

Scope for Growth – Career Conversations

Case Study Template: pilot sites

This case study template has been designed to capture information from Scope for Growth pilot sites. It may be used by national, regional and system colleagues to support the evaluation of Scope for Growth.

The case study template can be populated with data and feedback from the discussions guides and questionnaires developed by the national team, and with any local level data or evaluation findings.

Pilot site information	
Name of organisation:	Devon Retention Hub
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Background	
<p><i>The Devon Integrated Care Board (ICB) system established a retention hub with funding from Health Education England (HEE) to support the high impact retention activity of legacy mentoring. The hub was set up as a one year pilot in June 2023 with a team of mentors and career coaches recruited from our professional clinical staff groups of nursing, midwifery and AHPs.</i></p> <p><i>I was introduced to the Scope for Growth (S4G) coaching model at an NHS South West regional talent event I was attending in my capacity as One Devon Retention Lead and could see its value as a career coaching tool. Talking to the S4G development team at greater length I thought it could benefit the Retention Hub team to learn about and use the model to embed it into the wider workforce and provide our legacy mentors and career coaches with additional skills to increase their confidence and competence in role.</i></p> <p><i>I mooted the idea of the Retention Hub becoming an S4G pilot scheme.</i></p>	
Rationale	
<p><i>The One Devon Retention Hub provides impartial and independent coaching and mentoring for colleagues across the Devon system within nursing, midwifery and AHP professional groups. An analysis of our service users showed that 50% of all needs were career and development related. In addition to this, the national NHS long term workforce plan is very clear in its ambition for provider organisations to improve their career development offer for staff.</i></p> <p><i>In the research conducted as part of the 2021 – 23 retention project and as part of service user feedback it became apparent that many people did not know how to progress their careers there they are. This might be a lack of signposting, no opportunity to have any career coaching conversations or limited access to development opportunities.</i></p> <p><i>By training the Retention Hub team in the S4G model we could provide three solutions:</i></p> <ul style="list-style-type: none"> <i>Promote and embed the model as part of an inclusive career coaching offer</i> 	



- *Broaden the skills of the Retention hub team to provide an effective career coaching service*
- *Build capacity within provider organisations by providing skills development to staff so they could use the model for in house peer career coaching conversations.*

More widely this pilot supports:

- *Supporting provider organisations in Devon which have chosen to model their appraisal system and career coaching offer on S4G*
- *Other legacy mentor and career coaching teams across the South West region through offering the training out to these systems*
- *The larger ambitions of the One Devon 5 year integrated care plan, which seeks to upskill the workforce and promote a robust and exciting career development offer for all staff*
- *Three of the five high impact retention actions which focus on legacy mentoring, preceptorship and menopause by supporting later stage career staff with different career options enabling them to stay at work*
- *The train, retain and reform pillars of the NHS long term workforce plan.*

Approach

The steps we took to implement S4G are as follows.

1. *We organised training for the legacy mentor and career navigator teams in systems across the South West region to become confident and competent in using S4G when coaching.*
2. *The Devon Retention Hub adopted the S4G model as one of its principal coaching models and set up a system to track its use with service users.*
3. *We also set up peer coaching workshops in the Devon system to be run by the S4G team, with places offered to staff working in a range of roles, both clinical and non-clinical, across health and social care. Priority groups included nurses, midwives and AHP colleagues as these are the in scope groups for the Retention Hub service. There are retention risks within these staff groups and the hub is one of a number of retention interventions put in place to improve staff experience. These were advertised widely across Trusts and on social care network sites.*
4. *Six of these workshops ran between October 2023 and March 2024, with 60+ people trained. Part of the agreement was that participants secured their line manager's backing to attend and be able to use their skills in house as part of their role. A manager's agreement was co-developed with provider organisations.*
5. *The participants developed core coaching skills (listening, asking great questions and reflecting) and then practised using the S4G model and structure. Part of the training was to familiarise participants with the S4G documentation, including the reflective log and the line manager guidance.*
6. *Two follow up sessions were set up for each cohort via Teams, to further develop participant confidence and competence in using the model and to support them putting the model into action.*
7. *The next step, which is still ongoing, was to work with provider organisations to ensure that participants could and would use their skills back in house as part of the overall coaching and development offer. A great example of this is Devon Partnership Trust. A total of 24 participants from this Trust attended the workshops and they are now part of the newly launched career coaching offer. They will track in house how staff use the*



service and will, in time, be able to provide data on numbers of people accessing the service to have career coaching conversations.

