

## Improving Retention at the London Ambulance Service

### The Challenge

The London Ambulance Service was facing a public crisis in 2014; attrition was at an all time high and public performance reports demonstrated high levels of workforce sickness, turnover and vacancies. This had vast implications on the operational performance and financial health of the organisation; the service was losing loyal and valuable employees at an alarming rate. The Executive Management Team needed an urgent solution to properly understand what was at the heart of this crisis to inform their 5-year strategic plan to 2020.

*“To be truly heard and have your opinions valued is often a rare experience for employees, particularly in large organisations. This exercise created objectivity and focus for the Executive Management Team, adding robustness to the subsequent solutions now driving continuous improvement and change around this critical challenge.”*

### Our Solution: A Large-Scale Diagnostic

- Scoping & Design:** We worked closely with the Director of Support Services and the CEO to design and deliver a large-scale, organisation-wide, multi-stage diagnostic.
- Delivery:** We had 1:1 targeted conversations with +150 past employees to uncover key themes around why people had left. To ensure data was time & context relevant, we validated the themes by running 6 focus groups with current employees.
- Outcome:** We unearthed 12 key insights grounded in the real employee experience, followed by 12 associated recommendations to drive improvement and change within the service, focussing on both people and process. This was presented to the CEO and Executive Management Team to inform the transformation strategy to 2020.

### The Results: Impact & Value Add

- ✓ The London Ambulance Service used the insights and recommendations from the Retention Report to inform key conversations with the Department of Health.
- ✓ The report was also used to inform key strategic priorities outlined in their five-year strategy, ‘Caring for the Capital: A strategy for London Ambulance Service towards 2020’. Two of the three strategic themes, in particular, are focused on investing in and developing their staff as well as improving their operational effectiveness internally.
- ✓ The diagnostic exercise was done in a safe, development-oriented, and confidential way to elicit real stories of the employee experience and greater awareness and understanding of impact on patient care. Ex-employees felt truly ‘heard’ and their opinions valued, impacting brand reputation and employee value proposition. In addition, current employees regained morale that the investment in people was becoming a priority, impacting employee engagement.
- ✓ The Service continues to integrate the insights and recommendations into their retention initiatives today.

#### Vision & Strategy



#### Diagnostics - Understanding your Organisation Inside Out



Did you know that replacing an experienced worker can cost 50% or more of the individual's annual salary in turnover-related costs ([AARP](#))?