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Bwrdd Iechyd Prifysgol  
Abertawe Bro Morgannwg  
University Health Board



<b>Meeting Date</b>	<b>16<sup>th</sup> August 2018</b>	<b>Agenda Item</b>	<b>2J</b>
<b>Meeting</b>	Workforce and Organisational Development Committee		
<b>Report Title</b>	New Exit Interview Process and Questions		
<b>Report Author</b>	Rob Jones, Corporate Matron		
<b>Report Sponsor</b>	Helen Griffiths, Interim Corporate Head of Nursing		
<b>Presented by</b>	Gareth Howells, Director of Nursing and Patient Experience		
<b>Freedom of Information</b>	Open		
<b>Purpose of the Report</b>	This report provides the Workforce and Organisational Development Committee with information on the proposed new exit interview process and questions		
<b>Key Issues</b>	<ul style="list-style-type: none"> <li>• The Health Board has previously identified that there are challenges with not only recruitment, but also retention.</li> <li>• A three-month shortened Exit Interview pilot has been undertaken by Nursing. This proved to be less time consuming than the current approved exit interview process, and identified some positive results.</li> <li>• The need to continue and expand the use of exit interviews is a requirement of the Nursing &amp; Midwifery Strategy, and also has clear benefits to all Health Board staff.</li> </ul>		
<b>Specific Action Required</b> <i>(please ✓ one only)</i>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>
	✓		
<b>Recommendations</b>	<p>The Workforce and Organisational Development Committee are asked to:</p> <ul style="list-style-type: none"> <li>• Note Exit Interview pilot and results</li> <li>• Agree to a roll out &amp; implementation of a shortened exit interview throughout the Health Board</li> <li>• Support the formation of a task &amp; finish group to further develop work undertaken.</li> </ul>		

# New Nursing Exit Interview process & questions

## 1. INTRODUCTION

Abertawe Bro Morgannwg University (ABMU) continues to have a large number of Registered Nurse vacancies. The Health Board has previously identified that there are challenges with not only recruitment, but also retention. Exit interviews can provide the Health Board with a unique perspective on its performance and employee satisfaction. Rather than viewing exit interview as a means of determining why an employee has decided to leave the Health Board, they should be considered as a way to identify consistent trends, patterns and themes. An exit interview can also be used as an attempt to retain the member of staff, within the Health Board by offering the staff member the opportunity for other roles within the Health Board if appropriate.

## 2. BACKGROUND

Included within the Health Boards Nursing and Midwifery 2017-2020 Strategy it states:

100% of nurses and midwives who leave within 1 year of employment will have exit interviews completed.	100% of nurses and midwives who leave within 1 to 5 years of employment will have exit interviews completed.	100% of nurses and midwives who leave within 5 to 10 years of employment will have exit interviews completed.
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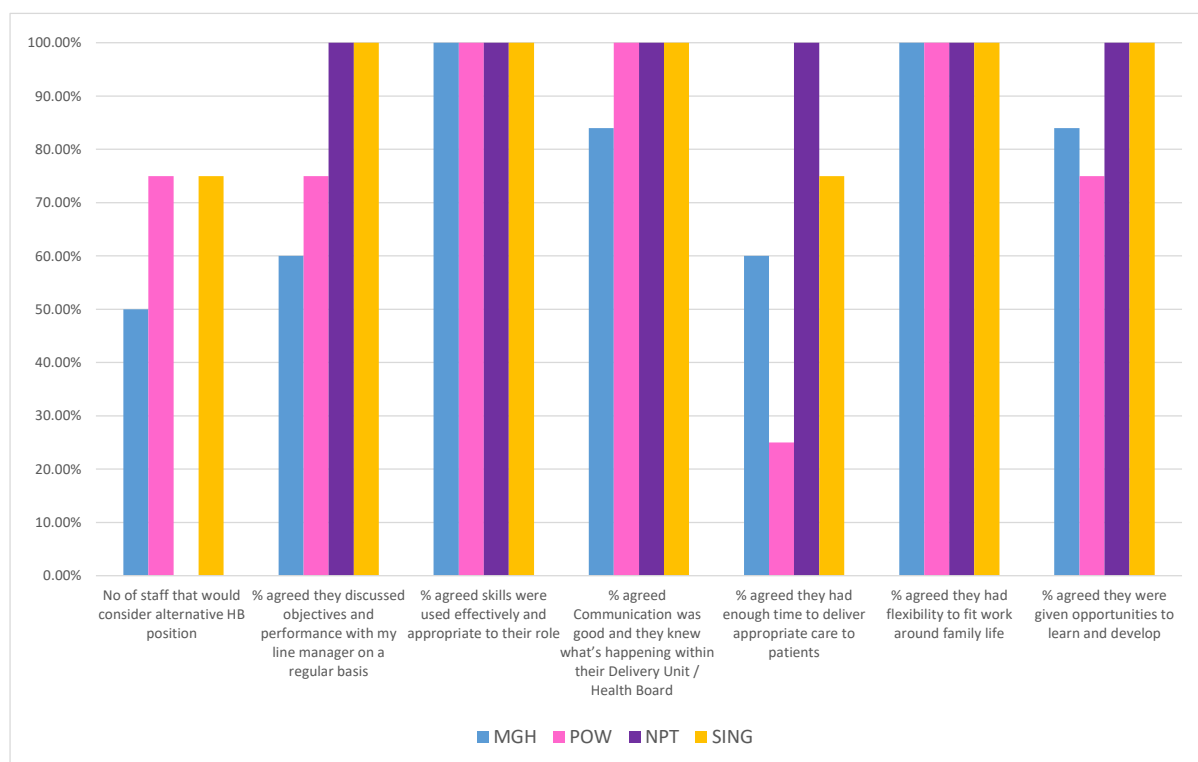
Exit interviews are identified as being a key indicator of the reasons behind the decision to leave, however compliance has been questionable due to the lack of centrally stored data, evidenced actions as a result of information gathered and feedback from Managers that the interviews are too long and time consuming. A three-month shortened Exit Interview pilot has been undertaken by Nursing to enable some visibility of these returns. The questions were simplified and reduced to eight, which were tick box rated (Strongly Agree/Agree/Disagree/Strongly Disagree), and included an 'any other comments' box. This proved to be less time consuming than the current approved exit interview process.

