GIG CYMRU NHS WALES
Bwrdd Iechyd Prifysgol Bae Abertawe
Swansea Bay University Health Board

Thinking of leaving initiative (TLI) pilot - 6 month review

Leanne Dyson
Lead facilitator
Culture, OD and Staff Experience team

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What is Thinking of Leaving (TLI)?

Swansea Bay University Health Board (SBUHB) want to ensure all their staff have a great experience at work.

The TLI is an initiative launched on **23rd November 2023**, as a 6 month pilot initially, to offer staff an opportunity to inform the Health Board via an online form if they are thinking of leaving (either moving roles internally or leaving the organisation entirely) with the **aim of providing the Health Board with an opportunity to seek a satisfactory resolution with the staff member, prior to the staff member taking any action (e.g. submitting their resignation letter).**

A link to an online form is available under the People section of the SBUHB intranet home page for staff members to complete at any time. The form will ask the staff member questions regarding their reason/s for wanting to leave. It will signpost them to available support services and will also offer them the opportunity to leave their contact details if they would like a follow up meeting, which will be arranged by a member of the Culture, Organisational Development & Staff Experience Team (CODSET) at SBUHB.

The CODSET team formed a working group with HR & Career Development colleagues who met regularly during the pilot process to share experiences and issues, review data and make changes where possible.

This storyboard shares data collected from launch on 23 November 2023 to 10 June 2024 and highlights areas for consideration.

