



ASSIDUOUS CARE LTD. –
INTERNATIONAL NURSING
RECRUITMENT

Business Plan



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Executive Summary

Chapter 1: Introduction

Company Overview

Assiduous Care Ltd. is an international nursing recruitment agency that understands the needs of skilled professionals in the healthcare sector. Assiduous Care Ltd. is a Non-VAT registered business that sources candidates and supplies international nurses and healthcare workers to the NHS and private care homes.

We are a UK based corporation that provides outsourced HR management and employment solutions for clinics, hospitals, and related medical facilities in its targeted market. The Company has three key players: Victoria Oblitey, Alex Smith and Vivian Ogunsipe.

Assiduous Care Ltd. Recruitment agency intends to become a regional provider of temporary and permanent employment solutions for nurses that work in clinics, hospitals, assisted living facilities, and outpatient centres. The company will also have the ability to source other medical professionals on needs basis easily. There are a number of other related medical staffing services that are in strong demand among the company's potential clients. Once Assiduous Care establishes its initial revenue streams, the business could easily expand into other aspects of the local medical industry. Further sections of the business plan will describe the services offered by us.

Vision

Assiduous Care Ltd Recruitment Agency's mission is to become a recognised leader in its targeted market for meeting the high demand for international nurses due to Brexit for medical services businesses.

Objectives

- Establish relationships with hospitals, assisted living facilities, outpatient surgical centres, physicians' practices, and other medical facilities.
- Develop an online presence by developing a website and placing Assiduous' name and contact information with online directories.
- Assist the NHS with the current UK nursing shortage

Company Ownership and Start-up Summary

Assiduous Care Ltd. is a Non-VAT organisation running under the supervision of Victoria Oblitey, Alex Smith and Vivian Ogunsipe. Many of the NHS Trusts that we will partner with offering fantastic training options for their nurses, from full inductions and preceptorships to complete career development programmes, opening up a world of training opportunities in specialist areas and locations.

The start-up has been established with the purpose of providing non-native nurses with several employment benefits such as:

- Excellent pay rates
- Relocation packages with generous annual leave

- Fantastic training and development opportunities
- Work in a safe and friendly environment
- Access to local discounts
- Dedicated support with the IELTS test

Approximately £50,000 will be invested in setting up the furniture and fixture and online operations of the agency in the initial phase of the start-up. The interest rate and loan agreement are to be further discussed during negotiation. This business plan assumes that the business will receive a 5-year loan with a 9% fixed interest rate.

Due to Brexit, the need for nurses in the UK has increased exponentially. We are targeting smaller businesses i.e. private /charities that will benefit us in making things even via increased prices. We will reduce the number of fixed costs and an increased number of international nurses recruited in a year. Last but not least, Assiduous Care Ltd. would create service bundles for private companies and charities.

Services and Offerings

Assiduous Care Ltd. has comprehensive consulting, credentialing, contracting, reporting, billing, and analysis services that help our clients meet their strategic goals and achieve 99% fill rates. Assiduous Care Ltd. will partner with some of the notable players and names in the healthcare sector and provided them with the most qualified, job-ready professional nurses, quickly and in a cost-effective manner.

We will work with over 200 healthcare services on a day to day basis to fulfil their temporary and permanent staffing needs. We place all types of Nurse Practitioners and General Nurses into ad-

hoc locum, regular locum and substantive posts. We follow the NHS Employer Check Standards for our compliance to ensure that the professionals that we provide deliver the best services possible. Our management team has over 40 years of combined NHS and wider healthcare recruitment experience. They are enthusiastic and passionate and through the determination of all of our staff, we aspire to become the leading providers to organisations in the primary, secondary and private care sectors. Using Wixsite we would give more detailed information about the organisation's history, objectives, job application submission, the mission statement of the company, and provide information to contact us by email, phone or office visit. Wixsite also gives us an opportunity to show our clients and customers a deeper understanding and knowledge of what we have to offer them and how we match nursing facility needs and nurses' experience together.

