

Sanctuary Care and the Graduate Management Programme



Case study

Yunus Giwa, cohort 6

Overseas nurse recruitment and retention strategy

Sanctuary Care relies on high quality dedicated nursing staff in a global market. It was vital to use an agency that could provide them with nurses whose nurse training mirrored that of the UK's, who spoke good English and who had completed most of their training in order for them to get their Nursing and Midwifery Council (NMC) pin (this indicates they are formally registered to work as a nurse or midwife within the UK).

Yunus was tasked to review issues in the quality of agency nursing staff, in terms of recruitment and retention rates.

Yunus undertook research into the quality of candidates and high turnover rates of nurses provided by agencies. He created a strategic short, medium and long-term recruitment structure referencing values-based recruitment. Using his strong interpersonal skills he established and built a new working relationship with an agency based in Nigeria.

The journey for EU and Non-EU candidates was analysed through a mapping exercise, identifying communication issues and areas for improvement. Introduction packs were created for prospective nurses to ensure they all had relevant information at their fingertips about working for Sanctuary and living in the UK.

Yunus addressed the high cost of suitable accommodation in London for overseas nurses through an innovative approach, looking beyond the existing processes and working closely with another area of the business, Sanctuary Housing, to use empty housing stock, reduce headline costs to the business and create a substantial cost-saving.

Nurses were offered the free Kaplan English language and cultural awareness course, as part of their induction. It was introduced to encourage retention and help them to become accustomed to the way of life in England and to build confidence.

Improvements

- Implementation of values-based recruitment.
- Identification of a more effective and efficient agency.
- Kaplan English language and cultural awareness course for overseas nurses.
- Identification of affordable housing arrangements.
- Raised entry level of candidates with training and experiences similar to those provided in the UK.
- Significant savings could be made in relation to staff time, resources and funding.

Impact

- Improved quality of care provided by better trained staff.
- Agency cost-savings of approximately £8,200 for every nurse that does not leave after they have received their NMC pin.
- Increase retention rates - more consistency in care delivery and saving the business £4,000 per candidate who is recruited based on values-based recruitment.

