

## Foreword

In the NHS People Plan, we set out a key ambition – to have more people, working differently in a compassionate and inclusive culture. This ambition is at the forefront of all our work across the People Directorate and our National Retention Programme, launched in April 2020. Retaining our staff is one of the most important factors for the NHS to deliver care in the forthcoming years. The retention team has worked closely with systems to support them to improve staff experience, retain our NHS people locally and undertake a range of actions to help staff feel valued, through the themes in Our People Promise. I appreciate the pressure that colleagues have felt over the past couple of years. As a nurse I also know that it is the contribution of the whole team that delivers the very best patient outcomes and provides the support for us all to continue to be the best we can be. Whilst the pandemic has seen many colleagues stay, our workforce needs our support more than ever. As line managers and leaders, we play a crucial role in supporting colleagues to not only stay but stay well. That’s why we are proud to be working alongside NHS Employers to publish this guide to support you, so that in turn, you can support your staff. We hope this resource will inspire you to help staff feel happy at work and supported to achieve their individual ambitions in the workplace, whilst delivering the highest levels of care.

**Em Wilkinson-Brice, Deputy Chief People Officer, NHS England and NHS Improvement**



As organisations navigate the ongoing impact and fallout of the COVID-19 pandemic, we must focus on strengthening the supply of our highly valued workforce and ensure that both new and existing staff are supported and encouraged to remain in your teams. In partnership with NHS England and NHS Improvement, NHS Employers has continued to support employers in this area. Together, we have refreshed this retention guide, which is aimed at those with responsibility for improving retention across their organisation. There are two main objectives for this guide: first, ensuring it continues to draw on the latest learning and innovation from the COVID-19 pandemic, which has forced employers to critically re-examine how to retain NHS staff. Second, ensuring it supports the ambitions set out within the NHS People Promise, so that employers can work to make this a lived reality for all our NHS people. To help achieve these objectives, this guide explores the experiences of organisations we have worked with on retention. Ensuring we take positive action to retain our talented and skilled staff will remain a priority for individual employers and local systems, and learning from each other's experiences is a key part of that endeavour. We look forward to gathering future case studies from teams and organisations that are making a difference to their people and patients.

**Danny Mortimer, Chief Executive, NHS Employers**

