



*NHS Professionals  
A co-ordinated, NHS-led  
approach to temporary staffing*

# *NHS Professionals*

## **Introduction and guidance on implementation for NHS trusts**

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# Foreword by Minister of State for Health

On a typical day many nurses, midwives and healthcare assistants are involved in providing temporary cover in NHS trusts. In addition, there will be locum doctors and other healthcare professionals supplied through agencies or other routes. In recent years we have needed more temporary staff to fill the gaps as the NHS struggled to recruit staff. Now the NHS workforce is expanding and the huge investment in training will help us to reduce significantly demand for temporary staff. But, there will always be good reasons why we need temporary staff.

This is why we have launched NHS Professionals; so that NHS trusts can improve the way they manage their temporary staffing requirements and in turn offer better patient care and value for money. The Audit Commission report *'Brief Encounters: Getting the Best from Temporary Nursing Staff'* shows the lessons we can learn to safeguard patients, control costs and improve management efficiency. The report welcomes NHS Professionals as a new national initiative that can transform the way we handle temporary staffing. It is for these reasons that I expect all NHS Trusts over the next 18 months to join the already expanding NHS Professionals national network.

There is already plenty of good practice in this area. The purpose of NHS Professionals is to learn from and build on this. NHS Professionals is a nationwide service that will bring greater co-ordination and consistency to the use of temporary staff inside the NHS. It is a service designed for the NHS and led by NHS organisations. The service will help to place temporary staff more cost-effectively in settings that match their skills and preferences for work. It will also protect the interests of staff by ensuring they are properly rewarded and have access to continuing professional development. For NHS Managers, there will be the assurance that staff provided through NHS Professionals will be regularly updated and have fulfilled their professional registration requirements.

The service concept has been successfully piloted at sites around England in the last six months. In essence, a nationally branded service offers a single telephone number to contact for any qualified healthcare professional who may want to work on a temporary basis,

or supplement their existing work. Then, with a network of locally appointed managers, these staff are directed towards the openings that are best suited to their skills and circumstances.

Between now and April 2003, NHS Professionals will develop from the pilot stage into a fully-fledged service operating across all NHS organisations and covering all staff groups. This booklet provides guidance for the introduction of the service at a local level and has been written following consultation with staff-side colleagues, NHS trust managers and those involved in developing NHS Professionals services. Once NHS Professionals is fully operational, trusts and temporary staff will share the same expectations of service provision and conditions of employment across the country. The great gain will be in the pooling of resources at local and national level, and the ability to match staff more accurately to the work for which temporary cover is needed.

HSC 2001/02 *NHS Professionals – Flexible Organisations, Flexible Staff* set out the timetable for implementation of NHS Professionals. By April 2003, all NHS Trusts must be able to show that NHS Professionals is in place as a service that is providing their needs for temporary staff.

The government is committed to making NHS Professionals work, and work well. This guidance will help speed up the process. Together we can build a service that benefits patients, staff and managers across the service.

Rt. Hon John Hutton, MP  
Minister of State for Health

# NHS Professionals – benefits for staff, the service and patients

## *A co-ordinated approach to temporary staffing*

For a long time, temporary staffing has been an essential component of workforce management in the NHS. However, as competition for staff and the pressures on services have grown in recent years, the use of temporary staff has increased dramatically. Many trusts have 'bank' systems on which they can draw for temporary cover, particularly for nurses, but often also rely on commercial agencies to provide temporary cover. NHS Professionals offers a co-ordinated approach to meeting temporary staff needs, promising a more consistent quality of care with standards set by the service itself.

The advantages of the NHS Professionals approach are:

### **for employers:**

- greater confidence that temporary staff have the right skills and qualifications for the work they are asked to do
- robust selection procedures and more effective monitoring of hours worked by temporary staff
- access to a strongly-branded staffing service with national awareness and advertising support
- positive staff-side participation in the development of the service
- local liaison and point of contact for ward managers and other users
- low management fees with profits returned to employers

### **for staff:**

- a wider range of work placements and patterns, across a wider travel-to-work area
- professional training and development opportunities
- working in a properly co-ordinated and supported team
- good pension and benefits package as a NHS employee
- working as a fellow-employee alongside other NHS staff
- a route into permanent NHS employment

### **for patients:**

- being cared for by appropriately skilled and selected staff, matched to their needs
- clinical governance observed
- NHS Professionals badge as a re-assurance of who is caring for them
- more consistent quality of care

# Implementation

All trusts are required to be part of the NHS Professionals network by April 2003. To achieve the integration of local temporary staffing services into NHS Professionals by that date, trusts can call on the resources of the existing network or develop their own systems in collaboration with neighbouring trusts.

## 1. Using the resources of the established NHS Professionals Network

There is an established and growing NHS Professionals network that has the expertise and operating capacity to help trusts establish local NHS Professional services.

Once trust boards have committed to implementing NHS Professionals through the resources of existing network, local operational managers and professional development facilitators will be appointed. Their role is to develop the service to the standards set by NHS Professionals own protocols and by service level agreements. Existing bank staff will transfer into the new service, new recruits will be selected, and the pool of temporary staff widened across the larger travel-to-work area. Where necessary, NHS Professionals will also make agreements with local agencies.

Because this network already exists, the call centre service will be immediately in place. Local users will have a dedicated number to call with requests for temporary cover. The service team will then identify staff with experience and skills sets best suited to the work, confirm availability, and relay this information back to the local user. The user signs to verify once the shift has been worked; pay and other administration is all dealt with by NHS Professionals. Trusts are invoiced for the staff used, with complete management information available showing patterns of temporary staff usage. The NHS Professionals service providers fulfil the role of employer for all temporary staff.

The standard 7.5% management fee for this service covers:

- operating the response and staff placement service
- all call centre operations
- locally-appointed operations manager and professional facilitator
- publicity and recruitment
- induction and professional development
- occupational health benefits
- payroll services
- provision of management information

### CASE STUDY

#### NHS Professionals – Wakefield

Based in the same building as NHS Direct, NHS Professionals – Wakefield operates a service providing flexible staffing solutions using a call centre approach. It shares the IT and telecommunications infrastructure with NHS Direct and works on the same principle. Trusts have easy access through a single point of contact. Requests for staff are handled by highly experienced and well trained placement co-ordinators using an on screen database which matches the skills of the individual to the job required. If no suitable match is found the co-ordinators contact a commercial agency from a preferred list agreed with the local NHS trust.

As well as the service delivered from the call centre, local operational managers with the NHS trusts proactively manage and monitor the service. They work in the individual organisations ensuring the service is being delivered to a high standard and in accordance with the Service Level Agreement. Operational managers are supported by nurse facilitators who recruit staff and ensure that all training and development requirements are met.

