



Professionals



ANNUAL REVIEW 2022-23



PUTTING
PEOPLE IN
PLACES TO
care

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About Us

Who we are, what we do and key facts and figures about our business in 2022-23

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Purpose

We are experts at putting people in places to care to meet workforce needs across the health and care sector.

Ambition

To be the strategic, flexible workforce partner of choice for the health and care sector.

Role

Originally formed in 2001, we operate the largest flexible staff bank in the NHS, placing temporary clinical and non-clinical staff into a range of health and care settings, delivering over 40 million hours of patient care each year.

We also support more than 100 NHS Trusts and other health and care organisations with a range of award-winning workforce solutions, from end-to-end managed service provision through to modular services such as international recruitment and healthcare support workers.

Uniquely we are owned by the Department of Health and Social Care and reinvest any financial surplus directly back into the wider healthcare economy.

Values

- **We care, it's personal.** For us, this isn't just a job. We are proud of our purpose in putting people in places to care. We care, because the positive impact we make is good for everyone
- **Smart solutions, expertly delivered.** Our experience and expertise set us apart. With a can-do attitude and collaborative approach, we make 'yes' happen
- **Be bold, make change.** We seek opportunities to challenge, evolve, improve and grow. We always find smarter, simpler and faster ways to deliver
- **One team, 100% together.** By working collaboratively, we know we can achieve anything. We are committed to being inclusive and authentic in everything we do

Priorities

Our 2022-23 business plan continued the development of our core business, while remaining agile enough to also focus on changing market dynamics and new opportunities.

Our priorities were to:

- **strengthen our core business** by delivering on our transformation programme to enable us to provide excellent service to our key stakeholders (Clients and Bank Members), while maintaining our growth
- **build appropriate services and solutions for Integrated Care Systems** on the basis that ICS-level focus on workforce management will create new demand for innovative recruitment, development and deployment services
- **launch the NHS Professionals Academy** to deliver seamless, high-quality professional education and training opportunities to our Bank Members and Clients as a means of optimising attraction, engagement, productivity and retention of the workforce
- **develop our National Bank and Agency Managed Service solutions** after their pilot phases to help a wider range of Trusts improve their agency supply chains and bring down the cost of temporary staffing requirements
- **continue making NHS Professionals an even greater place to work** by focusing on new ways we can become an inclusive employer of choice

69%

Customer satisfaction score¹⁰

5,136,005

Shifts filled¹ ↑ 11.6% YoY

4

New Managed Service Provider Clients¹²

43,135,480

Hours of care delivered² ↑ 10.6% YoY

10

Awards and recognitions⁸

£832 million

of external agency spend displaced³

We work with

51%

of NHS Trusts⁵

145

Clients⁴

£10 million

Dividend returned to Department of Health and Social Care⁶

1,307

Corporate staff⁷

100%

Managed Service Provider Clients retained¹¹

78%

Staff engagement score⁹

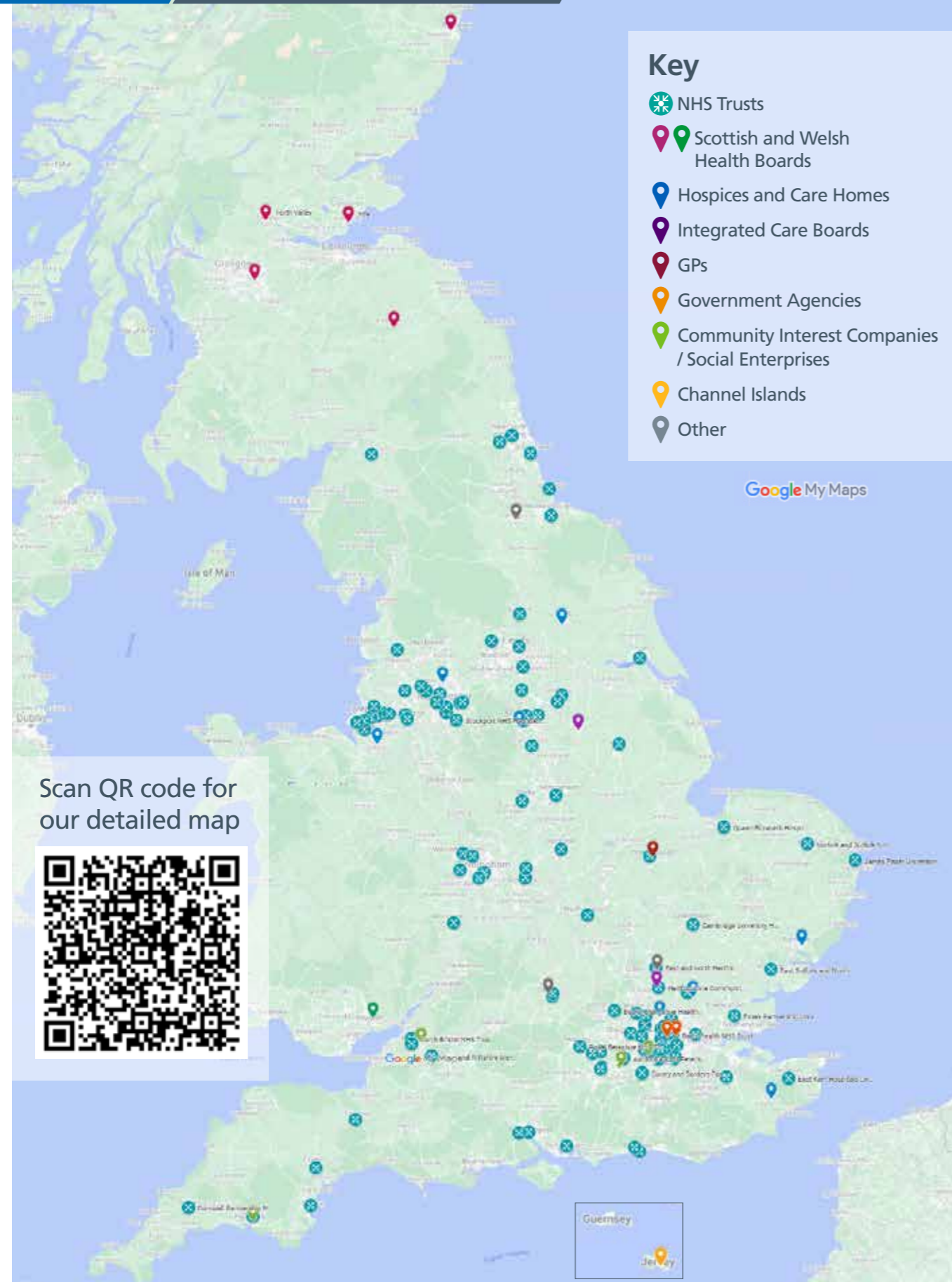
4.7 'Excellent'

Trustpilot score¹³



Saakshi Sharma
Nurse

1. Filled by Bank staff. Data from NHS Professionals Information and Insight team
2. Delivered by Bank staff. Data from NHS Professionals Information and Insight team
3. The equivalent total annual spend on agencies if they had been used by NHS Trusts and healthcare organisations for shift fill instead of the NHS Professionals Bank. Calculation based on NHS Professionals Bank hours delivered in 2022-23 and the cost difference between the average hourly rates charged to Trusts for agency and the NHS Professionals Bank. Data from NHS Professionals Finance team
4. NHS Trusts, ICBs and other health and care organisations across the UK and Channel Islands we contract with to provide workforce services. Data from NHS Professionals Commercial Contracts team
5. 116 out of 229 NHS Trusts. Data from NHS Professionals Commercial Contracts team
6. NHS Professionals Annual Report and Financial Statements 2022-23. Search 'NHS Professionals' at: <https://www.gov.uk/get-information-about-a-company>
7. April 2022 - March 2023
8. April 2022 - March 2023
9. Measured in quarterly staff surveys
10. Measured by Institute of Customer Service audit
11. Retained 55 existing MSP Clients
12. Oxford Health NHS FT, Central Surrey Health, Bolton NHS FT and NHS Property Services
13. Based on 1,929 reviews



Contracted UK and Channel Islands health and care Clients, including Managed Service Provision, NHS Professionals International, NHS Professionals Academy, National Bank, Doctors Direct and Doctors Gateway. Data compiled at time of publication.

Bank Member profile

Staff group	Hours of care delivered
Nurses, Midwives and Healthcare Support Workers	32,998,971
Administration and Clerical	4,554,080
Estates and Facilities	1,996,760
Doctors	1,667,684
Allied Health Professionals	1,108,114
Health Care Scientists	650,448
Personal Social Services	90,934
Additional clinical services	67,849
Other	640
Total	43,135,480

BOARD



Dr Helen Phillips
Chair
(appointed April 2023)



Nicola McQueen
Chief Executive Officer



Matt Brummitt
Interim Director of Finance



Dr Kate Langford
Non-Executive Director



Maz Ahmed
Non-Executive Director



Oli Blackaby
Non-Executive Director



Adele Barker
Non-Executive Director

EXECUTIVE COMMITTEE



Karla Boddy
Chief Customer Officer



Mike Ruddle
Chief Commercial Officer



Juliette Cosgrove
Chief Nurse and Director of Clinical Governance



James Orr
Managing Director, Doctors Direct, Specialist Services and Non Clinical



David Callow
Chief Information Officer



Elaine Thomas
Chief Operating Officer



Helen Ives
Chief People Officer



Lisa Lewis
Chief of Staff

Wins

Specialist Recruitment Company of the Year, Talint Partners TIARA Awards October 2022

Showcasing our focus on employee excellence, innovation and customer service, judges praised NHS Professionals' work supporting the NHS throughout the pandemic and beyond.



Staffing Solution of the Year, NHS Professionals International and Pan Mersey NHS Trusts, HSJ Partnership Awards



NHS Professionals International worked in partnership with the Pan Mersey group of 11 NHS Trusts to successfully recruit and retain over 1,000 specialist and generalist nurses across Merseyside through innovative nurse engagement and personalised pastoral care.



Commendations

James Orr, Recruitment Industry Entrepreneur of the Year, Recruiter Awards

James, our Managing Director for Doctors Direct, Specialist Services and Non-Clinical, was highly commended for his inspirational leadership style and pioneering approach to service innovation and improvement.



Nominations



Best International Recruitment Experience, Nursing Times Workforce Awards

NHS Professionals International was shortlisted for its partnership with Sheffield Teaching Hospitals NHS Foundation Trust to support the successful recruitment and retention of overseas nurses at this major provider.

Most Effective New Employee Experience and Resource Planning Manager of the Year, UK National Contact Centre Awards

Our nominations at these prestigious industry awards were due to a series of innovations and effective collaborative working across our teams in the National Service Centre. This included a refreshed induction and onboarding process, resulting in reduced attrition and improved staff engagement measures.



Recruitment Company of the Year, Recruiter Awards 2022

This recognised NHS Professionals' major contribution to safe NHS staffing and our delivery of high-quality recruitment experiences for our Bank Members and Trust Clients.

Certifications

- ISO 9001 Quality Management
- ISO 14001 Environmental Management
- ISO/IEC 27001 Information Security Management



Accreditations

UK and Ireland Top Employer, Top Employers' Institute

We achieved this sought-after accreditation for the third year running after a stringent certification process and in recognition of our commitment to continue making NHS Professionals a great place to work for all our 1,000+ employees.

Care Leaver Covenant

NHS Professionals became a signatory to the Care Leaver Covenant joining a national inclusion programme that supports care leavers aged 16-25 to live independently.

Celebrating the exceptional Bank Members recognised in our Going the Extra Mile awards this year

Hannah Jones, Alder Hey Children's NHS Foundation Trust, *Nursing Support Worker/Healthcare Assistant/Care Support Worker*

Jade Mitchell, Barnsley Hospital NHS Foundation Trust, *Nursing Support Worker/Healthcare Assistant/Care Support Worker*

Lesley Ann Fraser, Berkshire Healthcare NHS Foundation Trust, *Nursery Nurse*

Md Gazi Saif-Uz-Zaman, Buckinghamshire Healthcare NHS Trust, *Nursing Support Worker/Healthcare Assistant/Care Support Worker*

Ylenia Rodriguez Marchitto, Camden & Islington NHS Foundation Trust, *Administration and Clerical*

Elizabeth Elliot, Chesterfield Royal Hospital NHS Foundation Trust, *Midwife*

Preethi Letitia Rodrigues, Coventry and Warwickshire Partnership NHS Trust, *Administration and Clerical*

Nicola Gass, Croydon Health Services NHS Trust, *Nurse*

Kylie Runton, Doncaster & Bassetlaw Hospitals NHS Trust, *Care Support Worker*

Georgina Warwick, East & North Hertfordshire NHS Trust, *Nurse*

Gemma Cobbett, East Kent Hospitals University NHS Foundation Trust, *Nurse*

Lori Hill, East Suffolk and North Essex NHS Foundation Trust, *Nursing Support Worker/Healthcare Assistant/Care Support Worker*

Wilfredo Vitao, George Eliot Hospital NHS Trust, *Nurse*

Harley Frazer, Greater Manchester Mental Health NHS Foundation Trust, *Nursing Support Worker/Healthcare Assistant/Care Support Worker*

Angela Gawthorp, Harrogate and District NHS Foundation, *Nursing Support Worker/Healthcare Assistant/Care Support Worker*

Pauline Campbell, Herefordshire and Worcestershire Health and Care NHS Trust, *Administration and Clerical*

Caroline McAree-Doyle, Hertfordshire Community NHS Trust, *Nurse*

Shelia Chikomo, Kent & Medway NHS & Social Care Partnership Trust, *Nursing Support Worker/Healthcare Assistant/Care Support Worker*

