

Meeting Title	Mid and South Essex Acute Trusts Joint Working Board (meeting in public)		
Meeting Date	7 th February 2018	Agenda No	12
Report Title	Nursing and Midwifery Retention Update		
Lead Executive Director	Diane Sarkar – Chief Nursing Officer		
Report Author	Diane Sarkar – Chief Nursing Officer		
Action Required	Decision <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Monitoring <input type="checkbox"/> (<i>please tick</i>)		
Background / Context	<p>A number of papers have been presented to Joint Working Board (JWB) over the last six months regarding recruitment and retention. It is recognised that there is a need for “grip and pace” in achieving an improvement in both recruitment and retention strategies. For this reason, they have been segregated out and detailed are the immediate steps to be taken over the short term of the next three months.</p> <p>The Chief Nursing Officer (CNO) will lead the retention component and the Chief HR Director will lead the Recruitment component. It is recognized that the focus on retention cannot be seen in isolation, but must be considered in conjunction with the overall work force strategy.</p> <p>The purpose of this paper is not to define the retention strategy for nurses and midwives, but is to provide the board with assurance of actions that are being taken in the short term (3 months) whilst development of a robust long term strategy is being populated.</p> <p>As agreed at the last JWB and subsequent Joint Executive Group (JEG) meeting, plans are now in place to recruit external support to develop a focussed group retention strategy which will encompass the medium and longer term actions which will be presented to the May JWB.</p> <p>The three trusts are part of the NHSI (Cohort 2) retention work and have to submit three individual site plans by the 9th February 2018. The focus over the last three weeks has therefore been for each trust developing and refining their individual retention plans, with local approval, these local plans addressing local specifics.</p> <p>In order to support the individual delivery of action plans significant work has been undertaken which has included:</p> <ul style="list-style-type: none"> • Chief Nursing Officer had a targeted retention meeting with Mark Radford from NHSI • Nursing and HR representatives from each site met with members of the NHSI retention team to review progress to 		

	<p>date with the retention project</p> <p>Feedback from NHSI indicated that there had been limited pace to date and a focus needed to be on:</p> <ul style="list-style-type: none"> • Data processes • Great analysis of leaver reasons on ESR • Review of exit interview processes • Development of values based induction • Career pathways / progression model and mobility for future reconfiguration • The trajectory over the forthcoming twelve months should be no more than 3% • The three site directors of nursing, the deputies and representatives from people organisational development met to populate the actions (Appendix 1) for the next 8-12 weeks. This plan incorporates core components of local action plans and further supports a group strategic approach. It focusses on the core “golden threads” of: <ul style="list-style-type: none"> • Staff engagement • Professional support • Health and wellbeing of staff • Data, governance and reporting arrangements <p>A review of the governance structure to support the retention work has been developed in conjunction with other supporting work streams.</p> <p>Group wide retention group will meet monthly and will report to JWB bi monthly.</p>
Timescale for Benefits to be Realised	May 2018
Assessment of Implications	
Financial	Does this proposal have <u>revenue</u> (recurrent or non-recurrent) implications for the Trusts? No
Risk	Inadequate oversight of strategic risks and lack of consistency and standardisation increases the overall risks collectively and demonstrates poor governance arrangements.
Freedom of Information	<i>No exemptions apply (i.e., information is in the public domain)</i> OR The following exemption(s) apply to this paper :
Other Implications Identified	<ul style="list-style-type: none"> • Regulatory impact may be evident
Recommendation	The Joint Working Board are invited to:

	<ul style="list-style-type: none">• Note the actions taken to date and the planned actions for the subsequent three months.
Appendix	<ol style="list-style-type: none">1. Actions taken to date and the attached “Short Term Retention Action Plan”

Action Plan

Mid Essex, Southend and Basildon Hospitals

Action plan title/subject:	Nursing and Midwifery Retention (Short term – three months)
Root Cause / Reason for action plan development:	Increasing number of nursing and midwifery vacancies across the group.
Objective of completion of action plan:	To demonstrate improved staff engagement and understanding of turnover rates, with evidence of focussed actions in order to support long term strategy.
Trust / Division/Directorate name / ward / department:	Mid Essex, Southend and Basildon Hospitals
Date of incident / need identified for action plan:	January 2018
Date of action plan development:	January 2018
Committee approval and date:	Joint Executive Group
Monitoring committee / forum:	Joint Executive Group
a). Name of action plan site leadership owner: b). Name of Joint Executive Group (JEG) Lead sponsor (if appropriate)	a). Site Directors of Nursing (DON)– Lyn Hinton (LH), Denise Townsend (DT), Dawn Patience (DP) b). Diane Sarkar (DS)– Chief Nursing Officer (CNO)
Date updated and version number:	Version 1

RAG rating key
Action overdue
Action within one week of due date OR known risk to achieving by due date
Action complete
Action complete with evidence
Action not yet due. No known risks to completion.

