Applying Talent Management To Nursing
NHS Inclusive Talent Management Conference
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Two hospital sites
Diverse range of clinical specialities
84 Wards
Number of Beds 1665

13,000 Staff
4,000 Registered Nurses & Midwives
1000 Non Registered Nurses
4000 nursing posts


Newly Qualified Staff Nurse
“The ward sister has told me I am too clever to be a nurse and that I should consider medicine”
Exploratory Case Study

Large Acute NHS Trust

Data Collection - Qualitative

• Knowledge constructed within a social context
• 1:1 Interviews: Executive Board Members (3)
• Focus groups: Core clinical nursing roles (57)
• Consultation exercise - Themes (229 Staff Nurses)
Purposive Sample – Core Clinical Nursing Roles

- Band 7 Ward Sisters, Specialist Nurses, Practice Development Matrons
- Band 6 Deputy Sisters, Specialist Nurses
- Band 5 Staff Nurse Practitioners
Research Questions

1) How is talent defined within nursing?

2) What are the challenges of attracting, developing and retaining talented nurses in an NHS organisation?
Nursing must attract, develop and retain high potential and high performing individuals with the right values and behaviours.
The Current Context: Impact on Nursing

The Mid Staffordshire NHS Foundation Trust Inquiry

Independent Inquiry into Late provided by Mid Staffordshire NHS Foundation Trust January 2005 - March 2009

NHS
Research Findings – 4 Core Themes

- Nursing as Talent
- Reward & Recognition
- Career Pathways
- Ward Leadership & Culture
Defining Nursing Talent
Nursing As Talent

‘...I just don’t think we use the word talent and I don’t know why that is...I suppose caring isn’t a talent really is it) its part of you (6: its intrinsic to you)’

‘I’m not talented at doing my job its my job and it’s what I do’

‘...it’s a multitude of different skills’
Nursing As Talent

Negative media image

‘People don’t know what nurses do..’ (FG8 SN)

‘Reclaim pride in our profession’ (FG7 PDM)

‘Excellence not recognised...only what hasn’t been achieved’ (FG5 NS)

‘Recognition of talent important ‘ (FG1 NQ)

‘...it’s not always about soaring higher’ (FG5 NS)
Career Pathways

- Lack of awareness nursing career pathways
- Lack of clinically focused career pathways
- Need for clearer pathways & career guidance
- Critical for recruitment and retention
- Appraisals are key

‘An appraisal is only as good as the person that’s appraising you..’ (FG3)

‘You don’t know, what you don’t know’ (FG7)

‘What are the career pathways?’ (FG5)
Ward Sister - Key Talent Developer

‘Gatekeeper to opportunities’ (FG6)

‘Developing talent is not high on the agenda’

‘Because you’ve all got skills that you can bring talent through, but are we using our skills to educate and...[yeah you’re losing a lot of them because you’re in the office...you don’t see it.’

‘Nurture’ or ‘Blocks’ (FG8)
Organisational Culture

‘...talent sometimes gets squashed because it’s seen as outside of the norm, so praise is more about conforming to what the ward already does and what they want, whereas talent sometimes...is seen as a discrepancy that needs to be got rid of.’ (FG6)

- Recognise and value the Band 5 Staff Nurse role at ward level, pivotal impact on patient experience
- Not just about senior bands, ‘high fliers’ or those who ‘shout the loudest’.
- Develop an inclusive approach to talent development
Recognising and Developing Talent

Maximising Potential of N&M Workforce
Pilot Shared Governance ‘Unit Practice Councils’
N&M ‘Time Out Days’
Student Task Group
Nottingham Post ‘Nurse of the Year’
Increasing Awareness In Nursing:
Components of Talent Management

(Adapted from; Talent Management Loop, Tansley et al, 2007)
Thank You For Listening

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