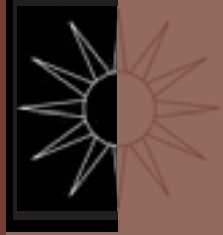


THE COLLEGE OF
RADIOGRAPHERS



RADIOGRAPHY

**Recruiting and
Retaining the
Radiography
Workforce**

THE SOCIETY OF
RADIOGRAPHERS



Recruiting and Retaining the Radiography Workforce

College of Radiographers' Responsible Officer:

Christina Freeman

First edition

June 2004

ISBN 1 871101 14 X

£15 SCoR members

£25 non-members

The College of Radiographers

207 Providence Square

Mill Street

London SE1 2EW

Telephone: 020 7740 7200

Facsimile: 020 7740 7233

E-mail: info@sor.org

Website: www.sor.org

1.0 Introduction

- 1.1 In May 2003 The Society and College of Radiographers (SCoR), with the support of the Department of Health for England, embarked on a series of activities aimed at addressing recruitment and retention in the profession. A series of guidance advice and activities were developed, details of which are given on pages 9 and 10. This document is the last in the series and aims to provide guidance and support to recruit and retain the workforce for Diagnostic Imaging and Radiotherapy and Oncology Departments.
- 1.2 There is no doubt that Health and Social Care services are undergoing a process of profound change. The Society and College of Radiographers has been at the forefront of changes affecting radiographers. The *Education and Professional Development (EPD)* strategy published in 2002 made clear that the status quo was not an option. The profession has embraced these changes and is currently undergoing significant and intense transformation in working practices.
- 1.3 Radiographers increasingly work within an interprofessional model of healthcare delivery. Radiography is now practised in wider interprofessional contexts with radiographers acting as pivotal members of these healthcare teams. Education providers have responded to these changes by moving towards interprofessional learning environments. Radiographers have increasing confidence to take leading roles in interprofessional teams.
- 1.4 The scope of practice for radiographers is ever increasing with radiographers developing their roles constantly. Radiography services are central to delivering fast and reliable diagnosis of disease and curative and palliative care for cancer patients. The Society and College of Radiographers' publications *Role Development Revisited: The Research Evidence 2003* and *The Scope of Practice 2003* demonstrate clearly the changes which have taken place in clinical practice. Frequently, radiographers take responsibility for managing the complete radiographic/therapeutic episode. This will increase further with the expansion of advanced and consultant roles.
- 1.5 The modernisation agenda and service improvement initiatives in the health service have driven the agenda for Service Managers and will continue to do so. Furthermore, managers will be affected by current initiatives such as the 'National Radiography Plan; Recruitment, Retention and Respect' which started in December 2003 and will continue to December 2005. This is an English plan, however, similar initiatives are taking place in Scotland and Wales.
- 1.6 In this culture of change and innovation, the role of the Society and College of Radiographers is to support and guide the profession so that it continues to develop to meet the needs of the National Health Service.

2.0 Promoting the Profession and Raising Awareness

- 2.1 The Departments of Health for England, Scotland, Wales and Northern Ireland have introduced initiatives to promote the National Health Service as a good employer and health service careers as a good choice for school leavers. A series of advertisements on television and in the national press have gone some way to raise awareness of NHS careers.
- 2.2 The Society and College of Radiographers is participating in an Allied Health Professions Federation project to promote allied health professions to 7 to 19 year olds. The project, 'New Generations: The Changing Face of Allied Health Professions', will be a web based resource and includes the use of ambassadors to go into schools.
- 2.3 Many Diagnostic Imaging, Radiotherapy and Oncology Departments, and Higher Education Institutions have already forged links with local schools and do a great deal to promote the profession. Departments welcome work experience students and the Society and College of Radiographers have produced guidance for Service Managers on this subject (*Guidance on the Provision of Work Experience for School Students*, June 2004).
- 2.4 Numbers of students entering training have more than doubled since 1997. Higher Education Institutions now provide a variety of course structures designed to provide for the different student demands made on them. For example, two year postgraduate pre-registration programmes and part time or in-service first degree programmes. Good examples of collaboration between Higher Education Institutions and service departments include the involvement of clinical radiographers in student selection for courses and setting of standards for clinical placement training.
- 2.5 World Radiography Day is now celebrated every year on 8 November and this is an excellent way of promoting the profession to the general public. Many departments and Higher Education Institutions get involved at a local level and report successes in promoting the profession and recruiting staff and students.
- 2.6 The Department of Health (England) Human Resource strategy, introduced in 2000, focuses on more staff working differently. This includes a range of strategies, including the Improving Working Lives initiative to encourage employers to consider flexible working and other employment conditions which impact on both the attractiveness of the National Health Service as an employer, and on the retention of the current workforce.
- 2.7 The Society and College of Radiographers has taken, and will continue to take, every possible opportunity to promote the profession to the general public and to other health care groups.

