

**Key: IPP theme**

**Making the NHS the best place to work**

**Improving our leadership culture**

Having a detailed data diagnostic is invaluable to understanding what areas a retention plan needs to address. Gathering this data using exit interviews, staff surveys and 'itchy feet conversations' is very important. Through this implementation, an organisation can identify high turnover 'hotspots' and see what makes these areas different to the rest of the organisation, and how this can be improved or changed.

Improving retention can only be achieved with buy-in at every level, including executive level. By setting the standard and leading by example, when senior leaders show that they are committed to retention, this shapes the culture and vision of the rest of the organisation

Deterring staff from leaving within the first two years of their time with the organisation greatly increases the chances of them staying long term. This can be achieved by improving induction, onboarding and extending preceptorship initiatives

Ensuring that experienced staff feel valued and appreciated for their wealth of knowledge and experience is key. Ways to ensure this include, but are not limited to, improving 'retire and return' options, engaging these members of staff before they express intent to retire, developing new roles that utilise their experience and modifying shift patterns where appropriate.

By mapping out potential career options within the organisation, offering staff the support they need to achieve these goals and also promoting opportunities to experience different roles, trusts can make staff feel more valued and like they have a future within the organisation

Staff are more likely to stay with an organisation if they feel that their own needs regarding work/life balance are acknowledged and respected. This involves improving the availability and/or transparency of flexible working opportunities and predictability of shift patterns.

Engaging, listening and empowering staff and creating a strong team and trust identity and basing this on a supportive set of organisational values can improve how staff feel about their role and workplace.

By improving initiatives that promote and prioritise staff health and wellbeing, organisations can make their staff feel more valued and that they have the opportunity to seek help in their current workplace.

