Retention Planning:

An Interactive Evidence Review

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Attribute to: Learning Resource Centre,
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Retention Planning is ...
An effort by a business to maintain a working environment which supports current staff in remaining with the company. Many employee retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff.

Read more: http://www.businessdictionary.com/definition/employee-retention.html
10 questions to ask before implementing a retention plan

- Have you reviewed variety of data and identified where you need to make improvements?
- Are you considering how to support new starters?
- Have you got support from your board to implement retention activities?
- Are you considering how to facilitate flexible working?
- Are your managers and teams engaged with your retention activities?
- Have you considered the need to support your line managers?
- Have you got experience in making improvement and change?
- Is your organisation focusing on development and career planning?
- Are you using organisational development ideas to support retention?
- Have you got an evaluation plan in place?

(NHS Employers, 2017)
Secrets of successful retention planning

- The four most powerful words for engaging employees in the new work ethic are, “What do you think?” (Izzo & Withers, 2002)

- Professional workers are more likely to stay in organisations where the management style is deemed appropriate, where the working experience is pleasant, resources are adequate, there is a degree of flexibility, where people feel part of a team with friendly and caring colleagues who are available and where there is the opportunity to learn new skills or to obtain promotion. (George, 2015)

- To listen to staff, engage with them and invest time. Look at the data and don’t make presumptions. (Tameside and Glossop Integrated Care NHS Foundation Trust, 2018)

- A locally owned solution for retention, which staff are empowered to develop and champion themselves, and which understands and addresses the multiple factors affecting leavers. (NHS Improvement, 2018)
Measuring the effectiveness of retention planning

Humphreys, 2009 developed a logic model to measure for the effectiveness of retention planning:

- By measuring the median or average length of service
- By measuring the turnover and stability (retention) rates
- By measuring the median survival (the average time after commencement until half the workforce has left)
- By analysing the survival probabilities at 12 and 24 months
- By creating workforce retention benchmarks
- Monitoring staff absence
Benefits of retention

- Cost savings i.e. avoiding costs of recruiting and training new staff. (Ekosgen, 2013)
- Having more skilled and experienced staff. (Ekosgen, 2013)
- Job satisfaction and strong performance. (Shmailan, 2016)
- Retain top talent for increased competition. (George, 2015)
- Creating a safe workplace environment. (van Maanen, 2018)
- Employers that want to recruit and retain Millennials might consider creating benefits that allow them to align their personal and professional lives and help them find purpose and meaning in their work. (Rochman, 2018)
Case studies:

The Hywel Dda UHB staff induction process is run consistently across Carmarthenshire, Pembrokeshire and Ceredigion. The day opens with a welcome video message from the Chief Executive. This sets the tone for the morning with a number of key messages being delivered as part of the programme. The messages include “who we are”, “what we are trying to achieve” and an overview of the organisational values. There are messages around creating an inclusive workplace and delivering safe care which are supported by staff testimonial videos. The day concludes with employees returning to their services and receiving a local induction from their line manager.

The Carter Review into productivity and efficiency in NHS hospitals revealed that self-rostering can improve work-life balance and staff retention in the NHS.

(Kurnat-Thoma, et al., 2017) Creating a buddy system with high-performing employee leaders, posting new-hire profiles for other employees to learn about the new hire, requiring manager communications at frequent intervals, and implementing 30-, 60-, and 90-day structured interviews allowed challenged departments and units to address problems early. Improved co-worker relationships and employee–manager professional dialogue during the new hire’s first 3 months promoted an improved work environment and promoted staff retention.

(European Commission, 2015) The PAIME programme was established in Spain in 1998 to promote and protect the health of physicians... it is predominantly used by older doctors (>51 years)...The PAIME programme has helped more than 3,500 physicians since its inception. Of the doctors that have been treated by the programme, close to 90% have recovered and been rehabilitated back into medicine and retained for medical practice.
Scepticism and shortcomings

Millennials and their Impact on Employee Turnover

Why are so many Nurses Quitting the NHS in England?

Employee Engagement - Who's Sinking Your Boat?

Employee Engagement - Why Is Your Boat Still Sinking?
(Royal College of Surgeons in Ireland, 2018)
- Working conditions of trainees needs to be improved
- Trainees need to be respected for the level of training, skills and commitment they bring to their jobs
- Their training needs to be acknowledged and prioritised, as they are the future medical workforce in a specialist- and GP-delivered health service

(Health Education England, 2014) Stress and burnout have been found to significantly correlate with intention to leave. In a European nursing survey, 42% of UK nurses reported burnout (the highest of all 10 European countries surveyed), compared to the European average of 28%.

(Unison, 2018) Why NHS staff quit their jobs: Reasons staff left their jobs, Oct, Nov, and Dec 2017

<table>
<thead>
<tr>
<th>Reason</th>
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<td>Flexi Retirement</td>
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</tbody>
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(Civitas, 2015) British healthcare policy makers seem reluctant to invest in training substantially larger numbers of staff despite increasing need... It is evident that a lack of staff - or at least of staff willing to enter some specialities - is currently leading to excessive spending on agency staff, locums and overseas recruitment; exhausting financial resources that could be better used in training and employing permanent staff.
Guidance

Healthy Workplace Toolkit - RCN

Reducing Pre-Registration Attrition & Improving Retention (RePAIR) - HEE

Improving Staff Retention: A Guide for Employers - NHS Employers

Retaining your Clinical Staff: A Practical Improvement Resource - NHS Improvement
Influences and Barriers

(Jackson, et al., 2002) In a climate of a declining nursing workforce where violence and hostility is a part of the day-to-day lives of most nurses, it is timely to name violence as a major factor in the recruitment and retention of registered nurses in the health system.

(Moberly, 2017) Part of the solution to the NHS retention problem lies in removing the pay cap that limits pay rises for NHS staff to 1% a year until 2019.

(Fahy, et al., 2017) The potential effects of Brexit on health: First, the effects of Brexit are wide-ranging, touching every building block of a health system as described in the WHO Health System Framework. Second, these effects on health range from somewhat negative to very negative, with few opportunities. Third, the effects depend on what type of Brexit is pursued; the harder the Brexit, the worse the effects, with no deal being the worst of all.

(Jackson, 2014) “If you want to keep the most talented members of your team, it’s time you start looking in the mirror and realize the biggest reasons why people quit have to do with you”
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