Retaining doctors in late-stage career

NHS

10 recommendations for systems and employers

1. Workforce planning

Understand the age profile of your medical workforce, broken down by specialism/department, to assess where the biggest risks may sit, any variation across specialities, and permit succession planning.

2. Retirement conversations

Have retirement conversations early enough to help older doctors to plan for and consider their options around retirement.

3. Flexible working

Promote and support the various options for flexible working, encouraging a collaborative and team-based approach and having clear policies and processes in place for doctors. Find out more here.

4. Flexible retirement

Have a clear and accessible policy on flexible retirement and ensure options supporting flexibility are communicated to those approaching retirement. Find out more here.

5. Create compassionate inclusive cultures

Embed a culture of compassionate leadership, with leaders visibly modelling desired behaviours and being open to creating listening and psychologically safe cultures. Find out more here.

6. Support health and wellbeing

Ensure there is adequate access and signposting to health and wellbeing resources and occupational health services and HR teams and line managers are supported in accommodating reasonable adjustments. Find out more here.

7. New ways of working

Consider opportunities for older doctors to make use of their skills in other ways away from the clinical setting. The opportunity to develop professionally and work in different ways can help increase motivation to stay. Find out more here.

8. Recognition

Review organisational approaches to recognition to ensure that the various schemes available recognise and celebrate the skills of doctors in late stage career.

9. Advice on pensions

Signpost doctors in late stage career to financial advice and provide access to information to help raise awareness of pensions taxation and the options that exist for colleagues worried about its impact.

10. Getting the basics right

Focus on getting the basics right, with access to adequate IT systems, nutritious food and drink out of hours, rest facilities and ability to leave work on time. These elements can influence levels of job satisfaction.

We are **compassionate and inclusive**

We are **recognised and rewarded**

We each have **a voice that counts**

We are **safe** and **healthy**

We are **always learning**

We work **flexibly**

We are **a team**