#### Example

NHS Professionals has been working with Pinderfield and Pontefract NHS Trust for one year and operates the internal bank on behalf of the trust. Before NHS Professionals took over, the trust met 60% of its nursing demand through the internal bank and the rest was placed with external agency providers. Since working with NHS Professionals the trust now meets 90% of its demand from the internal bank.

Among the benefits of this approach are:

- trusts can focus on the delivery of care rather than administering bank services
- detailed monitoring reports of activity and bank/ agency spend are provided
- a move away from crisis planning to managing demand in a more systematic way
- controlled and appropriate use of commercial agencies

Six of the eight NHS regions in England have invited NHS Professionals Wakefield to work with them using the expertise and the capacity of the existing network to develop local services across the regions.

## 2. Developing a service locally in collaboration with neighbouring trusts

Groups of NHS trusts may design, develop and operate a NHS Professionals service across the local health economy. This will involve reviewing existing bank and agency staffing systems and ensuring practice is brought up to the standards set for the NHS Professionals service. There will need to be a central co-ordinating point for this local service, which will also be the link into the national network. Calls to the national NHS Professionals number from staff interested in joining the service will be guided automatically to this local co-ordinating point.

The features of this approach are:

- consortia of NHS trusts, including primary care trusts, manage and operate their own NHS Professionals service from a central point across the local health economy
- one of the trusts from the consortium becomes the employer for all the NHS Professionals staff
- staff are employed on national terms and conditions of service and the employment practice outlined in this guidance is followed
- the service is supported by IT systems introduced to match staffing requirements to the availability of temporary staff across the whole travel-to-work area
- the IT links exist to enable a pooling of staff working within NHS Professionals services – both within the local area and further afield
- contracts are agreed between a NHS Professionals service provider and/or local commercial agencies to supply any additional staffing requirements where the local register cannot meet demand

**Whichever route is adopted, the end result of a co-ordinated, NHS-led temporary staffing service will look much the same to employers and staff.**

### CASE STUDY

#### *NHS Professionals – Oxford*

The NHS Professionals service covering Oxfordshire is managed collaboratively by a consortium of NHS trusts in the county. The consortium was formed with the objective of integrating bank staff, giving a wider range of options for staff and employers. This collaborative approach has enabled Oxfordshire to significantly reduce its reliance on commercial agencies and ensures equity for all members of staff.

NHS Professionals Oxford is managed by an Operational Board supported by human resources, occupational health, finance, training & development, marketing and communications groups. Each group, with representatives from the partner trusts has a detailed work/ action plan to ensure delivery of a quality service. The Board prepares monthly reports including accounts and progress against the business plan.

A Strategic Board monitors fill rates within each service, has established local user groups within each trust, and has an overview on governance. It ensures NHS Professionals Oxford offers an integrated service to the trusts, by helping set standards, work plans, policies and protocols across the local health economy.

At the end of Year 1, NHS Professionals Oxford had achieved:

- unique NHS-led control of cost and quality standards in temporary staffing, for example clinical governance including occupational health and training and development (PDP – IPR programmes for all staff)
- commitment to joint development and re-investment of surpluses
- reduction in overhead rates charged by the service of £500,000 and planned re-investment of surplus from 2000/01

Planned developments:

- NHS Professionals Oxford are extending the service to cover a wider geographical area within the South East region
- wider service delivery within Oxfordshire to include allied health professionals

# Guidance

## *Pay and conditions for NHS Professionals staff*

### **Introduction**

A key feature of working with NHS Professionals is that staff have the right to refuse temporary work when offered, and there is no guarantee that work will be offered when sought. This means that whilst NHS Professional staff will enjoy the benefits of NHS employment, there are some important differences in pay and conditions. In partnership with staff-side representatives a national joint working group is being established to review the national pay framework and terms and conditions of service for NHS Professionals staff. Members of the group will be drawn from staff-side organisations, NHS Professionals service providers, NHS trusts and the Department of Health.

Set out below are the pay and conditions of employment for NHS Professionals staff which reflect the distinctive nature of this form of employment. These conditions are to be regarded as interim arrangements pending further discussions within the national joint working group.

### **Pay**

NHS Professionals staff will be paid in line with the nationally agreed Whitley rates for the relevant staff group and the level of duties they undertake. A draft model contract of employment is given as annex C. This can be used as appropriate when appointing staff.

NHS Professionals staff should be paid on a pro-rata basis any Cost of Living Supplements or London Weighting allowances that are applicable for permanent members of staff working in the same NHS trust.

Payment should be made on a weekly basis and staff are entitled to paid annual leave in line with the Working Time Regulations (WTR). Compensation payments should be made to NHS Professionals staff when work they have been booked to do is cancelled at short notice. The level and criteria for payment should be agreed to distinguish between work cancelled less than 12 hours and between 12-24 hours before the start of the shift. Compensation payment will not be paid if suitable, alternative work is available.

NHS Professionals staff should be paid weekly upon submission of completed and authorised timesheets.

The pay framework, whilst being different from that of staff employed permanently within the NHS, will need to take account of the outcome of pay modernisation negotiations under Agenda for Change.

### **Recruitment and Retention Premium**

In some circumstances, it may be necessary to pay a recruitment and retention premium to compete in the local labour market. The decision to pay a time-limited recruitment and retention premium to NHS Professionals staff must be reached following consultation with senior representatives from NHS trusts within the local health economy. Staff-side representatives should also be involved in this process.

In line with best equal pay practice, where it is agreed to pay a premium, there should be an objectively justified and transparent document in place which demonstrates:

- level of recruitment and retention premium to be paid
- the groups of staff who will receive the supplement
- why the decision was reached
- review and monitoring arrangements

Staff who receive the premium should be informed from the outset that it is time-limited and will be under constant review.

When it has been agreed to pay a time-limited recruitment and retention premium a copy of the documentation must be available for all participating NHS trusts and a copy submitted to the region and the Department of Health. These will be fed into the national joint working group.

# Conditions of Employment

ANNUAL LEAVE	the number of days entitlement should be as per the Working Time Regulations and the payment should be pro rata to hours worked within a reference period
SICK PAY/LEAVE	the statutory sick pay provision should apply
NHS REDUNDANCY SCHEME	this is not applicable
NHS PENSION SCHEME	NHS Professionals staff will be entitled to enter this scheme as long as they are directly employed
ENHANCEMENTS	these are payable on officially designated Public and Bank Holidays
CONTINUITY OF NHS SERVICE	service with NHS Professionals will count as continuous NHS service for NHS Pension Scheme purposes and as for part time NHS staff
MATERNITY LEAVE	the statutory maternity leave provisions should apply
COMPENSATION PAYMENTS	these are payable in defined circumstances when a work assignment is cancelled at short notice
GRIEVANCE & DISCIPLINARY ISSUES	these matters should be dealt with under the procedures of the host organisation with whom NHS Professionals staff are employed
NOTICE TO TERMINATE IF NOT WORKED IN 12 MONTHS	as per statutory requirements if someone engaged by NHS Professionals has not undertaken any assignments during a 12 month period then their contract automatically ceases and they are required to re-apply in order that clinical knowledge and skills can be re-assessed

The employment costs of providing these benefits are factored into the rates agreed for service delivery at a local level. They are an important part of the proposition to potential staff and will be featured in advertising and other recruitment publicity for the service.