Clara Webster, Liverpool Women's NHS Foundation Trust, *Midwife*

Julie Lloyd, Livewell Southwest, *Nursing Support Worker/Healthcare Assistant/Care Support Worker*

Adelle Lees, Manchester University Hospitals NHS Trust, *Nurse*

Julia Tallowin, Norfolk and Suffolk NHS Foundation Trust, *Administration and Clerical*

Debbie Shannon, North Tees and Hartlepool NHS Foundation Trust, *Nursing Support Worker/Healthcare Assistant/Care Support Worker*

Ishtiaq Chowdhury, Northern Care Alliance NHS Foundation Trust, *Nursing Support Worker/Healthcare Assistant/Care Support Worker*

Mariatu Sulley, Nottingham University Hospitals NHS Trust, *Nurse*

Mojisola Aderinto, Oxford University Hospitals NHS Foundation Trust, *Nurse*

Jessica Mugford, Royal Berkshire NHS Foundation Trust, *Nurse*

Joanna Murdoch, Royal Devon University Healthcare NHS Foundation Trust, *Nurse*



Andrew Strong, Sheffield Children's Hospital NHS Foundation Trust, *Allied Health Professional*

Michelle Cox, Sheffield Teaching Hospitals NHS Foundation Trust, *Nursing Support Worker/Healthcare Assistant/Care Support Worker*

Shannon Hilton, South London and Maudsley NHS Foundation Trust, *Doctor*

Valerie Kaczowski, South Tees Hospital NHS Foundation Trust, *Administration and Clerical*

Susan Matheson, South Tyneside and Sunderland NHS Foundation Trust, *Administration and Clerical*

Rachel Fletcher, Southern Health NHS Foundation Trust, *Nursing Support Worker/Healthcare Assistant/Care Support Worker*

Mandy Woodthorpe, Southport and Ormskirk Hospital NHS Trust, *Administration and Clerical*

Cheryl Cullinan, Stockport NHS Foundation Trust, *Administration and Clerical*

Stephanie Milne, Surrey & Borders Partnership NHS Foundation Trust, *Nursing Support Worker/Healthcare Assistant/Care Support Worker*

Sharon Williamson, Tameside Hospital NHS Foundation Trust, *Ward/Department/Location Manager*

Julianne Mcgrath, The Clatterbridge Cancer Centre NHS Foundation Trust, *Nursing Support Worker/Healthcare Assistant/Care Support Worker*

Muhammad Laher, The Mid Yorkshire Hospitals NHS Trust, *Estates and Facilities*

Bruno Gama, The Princess Alexandra Hospital NHS Trust, *Voluntary Services Coordinator*

Lynsey Holmes, The Rotherham NHS Foundation Trust, *Nursing Support Worker/Healthcare Assistant/Care Support Worker*



Rita Codling, The Walton Centre NHS Foundation Trust, *Nursing Support Worker/Healthcare Assistant/Care Support Worker*

Herjohn Bercadez, University Hospital Southampton NHS Foundation Trust, *Nurse*

Darrel Flores, University Hospitals Plymouth NHS Trust, *Nurse*

Merlin Babu, Warrington and Halton Teaching Hospitals NHS Foundation Trust, *Nurse*

Cath Evans, West Hertfordshire Hospitals NHS Trust, *Allied Health Professional*

Katie Beck, Wirral University Teaching Hospital NHS Foundation Trust, *Nurse*

Rebecca Whitworth, Worcestershire Acute Hospitals NHS Trust, *Administration and Clerical*

Kerry Jean Evans, Wrightington, Wigan & Leigh NHS Foundation Trust, *Nursing Support Worker/Healthcare Assistant/Care Support Worker*



Managed Service Provision (MSP)

Our MSP gives full end-to-end flexible staffing support for NHS Trusts and other healthcare organisations, including all back-office administration such as HR, payroll, compliance, performance, legal and communications in partnership with the Client. We work with Clients to deliver pay and non-pay cost reductions for their temporary staffing requirements across all clinical and non clinical staff groups.



National Bank

The NHS Professionals National Bank gives NHS Trusts access to an additional supply of fully compliant flexible staff on the NHS Professionals Bank, before they opt to use higher cost external agencies. It bridges the gap between the Trust's own in-house Bank and external agencies, providing Trusts with both cost savings and an improved choice of healthcare professionals.



Agency Managed Service (AMS)

AMS is a complete service that takes over all agency activities, including supply chain management, to help Trusts control spend in line with national guidance, improve cost visibility and boost shift fill to support patient care. The service also aims to improve worker behaviours, support Trusts to migrate agency staff to Bank, and eradicate the use of off-framework agencies.



NHS Professionals Academy

Our Academy provides education and training solutions for NHS Trusts and Integrated Care organisations. Combining practical skills-based training with academic rigour, its courses are delivered by qualified experts in person and online and cover key areas such as mandatory and statutory training, patient safety, OSCE assessment preparation and acclimatisation, Healthcare Support Worker development and a wide range of other clinical and non-clinical topics.



Healthcare Support Worker Development Programme (HCSWD)

Working in partnership with healthcare providers and the NHS Professionals Academy, this innovative programme provides comprehensive training for entry-level healthcare and patient safety support worker roles so they can then go on to work in frontline clinical teams.



NHS Professionals International

Our international service ethically recruits healthcare professionals from green-list countries around the world. Using exclusive relationships with the Department of Health and Social Care, NHS England, the Nursing and Midwifery Council and UK Visas and Immigration, we prepare nursing, midwifery and allied health professional candidates for arrival to the UK and regulator's evaluation where applicable; provide pre- and post-arrival pastoral care; and place international talent in Trusts across the UK and Channel Islands.



Doctors Direct

Doctors Direct provides cost-effective locum services to the NHS, placing GMC-licensed doctors of all grades and specialties in acute, mental health and community NHS Trusts to help manage demand. Unlike external agencies, any financial surplus our locum service makes flows back into the healthcare economy, helping to improve capacity while saving the NHS money.

Doctors Direct also includes our Doctors Gateway programmes. These provide doctors who have been trained overseas the opportunity to start their UK-based NHS career in a safe and supported placement lasting up to two years. The programmes cover newly-qualified EU junior doctors as well as international doctors with several years of experience, including doctors with refugee status.



Integrated Care System Solutions

NHS Professionals' expertise and national scale, powered by interoperable technology, enable us to deliver effective ICS workforce solutions, helping to facilitate the goal of 'one workforce' and deliver increased capacity, cost savings and care. We co-design workforce solutions with ICSs to meet their local needs and overcome barriers by leveraging our three key service pillars at scale:

- **flexible resourcing and cost reduction** services including Managed Service Provision, Agency Managed Service, National Bank and Collaborative Banks through our Bankshare model
- **capability development** through the NHS Professionals Academy, Healthcare Support Worker Development Programme and Doctors Gateway
- **recruitment** across our clinical and non-clinical Bank Member groups, international, employer branding support and substantive staffing campaigns



Our expertise and services combine to help the NHS build workforce capacity and capability, reduce costs and enable system working

Expertise	Service Pillars	Service Options
<p>Building Better Banks</p> <p>Our flexible resource services help to optimise Banks, from supplementing in-house Banks through to full end-to-end management of temporary staffing needs. Our services lower cost, increase quality and save time, allowing Clients to improve workforce efficiency, productivity and retention. Our interoperable technology and operating model also optimise the blend of people, process and technology to offer the Bank workforce and Trust, ICS and other Clients an enhanced user experience.</p>	<p>Flexible Resource Services</p>	<ul style="list-style-type: none"> End-to-End Bank Provision (All Staff Groups) Supplementary Bank Agency Migration Specialist Resource Pools Direct Engagement
<p>Enabling Collaboration and System Working</p> <p>Our experience in delivering Bank services and our ICS and national reach mean that we are uniquely positioned to offer workforce collaboration services. Our people, processes and interoperable technology solutions enable collaboration horizontally and vertically at all levels of the system. Our scale means we can overcome the barriers that restrict effective workforce deployment and help systems work towards 'one workforce'.</p>	<p>Bankshare</p>	<ul style="list-style-type: none"> Horizontal Collaboration Vertical Collaboration ICS/ICB Collaboration

Expertise	Service Pillars	Service Options
<p>Delivering Workforce Capacity</p> <p>As well as optimising capacity through our Bank services, we offer a variety of other services that help deliver increased capacity to the NHS including capability development and recruitment services.</p>	<p>Capability Development Services</p> <ul style="list-style-type: none"> Doctors Gateway HCSWD Programme NHS Professionals Academy <p>Recruitment Services</p> <ul style="list-style-type: none"> International Recruitment Employer Branding Substantive Campaigns 	<ul style="list-style-type: none"> Upskill/ Cross-skill OSCE Training Role and Pathway Development Nursing, Midwifery, AHPs Design, Collateral, Attraction Attract, Screen, Deploy
<p>Cost and Agency Reduction</p> <p>Minimising temporary staffing costs and reducing agency spend are central to our work. Every one of our services works to save the NHS millions of pounds every year by improving efficiencies and displacing the need for agency. We also deliver our surplus back into the healthcare economy.</p>		
<p>Enabling ICS Workforce Solutions</p> <p>Our expertise and scale enable us to deliver ICS workforce solutions, helping to facilitate 'one workforce' and deliver increased capacity, cost savings and care. We deliver ICS workforce solutions by leveraging our three service pillars at scale and co-designing ICS solutions with Clients, delivering tailored services for their specific needs.</p>		



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NHS Professionals provides a crucial function to the success of our cherished NHS, and I'm tremendously pleased to have joined the organisation as Chair in 2023.

Since 2015, I've had the privilege of chairing Chesterfield Royal Hospital NHS Foundation Trust, so I relish the prospect of supporting NHS Professionals to grow and develop as a strategic partner to the NHS.

Meeting the workforce challenge

As the NHS's Long Term Workforce Plan makes clear, the biggest challenge for the NHS at this time is staffing. It underlies every issue, from finance to managing risk to clinical insight. What we want to keep doing at NHS Professionals, as part of our new phase of service innovation, is change the perception of our workforce provision. We want it to evolve so it is both transactional and strategic - responsive and agile to fill shifts and maintain safe care, but also sustainable, focused on reducing agency spend and in line with the strategic priorities of the NHS going forward. It's an exciting mission to be part of and it is adding extra quality and depth to our many partnerships with our Client Trusts and other health and care organisations.

We're proud that our core purpose is about putting people in places to care and this message continues to gather strength as we increase our shift fill and hours of care delivered year-on-year.

This will remain at the heart of what we do but this is also a significant time of change for our organisation, alongside the changes our Bank Members and health and care Clients are experiencing as the NHS and care systems come together.

Throughout the year, we have revised our 'Vision 22' strategy (interrupted by the pandemic) and re-established it as a major transformation programme to deliver a new and vastly improved core operational model, supported by the best technology. With business-as-usual fully restored, we now have greater clarity about our commercial strategy and how it aligns with our corporate strategy. There is still significant work to do here, but we are moving towards a strategy that translates into increased cost savings both for our business and the NHS and increases our capacity to pursue a larger market share for the overall benefit of the healthcare system. The key here is to truly listen to the health and care organisations we work with and act on their feedback.



Freedom Ndlovu,
Healthcare Assistant/
Care Support Worker

"We're proud that our core purpose is about putting people in places to care and this message continues to gather strength as we increase our shift fill and hours of care delivered year-on-year."

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“We want our Bank Members and Clients to know that we can look after mandatory and statutory training, provide opportunities for career enhancement with high-quality education and training and understand the individual deployment preferences of each healthcare professional.”

Championing flexible careers

Another integral part of our transformation is what we offer our Bank workforce and meeting the growing need for whole career pathways. There used to be a blunt choice: if you left substantive work for flexible work, your career progression stopped. But we're working with our Academy to make sure this is no longer the case and that we offer real career progression for those who choose to work flexibly.

We want our Bank Members and Clients to know that we can look after mandatory and statutory training, provide opportunities for career enhancement with high-quality education and training and understand the individual deployment preferences of each healthcare professional. Alongside our class-leading range of Bank Member benefits, this holistic, whole-career approach places more value on the flexible healthcare workforce and gives us a notable advantage over our competitors.

While our transformation is being driven by the needs of our Bank, our Clients and the NHS, it is also being driven from within by the company's own talented corporate teams. I recently had the pleasure of spending time with various teams at our headquarters in Hemel Hempstead, Hertfordshire. My main impression was the authentic enthusiasm and common goal of the people who work both there and those who work remotely: and that is to improve patient care and enhance what we offer our customers.

Living our values

We've worked hard this year to refresh our core values – something that CEO Nicola McQueen highlights in her statement – and this has given fresh energy to our work to support our Bank Members and Clients. Going forward, we will continue to nurture that spirit of teamwork so that we achieve success as one workforce, together.

As Chair, I am very proud to lead the NHS Professionals Board. Every member is committed to curiosity, insight and self-development, and constantly considers their own efficacy in relation to our business goals and the needs of the NHS.

As leaders it is important we live the values we talk about so passionately. It is paramount that we encourage multiple perspectives, experiences and backgrounds in our company so that we can offer the very best services to our Bank Members and Clients. That means being truly inclusive, transparent and reflecting back on ourselves with honesty. It means a commitment to continuous learning and making improvements to the organisation where this benefits both our staff and our customers. It means the kind of self-governance that tries new ways of operating, particularly in today's dynamic and challenging healthcare landscape.

Looking ahead, I'm excited to see the continued sharp focus you would expect of an organisation that continues to transform and modernise, always with the best interests of patients and staff at the centre of our services.