Action Plan

Mid Essex, Southend and Basildon Hospitals

Ref.	Objective	Planned actions	Responsible person (name and job title)	Planned completion date	Actual completion date	Progress Update (date)	Supporting evidence	RAG
1.0	Staff Engagement. To listen to staff and understand the key drivers that retain staff and how staff would value being recognized.	1.1 A letter to be sent at 1 year of service to newly qualified staff and new to the organisation. (Attach card for them to return- to recognize contribution to organisation and asking what would encourage them to stay, feedback to then be collated	DS - CNO	09/02/18		Dates arranged		
		1.2 Afternoon Tea with the Director of Nursing and Chief Nursing Officer. Three sessions: <ul style="list-style-type: none"> • Newly qualified nurses and midwives • Staff at one year service • Open forum 	DS – CNO LH – DoN DT – DoN DP - DoN	30/03/18		Dates arranged		
		1.3 On boarding survey to be developed to send to staff at 3, 6 and 9 months.	DS - CNO	23/02/18				
		1.4 Ward diagnostics to be undertaken:	Jayne Toplis (JT) Head of POD	02/03/18		Wards identified: Mid Essex: Heybridge, Goldhanger, Baddow, Southend: Blenheim, Elenor Hobbs, Balmoral Basildon: Linford, ITU, Florence Nightingale		

Action Plan

Mid Essex, Southend and Basildon Hospitals

		1.5 Top three wards on each site (lowest vacancy, turnover, highest staff satisfaction) to be identified. <ul style="list-style-type: none"> What's good, why do staff stay Presentation by Senior Sister to Retention Group to recognize, share and celebrate achievements	DoNs	02/03/18				
		1.6 Appreciation for contribution: Establish monthly nurse / midwife / HCA award. On quarterly basis meet with CEO / CNO	DS – CNO	02/03/18				
2.0	Professional Support. To develop a professional development and career pathway framework.	2.1 To establish the USP for the three sites	DS - CNO	30/03/18				
		2.2 To develop a consistent induction package across the three sites	JT – Head of POD	30/03/18				
		2.3 Review of successful Midwifery preceptorship programme at BTUH to duplicate.	DoNs	30/03/18				
		2.4 Establishment of “Career Advisory Service / Career MOT”	JT – Head of POD	27/04/18				
		2.5 To establish clarity of band 4 roles for further strategy	DoNs	30/03/18				

Action Plan

Mid Essex, Southend and Basildon Hospitals

		development and implementation						
		2.6 Develop a potential internal career pathway framework for registered nurses and HCAs	DONs and JT	27/04/18				
3.0	To promote and enhance health and wellbeing of staff	3.1 To hold a “social event for overseas nurses	DS - CNO	27/04/18				
		3.2 To establish formal and informal debriefing mechanisms for staff	DoNS	30/03/18				
		3.3 Provide staff the opportunity that are due to retire within the next 12 – 18 months a time to meet: <ul style="list-style-type: none"> Line Managers / Site DoNs to meet with them to establish intentions 	DoNs	30/03/18				
		3.5 To develop a “Retire and Return” model with supportive opportunities	DS -CNO	27/04/18				
4.0	Development of retention work stream and review local and group data to inform strategy	4.1 Establish a group model approach supported by a robust governance structure.	DS - CNO	31/01/18		01/02/18 - First meeting held 18/01/18. Terms of Reference to be developed and agreed. Governance structure developed. Further dates arranged		
		4.2 Articulate future needs for clinical reconfiguration	DS - CNO	30/03/18				
		4.3 Recruit to additional support	DS –CNO	09/02/18		01/02/18 – Currently seeking candidates		

Action Plan**Mid Essex, Southend and Basildon Hospitals**

		4.4 Review local and group data in relation to retention	DS -CNO	23/02/18				
		4.5 Review national benchmarking data utilising model hospital information packs	DS - CNO	23/02/18				
		4.4 To develop comprehensive retention strategy	DS - CNO	27/04/18				

Diane Sarkar
Chief Nursing Officer

01/02/18