

TRUST BOARD IN PUBLIC		Date: 25th May 2017	
		Agenda Item: 6.1	
REPORT TITLE:		Workforce Retention Strategy - Update	
EXECUTIVE SPONSOR:		Mark Preston Director of OD & People	
REPORT AUTHOR (s):		Janet Miller, Deputy Director of Workforce	
REPORT DISCUSSED PREVIOUSLY: (name of sub-committee/group & date)			
Action Required:			
Approval	Discussion	Assurance (√)	
Purpose of Report:			
This report updates the Board on progress with implementing the Retention Strategy approved by Executive Committee in January 2017.			
Summary of key issues			
The principles of the Strategy apply to all staff groups, however the focus is primarily on improving retention rates for qualified nursing and midwifery staff.			
<u>Actions completed so far:-</u>			
<ul style="list-style-type: none"> • Mobilising and engaging with the divisional nursing teams • Sharing experience and input from the national Retention Programme with HRBPs and wider nursing groups • Agreed documentation to support annualised hours contracts • Fast-track process for student nurses to work on the Trust bank on joining • Practice development support for new starters and those seeking next career move 			
<u>Priority actions in progress:-</u>			
<ul style="list-style-type: none"> • Development of 'Stay interviews' • Use of Talent Grid during Achievement Review • Revitalise and re promote 'leavers survey' • Refresh employer branding • Development of 'transfer window' process for internal moves 			
Recommendation:			
The Board are asked to note the contents of this report for assurance purposes.			
Relationship to Trust Strategic Objectives & Assurance Framework:			
The workforce and development of our organisation are crucial to the delivery of all the Trust objectives.			
SO1: Safe – Deliver safe, high quality care <i>and improving</i> services which pursue perfection and be in the top 25% of our peers			
SO2: Effective – As a teaching hospital, deliver effective and improving <i>sustainable</i> clinical services within the local health economy			
SO3: Caring – Work <i>with compassion</i> in partnership with patients, staff, families, carers <i>and community partners</i>			

SO4: Responsive – To ***continue to be*** the secondary care provider of choice for the ***people of our community***
SO5: Well led - To be ***a high quality*** employer of choice and deliver financial and clinical sustainability around a patient centred, clinically led leadership model

Corporate Impact Assessment:	
Legal and regulatory impact	NHS Outcomes Framework, NHS contract, Public Sector Equality Duties
Financial impact	Improvements in retention will reduce the Trust's vacancy gap and reduce spend on temporary staff cover
Patient Experience/Engagement	There is a direct link between staff satisfaction and improved patient experience Retention of staff and reduction on agency will improve both patient experience and engagement
Risk & Performance Management	Improved retention reduces productivity losses
NHS Constitution/Equality & Diversity/Communication	NHS Constitution, NHS Values, Public Sector Equality Duty
Attachments:	
(1) Retention Strategy - Update Report	

TRUST BOARD REPORT – 25TH MAY 2017
RETENTION STRATEGY – UPDATE REPORT

1.0 Introduction

The themes and suggested actions in the Trust's retention strategy were informed by analysis of the data in our NHS Staff Survey Results and Staff Friends and Family Tests and through conversations between multi-professional networks including the Nursing & Midwifery Professional Committee, Workforce Committee, HR Business Partners and both the Workforce Development and Practice Development teams.

These are now also being informed by our involvement in a national Retention Programme run by NHS Employers. This has given us access to retention initiatives from over 86 NHS organisations together with improvement methodologies for implementation.

2.0 Updates

Our strategy, approved in January 2017, acknowledges that by providing a staff experience that is responsive to the needs of our workforce and positively supports our people, the Trust will be able to retain our talent, staff will be more motivated and engaged which in turn enhances the delivery of high quality care to our patients and service users.

Our actions to deliver the strategy are focused under six themes.



Putting People First: our 6 themes

It is important to acknowledge that there is no 'magic bullet' that will solve an organisation's retention problems however, the Trust's actions over the past 6 years to improve staff engagement as demonstrated by our national staff survey results does give us a solid platform to work from.

The Executive Committee approved 4 key priorities for retention in January 2017. These are:

- Development of 'Stay interviews'
- Use of Talent Grid during Achievement Review
- Annualised hours contracts for appropriate roles (commencing with student nurses)

- Revitalise and re-promote 'leavers survey'

Action plans and metrics are being developed for each action and are linked to the Agency CIP and monitored through Divisional PMO's.

Progress with these priorities is as follows:-

2.1 Stay Interviews

Documentation is in development to support one-to-one discussions between line managers and staff members that will be part of the Achievement Review Process. Using a small number of focused questions this facilitates the conversation with staff about their aspirations and gives line managers vital information on how to support the member of staff within the team or signpost developments in the Division or Trust.

