Sandwell & West Birmingham NHS Trust Retention Strategy - Project Plan

	Workstream / Action	Lead	Risks	Progress	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	Workstream 1: Gather quantitative & Qualitative intelligence – Reasons for Leaving / Reasons to Stay															
1	Analyse ESR data to identify leavers trends			Complete												
2	Improve data capture in ESR regarding reason for resignation															
3	Review results of WeConnect/National Surveys at Trust Level															
4	Analyse exit questionnaire feedback from last 12 months to identify common themes. Improve design and use of exit questionnaires/structured interview to increase use and quality of data captured (see Workstream 3)															
5	Hold workshops with both staff and managers to gather feedback on what makes people stay– LIA style															
6	Have a Team Talk topic on retention, but specifically linked to the lowest enablers Trust-wide from the staff surveys (e.g. perceived fairness – what do staff mean by this? What would make a difference?)															
7	Identify staff who leave the organisation and return – what were the push and pull factors?															
8	Understand what motivates people at different stages of their career and map out options available to them (e.g. early career / mid- career / retirement). Advertise opportunities/support available on Connect.															
9	Pilot 'Make it Happen' days – Target top 10 areas with identified issues. Senior Leaders supported by HR to go around these areas making tea and coffee for staff to say thank you for their hard work and ask them how we can improve their working lives and look to put actions in place based on staff feedback.															
	Workstream 2: Sell What's good about working at SWBH - Promote /Better utilise existing offer															
10	Develop current staff benefits offer to consider introducing buying & selling of annual leave to support people at different stages of their career (e.g. mid-career more likely to need time off to care for dependents, early career may prefer more money).															
11	Create a genercial total reward statement to highlight benefits of working for SWBH/NHS															
12	Update and promote the L&D prospectus to showcase the range of learning opportunities available within the Trust.															
13	Create a co-ordinated Health & Well-Being prospectus on Connect, showcasing everything available in one place, with easy links to information.															
14	Run a communications piece promoting the nursing career and development opportunities already available within the Trust *(e.g. Preceptorships, extended scope skills, team leader apprenticeships, professional courses for specialist areas, career escalator, L1 competences, Advanced clinical practice apprenticeships, 360 degree reviews, NHS leadership acadamy training, Nursing Associates)*															
	Workstream 3: Preventing People from Leaving															
15	Forecast potential retirements and leaver trends by Group and target high risk areas with tailored interventions															
16	Revise leavers process to improve use of exit surveys/structured interviews, ensure potential leavers are identified early and conversations take place with appropriate managers to explore means of retaining staff considering leaving.															
17	GDONs to invite nurses who are thinking of leaving / have resigned to have a confidential conversation to try and dissuade the individual from leaving.			Already commenced												
18	Evaluate the retirement options in the Trust / their take up and impact on retention.															
19	Undertake options appraisal into increasing notice period of staff nurses from 8 weeks to 12 weeks.															
20	Improve use of mediation within the Trust to more quickly and effectively tackle poor working relationships that also impact on teams more widely.															
21	Revisit strategy/resources to effectively support staff and managers through organisational change in readiness for future Org change/Move to Midland Met.															
22	Improve take up of coaching & mentoring within the Trust															
23	Refocus on Ambition branding and making this a reality															
	Workstream 4: Supporting New Starters / Reducing turnover within the first 12 months															
24	Develop Induction & on-boarding process to include pulse checks at Day 1/2 (i.e. feedback on joining experience) and Day 100 (i.e. feedback on experience so far, whether the role/Trust meets expectations, any probblems or support required).			In progress												
25	Chief Executive to meet all band 8a and above new starters to set strategic context and create a peer support group for new leaders.			Already commenced												
26	Review self-selection methods used in the recruitment process to improve retention of new starters (e.g. realistic job previews /videos/taster days; values based recruitment).															
27	Consider rolling out preceptorship programme to all clinical staff groups.															
28	Create a formal mentor/buddy system for new starters, utilising skills of more experienced workforce/staff in other parts of the Trust. Supports staff to get a wider perspective of the organisation and ask questions they may not wish to discuss with their line manager.															
29	Create a support network through each cohort on induction to include peer Facebook network to keep in touch with one another and share learning.															
	Workstream 5: Career Development															
30	Create a Talentpool based on PDR scores to identify promotion and career development opportunities for those seeking their next move. Link to succession planning / analysis of future retirement/leavers trends.															
31	Improve use of secondments (both internally and externally) to allow people to develop and bring newly acquired skills/experience back to the department/Trust.															
32	Improve use of existing internal staff transfer scheme to make it easier for staff to move into different areas of nursing within the Trust.															
33	Run career clinics to showcase career pathways open to both new starters and staff who may wish to re-train into other areas.															
34	Evaluate uptake of and progress with Nursing Career Escalator and promote more widely.															
35	Introduce a shadowing scheme, similar to 'back to the floor', but where staff in different parts of the Trust swap jobs for the day to shadow in another area and gain a deeper understanding of another specialty / greater appreciation of other roles on which they depend (also aids staff engagement).															
36	Seek to recruit from hard to reach groups via widening participation/inclusion work to develop and utilise skills from under-represented groups															
37	Ensure all apprentices have a clear career pathway and senior support.															
38	Ensure staff have regular development chats with their managers to review progress/understand what motivates them.															
	Workstream 6: Developing line management competence															
39	Promote use of Co-coaching for line managers – create peer support groups where line managers from different areas of the organisation can meet to coach/support each other / share experiences about difficult management situations. Improving line management competence should increase employee's perception of fairness.															
40	Ensure all managers have completed Accredited Managers programme															
41	NHS graduate scheme – are we tapping into these resources effectively?															
42	Succession planning - indentify people with potential to be future leaders and ensure they have personalised development plans linked to career trajectory															
	Workstream7: Improving Employee Experience															
43	Embed Trust's commitment to flexible working															
44	Create HWB boxes in wards/departments with leaflets regarding mental health, smoking, healthy eating etc (as per wellbeing event).															
45	Create hydration stations and urine charts in toilets in clinical areas to encourage staff to stay hydrated during busy shifts															
46	Create forums for staff who have to deal with difficult/ emotional/traumatic situations in their jobs to debrief and get peer support.															
47	Review risk registers to ensure approach to protecting staff from violence & aggression is robust.															
48	Risk assess Trust's compliance with working time regulations, especially with regards to breaks and on-call.															
49	Create an employee self help toolkit															