Dr Helen Phillips
Chair

This year has been a key turning point for NHS Professionals. Once again, we've seen strong development and growth in our core purpose of putting people in places to care and supporting Trusts and other health and care organisations across the UK.



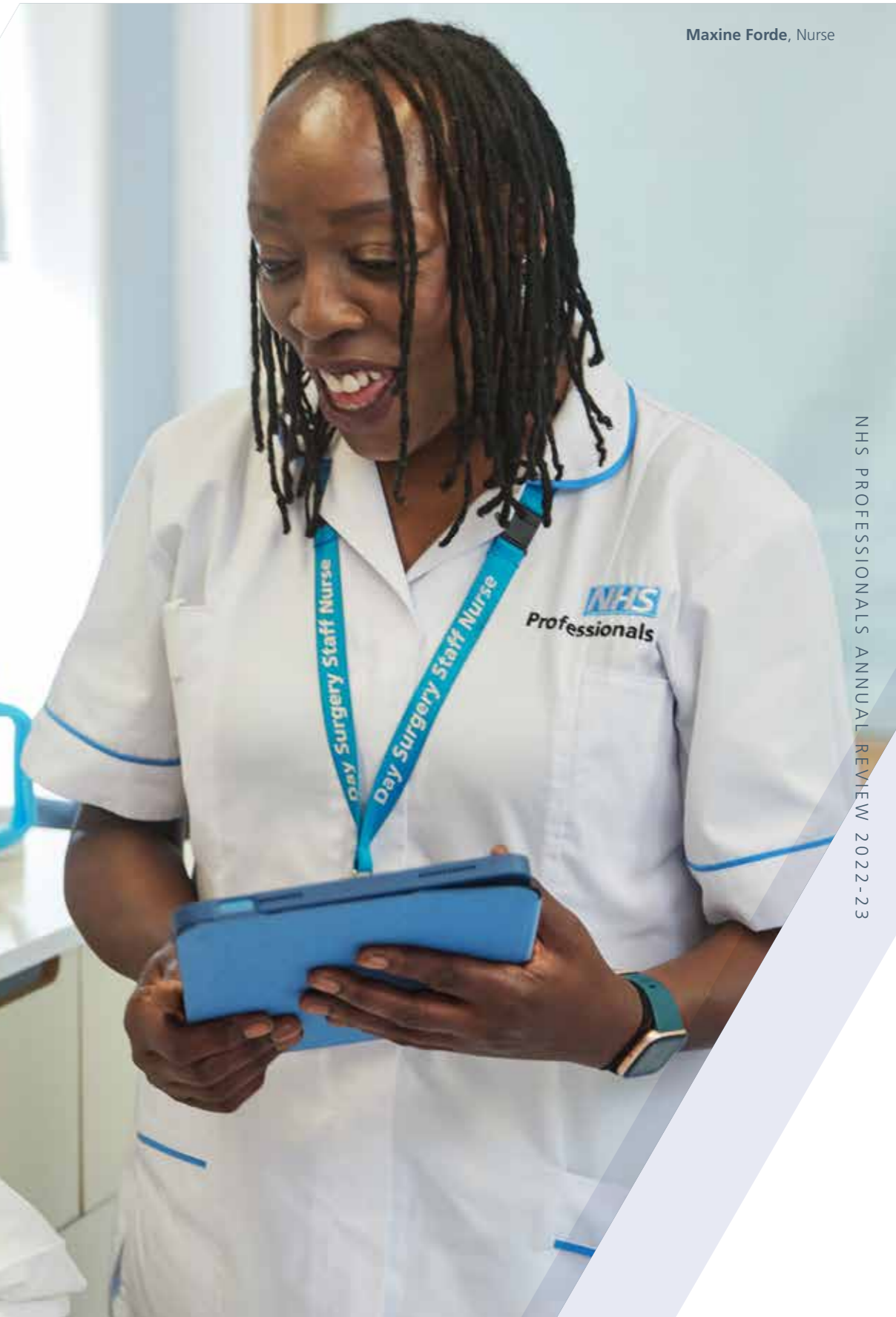
Our Bank Members worked five million shifts and delivered 43 million hours of care and service across all departments, clinical and non-clinical – up more than 10% on the year before. We've also supported our greatest number of Trusts and other health and care organisations to date with our range of temporary staffing solutions. This is the heart of what we do and we are delivering more than ever before.

But alongside this exceptional core delivery, we've also stepped up the pace on future-proofing our services so we can meet the many challenges and opportunities facing the NHS over the next decade.

Some services created in response to the pandemic, including Test & Trace, have come to an end, and we have moved our vaccine deployment programme into a business-as-usual mechanism for NHS Trusts to utilise — with the availability of localised vaccinators across the entire service. We have conducted final reviews, highlighting workforce reflections and lessons learned.

This definitive shift has allowed us to turn the dial and channel the bulk of our resource into the full delivery of our strategic five-year roadmap ambitions - originally captured in our Vision 22 programme – and drive ahead with innovations such as the NHS Professionals Academy and National Bank, among others we showcase in this annual review.

“Our Bank Members worked five million shifts and delivered 43 million hours of care and service across all departments, clinical and non-clinical – up more than 10% on the year before. We've also supported our greatest number of Trusts and other health and care organisations to date with our range of temporary staffing solutions. This is the heart of what we do and we are delivering more than ever before.”



Maxine Forde, Nurse

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Accelerating the pace of change

At the centre of our roadmap is a major operational transformation programme to deliver a new operating model and make us smarter, simpler and faster as a partner to the NHS. From improving 20-year-old legacy technology by replacing nine different systems with one ecosystem, our focus this past year has been on making future investments. We've put time into reviewing, planning and conducting due diligence and realising the benefits. We now have a dedicated team to operationalise and phase-deliver a raft of new technology and processes. This will elevate our customer service and make us more efficient and digitally flexible for whatever scenarios the future may present to us.

This year we have accelerated our approach to the high-quality education and training of our national and international Bank Member workforce and the wider healthcare professional community - crucial to both the recruitment of net-new staff and the retention of the existing workforce. We have continued to establish our new NHS Professionals Academy to provide expert clinical and non-clinical training packages by employing our own practice educators, creating our own content and material, delivering valuable pilots with customers, and making the whole training process an integral part of our core service.

We're especially proud to celebrate our Healthcare Support Worker Development Programme this year and its close links to our Academy. The programme opens up entry-level opportunities for highly motivated and values-driven candidates seeking a great career in the NHS. Following a training process that lasts for just over 16 weeks, candidates can become a Healthcare Support Worker under supervision and supply the system with much-needed frontline capacity. The Academy also plays a vital role training international nurses as they arrive in the UK, including supporting them to complete of their OSCE (Objective Structured Clinical Examination) milestone. We're proud to report that the quality of nurses has been excellent and we've seen a 100% OSCE pass rate through our training.

Now is the time to keep building on these achievements and to continue thinking differently about how we recruit, train, support and then deploy the flexible Bank workforce. Through the Academy and consistently positive engagement, we can also retain this workforce in the NHS by giving our Bank Members a greater sense of inclusion and belonging, along with the confidence that they can access support with their career progression — if and when they want it. As many of our Members are choosing to work flexibly for a career rather than seeking substantive jobs in the NHS, it makes our commitment to education and training of the flexible workforce even more vital.

Best-value solutions for our Clients

We have been delighted to retain all our Managed Service Provider (MSP) Clients and welcome four new MSPs to the business, along with other significant contracts for a variety of workforce services across the health and care sector. Our signature MSP offering delivers comprehensive temporary staffing support and capacity build with a parallel focus on cost reduction – an area of our work we have intensified this year in response to the pressure on our Clients to meet spending caps and increased competition in the flexible workforce market.

“National Bank has already won two major Trust contracts and onboarded more than 200 Bank staff, while the Agency Managed Service generated annual savings of almost £500k at its pilot Trust.”

Our National Bank and Agency Managed Service (AMS) innovations seek to lower these challenging costs by providing Trusts with 'top-up' Bank staff and implementing more robust controls created in positive partnership with agency suppliers. In its first full year of operation, National Bank has already won two major Trust contracts and onboarded more than 200 Bank staff, while AMS generated annual savings of almost £500k at its pilot Trust. Our new ICS solutions division has also grown new partnerships across England and will now build on this to generate system-wide improvements, using the principles of collaboration and co-design to meet local needs.

Within the next five years, our ambition is to present NHS Professionals as a cohesive portfolio of businesses, all geared to optimising the NHS workforce current and future, supporting the NHS to deliver on the Long Term Workforce Plan and wider strategic objectives. This represents a critical step change for the organisation, with many of our budding services becoming businesses in their own right — all unified under the banner of NHS Professionals, and all for the benefit of the NHS and its patients.

Kerry Poole,
Healthcare Assistant/
Care Support Worker



Relaunching our corporate values

As a business going through change, we felt it was the perfect time to re-energise our corporate values to help everyone in NHS Professionals understand what makes us tick.

Staff engagement is one of our biggest strengths and so it was crucial we reshaped our values through extensive consultation with staff throughout the business. This was a hugely rewarding process and the resulting values neatly capture the essence of NHS Professionals:

1. We care, it's personal

For us, this isn't just a job. For everyone at NHS Professionals, the NHS matters to us personally. We might have had children in hospital, or the lives of our loved ones may have been lost or saved — indeed we ourselves might have been saved. We are proud of our purpose - of putting people in places to care - and we extend our sense of care to the personal service we provide to our Bank Members and Clients.

2. Smart solutions, expertly delivered

We have extensive experience and award-winning expertise that sets us apart: our can-do attitude and collaborative approach delivers smart solutions. It is expertise that comes from a place of conviction and confidence from the successes we've delivered.

3. Be bold, make change

We seek opportunities to evolve and grow and enable everyone in the organisation to have a voice for change. It feeds directly into our work on transformation where we are making change and constantly evolving towards our ambition of becoming the strategic workforce partner of choice for the health and care sector.

4. One team, 100% together

As a business that pulls together to deliver a very clear purpose, when we work collaboratively we know we can instil a strong sense of belonging and achieve anything. It's the clarity of these values and our genuine passion for the NHS that have led us to proudly record our highest ever level of internal staff engagement at 78%, taken from regular staff survey results. This is a great achievement for a business going through significant change and it's a direct consequence of our dedicated focus on making sure every staff member feels heard and engaged.

While these values come directly from listening to our staff and they set the right course, it is important we continue listening to our people as inclusively as possible over the next year and beyond. Fostering a diverse and inclusive culture does not happen overnight; it takes deliberate action.

We are all responsible for creating an environment where everyone feels like they belong. Listening, learning and embracing our differences is intrinsic to our values and the way we approach business. These values need to be consistently visible and demonstrated in the way we work, interact, set strategy and make decisions. This is what 'one team, 100% together' looks like in practice and that is our goal moving forward into 2023-24.

Our brilliant Members and Clients

A final word goes to all our Bank Members and dedicated Clients, working day and night to deliver safe and effective care with dignity and respect. They are the lifeblood of our organisation, serving their patients, staff and communities. Quite simply, we wouldn't be able to operate unless our services are fit for their needs. The NHS remains a valued asset for every one of us and I am hugely proud to be a part of this vital system. And as the system can't function without these incredible people and organisations, our priority remains to provide the best possible support for them to work, care and grow.



Nicola McQueen,
Chief Executive Officer



Arshad Mahmood,
Administration and
Clerical

"Staff engagement is one of our biggest strengths and so it was crucial we reshaped our values through extensive consultation with staff throughout the business. This was a hugely rewarding process and the resulting values neatly capture the essence of NHS Professionals."

Healthcare Drivers

This section presents the activities and achievements of our major services in the context of four 'drivers' dominating the healthcare workforce landscape in 2022-23.

Capacity and Capability

Building extra workforce **capacity** into the NHS to make it stronger now and for the future has never been more important. Here we present the key achievements of our core clinical and non-clinical Bank Member recruitment services as they work to put more people in more places to care.

We also showcase our commitment to grow workforce **capability** with high-quality skills development delivered by our expert education and training Academy, combined with robust safety and governance standards and entry-level career opportunities through our innovative Healthcare Support Worker Development Programme.

Cost Reduction and Collaboration

While all our services focus on **cost reduction**, our Managed Service Provider, National Bank and Agency Managed Service programmes work even harder to drive down temporary staffing costs, including agency spend.

Here we present their work in 2022-23, along with our Integrated Care System solutions service and how it supports the best-value and system working agenda by enabling **collaboration** and agile skills sharing across areas and places of care.

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Capacity and Capability

Putting more people in more places to care and delivering the training and skills for the workforce to thrive

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Doctors



Bank Member Engagement



Nurses and Midwives



International



The NHS Professionals Academy



Healthcare Support Worker Development Programme



Allied Health Professionals, Healthcare Scientists and Personal Social Services



Non-Clinical



Clinical Standards and Governance

Nurses and Midwives

The heart of the NHS frontline



"I chose NHS Professionals to get experience in different areas and practice well. I really enjoy doing Bank shifts because I get to know new people and learn many new skills."

Princy Sumitha Rani Andrews,
Staff Nurse, Wrightington, Wigan & Leigh NHS Foundation Trust

"The Long Term Workforce Plan gives us a greater opportunity to develop skills within the health and social care sector and get the right people into these areas. We're ambitious to keep adding further skills to this workforce by building on insights around training and attainment that will improve recruitment opportunities. From asking 'How do we enhance their skills?' to 'How do we make sure they're working in the right place?', it's a continuous improvement story which centres on the provision of high-quality Bank Members who will contribute to improving patient care."

