Key conversations webinar
7 March 2019
Webinar agenda

- Introduction and welcome
- NHS Employers key conversations guide
- Key conversations: The evidence base – David Jackson, Twin Kingdom Consultancy
- Stay conversations - Will Thornton, York Teaching Hospital NHS Foundation Trust
- Questions and answers
Introduction

NHS Employers workforce retention programme:
- Launched April 2017
- AIM: Support employers with developing their approach to addressing nurse turnover and improving retention.

- FOCUS:
Supporting new starters
Development and career planning
Flexible working, including flexible
Improving staff retention: Key conversations

- Online at NHS Employers:
  https://www.nhsemployers.org/case-studies-and-resources/2018/12/key-conversations-to-have-with-your-staff

- Highlights example conversations to have with staff throughout employment journey

- Practical tips and case study examples
Key Conversations: The Evidence Base
Pro-Active Discussions with New Starters

Challenge of Transition + Wanting to Make a Good Impression + Lack of Experience = Flight Risk
The Benefits of Regular ‘Stay’ Conversations

- The research data is compelling.
- Talking openly is a skill – it takes time for staff to learn.
- Our challenges change over time.
- Managers need support in having these conversations.
Exit Conversations with Leavers

- Notice
- Action
- Interview
- Analysis
- Collation

1. How are exit leavers triggered?
2. Who collects the data?
3. Who analyses the data?
4. How do we decide what to do in response?
5. How do we turn insight into ACTION?
BACKGROUND

A GAP IN OUR DIALOGUE:

- Ambition to increase resourcing of retention vs recruitment;
- Number of key touch-points but questions regarding level of coverage and quality of information elicited to support retention;
- Number of examples showed missed opportunities and the importance of offering something more timely/responsive.

YORK TEACHING HOSPITAL / NHS EMPLOYERS
WHAT WE DID

• Made ourselves available to staff for confidential 1:1 conversations;
• Intention to be proactive and provide interventions wherever possible, without over-promising;
• Immediate wave of contact from staff across different groups and sites.

11/01/19 Do you have itchy feet?

Are you thinking about leaving us to seek new opportunities? If you are, we would really value a conversation with you.

This can be a confidential and informal chat. The workforce team may be able to offer you the opportunity you are seeking right here. At the very least your feedback is helpful to influence change.

If you are interested please either email stay@york.nhs.uk or contact directly:
- Polly McMeekin, Acting Director of Workforce and OD (772 5321)
- Lydia Larcum, Head of Workforce (772 5370)
- Will Thornton, Assistant Head of Workforce (772 6424)
- Sarah Brown, Assistant Head of Workforce (772 5315)
- Sian Longhorne, Assistant Head of Workforce (772 6306)
- Sarah Tostevin, Assistant Head of Workforce (771 2436)
- Jenny Flinton, Assistant Head of Workforce (771 6238)

If there is nothing the team can say to change your mind, you can also let them know about your experience with the Trust by completing a Leaver Questionnaire, or by leaving a review on Glassdoor.
WHAT EMERGED

- Individuals / groups thinking they had to leave to progress
- Limited opportunities for informal development
- Need to work on top-down communications and cultures
NEXT STEPS

- New talent management strategy
- New intranet
- Delivering our revised Staff Survey action plans
- Increase number of touch points to build organisational responsiveness
Question and answer session
Resources and support

View resources, guidance and good practice on the NHS Employers website:
www.nhsemployers.org/retention

Contact us:
Jessica Scrimshaw – Programme Lead
Adam Clarke – Senior Programme Officer

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