## NHS Pension scheme

Because NHS Professionals staff are NHS staff they are eligible to join the NHS Pension Scheme. Information material will be available that specifically addresses the pension implications for members of staff employed with NHS Professionals. The material will outline the position for staff from a number of different groups, for example, those members of staff who have returned to work following retirement or who are working during a career break.

Generally, all staff will be able to access the NHS Pension Scheme and will be able to make contributions on their pay up to the whole time rate for their substantive post. Membership with the Pension Scheme is open to individuals regardless of how few hours they work or the regularity of work. Staff will then receive the following benefits from the scheme:-

- life Assurance
- ill health retirement
- financial support on retirement – pension and a tax-free lump sum
- high quality pensions advice tailored to their particular circumstances

The overall NHS pension package is worth in the region of 21% of average pay.

## Occupational Health Services

NHS Professionals staff will have access to the same occupational health services as permanent staff. A pre-employment health check carried out by an occupational health department will be part of the recruitment process (see Recruitment).

## Personal Development Plans

Individual NHS Professionals staff should be supported through a personal development plan, designed to meet their needs and the needs of the service. Staff will have access to comprehensive induction and skills update programmes on joining the service (see Induction). These should be integral to, or complement, existing programmes offered by NHS trusts.

All NHS Professionals staff will be required to maintain a personal development record giving details of all training and development activities undertaken. This information should be shared with managers when personal development plans are being reviewed.

### Continuing Professional Development

NHS Professionals staff will share access to lifelong learning opportunities with permanent staff and participate in continuing professional development in accordance with the principles of self-regulation and in line with national guidance on continuing professional development (see [www.nhs.doh.gov.uk](http://www.nhs.doh.gov.uk)). They should be kept updated with changes affecting the national NHS agenda and clinical practice.

NHS Professionals staff should have access to support for post-registration training through Workforce Development Confederations allocations. The regional leads should encourage local trusts to consider this group during the commissioning process.

Where it is agreed that NHS Professionals staff should attend a particular development event, they should be paid to attend.

#### CASE STUDY

##### *Leeds Teaching Hospitals NHS Trust*

Until Spring 2001, bank services in the Leeds Teaching Hospitals NHS Trust were provided by an external contractor for four sites and an in-house bank for two. This provision reflected arrangements in the two predecessor trusts. With the conclusion of the contract for external services, and as a result of a tender exercise, NHS Professionals became the sole provider of bank services for the Leeds Teaching Hospital Trust. This service went live in early June and will result in:

- a single provider of services increasing flexibility, allowing staff to work on all sites
- improvement in the quality of services
- cost reduction due to competitive commission rates and larger bank resources
- benefits to staff who maintain NHS pension and benefits, including access to education facilities

## Guidance

### *Developing the NHS Professionals service*



#### Advertising

As a national service with a local presence, NHS Professionals will produce economies of scale in advertising and publicity to recruit temporary staff. All national recruitment and promotional material will carry a single low cost telephone number and a web site address. Posters and leaflets will be centrally printed and distributed to local areas as they are needed.

Attracting individuals to work with NHS Professionals should also form part of the broader recruitment, retention and return to practice activity of trusts. For example, the existence of the service and its opportunities for temporary, flexible work could be flagged alongside

recruitment advertising for permanent staff; and promotional material could be given to staff as they retire or start career breaks.

#### Branding

It is important that the brand identity of NHS Professionals becomes well recognised throughout the NHS and to a wider audience. This will aid recruitment, promote the service and assist with clinical governance issues.

The NHS Professionals logo follows the 'national organisation' rules from the NHS entity guidelines. These can be found on the NHS corporate identity web sites: [www.doh.gov.uk/nhsidentity](http://www.doh.gov.uk/nhsidentity) or [www.doh.nhsweb.uk/commsnet/identity.htm](http://www.doh.nhsweb.uk/commsnet/identity.htm).

Local NHS Professionals services should ensure that the names of NHS organisations operating the service are listed on stationery. Publicity materials should have NHS Professionals logo top right or bottom right and use the typefaces, colours and other rules in the NHS Identity Guidelines (see examples).

The phrase '*NHS Professionals – your career, your life, your choice. Work with us when you want to*' can be used as a strapline on any materials, using the corporate typeface Frutiger (Arial, if Frutiger is not available).

Staff employed to work with NHS Professionals will be issued with an identity badge bearing their photograph and details, as well as the NHS Professionals logo.

**A copy of this leaflet and poster has been reproduced at the back of this publication.**

### Workforce planning for temporary staffing

Workforce Development Confederations must ensure that temporary staffing is included in strategic workforce planning and health improvement plans. The cost and extent of the NHS Professionals service will differ from one organisation to another according to factors such as demand for staff to work on temporary assignments, the complexity of clinical services and the local labour market.

Examining previous and predicting future activity and workforce trends will be central to this planning process, with the aim of ensuring that the pool of temporary staff available to NHS trusts will meet their specific needs. Where it becomes apparent that the number, mix and availability of staff available is not sufficient, targeted recruitment campaigns may be required. Promotion of NHS Professionals should also become part of general recruitment activity.

Effective management of temporary staffing within NHS trusts is another key element. This is addressed in the Audit Commission Report.\*

### IT Support

The NHS Professionals service requires that appropriate computerised support systems are in place which will facilitate an efficient allocation of temporary staff, and maintain good records of staff usage. As a guide the system should include:

- a searchable database of personnel information for each member of staff including the level and type of work to which an individual can be allocated
- details of the general availability of members of staff for work
- details of requests for shifts, details of cover required and reasons for the requests (e.g. annual leave)
- the origin of cover requests (by individual and work area)
- facilities for matching the requests for cover with staff who are suitably qualified/ experienced and available
- records of when and how the member of staff and work area have been notified
- matching hours claimed against booking requests, and authorised signatory approvals
- calculating payroll costs (including notifying when increments are due)
- the capability to export files to HR/Payroll systems
- monitoring requests for work that are sent to commercial agencies and recording actual work filled by commercial agency staff
- the ability to produce management information reports for monitoring and evaluation (e.g. profile of requests for individual ward areas or percentage fill for organisation/clinical area)

\*The Audit Commission report (2001)  
 'Brief Encounters: Getting the Best from Temporary Nursing Staff'.