Juliette Cosgrove, Chief Nurse and Director of Clinical Governance



Mandy Till, Midwife

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Key achievements

- we initiated preparation training for the OSCE (Objective Structured Clinical Examination) assessment taken by international nurses to acquire the required registration to work in the UK. We've trained more than 200 nurses with a pass rate greater than double the national average and a 100% pass rate overall – with Clients from the NHS, social care and Ambulance Service. All those who completed our programme are now on the NMC register
- we signed off a new learning management system, where Bank Members will be able to access their mandatory training and other educational content. This means we can start to interact with Bank Members through an education and training route, rather than simply booking shifts, so they can focus on their professional development
- we worked extensively with international recruitment and training, to better understand the needs of the broader clinical workforce beyond nursing
- we explored the specialist supply needs of Trusts and how we can further recruit and support international nurses — particularly with additional pastoral care and competency training
- we welcomed a new expert lead for international nursing to the team, who will work with the Department of Health and Social Care to ensure a high level of pastoral support and sharing of best practice
- we set up the NHS Professionals Academy and ran many training programmes including patient safety and clinical supervision. These are areas that have a real impact in clinical practice, so we've made some big improvements to the quality and ease of access of this training
- we attended and presented at numerous conferences, industry awards and hosted events across issues such as growing and innovating the Bank

Priorities 2023-24

- to carry out exploratory work with NHS England on training for return-to-practice nurses
- to seek accreditation with RCNi for an OSCE preparation training and clinical supervision programme

International

Diverse talent from around the world

"We've experienced a phenomenal year for departmental growth and service delivery, despite increased global competition for healthcare professionals and competitiveness issues due to cost-of-living pressures in the UK.

We've increased our Client base at unprecedented scale and our direct recruitment operations for specialist roles have been built successfully, ready for full delivery in the next financial year, when we'll continue to develop our profile within new countries where markets lack maturity.

We operate with a constant ethical mindset, working with territories in line with World Health Organisation guidelines, diversifying our source location as much as we can to produce a diverse workforce for the NHS."

Hadrien Kieffer, Director of International Healthcare

Dhanya Anilkumar, Nurse



International

Diverse talent from around the world



Key achievements

- we delivered 3,718 healthcare workers to the NHS, achieving 17% growth from the previous year. Other deliverables included 7,601 interviews attended, 5,328 job offers issued, 1,697 new Bank joiners, 568,000 Bank hours worked and £2.5 million surplus generated for the NHS, with £1.5 million additional benefit through the NHS Professionals Bank
- we launched a new Allied Health Professionals (AHP) service with a initial demand of 100 AHPs this year and 669 job offers made nationally
- we increased our Client base from 35 to 85 Trusts, including London, and reinforced our position in the North West and North East of England
- we established NHS Professionals in five new 'green list' territories, in addition to our traditional markets in India, the Philippines and the Middle East, leading to 600 placements
- we initiated a displaced talent programme in partnership with Talent Beyond Boundaries and NHS England, helping 60 refugees based in Jordan, Lebanon and other countries to work in the UK and stabilise their life prospects
- we provided extra candidate support, including increases in pastoral care and close work with the NHS Professionals Academy OSCE programme, enabling us to provide a fully rounded service to both Clients and applicants pre- and post-arrival with 24/7 support, clinical orientation, monthly webinars and local guides
- we won the HSI Partnership Award for Staffing Solution of the Year – Innovation in International Recruitment, in partnership with the Pan Mersey Collaborative comprising 11 NHS Trusts

Priorities 2023-24

- to continue to deliver around 4,000 new international professionals to NHS Trusts and prepare for additional demand if required
- to continue growing direct recruitment in new territories
- to continue growing our Client base and AHP service delivery
- to explore opportunities in the social care sector



Case study

INTERNATIONAL MENTAL HEALTH NURSES Lancashire and South Cumbria NHS Foundation Trust

- **78 candidates placed to date**
- **100% OSCE pass rate**
- **60 candidates on track for the second half of 2023**

Challenge and solution: due to geography, the Trust faced a significant challenge sourcing registered mental health nurses. NHS Professionals International launched a candidate attraction campaign, resulting in over 200 offers with a high interview-to-offer success rate. Our work with the Trust also included comprehensive 24/7 pre- and post-arrival pastoral and OSCE support to improve retention.

“The NHS Professionals International mental health nurses have made a meaningful difference at the Trust, ensuring safe staffing levels and contributing to improved patient outcomes.”

Shamine Hall, Head of People - Senior Nurse Manager, Lancashire and South Cumbria NHS Foundation Trust

Allied Health Professionals, Healthcare Scientists and Personal Social Services

Holistic care and scientific expertise



Left: **Neeraj Tegala**, Theatre Practitioner
Right: **Laura Higham**, Healthcare Assistant/CSW

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NHS PROFESSIONALS ANNUAL REVIEW 2022-23

“While ‘jobs for life’ may not be as prominent anymore, healthcare will always have long-term career pathways. Specialist roles are about career development so we can take a longer-term perspective. It’s about getting closer to where those candidates qualify — from associations to universities or colleges — so that, as people start their career, they look to us as a potential partner.”

James Orr, Managing Director, Doctors Direct, Specialist Services and Non-Clinical

Key achievements

- we had more than 10,800 Bank Members working with us, compared to 9,469 the previous year
- we increased Bank shift fill by 124,000 hours, with demand continuing to grow
- we achieved over £9.2 million worth of savings for the NHS by using NHS Professionals Bank Members, rather than an agency
- we worked with a range of sub-specialties of health professionals and built up expertise through the development of customer-facing consultants with specialty knowledge and understanding
- we worked with our Bank Members to identify opportunities to fill demand, through a robust understanding of each specialty focus to identify the right candidates and place them into Trusts more efficiently
- we built our substantive division, so we can provide additional support to Trusts, and worked closely with NHS Professionals International to help improve substantive recruitment



“I love my role because I get to work with patients face-to-face on wards and in the community. Supporting stroke survivors is a privilege.”

Sophie Gilmour, Therapy Support Worker, The Rotherham NHS Foundation Trust

Priorities 2023-24

- to scale our workforce solution to include substantive recruitment
- to build our international recruitment strategies in partnership with NHS Professionals International
- to increase our candidate utilisation, having more roles within more Clients to meet their career pathways
- to appoint a dedicated AHP clinical lead to review candidates and their needs

Non-Clinical

Vital support behind the scenes

“We’ve grown our core supply this year with a huge increase in what we call ‘ad hoc’ or ‘last-minute’ fill. Historically, this hasn’t been the niche of what we do, but we know non-clinical are often the unsung heroes: from porters to people working in the kitchens. Particularly in estates and facilities, we’ve been able to place short-term requirement gaps and expand the staffing groups we supply to. The big difference here is developing a deeper understanding of the needs of the customer so we can deliver the right people to meet these needs.”

James Orr, Managing Director, Doctors Direct, Specialist Services and Non-Clinical

Key achievements

- we achieved 12% growth in hours — a total of 6,548,974 filled hours — with an increase of 2,843 Bank Members, reducing NHS reliance on agency providers by 13% with total savings to the NHS equating to £16,598,431
- we introduced a new divisional structure including our Client Solutions team, and appointed a new shift fill team and consultants to support specific customer needs; the result was 31 new colleagues being welcomed to the division
- the Client Solutions team supported two key recruitment projects (Manchester Foundation Trust HIVE electronic patient record system and Nottingham car park attendants) and implemented shift fill support
- the Shift Fill team worked with 22 Trusts and provided support with roles such as ward clerks, receptionists, porters and domestics. It achieved an increase of 9.4% in shift fill hours and reduced agency reliance by 4.4%
- we further boosted growth in both estates and facilities and administration and clerical after separating these areas
- we created specialist vertical recruitment teams within HR, IT and finance for Trusts with specific needs



“I love working for NHS Professionals due to the flexible working system it has around my studies and family life. Every day brings a new challenge so I’m always learning.”

Muhammad Arsalan Shafi,
Administration and Clerical,
Alder Hey Children’s
NHS Foundation Trust

Tarrick Saleh,
Domestic



Louisa Ashford,
Catering Assistant



Priorities 2023-24

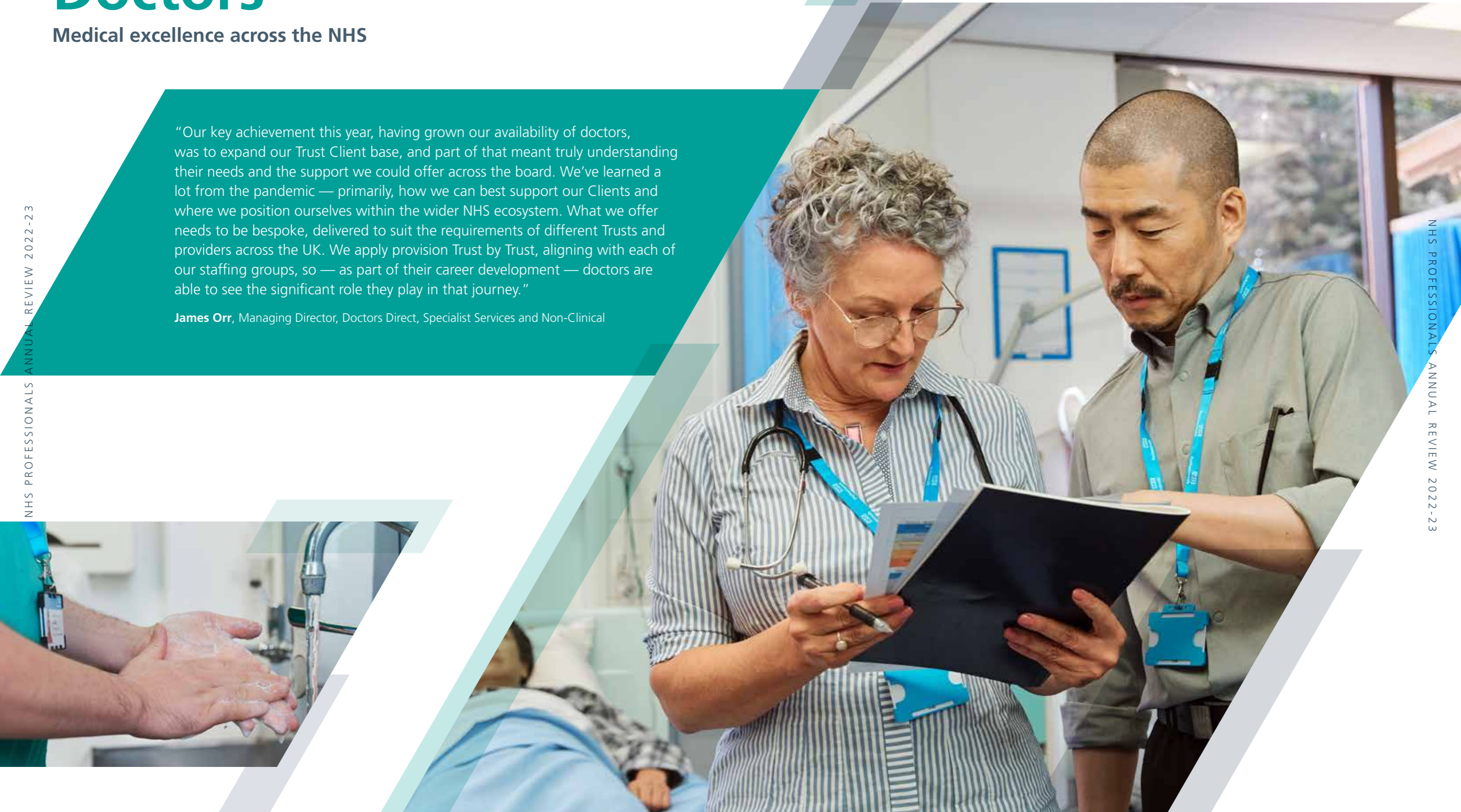
- to deliver a permanent workforce service to our Clients
- to increase senior appointments and vertical specialist markets
- to continue to reduce time-to-hire and agency usage
- to continue to engage and upskill our people and further our service excellence

Doctors

Medical excellence across the NHS

“Our key achievement this year, having grown our availability of doctors, was to expand our Trust Client base, and part of that meant truly understanding their needs and the support we could offer across the board. We’ve learned a lot from the pandemic — primarily, how we can best support our Clients and where we position ourselves within the wider NHS ecosystem. What we offer needs to be bespoke, delivered to suit the requirements of different Trusts and providers across the UK. We apply provision Trust by Trust, aligning with each of our staffing groups, so — as part of their career development — doctors are able to see the significant role they play in that journey.”

