



AGENDA ITEM

5.7

CTM BOARD

TURNOVER & RETENTION BRIEFING

Date of meeting	26/01/2023
FOI Status	Open/Public
If closed please indicate reason	Not Applicable - Public Report
Prepared by	Natalie Price, Assistant Director of Strategic Workforce Planning
Presented by	Hywel Daniel, Executive Director for People
Approving Executive Sponsor	Executive Director for People
Report purpose	FOR DISCUSSION / REVIEW

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)

Committee/Group/Individuals	Date	Outcome
(Insert Name)	(DD/MM/YYYY)	Choose an item.

ACRONYMS

CTM	Cwm Taf Morgannwg
-----	-------------------



1. SITUATION/BACKGROUND

- 1.1** Turnover and retention are areas of both challenge & priority within the NHS at an organisational, local, and a national level. Within the context of ever-increasing pressures within our healthcare system it is now more than ever vital that we retain and value our people.
- 1.2** Retention is crucial to our ability to deliver great care to our communities. While we focus on strengthening our workforce supply, we must ensure that we continue to prioritise our existing teams – supporting and encouraging them to remain within our employment.
- 1.3** This paper seeks to update on the Health Board’s turnover & retention position, outlining a summary of the data, activities that are underway to support retention and the plans to expand this work. It reflects and reiterates our commitment to taking positive action – better understanding why people leave the employment of the Health Board, and developing, implementing and reviewing plans to support our people to remain with us and help us to deliver our organisational objectives.

2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

2.1 Our Turnover Position

Our turnover level at CTM stands at 12.71% for December 2022. This rate has seen an overall year-on-year increase in the past 5 years, except for 2021, where the level slightly decreased in-year. Turnover has also increased across our staff groups, with high numbers of staff leaving nursing & midwifery, additional clinical services (which includes Healthcare Assistants) and administrative & clerical.

Rolling 12 Month Turnover

	2018 / 12	2019 / 12	2020 / 12	2021 / 12	2022 / 12
Turnover Rate FTE	9.21%	10.05%	11.41%	10.73%	12.71%

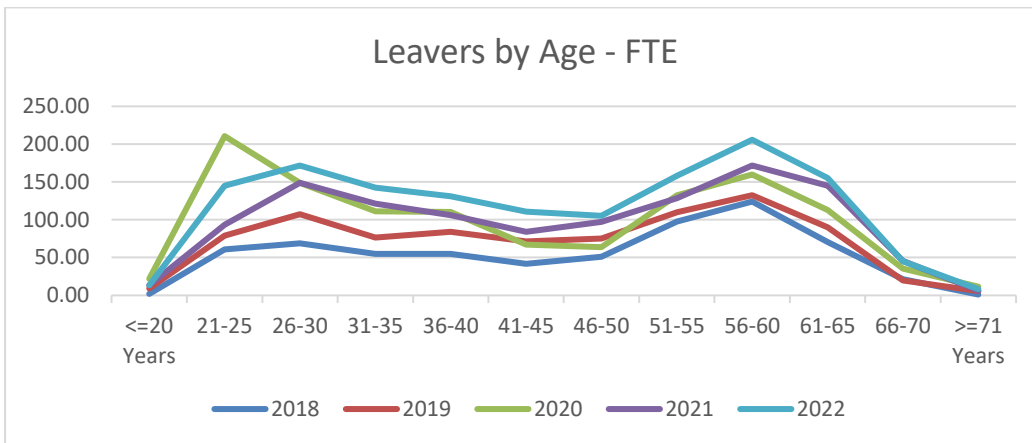
Staff Group	Headcount Staff in Post	Headcount Leavers	Headcount Turnover	% change 2021 Vs. 2022
	31-Dec-22	2022	2022	
Add Prof Scientific and Technic	424	59	14.29%	Up
Additional Clinical Services	2425	358	14.91%	Up
Administrative and Clerical	2574	374	14.66%	Up
Allied Health Professionals	814	115	14.29%	Up
Estates and Ancillary	1404	153	10.79%	Up



Healthcare Scientists	213	19	9.07%	Down
Medical and Dental	797	78	11.10%	Up
Nursing and Midwifery Registered	4024	497	12.49%	Up
Students	69	1	2.17%	Down