Where the resources of the existing network are used, this level of IT support will automatically become available. Where groups of trusts opt to develop the service on their own, they may need to jointly purchase an appropriate system. Clearly any joint purchasing decision will need to adhere to the national guidance on the procurement of IT systems issued by the Information Authority. This guidance can be found on [www.nhsia.nhs.uk](http://www.nhsia.nhs.uk).

### NHS Integrated HR/Payroll System Project

The work to procure a single integrated HR/Payroll system for the NHS is now advanced to the stage of final contract negotiations with the preferred supplier.

The system functional specification makes provision for fully integrated 'Time & Attendance' and 'Rostering' (including 'self-rostering') facilities. These are not part of the core product but will be separately tested and piloted, with possible formal acceptance decisions expected by early 2004. Then it is envisaged that individual organisations will be able to contract for this additional functionality through a call-off contract.

NHS trusts will need to bear this in mind when contracting for interim systems support.

### Keep-in-Touch Scheme

A national keep-in-touch scheme will be managed by NHS Professionals. NHS Professionals staff will be offered opportunities to maintain their professional registration, either through the offer of temporary work placements or attending study days making sure they meet the requirements for re-registration. These offers will be extended to healthcare staff who may have taken career breaks, on maternity leave, or those who have taken a break from working in health care.

### Recruitment

Enquirers contacting NHS Professionals via the national telephone number or web site will be routed automatically to the local NHS Professionals service provider. The recruitment process at this local level should replicate the thorough recruitment and selection processes in place for permanent members of staff.

Checks must be made to ensure that all prospective staff:

- are registered with the appropriate regulatory body
- are checked against police records
- are checked against lists under Protection of Children Act and Protection of Vulnerable Adults where staff will have unsupervised access to either of these groups

- hold valid permits to work in the UK (where appropriate)
- are competent to perform the duties that the placements may require, and fit to practice
- provide two references from senior work colleagues and/or tutors

Verification of previous and most recent or present work experience should be obtained from at least two referees, one of which should be the present or most recent employer. Applicants will be asked to provide verification of any qualifications.

#### Checks and disclosures

From February 2002 the Criminal Records Bureau (CRB) will carry out police checks as well as checks against the Protection of Children of Act list (established by the Protection of Children Act 1999), and the Protection of Vulnerable Adults list (established by the Care Standards Act 2000) on behalf of registered organisations. NHS Professionals will be registered with the CRB for this purpose.

There are three types of disclosure that the CRB will issue:

- a basic disclosure, which will show all convictions at national level which are not "spent" under the Rehabilitation of Offenders Act 1974.
- a standard disclosure, which will include, in addition to the basic disclosure, cautions, reprimands and warnings recorded at national level; and for those working with vulnerable adults and children, a disclosure will also include a check against the Protection of Children Act list and Protection of Vulnerable Adults list
- an enhanced disclosure, which is the same as a standard disclosure, and will also include information from local police records, including relevant non-conviction information.

The type of disclosure that is issued will depend on the work involved, and the level of trust and unsupervised access to children and vulnerable adults.

#### Induction

A comprehensive induction programme will follow recruitment and selection, to familiarise staff with their setting and reduce the clinical risk. It will also help to ensure that temporary staff are able to contribute more effectively.

The induction programme should be based on the individual needs of staff, and the content will vary depending on whether they already have a substantive role within the NHS. As an absolute minimum the programme should include details on how the service operates, the employment terms and conditions of service, information on policies

and procedures, and the process for identifying and meeting training and development requirements.

The mandatory training requirements for nursing staff are:

- fire training
- moving and handling
- resuscitation
- control and restraint and handling violence and aggression for Registered Mental Health nurses

In addition it is recommended that these additional subjects be covered:

- diversity issues
- infection control
- food hygiene
- health and safety

Induction programmes should also include orientation within clinical work areas, and information about the hospital where staff may be expected to work. Information packs are a useful way of ensuring that staff have the information to hand.

NHS Professionals staff receive payment to attend induction programmes, relevant training and development events and clinical updates. Before they start work in another clinical area, staff should receive further induction to become familiar with the clinical setting, the patients and locally agreed protocols.

#### Clinical Governance

NHS Professionals staff should be included in arrangements within trusts to keep staff fully informed about the purpose and progress of the clinical governance programme. Temporary staff are expected to participate in the clinical governance arrangements within the trust in which they are working.

#### Clinical Performance Management

It is essential that NHS Professionals staff understand and are covered by local trust policies concerning the identification and management of poorly performing staff. Risk management policies should be available and accessible to temporary staff, including:

- standards for documentation and record keeping
- incident reporting
- drug administration
- health and safety
- infection control

Support for temporary staff who are involved in adverse incidents must be agreed between the local NHS trusts and NHS Professionals service providers.

### Complaints

NHS Professionals staff should be familiar with the complaints procedure and how it is managed within the trusts in which they work. Training should be available on managing complaints effectively and sensitively.

NHS Professionals staff should also have access to the following policies and procedures:

- complaints policy
- whistle-blowing policy
- harassment and bullying of staff policies

NHS Professionals staff must be supported in their responsibility to report concerns about colleagues' professional conduct and performance.

### Improving Working Lives

The NHS Professionals approach reflects the good human resources policy and practice detailed in the Improving Working Lives Standard. Working with NHS Professionals will help staff maintain continuity of working life as their personal circumstances change. It will complement other forms of flexible working such as employee-led rostering, part time working, annualised hours, or flexible retirement. Further details relating to the Improving Working Lives Standard are available from [www.doh.gov.uk/iwl](http://www.doh.gov.uk/iwl).

Implementation of the NHS Professionals service will become part of the assessment process for accreditation against the Improving Working Lives Standard. In order to gain accreditation NHS trusts will need to provide evidence or demonstrate that their management of temporary staff complies with the guidance in this document.

### NHS Professionals – doctors

Through the NHS Locum Bank, NHS Professionals – Wakefield already provides a national locum doctors service. This service will be expanded and developed so that NHS Professionals will become the main provider of locum doctors services to the NHS.