James Orr, Managing Director, Doctors Direct, Specialist Services and Non-Clinical



Doctors

Medical excellence across the NHS

Key achievements

- we delivered 1,673,460 Bank hours – up 92,000 from last year - and achieved £22.9 million total cost savings to the NHS
- we increased the number of doctors working through Doctors Direct, from 1,744 to 1,886
- we delivered our Temporary Worker Service (TWS) to ambulance Trusts, with 280 permanent placements
- we reduced doctor onboarding time from 45 to 20 days and increased direct Client engagement, providing additional savings to Trusts towards the end of the financial year
- we launched a permanent recruitment service for doctors — which is already placing doctors in its early stages - and actively progressed conversations with Hertfordshire and West Essex Integrated Care System around a doctors' Bankshare, to enable recruitment across Trusts in the ICS
- we successfully recruited almost 300 '999' and '111' call handlers
- we supported Clients with Lead Employer Trust doctors as well as Physician Associates
- we onboarded programme partners to our Gateway scheme for doctors new to the NHS, including Shrewsbury and Telford Hospitals, Princess Alexandra Hospital, NHS Fife and Manchester University NHS Foundation Trust
- we placed 100 Gateway EU doctors, potentially equating to £6.9 million in savings against previous spend, and increased pastoral support
- we delivered new Gateway programme services including:
 - » an access programme to support refugee doctors across a range of Trusts
 - » a programme to support international medical graduates
 - » a pilot programme at the Royal National Orthopaedic Hospital
 - » a specialty programme, designed to provide 12 months placement in specific divisions with pilots in Leeds Teaching Hospital and the Northern Care Alliance



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Key achievements

- we grew our India-based resourcing team, resulting in a consistent quarterly increase in doctors
- we developed a new 'Connect' app where doctors can view shifts, submit timesheets, and use other time-saving functions
- we improved our team structure, placing managing consultants within our central recruitment team and embedding a culture of development to sit alongside our customer-centric approach



Priorities 2023-24

- to deliver savings of £24 million to the NHS through increased agency migration, Direct Engagement output and Client growth, including ICS
- to improve delivery to our doctors and Clients, reaching 800 working doctors a month and delivering 1.6 million Bank hours
- to evolve the Connect app to meet the changing needs of our candidates and Trusts
- to improve reporting and analysis provided to Trusts and continue to enhance the onboarding experience
- to develop our people and values culture through ongoing training and professional development opportunities



"I enjoy the flexibility and being free to choose when I can and want to work extra. I also enjoy being able to branch out and meet new people and discover new ways to work."

Toyah Murray, Administrator,
Oxford University Hospital NHS
Foundation Trust

Bank Member Engagement

Personalised support for our flexible workforce

"This past year has been all about embedding our Member engagement framework to support the delivery of our engagement strategy and Member promise, which is to welcome, support and celebrate our Bank Members as part of our flexible working community. This way of working has been absolutely worthwhile and helps us to understand our Bank Members in a more meaningful way, allowing us to develop services accordingly and build lasting relationships. The team prides itself on delivering the best quality customer service and we've seen this reflected in our Trustpilot score increasing from 4.3 to 4.7 this year. Going forward, we'll be expanding our approach from Nursing and Midwifery to cover other staff groups in the NHS Professionals Bank."

Mel Simmonds, Director of Bank Engagement

Left:
Maxine Forde, Nurse



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Key achievements

- we implemented our Member engagement framework, ensuring a consistent approach and extending our support for Members through a number of new service offerings, including:
 - » launching a Member advisory group to drive improvements to the Member experience, from refining induction and providing a platform for Members to advise all NHS Professionals teams on experience improvements
 - » delivering 11 webinars to over 1,400 Members, with a 94% feedback rating of 'Very Good' or 'Good', providing Members with access to exclusive content that supports education and training and health and wellbeing
 - » engaging with active Members to complete training and renew professional registration, reaching 3,688 Members, with 62% completing the action and 66% going on to book 14,760 shifts, equating to 131,801 hours of care
 - » re-engaging inactive Members to understand their reasons for not working and support them back into work if they wish, reaching 10,759 Members with 32% subsequently booking 13,500 shifts, equating to 115,500 hours of care
- we improved Members' perception of NHS Professionals and exceeded ratings on key workplace review sites
- we reviewed and refined over 300 Member communications to ensure strong governance and align them with our corporate tone of voice
- we recognised and rewarded our Members through a range of positive initiatives, including our Going the Extra Mile Awards, Bank Member of the Month and Bank Member Appreciation Week

Priorities 2023-24

- to continue to implement our Member engagement framework and extend it towards other staff groups
- to contribute towards the Member experience by making our processes smarter, simpler and faster in line with the NHS Professionals transformation programme
- to co-ordinate and lead on the development and rollout of the Member Freedom to Speak Up policy and process
- to continue to build on the successes of the Bank management team and expand the offering across all Trusts and Nursing and Midwifery Members, with a focus on greater collaboration and refinement of ways of working

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The NHS Professionals Academy

The gold standard in training and skills development

"We are proud of our Academy team for delivering such high-quality training that is having an impact on the care provided across the NHS. We've received excellent feedback from international nurses for our Objective Structured Clinical Examination (OSCE) preparation programme, along with positive feedback from our Client Trusts, due to the high pass rates and the quality of the training content and delivery.

Onboarding of more training suppliers for mandatory and statutory training means our geographical coverage is widening and uptake is increasing.

Looking ahead, we have plans to develop existing and new training hubs and design more digital services to allow people to learn in their own time."

Stuart Lowry, Service Development Director



The NHS Professionals Academy

The gold standard in training and skills development

Key achievements

- we established and further developed our Milton Keynes training hub and faculty team and recruited educators to deliver in-house training for mandatory and statutory training (MaST), the Objective Structured Clinical Examination (OSCE) and our Healthcare Support Worker Development Programme (HCSWD)
- we developed MaST and HCSWD course curricula with a focus on NHS Professionals' values, to nurture Bank Member engagement and belonging
- we started work with new Trusts including Essex Partnership University NHS Foundation Trust, University Hospitals Sussex NHS Foundation Trust, Sussex Partnership NHS Foundation Trust, South Central Ambulance Service NHS Foundation Trust, George Eliot Hospital NHS Trust and Hertfordshire Community NHS Trust
- we delivered a suite of training courses to Trusts across a range of specialties, from patient safety training and clinical supervision, to a leadership programme at University Hospitals Sussex NHS Foundation Trust
- we expanded our OSCE business with a social care provider as our main customer, sending between 12-15 nurses to the Academy per month
- we provided MaST training for around 2,000 Bank Members per month, representing significant growth in capacity and the compliant workforce
- we launched new website pages on the NHS Professionals website listing all services and courses

"I love being able to work in different areas of the hospital. As a student nurse, I can use Bank shifts to further my knowledge and learning."

Lucy Heath, Care Support Worker, Alder Hey Children's NHS Foundation Trust



Priorities 2023-24

- to continue growing our OSCE business and other related programmes such as the OSCE mentoring programme, and double capacity for training in Milton Keynes
- to seek further academic and professional accreditation for the programmes we deliver
- to open a new training hub in Manchester
- to grow our MaST capacity to continue ensuring Bank Member compliance and safety
- to expand our HCSWD capacity and manage the education elements of the programme, along with developing transactional training courses and delivering these into wider learning programmes
- to continue to develop a competent and flexible workforce, meeting the different needs and requirements of our Client Trusts

Healthcare Support Worker Development Programme

Training the care workforce of tomorrow

“There was a lot to celebrate this year. We recruited more than 1,500 trainees to the programme and developed Healthcare Support Worker (HCSW) solutions for the wider Trust market. We also offered our classroom training to the substantive workforce at Trusts in order to upskill staff on their own development programmes.

As part of the NHS Long Term Workforce Plan, there is now a need for over 200,000 HCSWs to join the NHS, so we're already looking ahead to see how we can best support Trusts to identify areas that will benefit from our programme solutions. Working with the NHS Professionals Academy, we are ready to deliver more and place flexible talent new to care into supervised training roles and onto an NHS career pathway.”

Olivia Hawkins, Director, Healthcare Support Worker Development Programme

Cindy Kwarteng,
Healthcare Assistant/
Care Support Worker



“The Healthcare Support Worker Development Programme provides the first step into healthcare, opening doors to lots of career paths.”

Letitia Taylor, Healthcare Support Worker, Nottingham University Hospitals NHS Trust

Healthcare Support Worker Development Programme

Training the care workforce of tomorrow

Key achievements

- we recruited 1,509 trainees onto the programme, an increase of 48% from the previous year and in excess of target
- we rewrote our training programme in close collaboration with the NHS Professionals Academy and Health Education England, to improve the quality and in-placement support for our trainees
- we rolled out a new Patient Safety Support Worker programme to six Trusts to support vulnerable patients, especially those with dementia
- we worked with 32 Managed Service Provider Trusts (MSP) including new Clients South Tyneside and Sunderland NHS Foundation Trust, Livewell South West, and West Hertfordshire Teaching Hospitals NHS Foundation Trust
- we signed off two options for the programme: to place trainees as flexible Bank Members on the National Bank contract, and to place trainees as substantive workers employed by Trusts
- we met several programme objectives including increasing worker retention to 75% and reducing recruiting time to 35 days or less, with our best recorded time at 17 days
- we increased customer satisfaction feedback, demonstrated by increased Trustpilot scores
- we developed additional specialisms in our training programmes including community, paediatrics and midwifery, with pilots already agreed for early years at University Hospital Southampton NHS Foundation Trust. We're now also recruiting across both the acute and mental health sectors
- we increased pastoral support available for trainees and Trust mentors during the placement period of the programme
- we implemented an online conflict management session for trainees to give extra support while on placement



Freedom Ndlovu,
Healthcare Assistant/
Care Support Worker

Key achievements

- we recruited a new on-placement team with two practice nurses and three administrators to support trainees
- we added a recruitment team in our Leeds office to support northern-based Trusts
- we developed marketing material for use with current Trusts and trainees as well as making considerable improvements to the HCSWD landing pages on the NHS Professionals website, adding case studies and current job vacancies
- we sponsored the Best Student Experience category at the Student Nursing Times Awards and we are now looking to create our own award
- we reduced our carbon footprint by no longer sending out lanyards where not needed

Priorities 2023-24

- to recruit 2,000 HCSWD trainees
- to develop and increase the number of Trusts we support across both MSP and non-MSP Clients

Clinical Standards and Governance

Robust safety and risk management

“Developing professional partnerships with Clients is the objective of the organisation and the clinical governance department. Now we have a clear structure with new roles and increased team membership, we are focused on developing strong relationships with clinical leaders that will benefit Trusts, Bank Members, our business and, most importantly, patients.”

Margaret Verghese, Senior Nurse and Head of Risk

Key achievements

- we implemented an enhanced structure in the clinical governance team, including the successful recruitment of additional senior nurses with clinical governance experience and NHS subject matter expertise
- we developed an effective clinical case management database, working with the NHS Professionals transformation programme team
- we supplied a direct link to the Nursing and Midwifery Council's registrant database, allowing for daily updates to the NHS Professionals' registrant database, significantly reducing the risk of serious incidents
- we continued working with all Managed Service Provider (MSP) Client Trusts and grew links with non-MSP Trusts. We also worked with some new providers, including Oxford Health NHS Foundation Trust and Central Surrey Health
- we worked closely with our Client Trusts on clinical quality and improvement issues, particularly around roles for senior nurses and understanding each Trust's objectives and focus
- we worked with colleagues in operations and Client Services to deliver changes in recruitment and compliance functions
- we worked with mental health Client Trusts to support education and the reduction of risk in the Bank Member workforce. From analysis of issues raised through a thematic review, we responded with interactive webinar sessions for Bank Members on key themes and the skills required to practice safely. We also delivered this review to a national forum
- we collaborated with a mental health Client Trust to develop cross-departmental working in order to deliver changes to recruitment and coding frameworks to reduce the risks identified in two thematic reviews
- we supported development of the business's transformation programme to embed a risk management tool and ensure there is a robust process for clinical complaints management. This included a detailed reporting function to support analysis of themes to inform improvements and the development of additional training where required

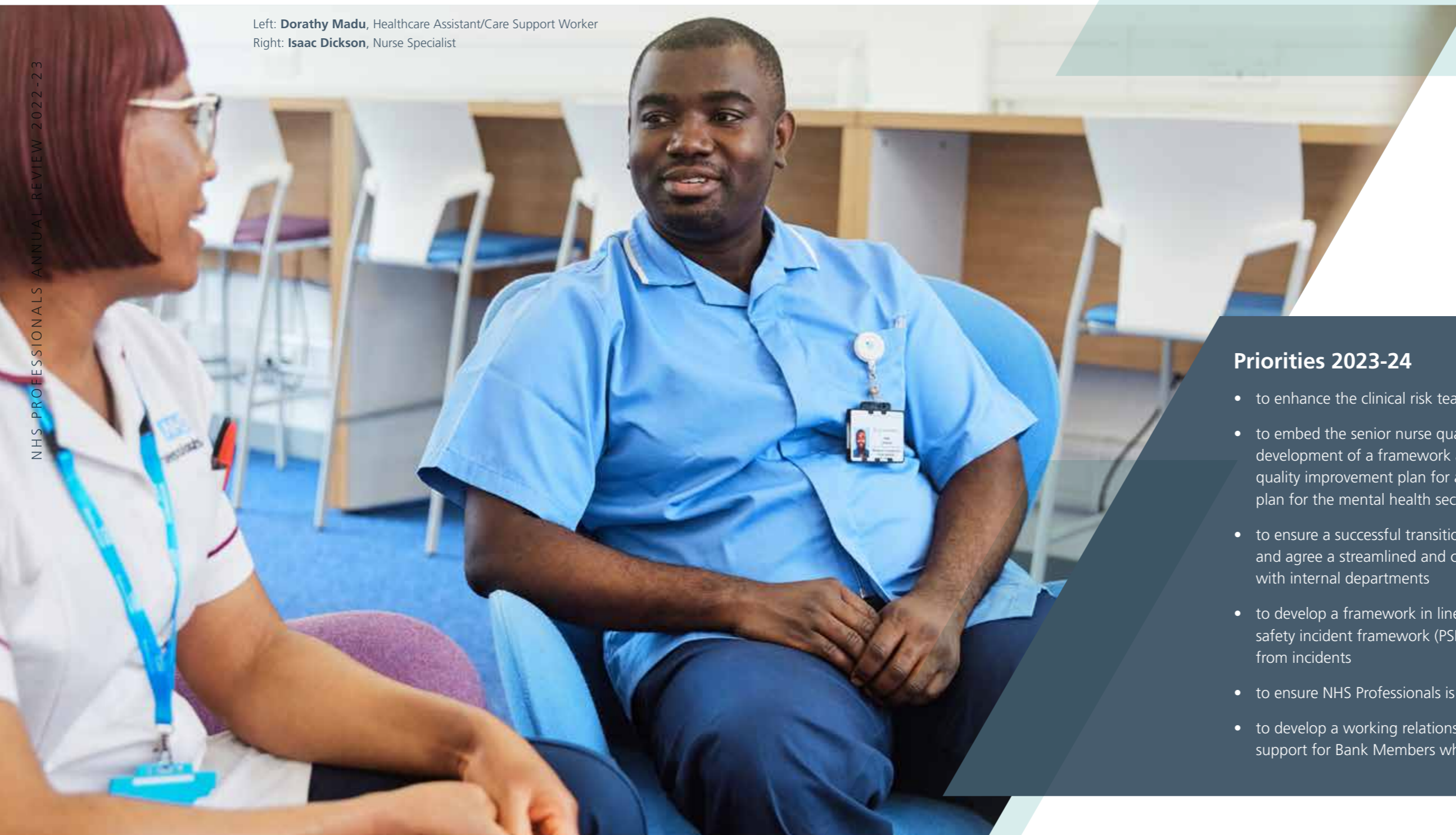


Louisa Langford, Deputy Ward Sister

Clinical Standards and Governance

Robust safety and risk management

Left: **Dorothy Madu**, Healthcare Assistant/Care Support Worker
Right: **Isaac Dickson**, Nurse Specialist