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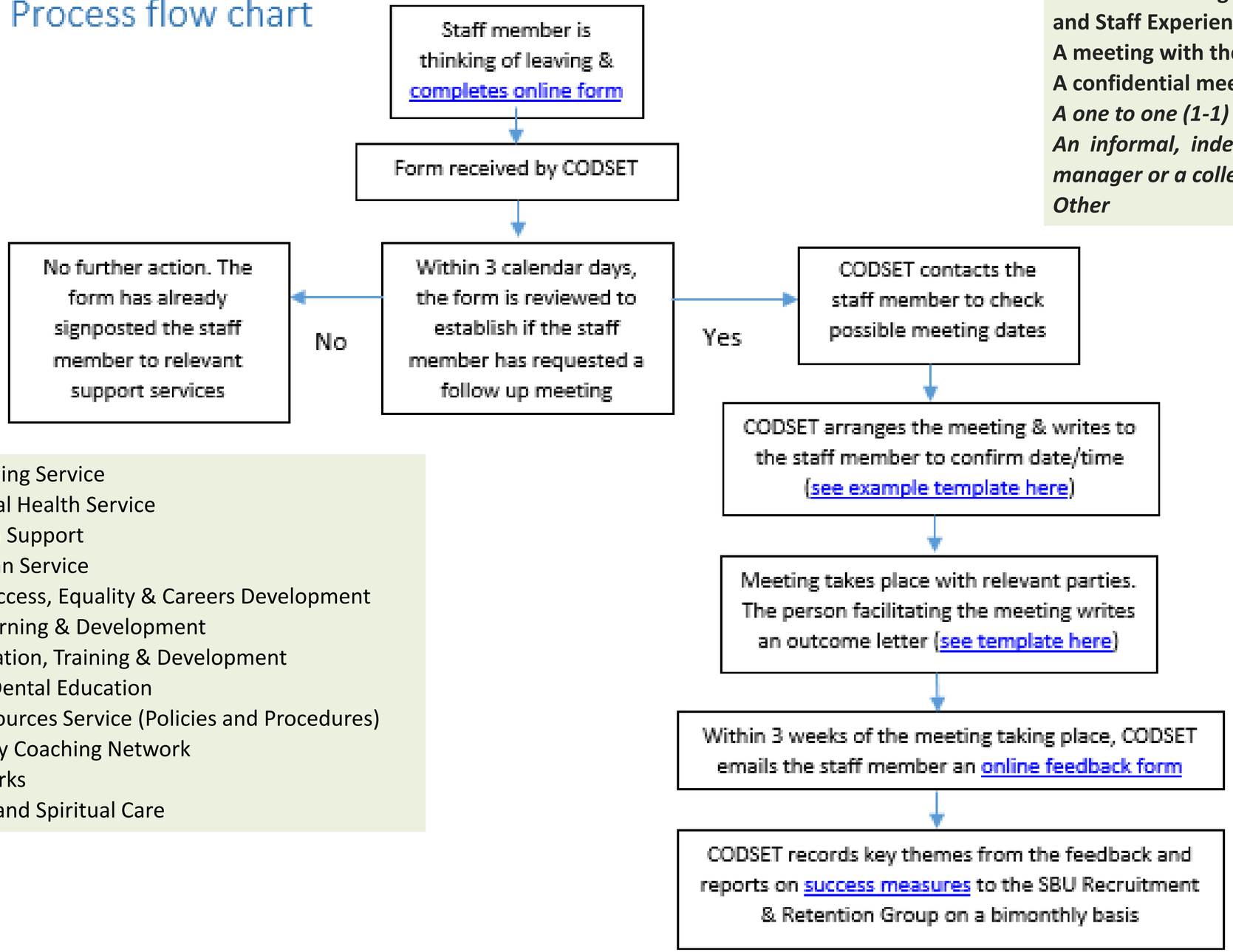
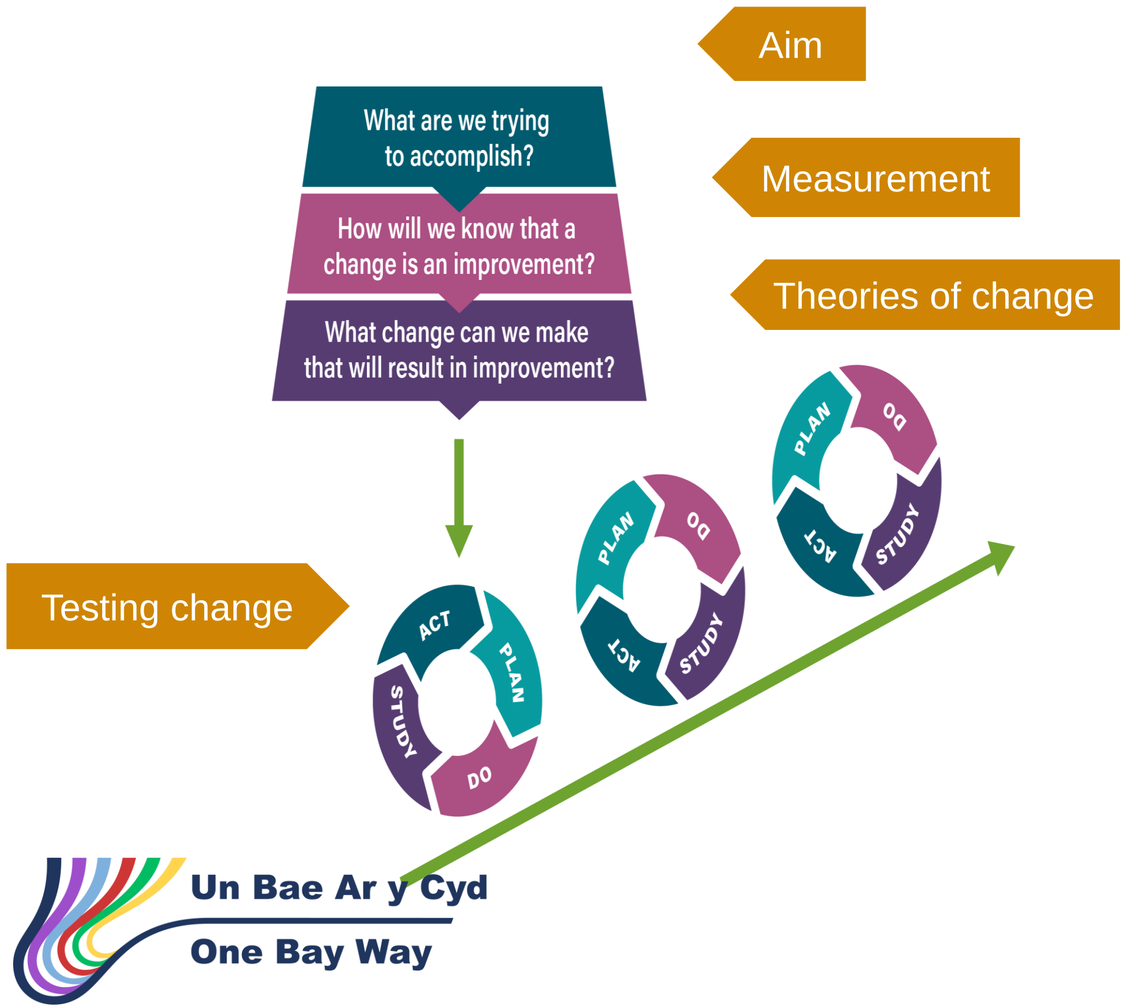
Process flow chart



