

Staff Retention Framework

Clinical Area.....

Staff Engagement					
Element	Description	Lead	Action Required	Marker for Achievement	status/Completion.
Team Working and Communication	<p>What do you do as a manager...</p> <ul style="list-style-type: none"> • To inform and involve? • To build team identity? • To connect the team with the vision and objectives of the wider Trust? • To positively reinforce the great work that goes on? 		<p>Regular, structured team meetings take place with notes and actions generated circulated for all staff to view.</p> <p>You said, We did for staff</p> <p>Ward managers to produce weekly/monthly blog style communication to be disseminated to staff on all ward/hospital news and this to be discussed in the next ward meeting</p> <p>New ideas board for staff comments implemented.</p> <p>Each ward to have a clinical governance lead, responsible for feeding back incidents/risks/complaints</p>	<p>Minutes of ward meetings</p> <p>Evidence on You said, We did for staff board</p>	
	<p>What do you do as a member of the team ...</p> <ul style="list-style-type: none"> • To positively promote the great work that goes on? 		<p>Managers to contact staff recruited/moving to their areas asking them what support they think they will need to make their transition easier.</p>	<p>Email or face to face contact.</p> <p>Feedback from the preceptor programme and at interviews</p>	

	<ul style="list-style-type: none"> To support your colleagues and manager? To contribute ideas and suggestions for the team? 		<p>Ensure positive feedback and recognition is a feature of every day activity – recognition of individuals; teams and services</p> <p>Engagement with Above and Beyond</p> <p>Retention Nurses in each area to focus on getting everyone not just managers, coordinators to do this</p>	<p>Informal team feedback;</p> <p>Employee of the month, 'Starcard' submissions, nominations for staff excellence awards and external awards. Praise/celebration boards.</p> <p>Friends and family, Facebook page feedback circulated.</p>	
			<p>Ensure every team member understands what is required of them in their role and understands their role relative to the wider vision and objectives of the Trust</p>	<p>Evidence of discussion at ward meetings and during appraisals.</p>	
			<p>To bind teams and create a sense of identity, develop a clear purpose and objectives for nursing services – not just for individuals in that team</p>	<p>Friends and family feedback, external reviews, exit interviews, evidence in practice of a cohesive team and positive work environment</p>	

Employee Voice Initiatives	What do you do as a manager...		Enable and support delivery of the ' What Matters ' programme, ensuring all staff have the opportunity to voice their opinions.	Evidence of discussion at ward meetings	
	<ul style="list-style-type: none"> To enable the voice of staff to be heard To encourage staff to get involved To close feedback loops and take action on feedback 		Create the conditions and raise awareness of the opportunities for staff to engage in Trust wide initiatives – e.g CEO Transformation Fund programme	Communicate opportunities using various methods including posters, email and newsletters. Managers to share information at ward meetings and handovers	
	What do you do as a member of the team ...		Develop and deliver local mechanisms in your team to ensure the staff voice is heard – working together action group, staff feedback box, team meetings Clinical governance leads in each area- Ward Managers-	Evidence of staff feedback discussed at DON Sisters meeting. Minutes to be easily available to staff	
	<ul style="list-style-type: none"> To contribute ideas and suggestions To support colleagues to have their voice heard 		All staff should have the opportunity to attend assertiveness training	Can be booked via the intranet page - under Learning	
	<ul style="list-style-type: none"> Works with the RCM local forum to share ideas 		Contribute at working together action groups and other opportunities for staff feedback and engagement.	Attendance. Staff engagement.	

Responding to the RBFT National Staff Survey results	What do you do as a manager to... <ul style="list-style-type: none"> Deliver local improvement based on survey findings? Feedback to staff what you are doing? Work with your staff to co-create effective responses? 		Develop and deliver local actions in response to the Staff Survey results for you locality Ward Managers to inform staff of staff survey results and subsequent work.	Minutes of meetings, preceptorship projects, evidence in practice and case reviews of effective team working and communication	Retention team- looking at boards in each area for sharing information-
	What do you do as a member of the team to ... <ul style="list-style-type: none"> Contribute to the staff survey? Work with the team on actions? 		Ensure staff have visibility of the Staff Survey results for the Trust and your service – e.g signpost to National Report	Visible on the intranet, and as part of board documentation, share on Facebook pages	
			Communicate what you are doing locally in response to the survey results through local ‘You Said/We Did’	Seen happening at handovers, minutes of meeting’s, boards in clinical areas, Maternity facebook page	
Deliver a Positive Staff Experience	Line managers have perhaps the single greatest impact on staff engagement. People join organisations, but leave managers. What do you as a manager do... <ul style="list-style-type: none"> To support and enable a 		Deliver the actions in this plan – they are all about improving the staff experience and retention of staff	All actions achieved, improved retention, continued positive feedback about line managers	
			Understand your leadership or management style and how others experience this. Ask for feedback	360 degree, WAVE feedback, Band 7 Leadership	

<p>positive staff experience</p> <ul style="list-style-type: none"> To assure yourself and others that you are making a difference. Take opportunities for feedback and engage with any development needs identified <p>What do you do as a member of the team ...</p> <ul style="list-style-type: none"> To support and enable a positive staff experience? 			questionnaire implemented in all areas.	
		Effective appraisals - Development pathway to be used and discussed at appraisals. Positive conversation work to be included.	Evidence at appraisal, feedback and KPI.	
		Continually seek to develop your leadership and management potential	HR Courses run to assist managers develop, more variety of courses being developed. Consider external opportunities including Henley College and The NHS Thames Valley Wessex Leadership Academy	
		Set the example you expect - be this positive behaviours; MAST compliance; learning and developing; engaging with wider trust issues etc	Evidence observed in practice by colleagues including during pressured times. KPI figures.	