Priorities 2023-24

- to enhance the clinical risk team across administration and clinical roles
- to embed the senior nurse quality and improvement team with the development of a framework and operating model, a clinical governance quality improvement plan for acute Trusts, and a refreshed quality improvement plan for the mental health sector
- to ensure a successful transition to the case and contact management function and agree a streamlined and consistent process for complaints management with internal departments
- to develop a framework in line with the newly implemented national patient safety incident framework (PSIRF) to support client Trusts to use learning from incidents
- to ensure NHS Professionals is included in Trusts' PSIRF stakeholder mapping
- to develop a working relationship with NHS England and the NMC to provide support for Bank Members who have conditions of practice in place

Cost Reduction and Collaboration

Increasing efficiency for a better value NHS and co-designing effective partnerships across the health and care system



Trusts

Pillars of care for local communities

“Our focus is to juggle the significant demand for temporary staffing while supporting the NHS with its financial constraints by reducing spend. This year we put even more people in places to care, increasing month by month and translating to more hours filled than ever before.

We’ve supported collaborative working across teams and regions and worked hard to promote collaboration for Integrated Care Systems, particularly in the pricing of new contracts. Our commitment to service excellence for our Managed Service Provider (MSP) Clients continues through a variety of measurements, including service delivery plans, strategic review meetings, satisfaction surveys, and customer service champions to share best practice.”

Karla Boddy, Chief Customer Officer

Laura Higham, Healthcare Assistant/CSW



Key achievements

UK-wide

- we achieved 100% MSP Client Trust retention and grew our services for existing Clients, including international nursing programmes, our Gateway offering for doctors new to the NHS and our innovative Agency Managed Service (AMS), which helps to more proactively manage agency use and spend
- we deployed new technology this year to improve the visibility of our customer base through a new Client management system, helping to ensure continuity of our customer experience

Northern Trusts

- we supported the implementation of a new patient record system (HIVE) at Manchester University NHS Foundation Trust
- we launched an AMS pilot at Warrington and Halton Teaching Hospitals NHS Foundation Trust to help it to reduce its agency use and deliver significant supply chain cost efficiencies
- we introduced a new shift fill resourcing team, supporting an additional 18,000 Bank Member hours worked
- we added a new role, Patient Safety Support Worker, to the Bank which was welcomed by a number of Trusts. These positions are trained to provide care for more vulnerable patients requiring close observation and learn alternative techniques to reduce the risk of harm through falls
- we helped Nottingham University Hospitals NHS Trust achieve a £0.5million reduction in agency spend by identifying areas for improvement across the Trust
- we supported Harrogate and District NHS Foundation Trust to grow the Bank and increase fulfilment by over 25% against a profile of significant demand increases

“We met the main challenges in growing Client demand for flexible workers (particularly over the winter months) by working across all departments to maximise fulfilment and grow the number of Bank Members able to deliver care to patients.”

Christine Wilkinson, Regional Director - North

Trusts

Pillars of care for local communities



Indira Lakshmi Alahendra,
administration and clerical

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Priorities 2023-24

- to continue to support and promote agency cost reduction
- to further explore Client and team retention and development
- to fully support the NHS Professionals transformation programme

Key achievements

Southern Trusts

- we finalised a new workforce partnership with Government-owned company NHS Property Services to handle the recruitment, engagement and shift utilisation of non-clinical Bank staff covering administration and clerical and estates and facilities
- we welcomed mental health and community services provider Oxford Health NHS Foundation Trust to our network of 50+ MSP Clients across England, giving us 100% coverage at Trust level within the Buckinghamshire, Oxfordshire and Berkshire (BOB) Integrated Care Board
- we also welcomed community interest company Central Surrey Healthcare as one of our new MSP clients, supporting it with a range of Bank staff to deliver high-quality mental health and community services across Surrey
- we achieved over 80% Bank fill for mental health and community services within Berkshire Healthcare NHS Foundation Trust - growth of 7.5% on 2021-22
- we worked in collaboration with BOB ICB's temporary staffing programme and agency cost reduction strategies and have expanded over the year to support seven ICBs across the NHS South East region - with NHS Professionals now a key strategic partner for the flexible workforce
- we partnered with Hertfordshire and West Essex ICB to provide MSP support for its administration functions
- we were proud to renew contracts with a number of existing MSP Clients in the south, including Croydon Health Services NHS Trust, a valued Client since 2013

"This year we have diversified our MSP offer in response to increasing demand from community and mental health providers and the need to support the integration agenda across local and regional systems. This, alongside our ongoing work with a number of long-standing acute Clients, puts us in a strong position to offer even higher levels of support to the southern region in 2023-24."

Becky Rogerson, Regional Director - South

Case study

ZERO AGENCY USE

South London and Maudsley NHS Foundation Trust

- Agency use for Healthcare Support Workers (HCSWs) reduced to 0%
- Cost savings of £30,000 per month
- Average hourly saving of £2.25 per hour for HCSWs (as at October 2022)

Challenge and solution: the Trust partnered with NHS Professionals to eliminate HCSW agency use, which was around 2-3% and isolated to a single ward specialising in caring for older adults.

Our Trust Services team built strong relationships with the ward, gaining deep insights into its demands. Our tailored agency reduction plan included: tightening the agency cascade; identifying and modifying booking behaviours; incentivising the Bank; migrating agency workers to Bank; and providing older adults care training initiatives to regular Bank Members.

"We have achieved a better outcome from the partnership with NHS Professionals, with regular meetings and planning to ensure as many shifts as possible are fulfilled by Bank instead of agency. NHS Professionals organised training and made sure all bookings were placed through its interface rather than multiple platforms, giving us more visibility. This all helped to maintain patient safety while minimising agency cost."

Joanne Adewole, Clinical Service Lead for Physiological Medicine and Older Adults, South London and Maudsley NHS Foundation Trust

National Bank

Additional workforce to reduce agency spend

“This year we have mobilised and established our new National Bank service by selecting pilot organisations as early adopters. The overarching objective has been to increase Bank filled hours, both by net-new recruitment and targeted agency migration campaigns in collaboration with Trusts, and by developing an engaged and fully compliant workforce pool.

We have introduced more staff lines including Allied Health Professionals and Administration and Clerical and encouraged a future of collaborative partnerships — all of which remain key strategic priorities looking ahead.

We’ve been proud to secure opportunities for an Integrated Care System solution within a mixed ecosystem of internal Bank, outsource Bank and National Bank. This showcases how National Bank acts as an enabler of collaborative workforce solutions. We now have a service that can deliver our ambitious growth plan: to quadruple our strong customer base within the next year.”

Mike Ruddle, Chief Commercial Officer

Maria Gkovogianni, Nurse



Key achievements

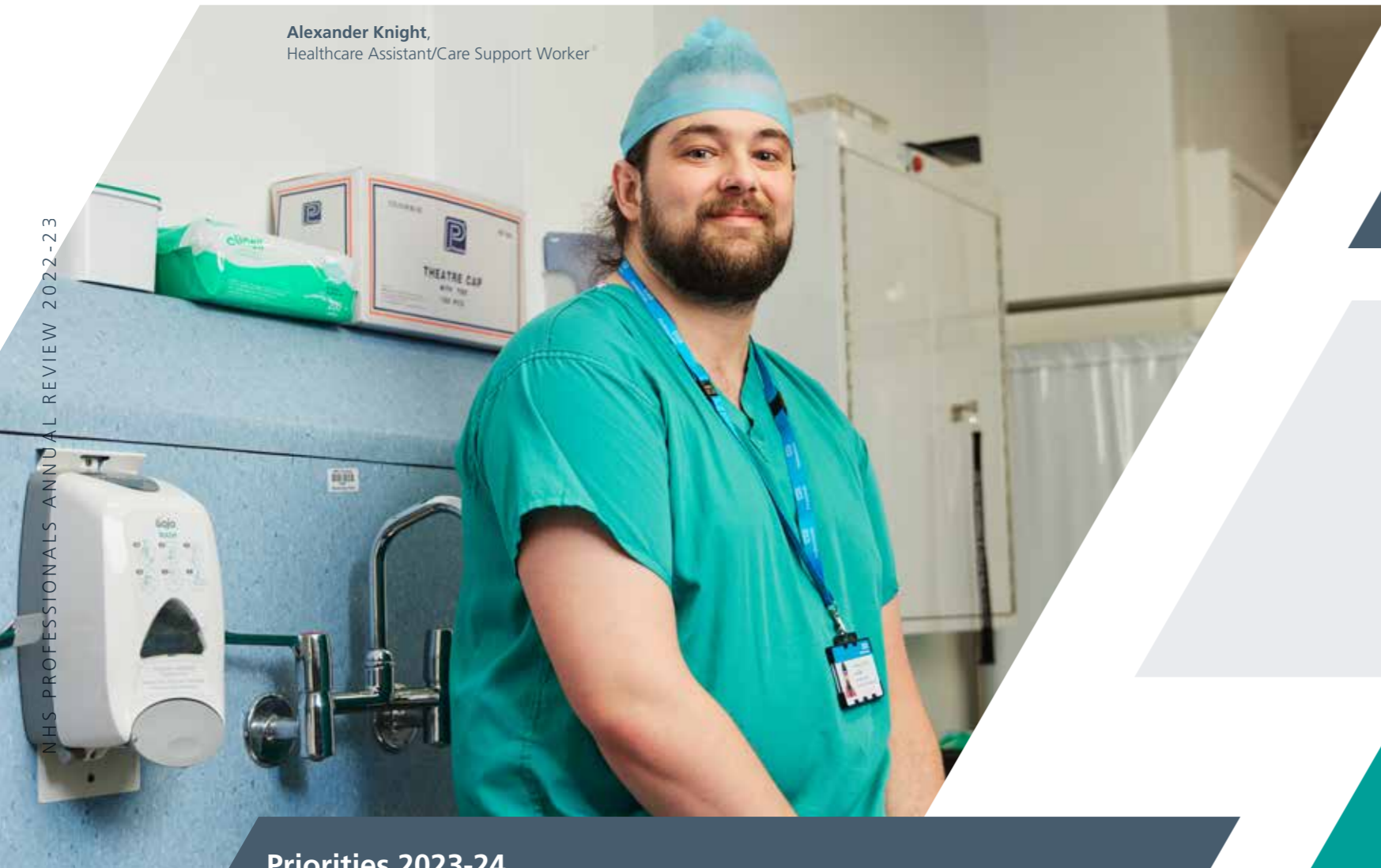
- we increased our flexible worker pool hours by 55% since the last financial year
- we welcomed The Dudley Group NHS Foundation Trust and Somerset NHS Foundation Trust, including a proactive ‘agency bumping’ pilot with Somerset resulting in a 60% cost saving during a single week in winter thanks to National Bank registered nurses working shifts instead of agency
- we worked with four hospices to support bed capacity, with shifts being worked each month when there was demand, and scoped a National Bank Healthcare Support Worker (HCSW) Development programme proposition with two further Trusts
- we onboarded 225 National Bank Members - mainly HCSWs – who are all eligible to work flexibly across all our Trusts nationwide
- we achieved 5-star Trustpilot reviews for every candidate who joined National Bank
- we successfully created a new pathway for Allied Health Professionals (AHPs) to join the National Bank and launched a pilot with The Dudley Group to start including AHPs and other staffing groups
- we created a range of Bank Member testimonials with a focus on ‘Why join National Bank?’ to help support application and onboarding. We also developed a fast-track recruitment process for National Bank candidates to reduce the time-to-hire to around 28 days
- we developed and presented a quarterly business review to Trusts to demonstrate current and potential future savings
- we created three new integral team roles including head of service delivery, to run the recruitment and agency migration strategy; senior customer manager, to ensure customer service excellence, growth and retention; and shift resourcer, responsible for Bank Member availability and proactive shift booking



National Bank

Additional workforce to reduce agency spend

Alexander Knight,
Healthcare Assistant/Care Support Worker



NHS PROFESSIONALS ANNUAL REVIEW 2022-23

Priorities 2023-24

- to grow the National Bank customer base by 20+ Trusts
- to incorporate the Agency Management Service (AMS) into the core National Bank service proposition
- to increase our pool of National Bank staff and introduce new staff groups and programmes
- to further boost engagement by increasing our portfolio of customer case studies
- to seek out opportunities to use the National Bank service to support the recruitment and deployment of workforce at a regional and national level

Case study



NATIONAL BANK 'BRIDGING' WORKFORCE
The Dudley Group NHS Foundation Trust

- Forecast cost savings on average £10.00 per hour
- Flexible worker pool reduces costs and maintains safe staffing levels

Challenge and solution: to help the Trust meet the 3.7% national agency spend reduction target, we launched a tailored flexible Bank worker pool through the National Bank service. The pool, created after a proactive recruitment campaign supported by a dedicated delivery team, gave the Trust a compliant nursing and AHP 'bridging' workforce to draw on after its own Bank, and before external agency.