At the same time, a flexible careers scheme is being developed which will enable doctors to work flexibly if they wish, without adversely affecting their career progression. The aims of the scheme are:

- to provide ways for doctors to be able to have more flexible careers to improve their working lives

- to ensure that all doctors who wish to practice, including locum doctors, can fulfil the conditions necessary for appraisal and revalidation (clinical experience and training)
- to provide alternative ways of working in order to recruit and retain doctors
- to allow doctors a clear and easy re-entry pathway if they choose to have a complete career break

### CASE STUDY

#### *Kent Primary Care Locum Service*

Kent Primary Care Locum Service provides temporary staffing solutions for general practitioners and practice nurses across the country. This service has proved invaluable for single handed or remotely located General Practitioner's practices to sustain local services. The service is supported by the Primary Care Trust and Kent Health Authority.

There is considerable investment in education and the creation of lifelong learning opportunities for doctors and nurses working in this service. All nurses discuss their PREP requirements during their annual appraisal and locum doctors are encouraged to maintain a record of their educational attainments in readiness for the revalidation requirement which will be implemented by the General Medical Council in April 2002.

It is envisaged that the service will link up with NHS Professionals to form part of the national service for doctors.

### Equality and Diversity

All staff in the NHS are entitled to work in an organisation which can prove that it is improving diversity, tackling discrimination and harassment, and developing the skills of all its staff to improve patient services. Within Improving Working Lives, *Positively Diverse* is a national programme of action to support employers and develop the knowledge and capacity of member organisations to build and manage a diverse workforce. This applies to NHS Professionals staff as much as any other group.

Further guidance on equality and diversity issues relating to NHS staff can be found at [www.doh.gov.uk/nhsequality.htm](http://www.doh.gov.uk/nhsequality.htm) and at [www.positivelydiverse.org.uk](http://www.positivelydiverse.org.uk).

### Staff Involvement

In line with the national guidance on Staff Involvement, employers should ensure that the policies and activities developed to involve and include staff extend to those working with NHS Professionals. Particular attention should be given to the inclusion of NHS Professionals staff in communication processes such as circulation of newsletters and joint training events.

Temporary staff should have the opportunity to influence the delivery of services in the same way as permanent staff, with their views represented in formal consultation groups or via focus or user group structures. Specifically designed questions on the annual staff attitude and opinion survey, and on exit questionnaires, will assist in identifying the views of this group of staff.

At a local level, staff-side representatives will be actively involved in the design and operation of NHS Professionals services, for example in discussions around the payment of time-limited premium payments. Members of the Social Partnership Forum have been involved in shaping the strategic direction of NHS Professionals and are represented on the National Steering Group.

### Regulation of NHS Professionals services

Any business engaged in the supply of nurses must currently be licensed in accordance with the Nurses Agencies Act 1957. NHS organisations are exempt from this requirement.

The Care Standards Act 2000 will repeal the Nurses Agencies Act with effect from 2002 and will require nurses agencies to be registered by the National Care Standards Commission (NCSC). Under the NCSC's regulation, agencies will have to comply with national minimum standards to ensure safeguards for service users.

It is proposed that NHS Professionals services should work to the standards of the NCSC regulations. The planned implementation date is 1 July 2002.

### Transfer of Undertakings

The case law concerning the transfer of undertakings is far from straightforward. When developing a service it may be necessary to consider the implications of the TUPE regulations. If a trust's internal bank is taken over by another entity such as NHS Professionals – Wakefield then the staff contracted to work on that bank would have their contracts of employment for bank work transferred to NHS Professionals – Wakefield.

Those staff working via commercial agencies only and who work at several different hospitals/trusts would not qualify for transfer. The position of managers with commercial agencies would depend entirely

on the circumstances and the extent to which they are working within the trust that is transferring the management of temporary staffing to another entity.

### Working with Commercial Agencies

Commercial agencies will continue to play an important role in supplying temporary staff that are additional to those available in the NHS. An essential development for NHS trusts which forms part of the NHS Professionals strategy, will be the implementation and monitoring of framework agreements with commercial agencies for the supply of temporary staff. The NHS Purchasing and Supply Agency is currently undertaking a procurement process on behalf of NHS trusts. Through this exercise framework agreements for the supply of agency staff will be developed in each region and will detail quality standards and contract monitoring arrangements.

#### CASE STUDY

#### *The London Agency Project*

The London Agency Project was launched with the aim of gaining quality standards of service provision, controlling costs and achieving value for money across the region. The NHS Purchasing and Supply Agency developed a contract for procurement, on behalf of the NHS in London. The framework agreement was implemented in September 2001.

The framework agreement was awarded to 29 successful commercial agencies for the supply of adult critical care, accident and emergency, theatre nurses and operating department practitioners and assistants. As a result of the successful outcome of Phase 1 of the London Agency Project, work has commenced on agreeing similar framework contracts across the seven other regions.

## Next steps for trusts

Many NHS trusts will have already begun to address much of the work identified in this guidance, including reviewing existing arrangements for the management of temporary staffing, and contracts with commercial agencies. There are now a number of next steps for trusts to take:

- contact the regional office lead for NHS Professionals to determine the regional implementation plan and discuss with regional colleagues how the trust fits into the overall regional rollout plan.
- engage in discussions with colleagues from local trusts and members of the local health economy to determine how NHS Professionals may be developed in the local area. This will involve an analysis of the local labour market and the current use of temporary staff across the area.
- within the trust determine the process for developing NHS Professionals at trust level. This will involve making an assessment of the implications for bank staff and any implications of current agency contracts. There will be a need to identify the resources required to establish the service and to develop an implementation project plan and communication strategy. Executive Directors, trust managers, staff-side representatives, and members of staff should be involved in this process.
- agree at trust board level the strategy for developing NHS Professionals within the trust and confirm the approach with the members of the regional office. Ensure that an Executive Director of the trust has accountability for temporary staffing and for overseeing the implementation process.

## Annex A

### Some frequently asked questions

#### **Won't the existence of NHS Professionals attract staff out of permanent employment to join the service?**

NHS Professionals exists to make optimum use of those staff who want to work for limited periods, or for a few hours a week, or to supplement an existing job. It is not a strategic move towards encouraging greater use of temporary staff; it is a considered response towards changes in the way many people want to work at certain stages in their lives.

Most 'bank' staff (88%) have another, permanent job; the launch of NHS Professionals is unlikely to cause them to give up their permanent job for the uncertainties of temporary employment. And whilst over half of agency staff (57%) work only in temporary jobs, they have often joined agencies because they wanted the kind of flexibility that NHS Professionals can now offer.

A key concern of the Improving Working Lives initiative is to encourage employers to offer more flexible working patterns on a permanent basis. As this takes hold, and as new recruits and returners enter the workforce, dependence on temporary staff should start to reduce. This anticipated reduction in demand will rule out switching to NHS Professionals as an alternative to permanent employment for staff who want to maintain or increase their overall income.

