

MIAA Solutions Recruitment Support for NHS Continuing Healthcare Nurse Vacancies Case Study

Independent Support and Advice

MIAA Solutions is an NHS-hosted, not-for-profit consultancy. For over 35 years, we've helped organisations protect public funds, strengthen governance, and deliver better outcomes.

MIAA support more than 60 organisations – from the NHS to local authorities, police and fire services, central government bodies, and charities.

We bring an in-depth understanding of the complex environments that characterise public service organisations. Everything we do is grounded in public value – delivering practical, evidence-based solutions that improve services and strengthen resilience.

We offer UK-wide support and tackle complex challenges with expertise. Our commitment to customer focus, ensures a personal and tailored approach to adding value where it matters most for our clients.

Operating in partnership with clients, we provide external insight to address current and future challenges together, providing a cost-effective alternative to commercial consultancies.

Our workforce solutions offer is based on our deep understanding of the NHS and wider public sector, ensuring that the services we provide are led and shaped by people professionals with significant experience of leading the workforce agenda in complex organisations and across systems.

We support organisations to accelerate their people strategy and tackle workforce challenges by designing bespoke solutions.

Our expertise include culture diagnostic and discovery work, reviewing the effectiveness of and redesigning operating models, specialist recruitment campaigns, developing credible workforce efficiency and productivity programmes and providing independent HR investigation services.

Our talent pool of associates enables us to work in partnership with dedicated subject matter experts with senior healthcare and private sector leadership experience. We are enabled through our internal digital and business intelligence, finance, healthcare and resourcing colleagues and work in partnership with our programme management function to ensure we have the right skills and experience to deliver your requirements whilst offering value for money.

We work with you to fully understand your needs and design a bespoke package of support drawing on the breadth of skills and experience to ensure we deliver your desired outcome

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- 42 vacancies filled with qualified staff
- 555 candidates approached
- 245 applications received
- 48 job offers made

The Challenge

NHS Continuing Healthcare is a specialist package of health and social care provided and funded solely by the NHS for individuals aged 18 or over with a primary health need due to a disability, accident, or illness. Eligible individuals must be assessed by a multidisciplinary team of healthcare professionals, which includes a qualified, registered nurse with expertise in the National Framework for NHS Continuing Healthcare.

An Integrated Care Board (ICB) identified a pressing need to fill 40+ WTE CHC Nurse vacancies to meet the growing demand for high-quality care for patients with complex needs. These vacancies represented a significant challenge in a competitive recruitment market for highly qualified professionals.

The Chief People Officer at the ICB recognised that a focused and tailored recruitment campaign was necessary to successfully generate interest and attract suitable candidates. The aim was to fill the vacancies with permanent staff to avoid the costly reliance on agency workers, ensuring continuity of care for patients.

The Approach

MIAA provided independent support including designed a tailored resourcing and candidate generation pilot programme to enhance the recruitment process, stimulate the market generate candidate interest, and ultimately fill the Nurse vacancies.

Key components of the recruitment solution:

Comprehensive Resourcing Programme

The programme was designed to attract and generate interest from qualified CHC nurses within a commutable distance of the ICB. The resourcing process included:

- **Search and Selection:** A strategic search for experienced, qualified CHC nurses.
- **Targeted Advertising:** Fresh- thinking to the placement of job adverts on NHS Jobs and other selected commercial portals to reach a wide pool of candidates.

Blended Team Approach

MIAA deployed a blended team of in-house NHS staff and MIAA associate independent subject matter experts responsible for:

- Designing a dedicated microsite for the recruitment campaign
- Advertising the vacancies
- Sourcing, stimulating the market to generate candidates
- Supporting candidate preparation for the interview process and screening candidates
- Producing long-list and short-list reports
- Coordinating and managing the recruitment pipeline

Weekly Progress and Search Reports

To maintain transparency and track progress, weekly search reports were generated, which included detailed information about:

- **Search Activity:** The number of candidates approached, the level of engagement and the response rates.
- **Microsite and Online Advertising Campaigns:** Data-driven insights about the effectiveness of online campaigns, including candidate click-through rates and interactions.

This collaboration allowed for flexibility, quick decision-making, and alignment with the ICB's staffing goals.

Candidate Shortlisting and Reporting

A structured shortlisting process ensured that only the most qualified candidates were forwarded to the ICB for further assessment.

Reports included:

- **Long-List Report:** A list of potential candidates, location preferences, and notes on their suitability.
- **Short-List Report:** A more detailed report providing context on each candidate's suitability, including screening call results, sift criteria, and pre-employment check details.

Ongoing Engagement with the ICB

The recruitment process emphasised a strong, ongoing client-engagement approach. MIAA ensured that the ICB was kept informed and involved throughout the recruitment process. This collaboration allowed for flexibility, quick decision-making, and alignment with the ICB's staffing goals.

The Outcomes

High Levels of Candidate Engagement

The recruitment campaign successfully generated significant interest in the CHC Nurse roles. By leveraging a tailored approach combining search and advertising on targeted portals, MIAA effectively attracted a large pool of qualified candidates.

Reduction in Agency Spend

By filling the vacancies with permanent staff, the ICB successfully reduced its reliance on costly agency workers. This allowed the organisation to allocate resources more effectively, improving budget management and long-term staffing stability.

In addition, proving that the NHS can recruit for the NHS without the need for recruitment agency intervention.

Improved Recruitment Process Efficiency

The weekly reporting and progress updates provided valuable insights into the recruitment market, candidate availability, and response rates. This data allowed the ICB to adjust its approach quickly, ensuring a more efficient and streamlined recruitment process.

Successful Placement of Qualified Nurses

The detailed screening and shortlisting process ensured that only the most qualified and suitable candidates were selected for the vacancies. This contributed to improved care quality and continuity for patients.

This is a proven solution which due to high levels of candidate engagement each time generates a surplus of relevantly qualified candidates wanting to work in the sector, this therefore provides the opportunity to share candidates with other clients and sectors to fill vacancies and to replace agency staff with permanent staff.

This project was initiated and completed prior to the current recruitment freeze.

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