working Lives
King's College London literature review

Returners

17. 'Maximise the return of nurses who have left'

- Introduce a 'Keep in Touch' programme covering
 - Regular newsletters
 - Invitations to open days
 - Invitations to conferences
 - Support to maintain registration status
- Develop Return to Practice courses

Good practice example: in Mental Health Workforce Recruitment and Retention Research Project (see Annex B p.25)

Tees and North East Yorkshire NHS Trust

Good practice example: County Durham and Tees Valley Strategic Health Authority; University Hospital Lewisham; and South West Peninsula Strategic Health Authority

Here are three examples of good practice. While they are not mental health specific, the principles that lie behind them are applicable to other client group areas such as mental health.

www.nhsemployers.org/kb/kb-629.cfm#NHS-26633-1

www.nhsemployers.org/kb/kb-629.cfm#NHS-26633-2

www.nhsemployers.org/kb/kb-629.cfm#NHS-26633-3

Good practice example: Warwickshire Ambulance Service NHS Trust

Warwickshire Ambulance Service's Retire and Return scheme means that A&E staff can now opt to take voluntary early retirement and return to other duties/roles on a full-time or part-time basis, depending on service and employee needs.

The Human Resources Department obtains a pension estimate for anyone considering the move and explains the pay and employment conditions in their proposed new role. HR staff then work with the Operations Directorate to find a suitable vacancy. If a suitable vacancy cannot be found, the employee is retained on a register of interest to transfer to non-emergency work when this is available.

Staff joining the scheme report that it is a good way of easing into retirement in a less demanding role and with a more employee-friendly shift pattern. From the Trust's point of view, experienced staff are encouraged to stay within the organisation and use their valuable patient contact skills gained during many years of emergency work. The Trust is working towards additional ways of measuring the benefits of the scheme.

Contact: Mark Ratley, Assistant HR Director

Warwickshire Ambulance Service NHS Trust

Tel: 01926 881331

Email: mark.ratley@was.nhs.uk

Resource (see Annex B):

Mental Health Workforce Recruitment and Retention Research Project
NHS Recruitment Handbook – 'Sharing Strengths'

Annex B

Summary of the most recent and important documents about recruitment and retention

As described in the Purpose section at the start of this document, there is a wealth of resources in existence about recruitment and retention and, in no particular order of importance, these include the following.

Finding and Keeping – A Review of Recruitment and Retention in the Mental Health Workforce

- This was produced by the Sainsbury Centre for Mental Health in 2000 and is available from www.scmh.org.uk.
- The report aims to describe and analyse difficulties in recruiting and retaining mental health staff and to identify practicable and sustainable ways of addressing these difficulties. It includes a number of recommendations.

Mental Health Workforce Recruitment and Retention Research Project

- This project was commissioned by the NIMHE National Workforce Programme (NWP) from the University of Central Lancashire and was published in November 2004. It is available from ejackson1@uclan.ac.uk or cmquade@uclan.ac.uk.
- The report contains comprehensive details of an extensive review of literature and policy guidance on recruitment and retention issues together with the findings from a survey of 40 mental health service providers, and includes some points of best practice in relation to traditionally excluded groups.
- The report also sets out the Components for Recruitment and Retention Checklist and Self Assessment Guide (for Trusts) covering:
 - organisational systems
 - partnership links
 - community and voluntary sector links
 - recruitment activities
 - conditions of service – training and development.
- In particular, it provides an extensive list of resources and contact points about:
 - NHS development of services for the workforce

- Improving Working Lives
- staff development
- equality and diversity
- recruitment and retention
- international recruitment
- medical recruitment and retention
- contacts for sharing good practice.