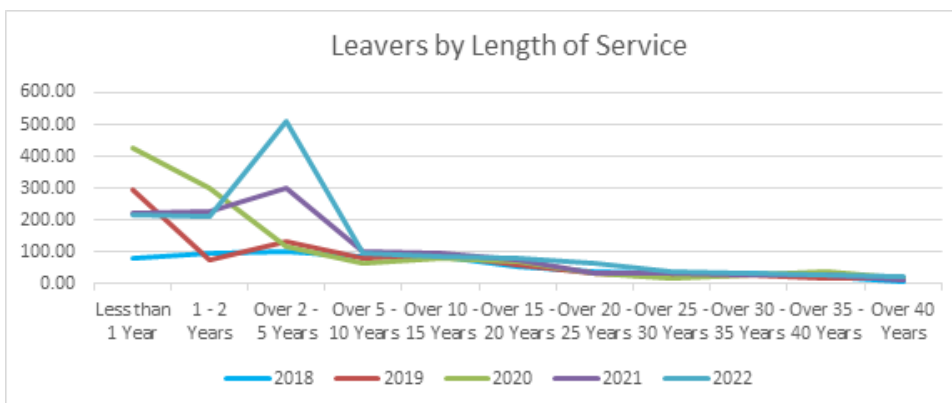
• **By Age**

There has been an increase 2018-2022 in leavers across our age bands. Historically leavers peaked at the ages of 50-65, however a developing trend is a second peak 21-35, and particularly the age group 26-30.



• **By Length of Service**

There is an increase in staff leaving within 5 years of joining, and specifically between 2-5 years.



• **Reasons for Leaving & Retirements**

In 2022 the top 3 reasons for leaving were: work life balance (30%), promotion (26%) and relocation (18%). There has also been a year-on-year increase in the number of retirements.

2.2 The Local & National Context

Our challenges regarding turnover are reflective of the local and national picture. Within Wales's six largest Health Boards the turnover range was between 10% - 14.4%, with CTM as the second highest at 13.5% (October 2022 data used for comparison). Within the nursing and midwifery staff group our turnover amongst this group is the highest. The NHS turnover rate in England is also increasing, with a rate of 12% at September 2022 (*NHS Digital NHS Hospital & Community Health Service workforce statistics*). This turnover is set in a context where vacancies remain very high by historic standards (*Labour Market Statistics, December 2022*). Within the latest LMS report the Institute for Employment Studies emphasises the importance of flexibility in the workplace – for both retention and recruitment.

The need to prioritise retention is emphasised within 'A Healthier Wales: Our Workforce Strategy for Health and Social Care' (2020), as well as NHS England's 'People Plan & People Promise'. An All Wales Nurse Retention Group has recently formed as part of the work on the All-Wales Strategic Workforce Plan for Nursing, recognising the specific national challenges with the nursing workforce. The purpose of this work is to develop a toolkit for use by Health Boards and Trusts. It is also engaging with NHS England to understand the impact of their approach and share good practice.

2.3 Retention Initiatives

Within CTM our People Priorities guide a range of work plans spanning across our teams that include well-being, employee experience, values & behaviours, leadership and management development, and strategic workforce planning. An output of the recent 'Moving On' project will be the January launch of our new Moving On questionnaire, enabling us to have a better understanding of why people leave. Furthermore, a recent scoping exercise by People & Nursing colleagues has assessed our progress on retention against the NHS England Retention toolkit and produced a series of recommendations.

2.4 Next Steps on Retention

A more detailed paper on Turnover & Retention will be taken to February's People & Culture Committee. It is proposed that a Retention Steering Group is formed with oversight of the full breadth of this agenda, to refine and further develop our programme of work. It is recommended that the initial focus is on Band 5 Registered Nurses and Healthcare Assistants.



3. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

- 3.1** If the turnover position continues to worsen there is an increasing risk it will impact on our ability to deliver care to our communities, our employee experience and our financial position.

4. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	Yes (Please see detail below)
Related Health and Care standard(s)	Staff and Resources If more than one Healthcare Standard applies please list below:
Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.	Choose an item. If yes, please provide a hyperlink to the location of the completed EIA or who it would be available from in the box below. If no, please provide reasons why an EIA was not considered to be required in the box below.
Legal implications / impact	There are no specific legal implications related to the activity outlined in this report.
Resource (Capital/Revenue £/Workforce) implications / Impact	There is no direct impact on resources as a result of the activity outlined in this report.
Link to Strategic Goals	Inspiring People

5. RECOMMENDATION

- 5.1** The Board is asked to **NOTE** the contents of this briefing, and **NOTE** the approach to developing a Retention Steering Group, which will develop a programme of retention activities to minimise turnover. This work will report through the People & Culture Committee.