#### **Will the introduction of NHS Professionals endanger current agreements with commercial agencies?**

NHS Professionals is certain to change relationships with commercial agencies. As the service is introduced, local NHS Professionals managers may choose to use agencies to supply staff on occasions where suitable staff are not available on their own list. In these circumstances, the NHS Professionals service will have agreed terms and conditions with the agencies, providing effective management control and match the quality standards set for the service.

#### **How does NHS Professionals improve on our current successful 'bank' arrangements?**

Staff will have access to a wider range of jobs, will enjoy good NHS employment packages, and will benefit from more professional development opportunities. They will be part of a 'badged' service whose presence will be increasingly recognised and respected by

professional peers and patients.

Managers will gain from a better co-ordinated, responsive local service that has a greater pool of staff to meet their clinical needs. Overall costs for temporary staff should reduce, freeing funds for other purposes.

Patients will benefit by being treated by staff with the appropriate skills set and experience for the care they require.

**As part of a nationwide operation, how will NHS Professionals interface with our needs at a local level?**

Typically, the implementation of NHS Professionals at a local level will build on temporary staffing arrangements that are already in place. Where trusts decide to call on the resources of the existing NHS Professionals network, the service provider will appoint local staff to represent the service at local level — linking their activity into the national call centre and administrative network. Where groups of trusts opt to develop a NHS Professionals service on their own, they will again typically employ existing local staff and will have to ensure call centre services and contracts of employment match the required standards.

## Annex B

### *Essential Principles of NHS Professionals*

All staff – whatever the nature of their employment contract – should expect to be treated in a similar manner. A number of essential principles have been identified that must form a basis upon which the NHS Professionals approach is built. These principles are:

**Investing in Services by Investing in Staff**

*'Investing in staff, is investing in services'*. If staff are well motivated, well managed and understand the service they are delivering, they are more likely to be able to provide high quality care to patients.

**Fairness and Equity**

The management of staff working for NHS Professionals must benefit from the good practice of promoting equality of employment. This includes fair access to employment, fair rewards and fair opportunities to access continuing professional development. A key theme of this guidance is a drive towards a nationally determined and consistently applied employment package for staff working with NHS Professionals.

**Security**

Employers should aim to provide security of employment and offer as many posts as possible on a permanent basis. Permanence gives security to individuals and their colleagues, encourages multi-disciplinary team working and therefore raises the quality of clinical services.

**Flexibility with Continuity**

There should be a variety of employment arrangements to provide a range of flexible working patterns that meet the needs of staff to manage a health work/ life balance, have continuity of career and at the same time meet the needs of managers to provide continuity of care. Both staff and managers should be open to agree changes to working patterns as individual and service needs change. The organisation of NHS Professionals will assist NHS organisations in identifying bank and temporary staff who can become part of the permanent workforce on employment contracts such as annualised hours and term-time working.

### Team Working and Staff Involvement

Staff need to be involved in determining changes in working patterns and individual requests to change should generally be negotiated and discussed with colleagues in the relevant team. Staff working with NHS Professionals should have access to and representation in such discussions as well as being involved in other processes that facilitate genuine staff involvement.

### NHS Self Sufficiency

In developing the NHS Professionals service employers should invest in cost-effective solutions for handling fluctuating workloads, and securing short term and last minute staffing cover.

### Integration with Workforce Planning and Development

NHS Professionals services and plans need to be integral to the overall workforce development processes in the local health economies. Workforce Development Confederations need to ensure that NHS Professionals contributes to the strategic workforce planning process.

### Collaboration

Collaboration between NHS organisations – at local labour market, regional and national levels – presents a major opportunity to purchase and provide cost-effective staffing services.

### Partnership

Partnership with stakeholders – staff-side, employer representatives, education providers, agencies, professional associations, Workforce Development Confederations will help maintain and develop standards, encourage staff involvement, and encourage more joined up strategic management.

There will continue to be circumstances where commercial agencies will work in close partnership with NHS organisations. The relationship with commercial agencies should be based on agreed contracts that establish a framework of the quality assurance standards and costing schedules. The work currently ongoing to establish a national agency contract will form part of the overall NHS Professionals strategy.

### Performance Management

The successful management and delivery of NHS Professionals will require performance management at local, regional and national level.

# Annex C

## *Draft model contract of employment*

This draft model contract of employment can be amended as appropriate and will be discussed as part of the national joint working group.

Dear

### STATEMENT OF TERMS AND CONDITIONS OF EMPLOYMENT

We welcome you to your post of.....with the NHS Professionals service. NHS Professionals is a non profit making NHS service specialising in the provision of temporary staffing solutions that meet the needs of health care providers and their staff. NHS Professionals is run and managed by *[to be inserted... the name of the employing trust]*. As an NHS service we can offer you more flexibility, more opportunity and security. Our primary purpose is to care for patients and deliver an efficient and quality service. Everything we do is focused on ensuring that we deliver the best service possible to every individual patient.

### PLACE OF WORK AND DUTIES OF POST

Whilst working with NHS Professionals your place of work will vary depending on the work offered and accepted under your contract. No allowance will be granted for any expenses or time incurred in travelling to/from the allocated place of work. Your duties and responsibilities will vary according to the shift/job being covered and these will be explained to you in advance of any agreement to accept the work offered. These responsibilities should not be regarded as exclusive or exhaustive and may need to be amended from time to time in the light of clinical/service requirements at the work location.

### ACCOUNTABILITY

On a day-to-day basis, you will be professionally accountable to the Ward/Department/Location Manager where you are undertaking the work placement. You will also be professionally accountable to the NHS Professionals lead who is *[to be inserted... the name of the employing trust]*.

### SALARY/PAYMENT

Your basic hourly rate of pay will be dependent on the type of work that you undertake and be in accordance with NHS Professionals pay rates *[to be attached]*. Your salary will be paid in weekly installments directly into your bank account a week in arrears, normally on *[to be inserted... the day of the week]*. In order to ensure this happens you

will need to submit a weekly timesheet. Your salary is all-inclusive of all allowances associated with the role. Your remuneration is subject to the provisions for NHS Professionals trust staff and to variation from time to time in accordance with directions given by your employer. In the event that you leave NHS Professionals for whatever reason, any adjustment of pay will be made in your final salary.

#### **HOURS OF WORK**

Your normal working hours will be dependent on your choice and availability to work exclusive of meal breaks. There is no obligation by NHS Professionals to provide you with work on a regular basis, neither is there any obligation for you to accept shifts/jobs offered by NHS Professionals.

It is your responsibility to present yourself for duty at the appropriate and agreed location on time, and to be immediately and suitably prepared to commence your duties. Failure to attend for shifts may result in disciplinary action.

