



Study on Effective Recruitment and Retention Strategies for Health Workers

*Eight case studies on selected topics addressing
recruitment and retention of health professionals*



Recruitment & Retention study

Mapping review: overview



Case studies: in-depth analysis



Good practices, success factors & recommendations



Eight case studies on recruitment and retention

- Gain **in-depth knowledge** of R&R interventions (development, actors, facilitators, barriers, ...)
- Provide more insight into interactions between **policy and organisational levels**
- Lessons and inspiration for **“good practices”** in R&R



Selection procedure for 8 topics

- 1. Listing of all identified R&R interventions identified through:**
 - Literature review
 - Country respondents
 - Experts on recruitment and retention
- 2. Categorisation according to type of intervention**
 - Education
 - Regulation
 - Financial incentives
 - Professional and personal support
 - Mix/other
- 3. Further subgrouping of interventions according to topic**
 - Education
 - Attracting young people
 - Increase training capacity
 - Etc.

8 selected topics

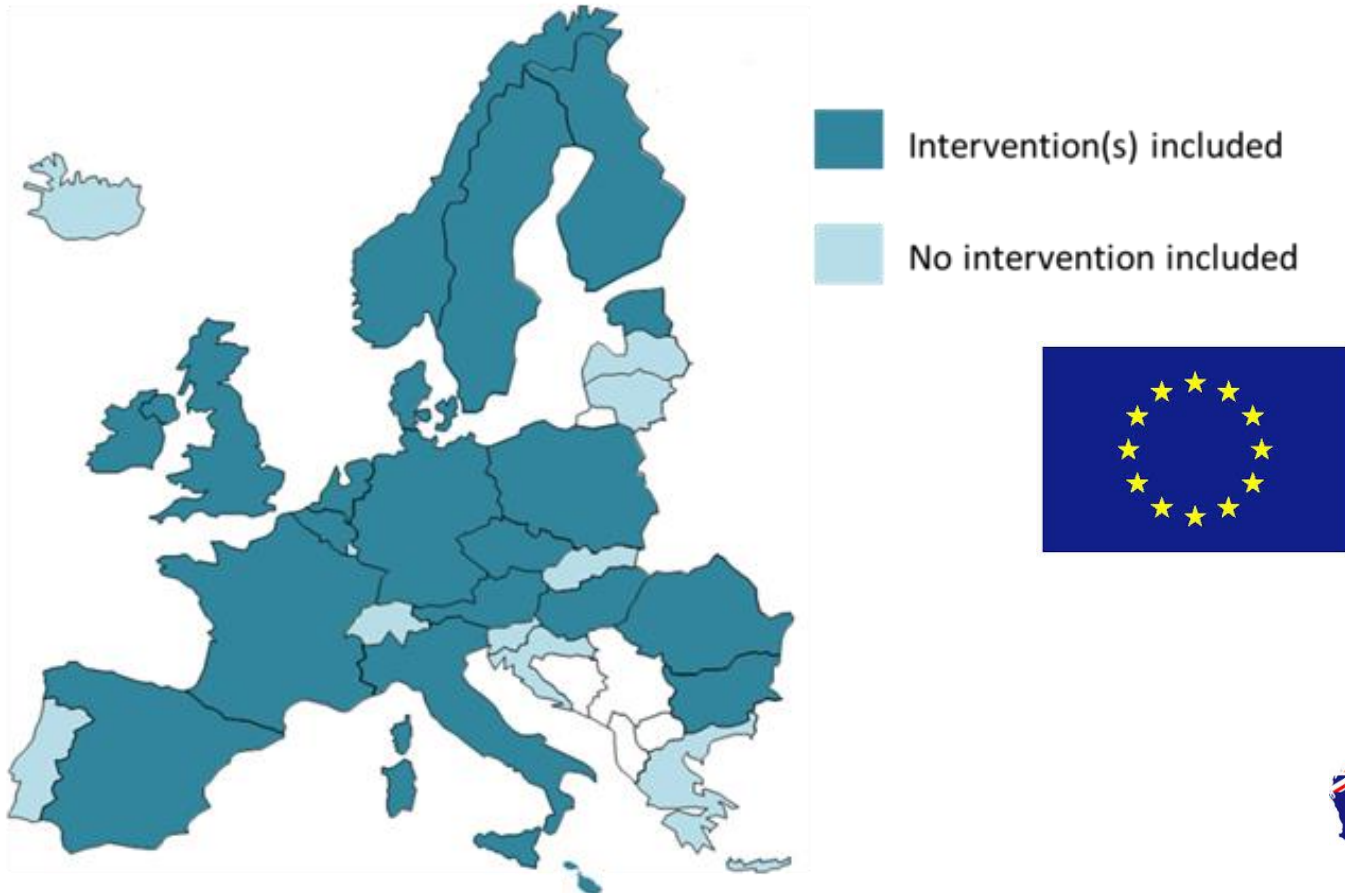
1. Attracting young people to healthcare
2. Attracting and retaining GPs to strengthen primary care in underserved areas
3. Providing training, education and research opportunities for a life-long career
4. Attracting nurses through the extension of practice and development of advanced roles
5. Providing good working environments through professional autonomy and worker participation
6. Making the hospital workplace more attractive by improving family-friendly practices
7. Return to practice for healthcare professionals
8. Providing supportive working environments for the ageing workforce

