



# Actions which positively impact on retention actions

**In this briefing we share learning which will help organisations review and refresh their approach to staff retention. This will help support the NHS to provide high-quality care, reduce spending on agency staff and meet the aims outlined in the NHS Long Term Workforce Plan.**

NHS Employers has recently reviewed the evidence base on retention and gathered intelligence from a range of employers that have reduced turnover in recent years such as the People Promise exemplars. This review has identified that focussed action can improve retention. Through improved staff experience, in areas such as flexible working and health and wellbeing support, turnover levels can be reduced.

Seven key actions which have the most impact.

1. Have an overall strategic approach in which retention activity complements recruitment and is integrated with overall staff experience and people management.
2. Understanding the nature of turnover through looking at all available data and shaping an evidence-based response.
3. Exploring the issues which are leading people to actively consider leaving and wherever possible seeking ways to address these issues to encourage staff to stay.

4. Organisational culture, especially at team level, has a key role with data-driven action. This should be focussed on the most challenged areas and support for line managers.
5. Impactful interventions to improve staff experience, especially increased access to flexible working, improved health and wellbeing support, enhanced staff engagement activity and ensuring staff feel valued.
6. Tackling issues of discrimination, bullying, harassment, and violence especially where they create a negative staff experience for staff with protected characteristics.
7. Increased learning and development opportunities and enhanced induction, mentoring and preceptorship programmes for early career staff.

These interventions have had most impact where organisations have been able to find protected time and space to focus on retention and have applied interventions comprehensively and consistently.