SWOT Analysis

Strengths

- Opening a nurse staffing agency in the UK is a highly lucrative and profitable decision as there is an immense shortage of foreign nurses in the UK, particularly after Brexit.
- We will be helping healthcare facilities get qualified and experienced nurses who will complete a background check to ensure quality service provider on our end. This will minimise the delays that take place in the hiring process.

- Our biggest strength is that we are proving immigrant and non-native nurses to our clients. This can be significantly beneficial as it allows the nurses to communicate with the patients crossing cultural barriers such as language, values etc.

Weaknesses

- After the events of Brexit, the political climate of the United Kingdom has suffered significant instability. The job market has changed drastically. Health centres that are looking to marginalise their staff are no longer hiring in the nursing department no matter how qualified they are.
- Branding and customer loyalty will play a major role in the entire situation of our success. We need to build our image as a credible and reliable nurse staffing agency which will take time.

Opportunities

- In early 2018, the 7-year public sector pay ‘freeze’, which had capped NHS staff pay rises and seen NHS staff earnings fall back relative to growth in other sectors, was ended. The Health Foundation noted at the time that this alone could not solve the NHS's workforce problems – it must be part of a wider programme of engagement and support for nurses and other NHS workers. Our focus is to ensure immigrant nurses are getting industry competitive and justified pays and they work under the best healthcare environments.
- Another opportunity we have is, our nurses can also function as medical interpreters minimising the cost of hiring a separate individual. This can be beneficial for both the healthcare facility we serve and our nurses as well.

- The current situation of the UK ensures that there is a high demand for nurses in the health centres; this offers a huge opportunity for us to ensure there are enough staffing services provided all over the UK.

Threats

- A major threat in this industry is that there is too much competition which means that as a new staffing agency providing non-native immigrant nurses will not be easy.
- Secondly, after a certain number of staffing positions are filled, you are considered as a large employer under the current health law. Depending on how the law is interpreted, there would be a need to provide health insurance to all the nurses. This is a major threat because the majority of our profits will go to the insurance expense. Prices would be raised once the agency has been established but that is also a long-term strategy.

Chapter 2: Market Analysis

Industry Overview

There are high and growing levels of nursing vacancies. In October 2018, there were approximately 41,000 vacancies across the NHS nursing workforce in England. Nursing workforce shortages were the focus of a House of Commons Health and Social Care Select Committee report published in early 2018, which reported that ‘the nursing workforce is overstretched and struggling to cope with demand. Major changes have recently been made to routes into nursing. However, too little attention has been given to retaining the existing nursing workforce, and more nurses are now leaving their professional register than are joining it.’

Uncertainty about the status of EU nationals after Brexit, changes to immigration policies, and the impact of changed language testing requirements for international nurses have led to a reduction in the inflow of health professionals from the EU and a shift in focus to the recruitment of non-EU nurses. This has not yet compensated for the drop in the number of nurses coming from the EU, with the total international intake of new nurse registrants in 2017/18 less than a third that of 2015/16. Some geographical areas have also been affected by the shortage of nurses such as Manchester, West Yorkshire, Harrogate and Bassetlaw.

PEST Analysis

Political

- The healthcare industry in the UK faces a major threat from its political climate. Perhaps the biggest question mark lies with Brexit, in the current UK climate. UK’s decision to leave the European Union is set to have substantial consequences on the society, including

the public institutions such as NHS. Several articles have been speculating and spreading the news on how Brexit issue might impact the healthcare sector in the worst way possible. Given the current circumstances, it is evident that the shortage of nurses in the UK is due to the fact there is no conformity just yet. For example, there are so many uncertainties regarding how immigrant staff members will be able to get employment in the UK. Perhaps the bigger issue is related to the staffing as the majority of the professionals are from originally from European countries. Concerns have been raised that the workforce might take a severe hit if Brexit results and turns less favourable for the foreigners.