	Strongly agree	Agree	Disagree	Strongly Disagree
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I discussed my objectives and performance with my line manager on a regular basis				
My skills were used effectively and appropriate to my role				
Communication is good and I knew what's happening within my Delivery Unit / Health Board				
I had enough time to deliver appropriate care to patients				
Adequate flexibility existed to fit work around my family life				
I was given opportunities to learn and develop my practice				
I would accept, if offered an alternative position within the Health Board at a different SDU or department				

Ward Managers / Matrons were encouraged to complete the exit interview within 72hrs of receiving a letter of resignation.

The questions set within the exit interview were agreed via the Nursing & Midwifery Board meeting in March 2018, and focused on how staff felt they were given the opportunities needed to fulfil their role whilst having the professional support needed. The pilot also explored the question of alternative positions within the Health Board as opposed to leaving, the findings below provided interesting results:



Identified within the Exit interview pilot and shown above were some very positive results that uphold our Health Board values. The pilot also revealed that that 50% of the staff leaving the Health Board would consider alternative employment within another area or Service Delivery Unit, a statistic that surely needs further exploration in order to effectively manage.

The need to continue and expand the use of exit interviews is a requirement of the Nursing & Midwifery Strategy, and also has clear benefits to all Health Board staff, by way of staff retention and upholding our values. The questions, format, results capture and analysis of the data all need further work if we are to extend this process throughout the Health Board. The development of a method by which staff would be able to rotate to other areas within the Health Board rather than leaving, also needs further discussion/work regarding the co-ordination of such an undertaking. A task & finish group lead by Human Resource (HR) ideally would be formed including representatives from:

- Human Resource (chair)
- Leads from all Members of the Multidisciplinary workforce
- Partnership Colleagues.

### **3. GOVERNANCE AND RISK ISSUES**

The new exit interview process and questions have no risk issues to the Health Board, however it could improve governance by providing a perspective on its performance and employee satisfaction

### **4. FINANCIAL IMPLICATIONS**

The new exit interview process and questions have no financial implications for the Health Board.

### **5. RECOMMENDATION**

The Workforce and Organisational Development Committee are asked to:

- Note Exit Interview pilot and results
- Agree to the roll out & implementation of a shortened exit interview throughout the Health Board
- Support the formation of a task & finish group to further develop work undertaken.

<b>Governance and Assurance</b>							
<b>Link to corporate objectives</b> <i>(please ✓)</i>	Promoting and enabling healthier communities		Delivering excellent patient outcomes, experience and access		Demonstrating value and sustainability	Securing a fully engaged skilled workforce	Embedding effective governance and partnerships
						✓	
<b>Link to Health and Care Standards</b> <i>(please ✓)</i>	Staying Healthy	Safe Care	Effective Care	Dignified Care	Timely Care	Individual Care	Staff and Resources
							✓
<b>Quality, Safety and Patient Experience</b>							
Exit interviews can provide the Health Board with a unique perspective on its performance and employee satisfaction. Improving these elements could have a positive influence on quality, safety and patient experience.							
<b>Financial Implications</b>							
The new exit interview process and questions have no financial implications for the Health Board.							
<b>Legal Implications (including equality and diversity assessment)</b>							
The new exit interview process and questions have no legal implications for the Health Board.							
<b>Staffing Implications</b>							
Abertawe Bro Morgannwg University (ABMU) continues to have a large number of Registered Nurse vacancies. An exit interview can be used as an attempt to retain staff within the Health Board by offering the staff the opportunity for other roles within the Health Board if appropriate.							
<b>Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)</b>							
The long term impact of the exit interview process could enable the Health Board to retain a skilled and engaged workforce.							
<b>Report History</b>	N/A						
<b>Appendices</b>	N/A						