3.0 Recruitment

- 3.1 Some Service Managers have succeeded in recruiting staff through imaginative and innovative recruitment initiatives. The more successful ones tend to be those that are well supported by their Human Resource Directorates and Workforce Development Confederations (or equivalent).
- 3.2 The use of international recruitment to fill UK vacancies is not without difficulty and the Society and College of Radiographers advises caution in this activity. A guidance booklet, *International Recruitment of Radiographers to Work in the UK* (2003), is available.
- 3.3 Radiographers wishing to return to practice after a break generally need support to be able to do so. Service Managers who have been involved in taking returners generally report positive outcomes. A Return to Practice pack including guides for returners and managers, helpful hints and a list of available courses was published earlier this year and is available from the Society and College of Radiographers.

4.0 Retention

- 4.1 The Society and College of Radiographers views retention of staff as being the single most important key to success in the provision of a suitably qualified workforce to meet the demands of the service. High turnover and long term vacancies leave staff feeling pressured. These factors can also make it difficult for them to participate in developmental activities which enable them to work better and motivate them to stay.
- 4.2 A Department of Health (England) funded project looking at why qualified allied health professionals stay in, leave, or return to the NHS, is due to commence soon and will be undertaken by The Business School, Loughborough University. It is anticipated that this will provide evidence that can be used to address retention problems.
- 4.3 The provision of excellent career progression opportunities are essential for the retention of current and future staff. The Society and College of Radiographers is committed to promoting the four levels of practice within the profession and published its career progression framework in 2003 (*Education and Professional Development: Moving Ahead*). Only by securing career pathways which are challenging and rewarding can retention within the profession be improved and the workforce needed to deliver the service be assured.
- 4.4 A whole department approach to retention, which takes into account the lessons promoted in *Improving Working Lives*, is necessary to look at how services can be provided. New ways of thinking are required to meet the needs of the service, whilst taking into account the needs of the workforce to develop. Diagnostic Imaging and Radiotherapy and Oncology Departments that have succeeded in recruiting and retaining staff are those that have adapted working practices and have been prepared to take risks in altering traditional working patterns. The radiography workforce is diverse and, as such, has diverse needs. The successful Service Manager is one who is attuned to both the service needs and the demands of the workforce and succeeds in finding a way of satisfying both. Furthermore, positive benefits are to be gained from such processes as leadership training, staff engagement and staff involvement in service improvement.
- 4.5 Continuing professional development (CPD) is an essential and integral part of the working life of all staff in Diagnostic Imaging and Radiotherapy and Oncology Departments. The development of a learning organisation approach gives a culture of staff development which provides for an attractive workplace ethos and, in turn, improves retention of staff. The Society and College of Radiographers has developed a *Strategy for Continuing Professional Development* (2003) and introduces the CPD tool to support this later this year.
- 4.6 The Society and College of Radiographers has long encouraged role development for radiographers. Undoubtedly, retention is helped if real role development opportunities are offered to staff. Service Managers report difficulties in balancing the need to meet the immediate demands of service with providing developmental opportunities for staff. This is a difficult dilemma, but Service Managers are urged to take the long term view whenever possible and encourage retention by providing appropriate role development opportunities for all staff.
- 4.7 Service Managers report having improved the working environment by small but significant changes. These have created a 'feel good' factor within their departments. Examples of such improvements are attention to staff room facilities, social events and fun activities involving all staff.

5.0 Summary

- 5.1 The Society and College of Radiographers will continue to work with all interested parties to address recruitment and retention of the radiography workforce
- 5.2 Furthermore, the Society and College of Radiographers will take every opportunity to promote the profession and to further the interests of the radiography workforce. In particular, it will insist on real career and role development opportunities for radiographers to ensure that a highly trained and motivated workforce is available to meet the needs of patients and healthcare services.
- 5.3 The role of Service Managers is central to achieving this and the Society and College of Radiographers recognises the considerable demands it is making of this vital group, and is committed to supporting Service Managers to meet these demands.
- 5.4 Service Managers are encouraged to invest in retention strategies outlined in this guide, and in more detail in the source documents and tools set out in the next section. Such investment will secure the workforce that is needed and break the present 'recruitment – disillusionment – resignation' cycle.