An initial meeting with the Culture, Organisational Development and Staff Experience Team
A meeting with the Career Development Team
A confidential meeting with a member of the HR team
A one to one (1-1) meeting with your manager*
An informal, independently facilitated conversation with your manager or a colleague *
Other

Staff Wellbeing Service
Occupational Health Service
Trade Union Support
The Guardian Service
Widening Access, Equality & Careers Development
General Learning & Development
Nurse Education, Training & Development
Medical & Dental Education
Human Resources Service (Policies and Procedures)
Swansea Bay Coaching Network
Staff Networks
Chaplaincy and Spiritual Care

Aim - To seek a satisfactory resolution with the staff member, prior to the staff member taking any action (e.g. submitting their resignation letter)



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Measures -

The number of staff members that have indicated:

(a) they were less likely to leave than when they submitted their original form (score at least one point difference on the rating scale)

(b) they were more likely to leave than when they submitted their original form

(c) there was no difference in their scores

(d) they would recommend the service to a colleague who was thinking of leaving (%)

Data to be taken from feedback forms sent 3 weeks after first meeting.

1) Number of forms submitted in reporting period
2) Reasons for thinking of leaving (% for each reason)
3) Number and % of forms requesting a meeting
4) Number and % of forms requesting: [list each intervention]
5) Number and % of meetings that have taken place in reporting period
6) Number and % of staff members who have completed feedback forms
7) Qualitative feedback on the service included: [general themes or specific quotes]

What has happened so far?

Between launch on 23 November 2023 and 10 June 2024, there have been:

- 2298 page views on SharePoint
- 62 response forms received
- 28 follow up meetings requested by 22 members of staff
- 20 meetings taken place with 16 members of staff
- 7 feedback forms received

From the **62** response forms received:

- **3.4** was the average rating to the question “how likely are you to leave your current role and/or the Health Board at this moment in time? (on a scale of 1 to 5)
- **38%** of respondents are thinking of **leaving the NHS**, 17% moving roles within the Health board, 14% leaving Health board but staying in NHS, 29% not decided.
- The Health Board’s **values not being visible or role modelled** was the top selected reason for wanting to leave (21%) followed by **limited career or development opportunities** (20%).
- Comments in the ‘other’ sections indicate that **lack of leadership**, **management issues, finance / policies compromising patient care** and **pay** are reasons for also wanting to leave

What has happened so far?

- Widening Access, Equality & Careers Development most selected support service to find out more about (16%), followed by staff wellbeing (13%), HR services, and Trade Union support (both 12%)
- When asked if learning about the support services was likely to resolve reasons for thinking of leaving: **41% said 'maybe** I will explore the above further**', 49% said 'no**'.
- A **confidential meeting with HR** was most selected option for a follow up meeting (57% of requests)
- 2 people selected 121 meetings with their manager which was for the individual to arrange

Service	Initial meeting requests	Follow up requests	Total	Total meeting requests = 28
HR	13	3	16	
CODSET	8	2	10	
Career Development	2	0	2	

Service	Meetings taken place	No of meetings not taken place
HR	12	4
CODSET	6	4
Career Development	2	0
Total	**20**	**8**

*16 members of staff

What has happened so far?

Outcomes from TLI meetings include:

- Discussion of policies and procedures e.g. R&R policy, job evaluation, retire & return, redeployment process
- Shared links to support services e.g. staff wellbeing, Canopi
- A follow up meeting with HR
- Arranged coaching for interviews
- Follow up meeting to support preparation for conversation with manager

7 feedback forms have been received following a TLI meeting (37%). From this data:

- The **usefulness** of the TLI meeting was rated as **2.86** (on average from scale of 1 - 5) in terms of resolving the individuals reasons for leaving
- On a scale of 1 to 5, **3.71** was the average rating to the question, “how likely are you to leave your current role and/or the Health Board at this moment in time?”
- 6 out of the 7 respondents said their reasons for leaving were the same as before
- 3 of the 7 said they had accessed the services highlighted in the initial thinking of leaving form
- When asked whether they would recommend the service, 4 answered maybe, 2 answered yes, 1 answered no

Has this initiative achieved its aim?

Has a satisfactory resolution been found with the staff member prior to a staff member taking any action to leave?