#### **ANNUAL LEAVE**

To claim your holiday entitlement, you can either write to NHS Professionals Finance Department or send in a timesheet indicating the number of hours you would like to be paid as annual leave. This will be calculated quarterly in arrears, based on the number of hours worked up to a maximum of 20 days per leave year. All holiday entitlement must be taken by the end of the financial year – no carry over is permissible.

#### **PUBLIC/BANK HOLIDAYS**

Any work that is offered to you to undertake on a Public/Bank Holiday will be paid at an enhanced rate of pay in accordance with NHS Professionals pay rates *[to be attached]*. Please note we pay enhanced rates for evenings/weekends and bank holidays.

#### **NHS PENSION SCHEME**

Although membership of the Pension Scheme is voluntary, you are encouraged to join the Scheme. You will automatically be included in the Scheme unless you notify NHS Professionals payroll department in writing (an opt out form is available through the Payroll Department) that you do not wish to be a member. The Scheme is contracted out of the State Earnings Related Pension Scheme and members pay the lower contracted out rate of National Insurance.

**Once in the pension scheme, if you do not work through NHS Professionals for a 13 week period, your pension membership will cease and then automatically re-commence when you resume work.**

#### **TRAINING**

As an employee, you are required as a condition of employment to attend mandatory training. Failure to attend this training will result in shifts/jobs being withheld.

#### **HEALTH AND SAFETY**

Great importance is attached to the safety of NHS Professionals employees. It is necessary for management and employees to work together positively to achieve a situation compatible with the provisions of proper services where the risk of personal injuries is minimised and maintained to the health of staff. Whilst working with NHS Professionals you have a duty to take reasonable care to avoid injury to yourself and to others at your place of work and to co-operate with the trust where you work in meeting its obligations towards the safety of its staff and others and, in particular, its obligations under Health and Safety at Work Legislation. If you are involved in an unusual occurrence or incident or injure yourself or a colleague no matter how slightly, you must inform your supervisor/manager immediately. Personal injury details must be entered in the accident book immediately and the necessary local accident report forms completed. You or your local manager are also responsible for informing NHS Professionals of the incident.

#### **ABSENCE DUE TO SICKNESS**

You are required to notify NHS Professionals immediately if you are unable to undertake assignments due to ill health.

No sickness entitlement is accrued whilst working for NHS Professionals. No sickness entitlement is paid for the first 3 days of sickness absence. Thereafter you will be entitled to Statutory Sickness Pay based on the hours worked and your average earnings over the last 8 weeks in line with SSP Regulations. Failure to notify promptly may result in loss of pay.

#### **MEDICAL FITNESS**

It is your responsibility to maintain a level of physical fitness that ensures that you are capable of carrying out the full range of duties.

#### **SMOKING POLICY**

Smoking is prohibited on all premises that you work at except in designated areas.

### **GRIEVANCE PROCEDURE**

If you have a complaint or a grievance related to your work in a local trust, you should bring it to the attention of the local NHS Professionals manager. In the event that the complaint/grievance is not satisfactorily resolved at the outset then the procedures laid down in the local trust grievance procedure should be followed. If you have a complaint or grievance related to your NHS Professionals contract you should refer to *[to be inserted... the name of the employing trust]* grievance procedure.

### **BEHAVIOUR MANAGEMENT**

The performance and behaviour management policy of *[to be inserted... the name of the employing trust]* is designed to help and encourage you to achieve and maintain standards of conduct, attendance and performance and its objective is to ensure consistent and fair treatment. The manager empowered to dismiss you is detailed in the procedure.

### **REHABILITATION OF OFFENDERS**

You are advised that this post is exempt from the provisions of Section 4(2) of the Rehabilitation of Offenders Act 1974. You are not entitled to withhold information about any criminal convictions which for other purposes are "spent" under the provisions of the Act. Any failure to disclose such convictions could result in disciplinary action or dismissal.

### **CONFIDENTIALITY**

Your attention will be drawn to the trust's rules in which you are working in respect of confidentiality. You will have access to a range of information in the course of your work. All information, particularly that relating to patients, colleagues or customers, is to be regarded as strictly confidential at all times. You shall not, except as authorised by a member of senior management or required by your duties under your employment contract, divulge to any persons or organisation whatsoever or use, for your own benefit or gain, any information relating to patients or customers of the trust or information relating to the financial or commercial activities of the trust. Any such breach of confidentiality will always be treated as gross misconduct.

### **TRADE UNION MEMBERSHIP**

You have the right to choose to belong or not to belong to a recognised Trade Union and will not discriminate against you because of exercising that right.

### **GENERAL CONDITIONS**

In addition to this statement and the accompanying documents, whilst working for NHS Professionals you are subject to the general terms and conditions of service and procedures for staff, a copy of which is attached for your perusal.

### **CHANGES IN TERMS OF EMPLOYMENT**

Certain terms and conditions of your employment are contained in agreements negotiated and agreed with specified trade unions. These agreements are accessible to you through your manager. From time to time variations in your terms and conditions resulting from negotiations and agreement with the specified Trade Unions will be notified to you or otherwise incorporated in the documents to which you have access. *[To be inserted... the name of the employing trust]* undertakes to ensure that future changes resulting from these agreements will be entered into these documents or otherwise recorded for you to refer to within one month of the change.

### **PERSONAL PARTICULARS**

Whilst working for NHS Professionals you are required to notify us of any changes in your personal circumstances including changing your name, address or telephone number or if you are presented with a Notice of Intended Prosecution that may affect your work with NHS Professionals.

### **LOSS OF PERSONAL EFFECTS**

Whilst working for NHS Professionals you are advised that no liability can be accepted for any loss or damage to personal property whilst on local Trust premises. You are advised to provide your own insurance cover.

### **TERMINATION OF CONTRACT**

You may decide at any point without notice to end your availability to work with NHS Professionals, however notification will need to be made in writing. Notice to terminate you from working with NHS Professionals will be not less than that required under employment legislation. This requirement is not taken to prevent either party waiving their right to notice, nor does it affect the right of either party to terminate the contract without notice because of the conduct of the other party.

If you do not undertake any work for NHS Professionals for a continuous period of 12 months then your contract will automatically come to an end and you will be required to undergo the full recruitment process again.

**DATE STARTED**

Date continuous employment with this employer started

Signed: .....

Director of NHS Professionals Service

Please sign both copies of this document. Retain one for your personal reference and return the other to *[to be inserted]*

I..... have read and understand the contents of this statement and accompanying documents and accept the terms and conditions described above.

Signed: .....

Date: .....

# Annex D

## People to Contact

A network of people involved in the development and co-ordination of NHS Professionals now exists. These are the leads for each region who can be contacted for more information.