8. Each Trust has recently appointed a People Promise Manager (PPM), who will deliver a programme of work to embed cultural change within their organisation in line with the seven people promise statements. Some of these PPMs have already produced and submitted their planned programmes of work and these include developing a more robust coaching offer. A component of this will be embedding the S4G model.

Key challenges

Because this is a different type of pilot the key challenge will be how to assess the impact of S4G within provider organisations. There are two measurable activities here.

1. The number of people trained in S4G as a result of attending these workshops.
2. The numbers of people they coach using the S4G model. This can be done if numbers of people accessing coaching is recorded as part of wider evaluation of an organisation's coaching offer.

For the Retention Hub it is slightly easier. The team are identifying all service users they have coached using the S4G model and will be reporting this back to the team, by staff group and organisation. The team is also able to publish qualitative feedback from service users on the value of the coaching.

It will be more difficult to evaluate the qualitative benefits of the S4G model for individual coachees, which is why we have been working with Trusts to look at their data collection methods. This will help them to promote the service in a positive way and track its impact through such measures as staff surveys and the correlation between targeted coaching interventions in specific services and their turnover and retention rates.

Lessons learned

Key lessons learned are as follows.

1. Make S4G relevant by hooking into wider retention work, such as the five high impact retention activities and system/regional/national retention plans. Within the Retention Hub we will be able to provide quantitative and qualitative data about the value of the model.
2. Two Trusts in the Devon system are already using S4G as the basis for their remodelled staff appraisal system which created a great opportunity to link in the peer coaching workshops as a way to build capacity to offer more coaching to more people.
3. The model was tested with a social care cohort to assess its suitability in a wider care context and initial feedback is that this has worked. This cohort has yet to attend their follow up sessions, which will provide a chance to review how it has been used and the challenges that may have.
4. I would recommend having a more clearly defined evaluation plan to assess the use and impact of S4G with providers at the time the workshops were being advertised. This may well be an organisation's own internal measures, but I would ensure that was explicitly stated as part of the delivery plan overall. This pilot grew organically so some of the work was retrospective.



5. *Part of the evaluation would be to model the Retention Hub practice of gathering qualitative and quantitative data from coachees which can then be used to assess the impact of S4G at an individual level and possibly at a team level.*

Impact

Because this pilot is still in delivery phase the impact so far is limited but I would list some measures as follows.

1. *The demand for the workshops increased as people attended and spread the word, resulting in six in total.*
2. *The number of people who attended totalled more than 60.*
3. *The pilot has produced a potential benefit to two groups; those who attended the workshops and those people they have gone on to/will go on to career coach.*
4. *We can see from the Retention Hub service user feedback that the coaching has been valuable. Results include increases in feeling valued and recognised and at least two people gaining their promotion. The hub currently has a 95% 5 star rating for the service.*
5. *Longer term impact measures could include tracking those who have received coaching at 3, 6 and 12 months after their coaching and reporting back on outcomes.*

The unintended or unexpected benefits of the pilot were being able to align the S4G emergence as an inclusive career coaching model and set up of the Retention Hub. This meant we could promote the model at a system wide level.

Examples

We know that S4G has been used with 20% of our service users as part of the Retention Hub. 95% of our service users have rated the service as 5/5 stars, with one 4/5 star rating.

We have begun to track the impact of the coaching at two and four months after service users have completed their sessions and this will be reported on our monthly data dashboard.

Next steps

We will be offering further workshops for targeted groups. This will most likely be in July 24.

Further information

Add any relevant files or photos:	
Add any relevant links to documents or websites:	