"The NHS Professionals team were visible on site, reassuring our clinical teams and ensuring the smooth and seamless transition of both nursing and AHP staff."

Hannah White, Head of People, Workforce, Wellbeing and Employee Relations,
The Dudley Group NHS Foundation Trust

NHS PROFESSIONALS ANNUAL REVIEW 2022-23

Agency Managed Service

Best-value management of agency suppliers

“By uniting all key stakeholders in a shared ambition for high-quality care, we were delighted to successfully deliver our Agency Managed Service (AMS) pilot by taking a collaborative approach with agency partners. We were able to capture some important lessons from all stakeholders to support a redesign and wider rollout of the service to benefit more of our Clients, and ultimately the patients they care for. The health and care landscape is constantly evolving, which is why we remain committed to keep flexing the service. Fundamentally, AMS is about putting the right people in the right places to care, and at the right cost. By managing booking patterns and behaviours such as cancellations and use of the agency cascade, AMS can transform supplier relationships from reactive to proactive partnerships.”

Jay Patel, Director, Agency Managed Service

Key achievements

- we positively delivered our pilot at Warrington and Halton Teaching Hospitals NHS Foundation Trust with £480k+ annual savings
- the pilot also generated other benefits including improved overall shift fill, reduced use of off-framework and a reduction of preferred suppliers from 18 to 14 active agency partners
- an added benefit was more positive working relationships with agency partners; a survey carried out in September 2022 showed 100% of those that responded (70% of all partners) were very happy with the overall service



Priorities 2023-24

- to continue supporting Warrington and Halton with its agency strategy: negotiating rates, reducing costs and evolving relationships into collaborative partnerships, while improving Bank fill
- to design and roll out AMS to the wider network of NHS Professionals Clients, including prospective National Bank partners
- to collaborate with agency partners to support NHS values and patient care
- to embed innovative technology from the NHS Professionals transformation programme to improve service delivery and customer satisfaction

Case study

AMS PILOT Warrington and Halton Teaching Hospitals NHS Foundation Trust

April-October 2022:

- **£217,980 savings in external agency costs (£480k annual)**
- **Off-framework agency use eliminated from over 2,000 hours**
- **10% increase in overall shift fill to 88.6%**

Challenge and solution: amid severe pressure around workforce supply and agency use within nursing and midwifery, our pilot worked proactively with the agency supply chain and implemented dedicated project teams, bespoke delivery plans, cascade reviews and data-driven best practice to reduce negotiated rates.

“Working collaboratively with agency partners through NHS Professionals and eliminating off-framework use has allowed us to boost time and cost efficiencies, while continuing to deliver outstanding patient care and support to our teams.”

Kimberley Salmon-Jamieson, Chief Nurse (Nursing, Midwifery and AHP) and Deputy Chief Executive

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Integrated Care System Solutions

Working together for one united workforce

"Integrated Care Systems (ICSs) are continuing to change the shape of healthcare provision, with collaboration building across systems to better address patient need.

Our key Client drivers have been to help ICSs and providers realise the cost-saving benefits of a more collaborative approach to workforce services provision, as well as helping to build additional workforce capacity.

To deliver on these Client drivers, this year our priorities included developing our 'one workforce' model, which enables flexible collaboration, agency cost reduction and capacity development at system level.

We also accelerated our National Bank and Agency Managed Service propositions and focused our approach to other system partners, to help consolidate our one workforce offering."

Jon Waters, Director, Business Development and Client Solutions

Left: Diane Gill, Nurse

Integrated Care System Solutions

Working together for one united workforce



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Priorities 2023-24

- to widen rollout of the one workforce model to expand and optimise the NHS Professionals ICS footprint
- to align with ICS partners on the delivery of the NHS Long Term Workforce Plan, helping systems deliver the workforce for today and tomorrow

Key achievements

- we supported One Devon ICS with the co-design of an ICS-wide Bank managed service proposition to address challenges around agency spend and enable future collaborative working under a single contractual framework
- we secured the Bank managed service for Oxford Health NHS Foundation Trust, which completed our full-service presence across the Buckinghamshire, Oxfordshire and Berkshire West ICS
- we secured the Bank managed service for Bolton Hospital NHS Foundation Trust, completing our span of services across Greater Manchester Integrated Care
- we secured strategic partner status with an ICS temporary staffing collaborative, spanning multiple ICSs across the country
- we worked with ICSs nationally to co-design collaborative workforce models able to accommodate the blend of in-house Banks and managed service provision through the deployment of the NHS Professionals National Bank. Our collaborative Bank service, Bankshare, is now present in a number of ICSs, spanning multiple system providers
- we developed a wide range of new service offerings, from new staffing groups within the National Bank, to EVPro, our provider and ICS employer branding service
- we developed our ICS services and commercial propositions to reflect ICS services demand and cost- saving priorities, and to leverage all NHS Professionals services at scale

Case study

ENHANCED DATA VISIBILITY

South East temporary staffing collaborative

Data provided on:

- **9.5 million Bank hours across seven different staff groups and 10 Trusts**
- **3.2 million agency hours across 210 agencies and 10 Trusts, including performance data and off-framework breaches**

Challenge and solution: Emerging from the Buckinghamshire, Oxfordshire and Berkshire West (BOB) and Frimley Integrated Care Boards, the South East Temporary Staffing Collaborative has since expanded throughout South East England NHS region. It aims to help Trusts optimise their temporary staffing by sharing best practice on Bank and agency performance including pay rates, incentives, cascades, reducing breaches and flexing lead times. However, receiving and managing agency use data from a variety of sources including in-house and outsourced Bank providers presents a challenge.

NHS Professionals already provides a fully managed Bank service to 10 of the collaborative's 27 Trusts. This allows us to share nearly 40% of all agency data across the region as a single, centralised and readily-available source through regular scheduled reports and ad hoc requests. Our data works alongside that provided by temporary staffing agencies and in-house Banks to increase overall data visibility across the collaborative, making it easier to spot trends across the region. It also helps to facilitate conversations with agencies to negotiate rates and benchmark performance between Trusts.

Our Business

This section showcases how our corporate teams worked to deliver exceptional levels of performance and customer service in 2022-23.

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Our Transformation Programme

In 2022-23 we embarked on the next phase of our transformation journey. Improvements in our technology, processes and ways of working will empower our teams to do what they do best: putting people in places to care across the healthcare system.

“We are proud of how far we have come this year, setting the foundations for our transformation work, while still delivering our core operational business. Our people are fundamental to this transformation. Everyone is behind the concept of becoming ‘smarter, simpler and faster’ for our customers, and they can see the benefits the changes will bring.

This collaboration between different teams – some of whom had never worked together before – has kickstarted our programme and set an impressive pace of change. We are on the journey to become a truly strategic partner to all our customers, whether they are a large health and care provider or the newest member of our Bank.”

Will Gibson, Portfolio Director, Transformation Programme

Key achievements

- we held design workshops, listening to our people to identify which technologies and processes serve us and our customers well - and which don't
- we built a transformation blueprint based on our colleagues' insight and expertise
- we delivered a new sales customer relationship management system. This is already improving the experience for new Clients as they choose us for their staffing needs
- we established a new contact management system. This will improve our customer service and simplify processes
- we began the process of building a new applicant tracking system. This will use smart technology to help skilled healthcare professionals become Bank Members
- we prepared the way for a brand new help and support centre on our website. This will quickly put the information our customers need at their fingertips

Priorities 2023-24

- to deliver the new case and contact management system, empowering us to answer customer queries faster than ever before
- to launch our new applicant tracking system and improve the process of joining our Bank for all applicants
- to create a truly modern workplace for our colleagues, where processes and technology support our people to work at their best
- to improve our technology ecosystem, making it easier for our customers to log on and do what they need to do in smarter, simpler and faster ways and laying the groundwork for some exciting developments planned for 2024-25



Information Technology

Optimising systems to enhance service delivery

“This year has been about delivering new technology seamlessly for our transformation programme to make us more outward-looking as an organisation. It is a challenge to develop new technology and recognise what it has to offer, however we will be more able to meet market demands and match our Bank Members’ skills to the right jobs. Our mantra is just to make it easier — because if a Member spends hours finding and booking a shift, providing information and filling in a timesheet, that’s time they could be giving back to a patient or to their life outside work. So we are trying to make the whole process smarter, simpler and faster and beneficial to everyone.”

Dave Callow, Chief Information Officer

Key achievements

- we delivered our customer relationship management platform and comprehensively trained our teams as we change and mature our technological systems
- we selected our strategic partner to create a new management information service and transform our map of data into insight with an 18-month forecasting tool, showing predictive demand and shift fulfilment by Bank, agency, Trust, ward and job
- we enhanced the capacity of our current systems to ensure we can continue to deliver the service required for our Clients as we deliver the transformation programme
- we delivered the Cyber Security Operating Capability (CSOC) and security enhancements required to stay up to date in the IT security arena

Priorities 2023-24

- to deliver our new case and contact management system enhancements for phase two of the business transformation programme
- to deliver the new applicant tracking and vetting service
- to deliver the new workforce management service and start the migration away from our Staffbank system
- to continue to invest heavily in our own people so we grow institutional knowledge and continuity as technology changes
- to organise the IT and product service to meet the needs of the new technology, its product ownership and continuous improvement

Operations

Quality and efficiency across the business

“Our priority this year was to stabilise our operational areas by reviewing our processes and creating a new set of KPIs and targets aligned to our customer needs – for example, streamlining our end-to-end recruitment processes, thus making the Bank Member journey to join NHS Professionals more seamless and efficient.

We are working in a challenging recruitment market with many vacancies and competition for staff is high, so these small changes make a huge difference in how quickly we can onboard a Bank Member and place them into a healthcare setting.

Going forward, we are implementing a new contact management system, which will allow us to handle first contact resolution, queries and complaints in a much smarter and faster way; and a new applicant tracking system that will further enhance our capacity and capability to recruit and onboard more healthcare professionals. This new technology will be a real game-changer for us.”

Elaine Thomas, Chief Operating Officer



Key achievements

- our Healthcare Support Worker Development Programme (HCSWD) achieved the highest level of placements this year, recruiting 1,509 trainees
- we scoped and implemented a new quality management system to be used across departments, replacing the existing manual processes with enhanced functionality and data insights
- we introduced new technical service offerings including a new webchat function, feedback manager and quality manager modules, along with a new customer experience training module
- we achieved accreditation in ISO 9001 and ISO 27001 and pass rates for framework compliance audits, with positive feedback from the auditor on improvements and overall performance
- we increased our staff survey results performance and achieved a 7.7/10 score. Participation rates have improved month-on-month – for example, achieving 75% with 2,773 comments in June 2022, the highest result to date
- we appointed a new recruitment director to provide added insight and strengthen the team
- we embedded the delivery of our Member engagement framework, which in turn has supported an increase in our Trustpilot reviews from 4.3 to 4.7 in the past year
- we successfully delivered an Agency Managed Service (AMS) pilot at Warrington and Halton Teaching Hospitals NHS Foundation Trust, reducing the Trust's overall annual agency spend by £480k and increasing overall fill rate by 10%
- we celebrated being finalists in the prestigious UK National Contact Centre awards in the categories of Best New Employee Experience and Resource Planning Manager of the Year

Priorities 2023-24

- to further develop efficiencies to support our offering and improve service levels to enhance customer experience
- to embrace new technology, ways of working and change management as we move through the business's transformation programme, using the opportunity to realign the target operating model
- to support planned implementations at our National Service Centre and improve how we capture feedback that comes into NHS Professionals through all entry channels
- to increase our Agency Managed Service offering to our Managed Service Provider (MSP) and non-MSP Clients
- to continue improving the engagement, training and retention of our people

Our People

Respect, reward and opportunity for all our colleagues

“This year we set up a taskforce to examine everything from employer brand and onboarding to the candidate journey and succession planning. As a result, we were once again accredited as a ‘Top Employer’ and we have almost halved the number of vacancies in the organisation overall, leaving us in a much stronger position and fuelling NHS Professionals with even more of the talent it needs to deliver. Our Equality, Diversity and Inclusion (EDI) agenda continues to be key so that all staff feel comfortable to bring their whole selves to work and NHS Professionals becomes an inclusive recruiter of choice.”