Description – Retention Framework

Healthy Safe Workplace

Element	Description	Lead	Action Required	Marker for Achievement	Completion.
Flexible working	Consider how to provide flexible working as a norm		<p>Consider flexible working request and the possible options available to approve the request made by staff whilst still being able to deliver a service.</p> <p>Could the request be trialled for a period of time to see if it works for both your service and the staff member?</p>	Staff feedback	
Work-life balance	Consider working patterns of staff?		<p>Ensure rota's take into consideration work/life balance with particular reference to patterns of work and sufficient recovery after working night shifts / consecutive long day shifts.</p> <p>Minimum 2 days off after working night shifts.</p> <p>Comply with working time regulations.</p> <p>Offer flexible working in line with trust policy. Ensure that they are fair and consistent.</p> <p>2 rotas plus the current rota published</p>	<p>Roster managers and line managers to review optimise using a 'fresh eyes' approach</p> <p>Managers to keep a record of current flexible working contracts</p> <p>All managers to have a conversation with new staff on their preferred working pattern</p>	
	Annual leave utilisation Individual staff to plan their		Monitor staff leave request and try to ensure staff take at least 1 week of leave every 3 months.	Line managers to monitor ward	

	annual leave in line with the requirements.		<p>Optimise access as soon as the rotation has been agreed so staff can request.</p> <p>Annual leave consideration for the new midwives starting in the trust</p> <p>Annual leave for peak periods (Easter, Summer etc) agreed 8 weeks prior</p> <p>Extended annual leave will be considered. Requests in writing to the line manager and discussed at maternity service meetings</p> <p>Annual leave authorised on a regular basis. Managers to review every 2nd and 4th Tuesday of the roster.</p>	<p>leave</p> <p>KPI – absence</p>	
	Promote culture of normal hours		<p>Monitor the working hours of staff to ensure they are not repeatedly staying late. If so, explore why this is occurring and steps you can take to resolve it.</p> <p>Promote culture of working normal hours not excessive hours.</p>	<p>Feedback from staff and line managers</p>	
	<p>Promote culture of taking breaks.</p> <p>Individual staff to take breaks when asked to do so by the shift leader.</p>		<p>Allocate break times for staff at beginning of a shift, establishing a culture of a normal expectation to take allocated breaks</p>	<p>Breaks project</p>	

Healthy Safe Workplace

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Staff support and advice	Promote staff health and wellbeing		Establish Health & Wellbeing (H&WB) section of staff notice board to facilitate communication H&WB messaging e.g. monthly health promotion campaigns, offers available to staff including on-site classes, membership offers etc...	Staff board in all areas. Managed by senior staff. Updated regularly. Leads to liaise with Occupational Health	
	Make staff aware of Employee Assistance Programme services		Ensure staff are aware the Employee Assistance Programme provides a variety of support including legal, financial, general advice, in addition to counselling support via 0800 030 5182 Have Employee Assistance Programme posters and leaflets readily accessible to staff on ward.	Staff information board up to date, evidence of information shared at ward meetings, facebook page and newsletter	
	Ensure staff aware of Occupational Health department accessibility		Consider referral to Occupational Health for any staff who's health is affecting their work or if work is affecting their health. Make staff aware they can self refer to Occupational Health by contacting the department on ext 7634 (0118 322 7634) if they want support for their health	Staff information board up to date, evidence of information shared at ward meetings, facebook page and newsletter	
	Support staff returning to		When recommended by Occupational Health consider support available for staff returning with adjustments	Regular review by staff and occupational	

	work			health. Staff feedback.	
Healthy Safe Workplace					
Element	Description	Lead	Action Required	Marker for Achievement	Completion
Raising Concerns Speak Up	Awareness of channels of raising concerns		Information readily available / on display to staff about the Trust ' Freedom to Speak Up Guardian' role. Leaflets and posters with Joan Potterton name and contact details (ext 7246) should be displayed in staff rooms. All staff to follow the maternity charter	Staff information board up to date, evidence of information shared at ward meetings, facebook page and newsletter. Feedback from freedom to speak up guardians being used	Completed
Appropriate support for training and development.	Staff have the appropriate training and development to carry out their role Ensure staff awareness of training courses available within the Trust with specific reference to those supporting wellbeing		Communicate to staff the training and development available to help facilitate them to do their job. Also link to their individual PDP regarding training identified. Consider courses available via the Learning and Development team (ext 7832) and Occupational Health (ext 7634) PDT to feedback to matrons any concerns raised at preceptorship Encourage staff to use career surgeries for supporting	Effective appraisals. Attendance at training.	

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Pay & Retention Initiatives					
Element	Description	Lead	Action Required	Marker for Achievement	Completion
Basic reward package	NHS benefits		All staff to understand what benefits are available for them. Staff benefit booklet to be printed out and circulated and managers to remind staff about these benefits	All staff informed by line managers, available in all areas on staff board, advertised on all facebook pages	