

<b>To:</b>	Trust Board
<b>From:</b>	Director of HR
<b>Date:</b>	26 <sup>th</sup> October 2018
<b>Healthcare standard</b>	

<b>Title:</b>	Update on NHSI 90 Day Retention Project										
<b>Author/Responsible Director:</b>	Martin Rayson, Director HR  Helen Nicholson, Head of Organisational Development										
<b>Purpose of the Report:</b>	To provide an update on the four key areas of the project										
<b>The Report is provided to the Board for:</b>	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 50%;">Decision</td> <td style="width: 5%;"></td> <td style="width: 50%;">Discussion</td> <td style="width: 5%;"></td> </tr> <tr> <td>Assurance</td> <td>√</td> <td>Information</td> <td>√</td> </tr> </table>			Decision		Discussion		Assurance	√	Information	√
Decision		Discussion									
Assurance	√	Information	√								
<b>Summary/Key Points:</b>	<p><b>Progress has been made on the four key areas of:-</b></p> <ul style="list-style-type: none"> <li>• We understand why staff are leaving</li> <li>• We offer better development opportunities and career pathways</li> <li>• We have more consistency in flexible working including retire and return</li> <li>• Opportunity for staff to have “itchy feet” conversations</li> </ul> <p>Particular focus has been given to the development pathways project.</p>										
<b>Recommendations:</b>	To note the progress made										
<b>Strategic Risk Register</b>	<b>Performance KPIs year to date</b>										

<b>Resource Implications (eg Financial, HR)</b>
<b>Assurance Implications</b>
<b>Patient and Public Involvement (PPI) Implications</b>
<b>Equality Impact</b>
<b>Information exempt from Disclosure</b>
<b>Requirement for further review?</b>

As Board members are aware, we have been participating in this project as a means to focus attention on the Trust turnover rate, which has been increasing since the Autumn of last year. Whilst the focus of this project is on nurse retention, we intend to use the project to look more broadly at retention across our staff groups.

Progress against the four key areas identified in the project is set out below. There has been a particular focus on the development pathways project, as this is important from both a recruitment and retention point of view. We are reviewing how to progress the “itchy feet” work, as other priorities (such as the ward establishment review) has taken priority.

**1. We understand why staff are leaving**

- New exit questionnaire/process: First draft completed and comments received. Second draft to be circulated Oct 2018
- Staff moves: Report completed and steering group established to progress recommendation
- Employment brand: Work completed and staff benefits booklet widely circulated and socialised through social media

**2. We offer better development opportunities and career pathways**

- Fixed term HEE funded post appointed to July to focus exclusively on this programme of work
- Senior leader meeting held September to discuss the way forward to produce a ULHT Education and Learning Core Offer including training and education priorities 2018/19 and beyond (September 2018)
- Education & Learning Strategy in planning stage
- A Career Pathway Framework will be in place by July 2019. The completed career pathways will sit alongside the framework commencing with the nursing and medical workforce. It is anticipated that other professional groups will utilise the same framework and adopt and spread career pathway development
- World Café Event to launch nursing career development/pathway opportunities and produce a thematic summary of work held 17<sup>th</sup> October 2018 with range of nurses from third year students to Matrons

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exploring career pathways both vertical and horizontal across education, leadership, clinical and research.

- Medical Career pathways event in planning stages for December 2018
- All leadership opportunities publicised through ward managers, social media and world café event

### **3. We have more consistency in flexible working including retire and return**

- HEE funded post to be advertised to focus exclusively on area of retire and return, flexible working and legacy nurses

### **4. Opportunity for staff to have “itchy feet” conversations**

- Plan is to identify independent individual(s) who can be approached and a process for staff to access support through a clinic. A meeting was arranged but cancelled due to lack of attendance. New date to be set but other Trust priorities are taking precedence at present.