### London Region

**Sandra Hatton**Head of External Human Resources  
London Regional Office  
40 Eastbourne Terrace  
London W2 3QR

Tel: 020 7725 5534

Email: sandra.hatton@doh.gsi.gov.uk

**Lizzie Lewis**Project Manager  
South East Regional Office  
40 Eastbourne Terrace  
London W2 3QR

Tel: 020 7725 2817

Email: lizzie.lewis@doh.gsi.gov.uk

### West Midlands Region

**Helen Roden**Recruitment and Retention Lead  
West Midlands Regional Office  
Bartholomew House  
142 Hagley Road  
Birmingham B16 9PA

Tel: 0121 224 4635

Email: helen.roden@doh.gsi.gov.uk

### Trent Region

**Trisha Owen**Recruitment and Retention Lead  
Trent Regional Office  
Fulwood House  
Old Fulwood Road  
Sheffield S10 3TH

Tel: 0114 263 0328

Email: patricia.owen@doh.gsi.gov.uk

### South East Region

**Karen Devanny**Strategic Human Resource Advisor  
South East Regional Office  
40 Eastbourne Terrace  
London W2 3QR

Tel: 020 7725 5418

Email: karen.devanny@doh.gsi.gov.uk

### South West Region

**Elizabeth Eddy**Deputy Head of Human Resources  
South West Regional Office  
Westward House  
Lime Kiln Close  
Stoke Gifford  
Bristol BS34 8SR

Tel: 0117 984 1939

Email: elizabeth.eddy@doh.gsi.gov.uk

*Eastern Region***Gary Theobald**

Head of Personnel  
Eastern Regional Office  
Capital Park, Fulbourn  
Cambridge CB1 5XB

Tel: 01223 597500

Email: gary.theobald@doh.gsi.gov

*North West Region***Vivienne Pilkington**

Recruitment and Retention Lead  
North West Regional Office  
930-932 Birchwood Boulevard  
Millennium Park, Birchwood  
Warrington WA3 7QN

Tel: 01925 704179

Email: vivienne.pilkington@doh.gsi.gov.uk

**Carole Smee**

Regional Project Manager  
North West Regional Office  
2nd Floor, The Eccleston Centre  
St Helens Hospital  
Marshalls Cross Road, St Helens  
Merseyside WA9 3DA

Tel: 01744 458512

Email: carole.smee@gwise.sthkh-tr.nwest.nhs.uk

*Northern & Yorkshire Region***Joe Furness**

Head of Education & Training  
Northern & Yorkshire Regional Office  
Durham University Science Park  
Durham DH1 3YG

Tel: 0191 3011 482

Email: joe.furness@doh.gsi.gov.uk

*Other useful contacts:**NHS Professionals – Wakefield***Jayne Barnes**

Director of Nursing  
Threelands  
Bradford Road, Birkenshaw  
Bradford BD11 2AH

Tel: 01274 707081

Email: JayneB@wymas-tr.northy.nhs.uk

**Julie Mercer**

Director of Operations  
Springhill  
Brindley Way  
Wakefield 41 Business Park  
Wakefield WF2 0XQ

Tel: 01924 889799

**Steven Griffin**

Director of Human Resources  
Threelands  
Bradford Road, Birkenshaw  
Bradford BD11 2AH

Tel: 01274 707070

Email: StevenG@Wymas-tr.northy.nhs.uk

*NHS Professionals – Oxford***Sue Meredith**

Director of NHS Professionals  
NHS Professionals  
Block 9, Churchill site  
Old Road, Headington  
Oxford OX3 9LJ

Tel: 01865 857133

Email: sue.meredith@orh.anglox.nhs.uk

*NHS Purchasing and Supply Agency***Alyson Gerner**

Purchasing Executive  
Professional Services  
NHS Purchasing and Supply Agency  
Premier House  
60 Caversham Road  
Reading RG1 7EB

Tel: 01325 335453

Email: alyson.gerner@doh.gsi.gov.uk

*NHS Professionals – Doctors***Dr Tig Calvert**

Richmond House G37  
79 Whitehall  
London SW1A 2NL

Tel: 020 7210 5840

Email: tig.calvert@doh.gsi.gov.uk

**Janet Coster**

NHS Professionals Medical Division Director  
Springhill  
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Wakefield WF2 0XQ

Tel: 01924 889800

Email: janet.coster@wymas.nhs.uk

# Annex E

NHS Professionals – Publicity Leaflet



To find out more, call  
**NHS Professionals**  
**0845 60 60 345**  
 Or visit our website: [www.nhs.uk/careers](http://www.nhs.uk/careers)

Your Career | Your Life | Your Choice  
**Work with us**  
 when you want to

Join the team and make a difference  
 The NHS is working towards equality of opportunity for all




**NHS Professionals**  
**An in-house temporary staffing service for the NHS**

NHS Professionals is here to make it particularly easy for NHS employers to recruit the right people for the right jobs. We work together to help employers find staff faster with quality people who are available to start when they need them. You can also get the best rates and conditions and you have the benefit of working directly for the NHS.

- Flexible contracts and reduced overheads – you only pay for what you need
- Get you the best of work-life balance
- A complete support package for any work situation or short-term
- Access to exceptional health services

**Continuing professional development within the NHS team**

With NHS Professionals you're part of the NHS team, with access to continuing professional and personal development. If you're taking a career break, it's still easy to get help to come back and retrain your experience. Or if you really want to work in your current profession, there's a range of opportunities. We'll help you do it and support your personal development. And if you don't, we can simply switch to the service to meet your needs.

**Who is eligible?**

NHS Professionals is open to all healthcare professionals and technicians with relevant experience, or experience that can be quickly transferred. You may already have skills which you have to supplement with other staff. If you are looking for a new role, we can help you find it. We can also help you to keep up your practice. We help to recruit and looking for something to do for the future, we're always working towards your best.

**Whatever you're doing, we'd like to hear from you.**

**0845 60 60 345**



**Local opportunities - one number to call**

NHS Professionals is here to help you find local opportunities in your area. Call to get details of your experience, expertise and area of special professional interest and we'll arrange an interview for you locally. Or if you're already working with an NHS employer, you can contact your Human Resources Department to see if there's any of the service.

NHS Professionals – Publicity Poster



Your Career | Your Life | Your Choice  
**Work with us**  
 when you want to

NHS Professionals is a new NHS service providing temporary staff to the NHS. It offers the professional support and practical benefits of working with the NHS – and the flexibility for you to choose how much and when.

Whether you're looking to come back into the NHS, or want to top up your existing team, find out more about local opportunities by calling

**0845 60 60 345**  
 Or visit our website: [www.nhs.uk/careers](http://www.nhs.uk/careers)

Join the team and make a difference  
 The NHS is working towards equality of opportunity for all



# Notes