- Limited data
- 16 staff had meeting; 7 have provided feedback
- The anonymity of the 40 staff who submitted a form, but didn't request a meeting, means that we cant follow up to see if there is a change in how they are feeling or whether they have submitted their resignation / left
- **Comments** from **feedback forms** suggests that the service does offer **value from a staff experience perspective** –

"Worthwhile service, it hasn't really helped me but I'm sure it will help others."
"I really appreciate the support and help I received from accessing your service. The staff was very polite and compassionate. Listened to my concerns and supported me accordingly. Kept me informed at all stages."

Comments from **response forms** suggest similar value:

"This is a great initiative and has already provided me with information about a team I had not been aware of (Career Development Team)."

"I am happy to see that someone is listening in some way and is responding with the initiatives that have seen questionnaires like this."

"I think this form is a very good idea, and I thank you for the opportunity to leave my comments. I do not wish to leave my details as nothing will change and it will only cause friction, and I don't want that. I do know that when higher management are the main part of the problem, then it's never going to be anything but their way."

Working group reflections

What's worked well?

- All staff requesting meetings were contacted and offered dates
- Collaborative working between CODSET and stakeholders
- Feedback forms indicate it is a worthwhile / useful service to share information about services and be given time to speak to someone

What hasn't gone so well ?

- Time consuming administrative and coordination process
- Capacity issues of those involved
- Few technical issues e.g. initial set up of MS form, TEAMS links
- Not all arranged meetings took place, some staff did not respond to dates offered
- Expectation of staff that person they are meeting with will be able to 'fix' their problem
- Felt language of follow up correspondence too formal (changes subsequently made)
- Lack of detail behind responses given e.g. career development, what is getting in the way of that development?
- Anonymity of forms means feedback provided cant be linked to identify any change in original scores
- Staff who have already handed in resignation accessing service – skewing data

Working group reflections

Possible risks

- Pilot was soft launched – we don’t know what the demand will be moving forward and therefore impact on team capacity
- Multiple meetings with different services – risk of inconsistency
- Managing expectations of staff attending meeting
- Process being used as an exit interview

Opportunities for improvement

- Clarifying purpose - is it listening rather than fixing? is it about gathering intelligence?
- Learning from the Hywel Dda programme
- Review questions on forms
- Review of measurements to ensure we are measuring the right things
- Explore creating an online booking system
- Capture intelligence to feed into retention work
- Review communications

From what we've learned so far, what next?

For discussion:

- What is the purpose of the Thinking of leaving process?
- How do we manage expectations of staff accessing the service?
- What will our approach be?
- How do we share the intelligence that is gathered through the process?
- How do we ensure our measurements are right?

Appendix

1. Where are you thinking of moving on to?

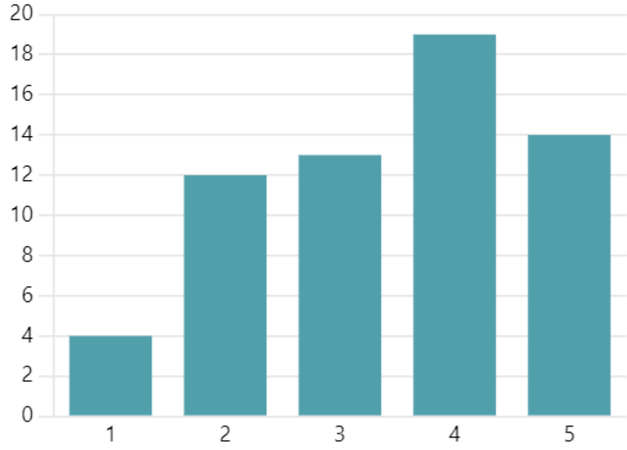
More Details

Moving roles within the Health ...	11
Leaving the Health Board but st...	9
Leaving the NHS	24
Not decided	18

