

# Introduction

As employers focus on growing and sustaining ethical recruitment pipelines for internationally recruited staff, it is equally important that we retain as much of this workforce as possible. In the six months to September 2023, almost half of new nursing registrants in England were trained overseas and of the doctors who joined the UK workforce in 2021, 50 per cent were international medical graduates.

However, a UK systematic review suggests international nurses face challenges in integrating into their roles when recruited to work in the UK. These challenges are not exclusive to international nurses and may be experienced by other international staff groups in the workforce.

Based on a framework of four pillars, this toolkit brings information, good practice examples and resources together in one place and focuses on what organisations, systems and regions are already doing to create the conditions for all international staff to thrive in the NHS. These four pillars align with the four key actions for internationally recruited staff set out in NHS England's Equality, Diversity and Inclusion (EDI) Improvement Plan. The end of each section provides an opportunity to reflect on what you have read and consider how you or your team will play your part.



This resource has been produced by NHS Employers, in collaboration with NHS England, employers, staff and stakeholders from across the sector.

## NHS Long Term Workforce Plan

The NHS Long Term Workforce Plan (NHS LTWP) is the first comprehensive workforce plan for the NHS, putting staffing on a sustainable footing and improving patient care. It focuses on retaining existing talent and making the best use of new technology alongside the biggest recruitment drive in health service history.

It builds on the NHS People Plan and the NHS People Promise which commits to creating compassionate and inclusive cultures in organisations and systems.

The EDI Improvement Plan supports the NHS LTWP by improving the culture of our workplaces and the experiences of our workforce, to boost staff retention and attract diverse new talent to the NHS. Leaders and managers should continue to encourage cultures that champion the

experience and voice of all staff and ensure a focus on listening, learning and compassion.



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## The role of leaders in retention