References and Bibliography

The Society and College of Radiographers

The professional team provides advice and support and may be contacted on 020 7740 7200 or write to 207 Providence Square, Mill Street, London SE1 2EW. All professional documents are available on the website www.sor.org

Publications

International Recruitment of Radiographers to Work in the UK 2003

Return to Practice 2004

Guidance on the Provision of Work Experience for School Students 2004

Education and Professional Development: Moving Ahead 2003

A Strategy for Continuing Professional Development 2003

A Curriculum Framework for Radiography 2003

Developing the Business Case for Consultant Radiographers 2003

Ever thought of being a radiographer? (recruitment leaflet for careers events)

Clinical Education and Training; Capacity & Quality

The executive summary is available from the professional team at The Society and College of Radiographers at a cost of £15 for SoR members and £25 for non-members. Members of the Society of Radiographers can also download the executive summary from the website www.sor.org

The full report is available on-line on the following websites:

University of Central England at www.uce.ac.uk

Anglia Polytechnic University at www.anglia.ac.uk

The Society of Radiographers (members section) at www.sor.org

New Generations: The Changing Face of Allied Health Professions

Allied Health Professions Federation project on promoting allied health professions to children and young people from 7-19 years. Contact Christina Freeman for details christinaf@sor.org

Miscellaneous Publications and Research

Health Service Journal, in association with Department of Health, *Recruitment and Retention; a practical guide for managers*, available from *Health Service Journal* at £95

Recruitment and Retention; a public service workforce for the twenty-first century Audit Commission 2002

Student Services, *Effective approaches to retaining students in higher education universities* UK 2002 (on-line at www.universitiesuk.ac.uk/student-services)

In Capital Health? Creative solutions to London's NHS workforce challenges Kings Fund 2003

The Well-Being Programme; worklife support from teacher support network (used in schools, available online at www.worklifesupport.com)

Modernising the Clinical Ultrasound Service; a study of the recruitment, training and retention of non-medical healthcare professionals in clinical ultrasound in England. A collaborative project by the Centre for Research in Allied Health professions, London South Bank University and the University of Hertfordshire on behalf of South West London Workforce Development 2003

References and Bibliography (cont)

The Department Of Health (England)

An extensive website is provided at www.dh.gov.uk

Publications

NHS Recruitment Handbook 2003

The NHS Plan; a plan for investment, a plan for reform 2000

Delivering HR with attitude: Leading people; leading progress 2004

Delivering the HR in the NHS Plan 2003 & 2004

HR in the NHS Plan more staff working differently 2002

Improving Working Lives in the NHS 1999

Improving Working Lives Standard 2000

Improving Working Lives for the Allied Health Professions and Healthcare Scientists 2002

Improving Working Lives toolkit – programmes for change 2000

NHS Careers

NHS Careers literature is available by calling 0845 60 60 655, on-line at www.nhs.uk/careers, or write to NHS Careers PO Box 376, Bristol BS99 3EY

For Returners:

Return Journeys; Bringing qualified staff back to the NHS (NHSC 6) 2002

Allied Health Professionals returning to the NHS (NHSC 9) 2003

Returning to work in the NHS (NHSC 3) 2002

For general recruitment:

A Career for you in the NHS (NHSC 0)

Careers in the NHS (broadsheet)

Professions in Healthcare Science (NHSC 4)

Allied Health Professions in the NHS (NHSC 5)

Radiographer (single sheet)

Contact details for National Project

Online information available on www.swlondon.nhs.uk

Scotland

Online health information provided by NHS Scotland is available on www.show.scot.nhs.uk

Careers information available online at www.nhscareers.scot.nhs.uk

Wales

Health of Wales information service available on www.wales.nhs.uk and information on careers is available at www.hpw.org.uk

Health and Care in Northern Ireland

Information available on www.n-i.nhs.uk





The College of Radiographers

Limited company registration number 1287383

Registered charity number 272505

First edition

June 2004

ISBN 1 871101 14 X

£15 SCoR members

£25 non-members

The College of Radiographers

207 Providence Square

Mill Street

London SE1 2EW

Telephone 020 7740 7200

Facsimile 020 7740 7233

E-mail info@sor.org

Website www.sor.org