Selection procedure for R&R interventions

1. Substantially evaluated
2. Run for a 'substantial' period of time, i.e. > 6 months
3. High transferability potential
4. Key actors must be available
5. Practically feasible (e.g. ease of access, language issues, et cetera)

Included R&R interventions

40 included R&R interventions from 21 countries



Data collection approach



Desk research (n=40)

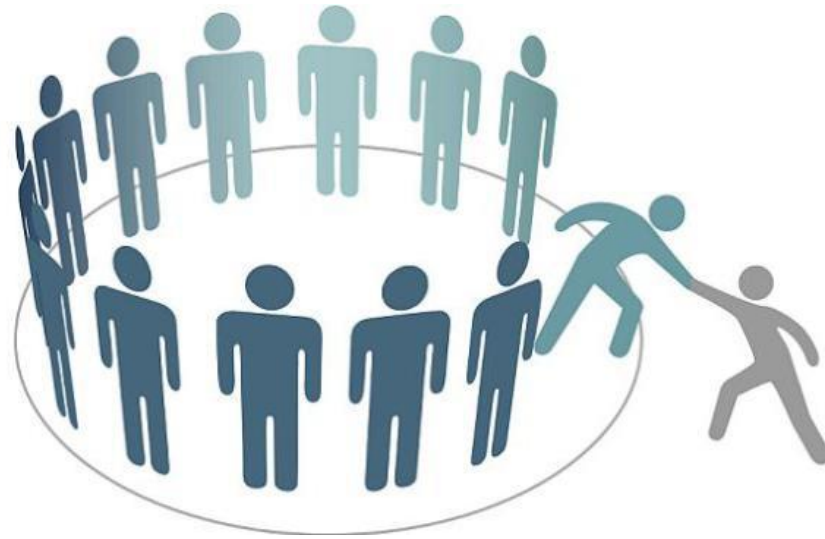


Telephone/email interviews (n=31)













Case site visits (n=9)

Main findings from the case studies











1. Results per topic
2. Overall findings

Topic 1. Attracting young people to healthcare

Case	Description	Country	Intervention type
1.1. <i>Pflegeoffensiv Salzburg</i>	Recruitment campaign	AT	  
1.2. <i>Zorgambassadeur</i>	Recruitment campaign	BE	 
1.3. <i>Healthcare Academy</i>	Education as road to work	UK	 
1.4. <i>Ich Pflege, weil..</i>	Recruitment campaign	DE	
1.5. <i>Hvid Zone campaign</i>	Recruitment campaign	DK	
1.6. <i>Zorgtrailer</i>	Recruitment campaign	NL	

 Education
  Regulation
  Financial intervention
  Professional and personal support
  Mix/other

Topic 2. Attracting and retaining GPs in underserved areas

Case	Description	Country	Intervention type
2.1. <i>Pacte Territoire Santé</i>	Package of R&R measures	FR	
2.2. <i>Rural Clinical School</i>	Uni of Queensland	AU	
2.3. <i>Financial compensation</i>	For GPs to work in remote areas	BG	
2.4. <i>Beginner's allowance young doctors</i>	Financial incentives	EE	
2.5 <i>Resident scholarship programme</i>	Grant system	HU	 
2.6. <i>Finnmark intern support project</i>	Rural intern support	NO	
2.7 <i>Framework Contract</i>	Financial incentives	RO	



Education



Regulation



Financial intervention












Professional and personal support



Mix/other

Topic 3. Training, education and research

Case	Description	Country	Intervention type
3.1. <i>Bridging courses</i>	Professional training to Bachelor level	PL	
3.2. <i>Graduate Nurse Programme</i>	Calvary Health ACT	AU	 
3.3. <i>Research opportunities</i>	Research as form of CPD	SE	 
3.4. <i>Flying Start NHS Scotland</i>	Development programme newly qualified staff	UK	 
3.5. <i>Flying Start Queensland Health</i>	Development programme newly qualified staff	AUS	 



