



Tailored solutions

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.

The relative importance of issues can vary by staff group, and it is therefore important to tailor activity to ensure action is most effective. Examples of tailored solutions:

- Flexible-working options have enabled more staff to stay in employment.
- Flexible retirement options have been especially effective for late career staff.
- Improved learning and development support has a greater impact when linked to the needs of different staff groups.
- Coaching and mentoring appears to have most impact on early career staff.
- Supporting staff who have negative work experience due to violence, bullying and harassment can have a positive impact on retention.
- Pastoral care and assistance with settling in to working in the UK is important for internationally recruited staff.
- Enhanced health and wellbeing support.

Turnover has fallen in recent months nationally but remains at historically high levels and significantly higher than pre COVID-19 pandemic levels. As noted in the NHS Long Term Workforce Plan, no single initiative will work on its own but where there are range of staff experience interventions, which implemented in a coherent and targeted way, do appear to have an impact. Evaluate the impact of your approach at both an overall and unit level and adapt as new issues emerge.