Time to Act – Choosing to Work in Mental Health: The Recruitment of Health and Social Care Professionals

- This report was produced by the Centre for Clinical and Academic Workforce Innovation (CCAWI) in 2004 and is available at www.lincoln.ac.uk/ccawi/publications.htm or from CCAWI on 01623 819140.
- As indicated by the title, the report covers not just mental health nursing. It sets out the national context and initiatives around recruitment; education and training; key facts and figures; issues identified in a literature search; findings from interviews; findings from a survey of admissions tutors; and a summary of findings.
- It also sets out a number of recommendations to improve the recruitment and retention of mental health nurses.
- There is a very extensive list of resource material in the report.
- Examples of good practice include
 - Kingston University and St George's Hospital Medical School
 - Recruitment from marginalised groups
 - University of the West of England
 - Strong admission process
 - Personal attention given to applicants
 - Department of Health Sciences, University of York
 - Innovative marketing process
 - Thames Valley University
 - Recruitment from ethnic minorities

- North Birmingham Mental Health Trust
 - Recruitment from ethnic minorities
 - Reduction of stigma

Recruitment and retention – A public service workforce for the twenty-first century

- This is a report by the Audit Commission in 2002 and is available from the Audit Commission website at www.audit-commission.gov.uk or in hard copy format from Audit Commission Publications, PO Box 99, Wetherby LS23 7JA or on 0800 502030.
- The report was aimed at local leaders and managers focusing on what action they can take to improve recruitment and retention. It also sets out what Government and other national stakeholders can do to help create and sustain an environment in which local leaders are able to satisfy the aspirations of their staff.
- As indicated by the title, it covers the whole of the public sector, not just the NHS or social care or mental health services. Nevertheless, it provides some very useful information that can be applied to mental health services.
- It also cites a number of individual case studies of good practice such as:

Recruitment

- London Borough of Newham – effective use of a call centre to handle enquiries, a well designed website and use of electronic media
- North Wales Police – working closely with Jobcentre Plus
- Bradford Vision – involvement and support of students’ families and effective engagement with local schools.

Retention

- Essex Social Services – promoting a positive media image
- Blackburn, Hyndburn and Ribble Valley Healthcare NHS Trust – managing sickness absence and workplace stress
- Camden and Islington Community Health Services NHS Trust – black and minority ethnic leadership scheme.

Improving Working Lives (IWL)

- This is a major Department of Health (DH) initiative launched in 2002 following publication of the NHS Plan. Detailed information can be obtained from www.dh.gov.uk.
- IWL sets out a model of good human resources practice against which NHS employers and their staff can measure the organisation.
- IWL has three stages of:
 - *Pledge* whereby all NHS organisations must make a public commitment by having policies, practices and people in place to receive accreditation (all NHS trusts have achieved this)
 - *Practice* where organisations are required to provide a portfolio of evidence over a wide range of policies and procedures that improve the working lives of staff
 - *Practice Plus* which means achievement in all staff groups across the whole organisation by 31 March 2006.
- The IWL Standard has seven key areas:
 - Human Resources strategy and management
 - Equality and diversity
 - Communication and staff involvement
 - Flexible working
 - Health working
 - Training and development
 - Flexible retirement.
- Achieving the Standard requires organisations:
 - to have policies and good practice in place
 - to be committed to making a difference for staff
 - to have evidence of organisational action and cultural change
 - to provide evidence that they are making a real and tangible improvement to the working lives of staff
 - to demonstrate a positive impact on service delivery and service user care.

NHS Recruitment Handbook – ‘Sharing Strengths’

- This was also produced by DH, in 2003.
- While some of the material is now dated, nevertheless it provided information, resources and good practice for human resources teams involved in recruitment of NHS staff. It was broken down into four sections:
 - The big picture
 - Resources to support recruitment
 - Local initiatives
 - Where to find help.
- Although not mental health specific, it did set out numerous contact points that can be used by mental health service providers.
- In addition, the NHS Employers website (www.nhsemployers.org) contains information about recruitment and retention.

The stress process and recruitment and retention in mental health nursing: a critical review of the literature – King’s College London

This review was commissioned as part of the CNO’s review of mental health nursing. It is available at www.nursing.manchester.ac.uk/projects/mentalhealthreview/

- The report provides a summary of research into the stress process in mental health nursing as well as an examination of the recent recruitment and retention literature. It refers to numerous pieces of research material; editorials and commentaries; and case studies of local practice.

Support for the CNO's review of mental health nursing

These are just some of the many organisations that have contributed to and support the CNO's review.



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www.dh.gov.uk/publications