Treasuring the NHS’s greatest asset – retaining our workforce

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Director of Nursing
NHS Improvement

7th June, 2018
Excellence
The long-term trend shows a persistent increase in NHS leavers, whilst NHS turnover (including churn) has also been rising steadily from 2012, after a peak associated with structural reform (abolition of Primary Care Trusts). The trend is driven by a sustained increase in the nursing leaver rate (increase from 6.2% to 8.5% in the past 7 years - this equates to c.7k more nurses leaving each year).

The aim of the NHSI/Employers plan is to stabilise the nursing leaver rates and clinical MH workforce (see next slide for sector breakdown) in the first year of the programme (July 2017-June 2018) and then drive improvements in the next few years.

The data below does not take into account any impact of NHSI/NHS Employers interventions. We expect the first set of indicative data to be available from Q1 2018/19.
Current activity from NHSI and NHS Employers is targeted on the nursing workforce in acute and community trusts and the clinical workforce in mental health trusts. This is due to their proportional contribution to overall turnover (below), the immediate need to address nurse shortages – particularly with regard to Brexit – and the retention requirements associated with delivering the Mental Health Five Year Forward View.
Direct support programme designed to help reduce variation in leaver rates….

And to reduce the number of staff leaving the NHS….
Aim of this work is to reduce some of the variation we see in turnover rates across trusts.

Targeted support will help to reduce some of this variation that we see in trusts.

2016 Nursing turnover rates – MH trusts
There are many factors in trusts’ control – the Retention Programme will focus in these areas

**Factors in trusts’ control**

- Staff empowerment and engagement
- Flexibility offer
- Open and supportive environment (team huddles, listening to staff etc.)
- Adapting roles as staff get older
- CPD & clear development path (including preceptorships)
- Improve data collection and utilisation to inform decision making

**High performing trusts have developed ways of supporting trusts with burnout and work-life balance issues.**

**A large proportion of leavers are for unknown reasons - this needs to improve to focus retention improvement activity effectively.**

**Reasons for leaving all staff – 2014-16**
What wider benefits does improving retention bring?

“Reduced nursing vacancy rate from 40% to 5%”

“Now clearly understand the drivers for turnover which has led to improvements in CPD opportunities”

“Improved the stability of the workforce”

“Have seen a demonstrable long term improvement in staff engagement scores”

“Reduced agency spend and helped with the continuity of care”

“Improved levels of participation in respect of staff survey and results have also improved”
How would this look at a mid sized trust?

If we made a 2% improvement in retention

- The average nurse FTEs for a hospital is 1,352*
- The national average nurse turnover per year is 13.1%
- This means that on average 177 leave within any year meaning that these nurses will have to be replaced with newly recruited staff
- Reducing the turnover of nurses by 2 percentage points to 11.1% would mean only 150 leave per year
- This would mean 27 fewer leavers and 27 fewer recruitments
- This translates into savings below under the scenarios on the previous page

The above shows that a 2% reduction in turnover could save anywhere in the range of £150k to £500k for an average Trust

*Average of ‘Total Nurses & health visitors’ in June 2017 Source NHS digital.
What could the savings be from one less recruitment?

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Savings (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>17,963</td>
</tr>
<tr>
<td>Mid</td>
<td>11,643</td>
</tr>
<tr>
<td>Low</td>
<td>5,322</td>
</tr>
</tbody>
</table>

Different views on how much of this is cash releasing!
The National Priorities: Workforce - Retention

- Masterclasses aimed at DoNs and HRDs
- National programme of one-on-one support, in partnership with NHS Employers
- Retention improvement resources that summarise trusts' innovative retention approaches
- Nursing Retention Support Programme to help those with above average nursing leaver rates
- Mental Health Retention Support Programme to support all MH trusts

Support for all Providers/Employers

Targeted Support
First cohort of NHSI Direct Support Programme – Review of key themes of the retention plans

Key:
- Overarching themes
- Themes
- Sub-themes

Providers key areas of focus

Career and wellbeing

- Communication & Marketing
  - Brand development
  - USP
  - Workplace attractiveness
  - Targeted campaigns

- New starters and newly qualified
  - Induction
  - Enhanced preceptorship

- Career pathways
  - Talent management & appraisal
  - Training & Supervision
  - Positive work environment
  - Reward & recognition
  - Supportive culture & shared values
  - Leadership support
  - Stress management
  - Flexible working
  - Health & wellbeing

- Pre and post-retirement
  - Improved retirement options
  - Record why staff leave
  - Data quality
  - High turnover areas

- Understanding the data
  - Improved benefits offer

Career development

Improved recruitment process

NHSI Retention Direct Support Programme
Cohort 1 Nursing MH – Top level analysis of impact of the direct support programme