This will be linked to support available to individuals from the practice development team to progress within the organisation and the development of additional skills in the development of their roles and career aspirations going forward.

2.2 New Joiners Survey

A short survey has been developed which is being sent to all new starters who have joined the Trust in the previous six months. Responses to the survey will give us valuable information about what attracted them to the organisation and gain their opinion following appointment. By understanding how it feels to work for SASH, and their thoughts on our organisational culture, we can review the interventions that have been put in place to support retention, and design appropriate new initiatives. The feedback will also be used to help us further develop the Trust's employer brand as part of a coordinated recruitment marketing campaign to support candidate attraction.

2.3 Fast Track University Recruitment

The Trust is developing a way to fast track the recruitment of undergraduate nursing students and allow them to register with the bank for casual work. This should help reduce any reliance on agency Nursing Assistants and retain nursing students within the organisation.

This work should allow us to form positive relationships with pre-registered nurses with the aim of them being employed post qualification at SASH on a permanent basis.

2.4 Transfer Windows

Transfer Windows are a way of facilitating the movement of existing staff to work in alternative wards, clinical areas or divisions to support their short or long term personal development. The concept is separate to the recruitment process and is designed for a specific grade of staff, (eg staff nurses wishing to move from one part of the organisation to another). The process is designed to be used for staff

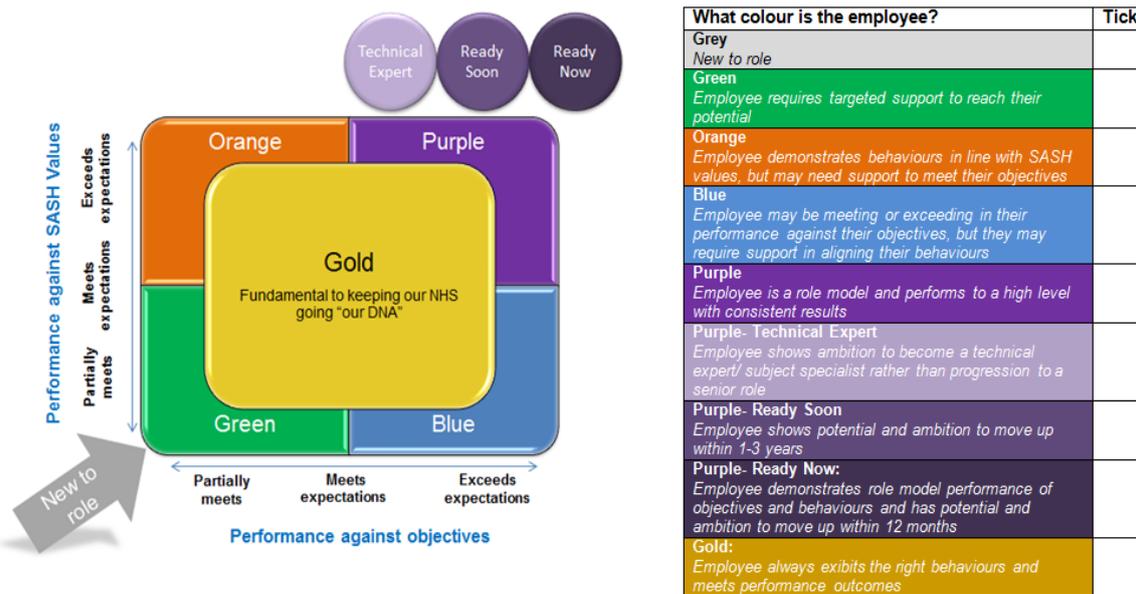
transferring position whilst maintaining their current pay band and terms; this may be for a fixed period or on a permanent basis.

A transfer process is used to retain staff who may be considering leaving the Trust to broaden their experience of work in a different area. The arrangements are kept informal and controlled locally at divisional level giving Matrons and Ward Managers the opportunity to accept or decline requests based on current establishment and operational need.

The proposal to introduce a transfer process is currently being discussed with Ward Managers, Matrons and Divisional Chief Nurse's and a final decision will be made at a forthcoming Nursing Executive Group (NEG), meeting.

3.0 Achievement Review – Talent Grid

Our AR process already includes assessment of those who are 'ready now' and part of our talent management approach is to develop processes which allow the identification of these individuals and where appropriate, provide opportunities for their ongoing development within the organisation.



[The SASH Talent Tool Plus- an evolution of our "9 Blocker" and the Maximising Potential Tool from the NHS Leadership Academy]

Work has commenced this year on bringing these processes together and the Head of Resourcing & Talent will be focusing on developing succession plans for key posts within the Trust. This will help support the retention of top performers and help ensure that career development plans are put in place to allow those identified to maximise their potential. These plans will also link in with the Practice Development Nurse for Career Progression.