Economical

- After the 2008 financial crisis, the United Kingdom has never been able to recover from its economic issues fully. It has been more than a decade and yet the financial troubles impact the NHS. This makes the situation worse as hiring qualified staff is not easy without proper financial aid. With a mediocre salary level, the NHS is not able to attract good clinical professionals.
- Another economic issue lies within the recent economic downturn where it introduced numerous austerity measures, aiming to cut down the public spending. While the NHS was never directly affected by this austerity (in terms of a budget cut), it's believed that austerity measures had an indirect effect on the finances of the NHS, further exacerbating the organisation's money problems.

Social

- Across the world, a common phenomenon is that of an ageing population. As healthcare improves, the average age of populations is increasing. Although this is very much a good thing, an older population tends to have more health problems. Conditions like diabetes and various cancers tend to develop in later stages of life and can be extremely costly to treat or manage. As a result, the UK's ageing population is placing an additional strain on the NHS.
- With the advent of social media (allowing information to spread faster than ever) and improved educational systems, patient's expectations are higher than ever. Patients tend to have a much better knowledge of the treatment options available to them, and in developed countries (like the UK), expect government organisations to spare no expense on treatment. While this reduces mortality and is, once again, a mostly positive change, it does create new challenges for the NHS as they are expected to provide better care than ever before.

Technological

- With new technologies being developed left, right, and centre, healthcare is slowly being improved. Scanning tools are more affordable than ever, making them a staple of hospitals and clinics. Various pumps and tools for treating or managing conditions are being developed, decreasing morbidity. Overall, these technological improvements in the healthcare space are positive for all parties involved. Not only do patients receive a higher standard of care, but government organisations like the NHS can speed up and automate more clinical tasks.

Major Competitors

Competitors in this industry vary extensively from providing temporary nurse staffing to full-time healthcare agencies. It is important to know where competitors are to be able to establish benchmarks for the agency. It is still important to recognise competitors for benchmarking purposes of the company. Assiduous Care Ltd. will have more opportunities than nurses will be able to choose from, and it will be tailored to their preferences. Here is a list of a few competitors Assiduous Care Ltd. would be going up against:

- 1. Merco Medical Staffing Ltd – London**
- 2. Presidential Healthcare – Salford**
- 3. Medical Staffing Ltd – Luton**
- 4. Kate Cowhig International Healthcare Recruitment – London**
- 5. Pearls Recruitment – Plymouth**

Chapter 3: Marketing Strategy

The marketing strategy will cover some of the most important aspects Assiduous Care Ltd. will be using to promote and advertise its services to nurses and nursing facilities. There are several avenues on social media that Assiduous Care Ltd. will utilise to help expand its branding. The strategies will focus on the approach undertaken by our competitors to stay in the game. It has been projected that by the year 2022 there will be a major shortage of nurses in the United Kingdom as 39% of the general practitioners are more likely to leave 'direct patient care' in England. After the events of Brexit, there were some aftereffects of it on the healthcare industry, shortage of nurses is one of the bigger ones. It comes as a major opportunity for many nurses who are non-native or non-British to get hired in some of the best healthcare facilities all across the UK. There is a desperate need for nurses as the patient-to-nurse ratio to be maintained.

To begin with, we will initiate our marketing efforts by opening up free social media accounts on all available platforms. For example, we will create accounts on Instagram, LinkedIn, Twitter, Facebook and Wix. We will be linking Instagram and Facebook so that postings can be done at the same time. We will be posting job opportunities and other key information for people to consider. Twitter is also a useful platform where we can reach potential nursing facilities and nurses. Assiduous Care Ltd. will also be able to follow some of the notable healthcare facilities and see what changes they are going through, get latest updates on their new facilities that might lead to new job opportunities. For example, if nursing facilities post they will be going to a job fair, it benefits the agency if we are there to connect with them in person and build a personal relationship to create future job ventures. When it comes to more professional social media, this is where LinkedIn is more useful. LinkedIn is used by many who seek job opportunities and it provides employers with the ability and features to post job openings for many to see.

