Retention of Nursing Staff in an NHS Foundation Trust in England

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Chief Executive

About us

- Top performing mental health and social care trust
- One of the first Foundation Trusts in the UK
- 60 Sites
- £120 million budget for 2009/10
  - 2,000+ staff
  - 1,200 nursing staff

Despite our success we are facing increasing challenges and competition for staff. We too need to:

- Attract/recruit
- Retain
- Grow

the best possible nursing staff
Professional presence
Creating an organisation where the nurses skills and contribution is valued as equal

PROVIDING CAREER OPPORTUNITIES WITH SUPPORT FOR PERSONAL DEVELOPMENT

No professional barriers between disciplines. All have a truly equal contribution and status.
An environment where people want to work
The environment matters as much to staff as people who use the service
Strong nurse leadership and an open culture at every level of the organisation

Equal representation and leadership throughout the organisation
Open vertical and horizontal communication

Leadership must look beyond the here and now and establish a new vision for the nursing workforce of the future

Extended roles...

- Consultant nurses
- Nurse prescribers
- Nurse therapists
- Joint clinical and academic appointments
- Intermediate grades to support qualified nurses
Communication

Sample clinician dashboard

Maintaining an open culture
Reinforcing positives

- Measure compliments as well as complaints
- Understand why service users feel so positively about the service that they to write in to say thank you

An opportunity to provide leading edge services though a true partnership between nurses other disciplines and service users

Nurses championing and leading service redesign

- Assessment unit (pre admission)
- Recovery Service (preventing admission)
- New ways of working (in patient/community)
- Clinical Assessment Service
- Primary Care Counselling service
- Enhanced primary care depression services
Excellent recommender scores motivate staff.

Based on this appointment, would you recommend SEPT?

Values based recruitment, induction and appraisal systems...

The results
Key Statistics

<table>
<thead>
<tr>
<th>Indicator</th>
<th>National Ave</th>
<th>Target</th>
<th>Actual/Deviace</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sickness Absence</td>
<td>6.8%</td>
<td>8.8%</td>
<td>Below</td>
<td></td>
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<tr>
<td>Turnover</td>
<td>10.1% (Aug 07)</td>
<td>10.6%</td>
<td>Below</td>
<td></td>
</tr>
<tr>
<td>(Mandatory) Training</td>
<td>100% (Aug 07)</td>
<td>100%</td>
<td>On Target</td>
<td></td>
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</tbody>
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- Top trust to work for
- Top Trust for employing managers
- Eighth best (largest) healthcare organisation to work for in the UK

Every individual in the world has a unique contribution
Jack Kornfield

Including each and everyone of you…
get in tune with your staff needs as leaders