3.1 Career Development Service

In addition to the succession planning work arising from the achievement reviews, the career development service offers guidance, support, interview skills and

career development advice for all staff. Those involved also have access to the Head of Resourcing & Talent who can provide interview coaching and advice to individuals applying for promotion. The sessions have already proved very popular and successful with a range of staff from Nursing Assistants to medical Consultants. Over 50 Trust staff have accessed this service to date and a good proportion have achieved the next step in their career aspirations.

The service has developed a useful *infogram* which is being used to illustrate the career progression that is possible in the Trust.



3.3 Nurse in Charge Course

This course prepares frontline nurses for taking charge of the clinical space in which they work. The aim of the programme is to equip them with the skills and knowledge to manage the ward in the absence of senior support. The programme commenced in July 2016 and to date, 84 registered have completed the course.

3.4 Band 6 Ready

The objective of this programme is to provide Registered Nurses and Allied Health professionals at the Trust with the opportunity to develop the "inner leader" who can model and empower change, contribute knowledge and understanding to individual practice and team collaboration, and promote personal and professional growth that will contribute to future clinical leadership abilities. The programme focuses on developing leadership knowledge and skills through investigation and critical enquiry as part of a taught programme, and applying this knowledge by leading an improvement in the workplace. A variety of acquired experiences and insight also underpin the understanding of the working of the Trust and assist personal career development. The first cohort commenced in April 2017 with the second due to start in August. So far 13 people have commenced on the 5 month long programme.

Feedback from these programmes has been very positive and has highlighted the need for further development in other areas and in some cases has led to promotion into new roles.

“After all our work I finally had the interview for Band 6 position today and I am so glad to tell you that they gave it to me!! So, so, so thankful for all your help and support! It could have been completely different without you! Thanks again! Exciting times now!”

Band 5 Staff Nurse who has accessed the Career Development Service, the Nurse in charge programme and is a current participant in the Band 6 ready programme

3.5 Time to Talk and Make a Difference Conversations

Adapted from the Kitchen table approach developed in the Sign up to Safety work and based on the power of conversations the Trust will shortly launch this event. Over a cup of tea or coffee and a cake our Deputy Chief Nurse will provide our nursing staff with a genuinely safe space to talk openly and honestly without judgement. Issues raised which relate to retention will be directed into the Trust's strategy

3.6 Annualised Hours Contracts

Documentation is now in place to support the use of annualised hours. Originally envisaged as a mechanism for our student nurses to undertake guaranteed minimum hours as Nursing Assistants during their training, the principles can also be used for other workers where this type of flexible contract would support retention. We will be promoting this opportunity Trust wide.

3.7 Divisional Level Retention Plans

HR Business Partners have developed divisional level retention plans with key leaders within the operational divisions. The plans focus on hot spot areas and support the overall corporate initiatives with local action to target specific areas where retention has been identified as an issue. Issues currently being addressed in the Divisions include:

Cancer & Diagnostic Services

- Radiology will be one of four in the Trust to receive support under the Health and Wellbeing strategy for mental health in the workplace.

Surgery

- particularly retention issues in ICU, Endoscopy and Theatres, current work includes:-
- Enlarging the practice development nurse portfolio and recruiting an additional PDN to support Endoscopy and Theatres to enhance succession planning and grow and maintain our own. Train and support them to ensure the education and training is relevant to the specialist area.

- Liaising with external organisation to ensure we continue to support ICU training for our band 5's through. Rotational post been advertised, so that we can better retain band 5s and DCN is reviewing internal rotation with the corporate PDN.

Medicine

- Focused exit interviews in high turnover areas, Holmwood and Emergency Department. Re-drafted the exit questionnaire and currently discussing a possible pilot in the Division of this.
- Continue to roll out the rotation programmes in Acute Medicine/ ED and Medicine / Care of the Elderly. Consider a further Cardiology rotation.
- Annual 'thank you' letter to all staff.
- Talent map of band 6s to identify opportunities – examples of support being offered - coaching to Band 6 who is acting up to band 7; targeted training for a number of band 6s who will be ready soon for band 7 roles.
- Review violence and aggression policy and develop bite size teaching sessions linked to "It's Not OK" work.

WACH

- Clinical Supervision for EPU staff commenced and to expand to all Nursing Staff. Team Days for all staff on Brockham. Review of structure within the ward/EPU/GAU area following recent resignations.
- Include with Achievement Review a discussion on personal career aspirations and if there is anything we can offer to support those aims e.g. rotations/taster session.
- Reintroduce Team Meetings and Newsletter.

Estates and Facilities

- Use of apprenticeship programmes to enhance skills and help in the retention of staff identified through the achievement review process as 'ready now'. Currently there are 25 employees on these courses with the aim that there will be more in the future.

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May 2017

Janet Miller
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