2. On a scale of 1 to 5, how likely are you to leave at this moment in time?

More Details Insights

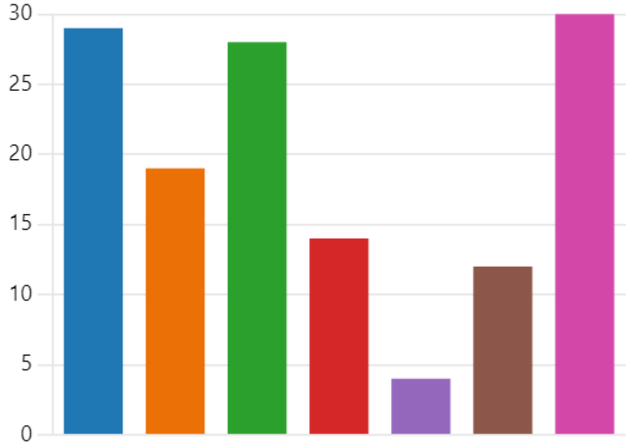
3.44
Average Rating



3. Please tell us your reasons for wanting to leave (more than one option can be selected)

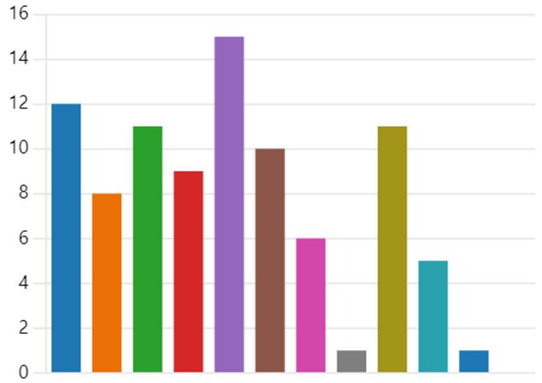
More Details

I do not feel the Health Board's ...	29
I am experiencing a conflict	19
I feel I have limited career or de...	28
I need to be able to work more f...	14
I am having issues with geograp...	4
I have health or wellbeing issues	12
Other	30



4. Here at SBUHB we have a range of services available to help and support you with some of the reasons you may have selected above. Please find some links below so you can learn more about each service. Select which ones you are interested in learning more about.

- **Staff Wellbeing Service:** This s... 12
- **Occupational Health Service:** ... 8
- **Trade Union Support:** Key Con... 11
- **The Guardian Service:** An exter... 9
- **Widening Access, Equality &** ... 15
- **General Learning & Developm...** 10
- **Nurse Education, Training & D...** 6
- **Medical & Dental Education:** ... 1
- **Human Resources Service (Pol...** 11
- **Swansea Bay Coaching Netwo...** 5
- **Staff Networks:** The aim of our... 1
- **Chaplaincy & Spiritual Care:** A... 0



5. How do you feel after learning more about the above services on offer? Are they likely to resolve your reasons for thinking of leaving?

More Details

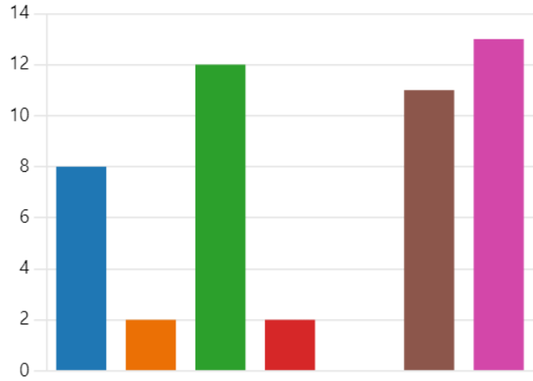
- Yes definitely - I am no longer t... 1
- Maybe - I will explore the above... 26
- Maybe - I will explore the above... 4
- No - I'm still thinking of leaving 13
- No - I would still like a meeting ... 18

*Likely 'yes I am no longer thinking of leaving' response was in error as previous question was answered 5 = I am very likely to leave, I've already handed in my notice

6. As you have indicated you would like a meeting to discuss your reasons for leaving, please let us know which one of the below options you would like us to arrange for you. A member of the Culture, OD and Staff Experience Team will be in touch within 3 calendar days to discuss potential dates. Any information you provide will be shared with the Team you select below:

More Details

- **An initial meeting with the Cu...** 8
- **A meeting with the Career De...** 2
- **A confidential meeting with a ...** 12
- **A one to one (1-1) meeting wi...** 2
- **An informal, independently fa...** 0
- **Other -** Please indicate what yo... 11
- Other 13



62 responses submitted

How do you feel after learning more about the above services on offer? Are they likely to resolve...

41%	29%	20%	6%	1%
Maybe - I will explore the above further and will fill in another form at..	No - I would still like a meeting to be arranged	No - I'm still thinking of leaving	Maybe - I will..	..

8. Where did you hear about us?

More Details

Intranet	15
Manager	0
Work Colleague	1
Other	1

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Thank You

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