

Keele Critically Appraised Topic (CAT Form)



Clinical Question

Within an NHS organisation does the provision of an internal transfer scheme for nurses support nursing workforce retention?

Clinical bottom line

There is limited, low level evidence to show that the use of an internal transfer scheme supports nursing workforce retention. The best quality evidence found was a low quality cross-sectional survey and interview evaluation

Health Education England has produced best practice guidelines based on a brief survey and a small number of interviews. However, in view of the lack of research evidence supporting this, further work should be completed. Organisations wanting to use these guidelines should do so with caution and implement as part of a quality improvement or service evaluation programme.

Why is this important?

The NHS workforce is currently in crisis. Retention of staff is vital.

In line with the NHS long term plan for staff retention, locally an internal transfer scheme for nursing staff had been developed but had not been fully utilised in clinical practice.

The role of chief nurse fellow for internal transfer schemes was created to support staff retention and enable an internal transfer scheme to become further developed and operationalised.

Exploration of available research evidence to support the service development of the nursing internal transfer programme is required.

Search timeframe

Search criteria

| Population Intervention Comparison Outcomes (PICO) themes | Description | Search terms |
|---|---|---|
| Population and Setting | NHS nursing staff, registered and unregistered. | Registered nurse OR nurse OR staff nurse OR graduate nurse OR qualified nurse non-registered nurse (MH) registered nurse |
| Intervention or Exposure | Internal transfer scheme | internal transfer scheme* OR lateral move* OR lateral transfer* OR sideways* OR sideways* transfer* OR horizontal move* OR horizontal transfer* OR fast track career development OR |
| Comparison, if any | No internal transfer schemes | policies OR procedure* OR guidelines OR protocol* (MH "Policy and Procedure Manuals") OR (MH "Hospital Policies") OR (MH "Organizational Policies") |
| Outcomes of interest | Staff satisfaction Sickness absence Workforce retention | staff satisfaction OR employee satisfaction (MH "Job Satisfaction") OR (MH "Personal Satisfaction") staff sickness OR absenteeism OR staff absence |

| | | |
|------------------|---|---|
| | | retention OR attrition OR turnover OR intent to leave OR intent to stay (MH "Personnel Retention") |
| Types of studies | Randomised Controlled Trials, Systematic reviews. Appropriate studies | |

Databases searched

Cochrane systematic reviews, Cochrane (Trials), JBI (Joanna Briggs Institute), Embase, Medline, CINAHL, AMED, Emcare. TRIP, Web of Science, Google Scholar/Google

Date of search

28/04/2023 to 05/05/2023

Results of the search: include the number in each box

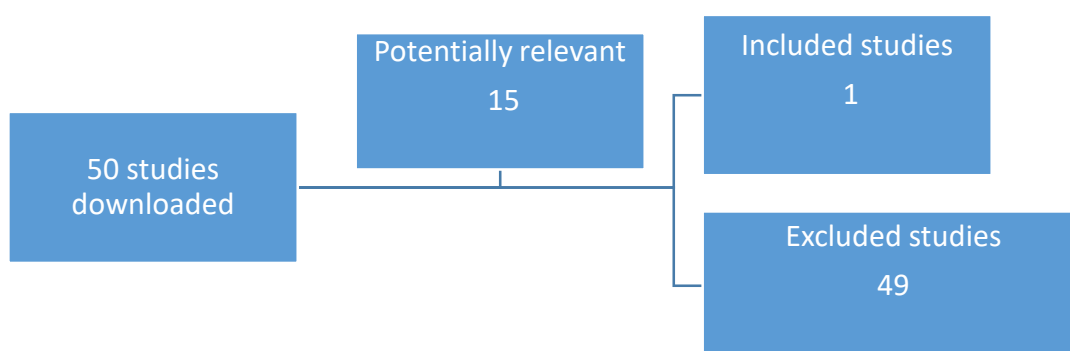


Table 1- Detail of included studies

| First author, year and type of study | Population and setting | Intervention or exposure tested | Study results | Assessment of quality and comments |
|---|---|---|---|---|
| <p>Capital nurse May 2021. Guideline. NHSE&I and HEE funded programme : Best practice guideline based on cross-sectional survey evaluation and interviews</p> | <p>NHS Trusts and specialist services across London boroughs. Nurses with a range of experience and pay bands, based in secondary care and specialist services.</p> | <p>9 interviews were held with Trust Leads for Human Resources, Education or workforce. Staff survey across London Boroughs to identify any benefits of internal transfer schemes</p> | <p>9 interviews with Trust leads for Human Resources, Education or workforce were highlighted:</p> <ul style="list-style-type: none"> • Organisations took different approaches to service access • A mixture of nursing bands utilised the service • The scheme helped to identify problematic or unpopular areas • Balance required of individual versus organisational needs <p>88 survey responses across London Boroughs, reported representing all nursing bands.</p> <ul style="list-style-type: none"> • 63% of responders moved | <p>Report unclear with key information missing regarding response rates, description of interview and survey details, and methodology.</p> <p>Unclear response rate to survey, unsure how many surveys were initially sent or if it was biased to successful internal transfer candidates,</p> <p>Although best practice guideline was developed using findings from staff surveys and interviews with Trust leads this does not appear to have been further evaluated.</p> <p>Data specific to London boroughs. Midlands/Trust</p> |

| | | | | |
|--|--|--|--|---|
| | | | <p>successfully within the trust.</p> <ul style="list-style-type: none"> • 70% reported increased job satisfaction. • 4% reported job satisfaction had decreased. • 8% claimed it made no difference to them. | <p>data not identified.</p> <p>Organisations used different approaches.</p> |
|--|--|--|--|---|

Summary

The report funded by NHS England highlights successful use of career clinics/internal transfer schemes in some survey respondents, but we are unsure how many staff actually utilised the scheme.

Different approaches to internal transfer schemes or career clinics were reported at interviews with Trust Leads.

Through collaborations and networking, we are aware that some NHS Trusts are using these guidelines reportedly successfully. However due to the lack of clarity around successful implementation of career clinics or internal transfer schemes further research is recommended.

Further evaluation of local services as part of an iterative service improvement or audit cycle would be recommended in the absence of further research.

A novel critical appraisal checklist for an article on guidelines supported completion of this CAT See appendix 1.

Implications for practice

Further evaluation of local career clinics or internal transfer services as part of an iterative service improvement or audit cycle would be recommended in the absence of good quality research.

What would you post on X (previously Twitter)?




Does internal transfer for registered and unregistered nurses improve workforce retention? Further evaluation and research are needed.

References

COX, D. and ROBINSON-ROUSE, J., 2021. *Capital Nurse: Career clinics and internal transfers report and best practice guidance*. London: Health Education England, May [viewed 28th April 2023].

Available from: https://www.hee.nhs.uk/sites/default/files/documents/CapitalNurse%20-%20Career%20clinics%20and%20internal%20transfers%20report_0.pdf

Please tick the box that best reflects your clinical bottom line and include the picture on page 1

| CAT image | Evidence quality | Checkbox |
|--|---|-------------------------------------|
|  | Good quality evidence to support use.... | <input type="checkbox"/> |
|  | Insufficient or poor quality evidence OR substantial harms suggest intervention used with caution after discussion with patient... | <input checked="" type="checkbox"/> |
|  | No good quality evidence, do not use until further research is conducted OR Good quality evidence to indicate that harms outweigh the benefits.... | <input type="checkbox"/> |

If you require this document in an alternative format, such as large print or a coloured background, please contact health.iau@keele.ac.uk

©Keele2024