Education



Regulation



Financial intervention














Professional and personal support







Mix/other

Topic 4. Attracting nurses through advanced nursing practice and extended roles

Case	Description	Country	Intervention type
4.1. <i>Huhtasuo Haltuun-project</i>	Nurse-oriented care provision	FI	 
4.2. <i>Extension of nurses' roles and functions</i>	In various states	AU	  
4.3. <i>Subsidized education</i>	RNs can become nurse specialists	CZ	 
4.4. <i>Advanced Nursing Practice</i>	Task substitution/new roles	FR	 
4.5 <i>Nurse specialist</i>	Introduction new function	NL	 

 Education
  Regulation
  Financial intervention
  Professional and personal support
  Mix/other

Topic 5. Professional autonomy and worker participation

Case	Description	Country	Intervention type
5.1. <i>Buurtzorg</i>	Autonomous working in home care	NL	
5.2. <i>Self-managing teams</i>	Autonomous working in home care	BE	
5.3. <i>We Care Teams</i>	Autonomous working in home care	BE	
5.4. <i>Grannvard Sverige</i>	Autonomous working in home care	SE	



Education



Regulation



Financial intervention



Professional and personal support







Mix/other

Atypical topic: replication of the “Buurtzorg way of working” by three other home care organisations

Topic 5. Examples from practice: replication of the “Buurtzorg way of working”

-  (NL, est. 2006) - *Successful in R&R*
-  (SE, est. 2011)
-  **wit-gele kruis**
vlaams-brabant (BE, est. 2013)
-  **wit-gele kruis**
oost-vlaanderen (BE, est. 2014)

Topic 6. Attractive workplaces – family friendly measures

Case	Description	Country	Intervention type
6.1. <i>Kindergarten</i>	General University Hospital Prague	CZ	
6.2. <i>Kindergarten</i>	Thomayer Hospital Prague	CZ	
6.3. <i>Dr DOC programme</i>	Support for rural doctors	AU	
6.4. <i>Health and wellbeing programme</i>	Nottingham University Hospitals	UK	



Education



Regulation



Financial intervention













Professional and personal support



Mix/other

Topic 7. Return to practice for health professionals

Case	Description	Country	Intervention type
7.1. <i>Return to Practice course</i>	Northumbria University	UK	 
7.2. <i>Midwifery Refresher Programme</i>	Mater Misericordiae Mothers' Hospital	AU	
7.3. <i>Return to Nursing Practice</i>	Various programmes	IE	  
7.4. <i>Return to practice</i>	Various measures	MT	 
7.5 <i>Return to Practice course</i>	Teesside University	UK	 



Education



Regulation



Financial intervention










Professional and personal support



Mix/other

Topic 8. Supportive working environments for the ageing workforce

Case	Description	Country	Intervention type
8.1. <i>PAIME programme</i>	Promotion and protection of physicians' health	ES	
8.2. <i>Wir sind älter als 50, na und?</i>	Health- and age management policies Sozial-Holding der Stadt Mönchengladbach	DE	 
8.3. Improve the working conditions of the aging workforce	Various measures	IT	
8.4. <i>Livsfasepolitik</i> [Life stage policy]	Implementation at Aalborg Hospital	DK	  



Education



Regulation



Financial intervention



Professional and personal support



Mix/other

I. Roles and responsibilities of various actors

- Most interventions have **multiple actors** involved
- **Coalition- and partnership building** are important and should start from an early stage onwards
- **Individuals / change champions** can play an important role in R&R interventions



II. Interaction policy and organisational levels

- Influence policy level on organisational R&R interventions :
 - Originating: direct or indirect incentive
 - Implementation: interventions need to work in/fit in policy frameworks
 - Results of the interventions
- **Flexibility** is the key to success in the interaction between policy and organisational levels
- Political **stability and continuity** are important



III. Interaction and coherence of R&R interventions

- Most R&R interventions are ‘isolated’ measures; **few coherent R&R packages** were identified. Yet packages of interventions are more effective.
- Legal barriers have been reported but **are manageable** - they often result in delays and/or adjustments of the R&R interventions.
- For some interventions improved R&R was **not the primary aim**, but they were successful in this area nonetheless.



IV. Effectiveness of R&R interventions

- The effectiveness of recruitment and retention interventions is not well documented
- Some monitoring takes place, but often short-term
- **No “one size fits all solution” in recruitment and retention; effectiveness is highly context-dependent**





The End

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