Wixsite gives us an opportunity to show our customers and clients more information and deeper understanding of what we have to offer. Using Wixsite we will create an online avenue where people could look for job opportunities. This will also give medical facilities the find and search for Assiduous Care Ltd. easily. Web Development is not an easy task for those who are unfamiliar with concepts and technicalities. The reason why we would be using Wixsite is that it makes web development easier for all users who are not familiar with programming skills and do not know what codes are. We can offer our services using this, cheap and fast.

The reason why we are using online platforms as our primary marketing approach is that majority of people have an online presence nowadays. News and updates travel faster on social media and it is easier to get in touch with the clients. We need to reach as many healthcare professionals as possible. All our social media avenues will advertise we are providing non-native nurses with ample experience and qualifications that be a great asset for any healthcare facility.

Chapter 4: Operational Strategy

The goal of Assiduous Care Ltd. is to help the convalescent home, hospitals, retirement centres and other facilities to meet the expectations of the patients. We provide well-trained nurses that can speak non-native languages so that they can effectively communicate with the patients and make them feel well-acquainted. For us, quality of care is everything. We will provide nurses that are Licensed Vocational Nurses, Registered Nurses and Nurse Practitioners.

Pricing Management

The health care industry has a very profitable outcome as nursing facilities are willing to pay to match staffing regulations. The willingness to pay the agency for nursing services to operate efficiently and provide quality care to the patients is very important in the health care industry. Pricing will depend on the contract language and will either take a percentage of the employee's salary or charge the nursing facility a competitive price for Assiduous Care Ltd. When it comes to the percentage of the hourly income for the temporary positions, it depends on the contract language that will vary per facility. Percentages will vary within a 12-50%. Pricing will follow the current industry averages. Assiduous Care Ltd. will stay competitive with other agencies to be able to have a profit margin that will go into opening up different offices in different regions, considering that supplemental nurse staffing is a \$3.6 billion per year market

Distribution Management

We aim to get in touch with the nursing facilities directors and key decision-makers, asking them if they have any nursing needs, they are looking to fulfil. Our main target would be to get in touch with the facility directors so that we increase our networking opportunities and other facilities can

hear about the services we offer. Registered Nurses, Licensed Vocational Nurses and Nurse

Practitioners will be highly needed to meet the demand for nurses in health care. The services that will be delivered will aim at employers that hire and require nurses. The nursing facilities that Assiduous Care Ltd. will be targeting are:

1. Skilled Nursing Facilities
2. Rehab Centres
3. Hospitals
4. Assisted Living

Communication Management

Assiduous Care Ltd. will be looking for facilities that use staffing agencies as their primary source for quality personnel hiring. Tactics such as visiting hospitals to meet the staffing directors will be beneficial in terms of gaining relevant experience and trust and also determining the demand for the nurses. Networking events and healthcare events (fundraisers) will be targeted for advertising our firm. It is important for us to know how many hospitals hold events that require them volunteers and are looking to partner with agencies to meet their nurse staffing needs. It will also be a good way to reach out to the community.

Management and Control

As there are three key players in the company as for now, control of the Agency will be led by the chief executive officer, chief operating officer and chief financial officer. The chief executive officer will oversee the company's activities and work closely with human resources. The chief financial officer will work closely with the accounting and billing aspects of the agency. The chief

operating officer will handle the contracts, marketing and events the agency will attend. All three officers will make sure that communication amongst all departments is running efficiently and as needed to achieve objectives and goals. Giving exams to nurses as they come in to apply for positions will help break down communication barriers. There are certain facilities which give an exam first before employing nurses to be sure they have the knowledge and experience to be able to work for them. These exams could be administered by Assiduous Care Ltd. to have immediate results to give to these nursing facilities that are in search of qualified nurses. Nurses would sign a contract with us and we would be paying the nurses out of the contract signed with the nursing facility. We will ensure that all the nurses that we have been background checked and are carrying the right qualifications from reputed institutes.



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HUMAN AND HEALTHCARE TRAINING SOLUTIONS

Chapter 5: Financial Plan