Helen Ives, Chief People Officer



Our People

Respect, reward and opportunity for all our colleagues

Key achievements

- we had 700 corporate job offers accepted, 96% through direct sourcing channels, and we reduced time-to-hire by 22%
- we logged 5,721 enrolments across employee training courses
- we achieved 86% participation and more than 20,000 comments in our monthly online employee engagement tool - a 0.4% improvement since last year - with the health and wellbeing score at 8.1, which is 0.3 above the tool's benchmark
- we launched a new and improved onboarding process, including a refresh of our corporate induction and online induction passport
- we created and launched an online 'manager essentials' toolkit, with 12 digital modules to equip and empower managers across the business, and we continued to embed our online performance tool to help managers and employees track progress with real-time feedback, objectives, probation reviews, one-to-ones and appraisals
- we continued our innovative 'My Time' health and wellbeing initiative, encouraging staff to take an extra 30 minutes of dedicated time out each week
- we trained an additional nine mental health first aiders, taking our total to 24, and provided personal resilience training and financial awareness workshops
- we set up an EDI council and knowledge hub, launched an EDI staff survey, introduced three new staff networks on disability equality, LGBTQIA+ and race equality and marked cultural events and celebrations with internal and external communications
- we signed up to the Menopause Workplace Pledge and adopted a new menopause policy to enable colleagues to comfortably engage in discussions
- we launched an electric vehicle scheme for colleagues to support our ambition to become a greener organisation
- we launched a professional coaching apprenticeship programme to help create and embed a coaching culture, and took on 44 new apprenticeships
- we introduced a care leavers programme to support the national scheme to enable care leavers aged 16-25 to live independently, and we became an enterprise advisor to a local high school
- we were named as a Top Employer for the third consecutive year by the Top Employers Institute
- operationally, we processed 2,642,766 payslips for our Bank Members



Priorities 2023-24

- to develop our culture, leadership and values so our people feel engaged and included, specifically:
 - » report on the Bank Member workforce race equality standards and follow-up actions to ensure ongoing improvement
 - » undertake an audit against a nationally recognised equity and inclusion standard
 - » move from the Disability Confident Committed Employer to the Disability Confident Employer standard
 - » achieve the Living Wage Foundation wage for all corporate employees
- to deliver a Total Reward programme for our people
- to continue to develop our staff support networks to provide a safe space for employees from different communities, and act as a critical friend to our leadership teams
- to deliver specialist operational services to business lines including comprehensive payroll, HR advisory and employee relations services for our flexible Bank Member workforce
- to deliver the target operating model as part of the NHS Professionals transformation programme, ensuring that people, teams and ways of working are aligned to our new technology and processes

Procurement and Sustainability

Seamless supply chain management

“Delivering savings of over £1 million in an inflationary environment has been a tremendous achievement this year. The team achieved it without impacting quality and agility through effective and efficient relationships with suppliers and continuing to review processes and materials. This year was about bringing all our different strands together, uniting our sourcing platform with our contract management platform and connecting the system with all of our necessary Environmental, Social and Governance (ESG) credentials and financial checks. This way, we can start to draw information from all parts of the organisation for a seamless flow across procurement and the supply chain.”

Christina Zimmer, Commercial and Procurement Director

Key achievements

- we delivered savings of over £1 million for the business
- we attained ISO 14001 accreditation to enable us to deliver our property strategy, uphold our sustainability strategy and deliver our ESG commitments
- we implemented a tiered supplier relationship management programme and started activity with over 60 providers, covering over 80% of spend
- we raised and processed over 3,000 purchase orders
- we proactively built robust stakeholder and supplier knowledge around our procurement processes to ensure engagement with our organisational requirements, including a new supplier-facing document 'Working with NHS Professionals'
- we streamlined processes and introduced automation where possible, pushing back on non-procurement tasks to stay ahead of organisational requirements
- we launched the 'NHS Professionals for Good' sustainability initiative, our ESG programme that provides cohesion between all the environmental and social impacts being delivered across the company
- we introduced the 'Pawprint' sustainability app for colleagues, allowing education and tracking of sustainable behavioural changes

Priorities 2023-24

- to fully embed NHS Professionals for Good and start delivery of recordable social value and carbon emission reductions
- to educate the organisation fully on the role of procurement and its constituent functions
- to launch the next version of our Arcus procurement platform with all our suppliers managed through the supplier information management (SIM) module, with approval workflows for risk management and a built-in ESG assessment to help reflect on the sustainability of our supply chain and carbon emissions
- to redesign our purchase-to-pay processes to improve efficiency and reduce workload across the purchasing and finance teams and to increase clarity and ease of purchasing goods and services for our stakeholders



Marketing and Brand

Showcasing stories to support patient care

“This year we’ve continued to support our key audiences across a wide range of priorities, from sharing Bank Member stories and best practice with the healthcare and recruitment industry, through to tailored candidate attraction to meet our Clients’ staffing needs. Our Client Trusts have also been telling their stories of successful partnerships with NHS Professionals through joint case studies, which further support the role of the Bank as a route to flexible work. As well as major digital channels, we have focused on providing more local promotional tools in collaboration with our on-site Trust teams to reach healthcare professionals who are keen to either work extra hours or switch from agency work. We find this integrated marketing approach brings the best results.”

Heather Nickson, Director of Marketing and Brand

Key achievements

- we responded to the workforce shortage, adapting key messages for different sectors, and increased our nursing applications, even in traditionally difficult months; as a result applications rose by 30% in January 2023
- we collaborated with our Bank Member and recruitment teams on a ‘Better Balance with the Bank’ campaign, to promote the benefits of using the Bank as a route for flexible work and additional hours
- we focused on supporting international recruitment and, taking a digital-first approach with some face-to-face in-country meetings, we helped to build the NHS Professionals brand in new and existing marketplaces in ‘green list’ countries
- we worked closely with external advertising partners, from well-known job boards and online careers websites, through to social media channels and on-site out-of-home activities, ensuring we can reach a breadth of applicants
- we shared insights and knowledge at over 27 events and award ceremonies and focused on research, collaboration and the motivations of different staffing groups in our thought leadership content
- we continued to run our Going the Extra Mile (GEM) Awards, enabling Trusts to recognise the value of their people across every staff group and add extra value to the overall Client experience



Priorities 2023-24

- to build on our thought leadership and insight programme to support the goals and priorities of our Clients
- to continue to promote the National Bank, Agency Managed Service, the NHS Professionals Academy and other key service lines to help Trusts explore alternative workforce propositions to solving their staff shortages
- to share our in-depth research into nursing motivations and behaviours, and to continue marketing activities to drive recruitment and retention of all staff groups across the Bank

Research, Insight and Thought Leadership

Sharing knowledge to strengthen decisions

“As the team providing insights, we need to be aware that the NHS as a system never stands still and we always need to be prepared for change. Primary research is critical and this year, one of our major research-based thought leadership papers focused on collaboration in the Integrated Care Systems context and helped to drive discussions at major conferences and events. We also successfully delivered our Bank Member survey to over 70,000 people and received thousands of detailed responses. Fully analysed, the data will give us a great source of evidence, knowledge and insight to support our role as a champion of the flexible healthcare workforce.”

Kate Harper, Director of Research, Insight and Thought Leadership

Key achievements

- we designed and delivered an in-depth Bank Member experience survey to over 70,000 people, attracting 10,000 responses and giving detailed data on our Members' experiences on the frontline and motivations for working flexibly. The findings, due to be published in 2023-24, will have broad implications on how we work in partnership with our Clients to make changes and improvements to the Bank Member experience
- we commissioned and introduced the 'Wide Narrow' software platform to help generate more detailed business information
- we launched a weekly insights newsletter sent to our Trust and ICS stakeholders
- we ran quarterly strategic reviews of the healthcare environment through PESTLE and SWOT analyses and produced monthly strategic impact reports
- we launched a monthly 'insight to action' internal discussion forum to discuss the implications of market trends on our business
- we led researched and published the 'Working Together: Collaborative Approaches for Healthcare Staffing' insight report, with analysis of published examples of collaborative healthcare projects and lessons learned from successful collaborations
- we launched nursing and midwifery persona research and developed the '6 Cs' of Bank Member motivation: career, convenience, control, compensation, compassion and culture
- we engaged with internal stakeholders through workshops to produce a report and develop a job description to recruit new information and insight business partners
- we provided insights and analysis to support senior leaders at major industry events and conferences

Priorities 2023-24

- to develop insights to support our strategic delivery group, to help ensure we have a clearly defined mechanism for taking actions to market
- to increase the volume and scope of our thought leadership output
- to improve knowledge and understanding of our competitor environment



Conclusion

This review reflects back on our achievements in 2022-23, but the energy within NHS Professionals is forward-looking and focused on achieving even more for our Members, Clients and colleagues each and every year.

We are expanding our portfolio of services so they are fit for the future and continue to meet a wide range of demands facing the NHS. Among the most urgent are:

- the need to recruit and retain high-quality healthcare professionals at scale and nurture a greater sense of belonging in the caring workforce
- the need to control and reduce the cost of temporary staffing
- the need to collaborate across sector boundaries to enable system-wide improvements
- the need to harness new technology to reduce unnecessary effort and support seamless information sharing
- the overriding need to ensure patients and their families receive safe, effective and inclusive care, delivered with dignity and respect

As a business we are clearer than ever before on how we can support these priorities, especially now the NHS Long Term Workforce Plan has been published. However, it is through our ongoing and new partnerships with our Bank Members, Clients and other key stakeholders, that we learn what truly works best. Through collaboration and co-design, we can adapt and refine our services so they achieve the greatest impact where it matters most: at the point of care delivery.

We are committed to this collaborative agenda and, as we move through 2023-24, we look forward to reporting even more positive results.

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Income Statement for the year ended 31 March 2023

	Year ended 31 March 2023	Year ended 31 March 2022
	£000	£000
Revenue	1,089,975	934,852
Cost of sales	(990,895)	(842,961)
Gross profit	99,080	91,891
Administrative expenses	(90,652)	(75,069)
Operating Profit	8,428	16,822
Finance income	94	1
Finance cost	(67)	(92)
Profit on disposal of fixed assets	33	53
Profit before taxation	8,488	16,784
Tax expense	(1,663)	(2,891)
Profit for the year	6,825	13,893
Profit and total comprehensive income for the year	6,825	13,893

The total comprehensive income for the year relates to continuing operations.

The company had no recognised gains or losses other than those shown in the Statement of Income Statement and therefore a separate Income Statement has not been presented.

Statement of Financial Position as at 31 March 2023

	As at 31 March 2023	As at 31 March 2022
	£000	£000
Non-current assets		
Property, plant and equipment	1,551	1,767
Right of use assets	1,431	2,878
Intangible assets	2,816	1,504
	5,798	6,149
Deferred tax	1,129	1,486
	6,927	7,635
Current assets		
Trade and other receivables	115,551	93,256
Other current assets	54,616	44,803
Cash and cash equivalents	71,043	99,244
	241,210	237,303
Total assets	248,137	244,938
Current liabilities		
Trade and other payables	(82,063)	(84,830)
Current tax liabilities	(642)	(2,488)
Lease liabilities	(525)	(325)
Other liabilities	(93,665)	(79,321)
Provisions	(2,016)	(1,896)
Total assets less current liabilities	69,226	76,078
Non-current liabilities		
Provisions	(124)	(1,528)
Lease liabilities	(789)	(3,062)
Net assets	68,313	71,488
Equity		
Ordinary shares	20,000	20,000
Share premium	3,369	3,369
Retained earnings	35,644	38,819
Capital reserve	9,300	9,300
Total equity	68,313	71,488

Statement of Changes in Equity for the year ended 31 March 2023

	Ordinary shares £000	Share premium £000	Retained earnings £000	Capital reserve £000	Total equity £000
Balance at 31 March 2021	20,000	3,369	42,926	9,300	75,595
Profit for the year and total comprehensive income for the year	-		13,893	-	13,893
Dividend payable	-	-	(18,000)	-	(18,000)
Balance at 31 March 2022	20,000	3,369	38,819	9,300	71,488
Profit for the year and total comprehensive income for the year	-		6,825	-	6,825
Dividend payable	-	-	(10,000)	-	(10,000)
Balance at 31 March 2023	20,000	3,369	35,644	9,300	68,313

Statement of Cash Flows for the year ended 31 March 2023

	Year ended 31 March 2023 £000	Year ended 31 March 2022 £000
Cash flows from operating activities		
Cash generated from operations	(10,359)	10,583
Tax paid	(3,152)	(2,802)
Net cash generated from operating activities	(13,511)	7,781
Cash flows from investing activities		
Payments for intangible assets	(1,776)	(454)
Payments for property, plant and equipment	(901)	(670)
Proceeds from sale of property, plant and equipment	(33)	-
Net cash used in investing activities	(2,710)	(1,124)
Net cash inflow before financing	(16,221)	6,658
Cash flows from financing activities		
Bank Interest received	94	1
Dividends paid to shareholders	(10,000)	(18,000)
Payment of lease liability	(2,007)	(748)
Payment of lease interest	(67)	(92)
Net cash outflow used in financing activities	(11,980)	(18,839)
Net increase in cash and cash equivalents	(28,201)	(12,181)
Cash and cash equivalents at beginning of year	99,244	111,425
Cash and cash equivalents at end of year	71,043	99,244

NHS Professionals Limited

NHS Professionals Limited annual report and financial statements for the 12 months ended 31 March 2023 have been prepared in accordance with the International Financial Reporting Standards (IFRS) as adopted by the European Union, IFRIC Interpretations and The Companies Act 2006 applicable to companies reporting under IFRS.

An extract of these financial statements is included in this document.
Full notes to these statements can be found in our annual report via the Companies House website.

On 1 April 2010, the assets, liabilities and rights of NHS Professionals Special Health Authority transferred to NHS Professionals Limited, a public body and company guaranteed by shares held 100% by the Secretary of State for Health and Social Care. The objective of the transfer was to implement the optimum trading form for NHS Professionals, its clients and its flexible staff, while giving the company greater financial independence in order to ensure the continuity of its services long term.

NHS Professionals Limited is now self-funding from operations and no longer receives financial support from the Department of Health and Social Care. It is funded through charges to Clients within the NHS that cover the costs of acquiring flexible worker services plus an amount to contribute to the operating costs of the organisation.

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nhsprofessionals.nhs.uk

Registered Company No: 06704614