Cohort 1 - Nursing
Current Turnover rate vs modelled trajectories

- Turnover - Actual
- Trend Continuing (counterfactual)
- 1% improvement
- Stabilised
Case studies

- Focus on staff engagement, feedback and branding
- 3% improvement on Band 5 nursing over 12 months, as of Mar ‘18 data

Six of these elements underpin the trust’s retention plan

Reduced overall turnover to 11.2% from July ‘17 = 1% improvement

Turnover

#TeamTameside
Case studies

Rotherham Doncaster and South Humber
NHS Foundation Trust

- Introduced ‘itchy feet’ conversations
- Implemented targeted mental health training for non-professionally qualified ward staff
- Values based supervision & PDR
- Diversifying recruitment campaign.
- ‘Always Events’ – values based recruitment- including patients on every panel.
- Recruitment tracker

- Reduced turnover of registered nursing from 13.1% to 11.2% - 0.9% reduction between May 2017 and March 2018
Retention. Year 2 areas of focus for the retention programme

**Summary**

- Through the targeted support and improvement work NHSI and NHS Employers have to done to date (since July 2017) and planned activity until June 2018 then our year 1 objectives are being met.
- For year 2 of the programme (starting in July 2018), we have developed the areas of focus below. These are based on learnings from cohort 1 and the available leaver data by broken down by age demographics and reasons for leaving.
- We have identified interventions for all stages of NHS staff careers, from those newly starting in the NHS; to mid-career and the need for flexibility and a good work life balance; to developing our offer to those aged 50 and over. The areas of focus also highlight the importance of CPD and housing and transport solutions.

**Areas of focus for year 2 of the retention programme**

- New starters
- Flexibility/work life balance
- Over 50 support
- Continuous Professional Development
- Housing and Transport
- Board oversight

These themes are consistent with the findings from the recent Health Select Committee report on nursing workforce.
Improving health and wellbeing – the programme

“...staff health and wellbeing is one of the fundamental pillars of productivity, recruitment and retention and delivering high quality and safe services.”
Dr Justin Varney

“This research shows that there is indeed a ‘virtuous circle’ – where hospitals and community services involve and engage their frontline staff, sickness absence is low and expensive temporary agency costs are lower. That’s a win for nurses, who are the largest group of health professionals. But it also benefits patients and taxpayers.”
Simon Stevens
Improving health and wellbeing – the programme

The risk of doing nothing is that nothing will change; we need to learn from what we have done previously and do something different.
Improving health and wellbeing – the programme

Whilst all sectors experience different rates of sickness absence, they all experience pressures at the same times – matching patterns.
Programme driver diagram

Provisional driver diagram

<table>
<thead>
<tr>
<th>In order to achieve this aim...</th>
<th>We need to ensure...</th>
<th>Which requires...</th>
<th>Ideas to ensure this happens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve the health and wellbeing of our people in order to reduce sickness absence rates within provider organisations by 1% by March 2020</td>
<td></td>
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<tr>
<td>Prevention: Keeping our people well</td>
<td>Supportive and proactive management culture</td>
<td>Healthy Workforce Framework diagnostic</td>
<td></td>
</tr>
<tr>
<td>Supportive and proactive management culture</td>
<td>Supporting financial wellbeing</td>
<td>Signposting and financial needs assessment</td>
<td></td>
</tr>
<tr>
<td>Monitoring</td>
<td>Supporting mental health and wellbeing</td>
<td>Parity of esteem within the workplace</td>
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<tr>
<td>Timely reporting methodology</td>
<td>Proactive OH Intervention and education</td>
<td>Fast-track OH</td>
<td></td>
</tr>
<tr>
<td>Data completeness over 80% for all staff groups</td>
<td>Opportunity for innovation in sickness absence management</td>
<td></td>
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<tr>
<td>Opportunity for innovation in sickness absence management</td>
<td>Understanding specific needs of the local workforce</td>
<td>Use of responsive electronic systems</td>
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<td>Line manager confidence and competence</td>
<td>Sickness absence policy</td>
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<td>Line manager confidence and competence</td>
<td></td>
<td>Use of diagnostics</td>
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<td></td>
<td></td>
<td>People management skills development</td>
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Programme cohorts

Develop and share thematic Interventions:
- Board Engagement and Development
- Line Management Development
- Develop data quality standards

All 10 Ambulance Trusts

12 Improvement Sites:
Implementing and evaluating interventions such as Fast-Track Occupational Health Services

15 Trusts facing attendance challenges in the last year

36 Fast-track engagement via existing Retention Improvement Programme

All Trusts:
Health and Wellbeing Framework, access to thematic interventions, case studies and the resources supplied and developed during the programme
Working with 73 Trusts across the country
#nursingnhsi