



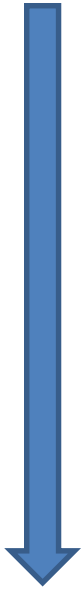
Study on Effective Recruitment and Retention Strategies for Health Workers

*Good practices, conditions for success &
Recommendations to optimise impact*

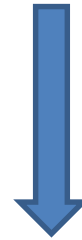


Recruitment & Retention study

I. Mapping review: overview

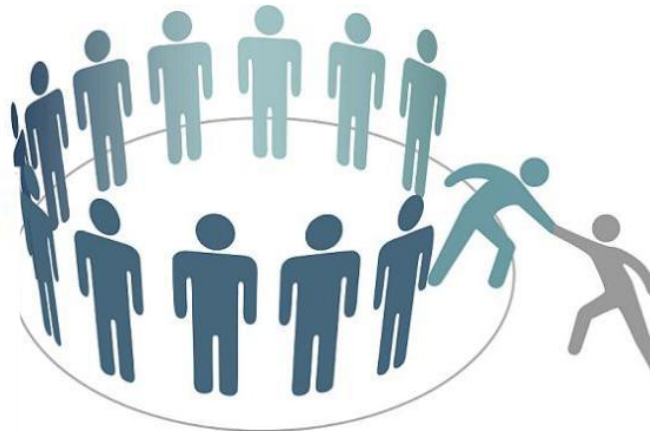


II. Case studies: in-depth analysis



III. Good Practices, conditions for success and recommendations

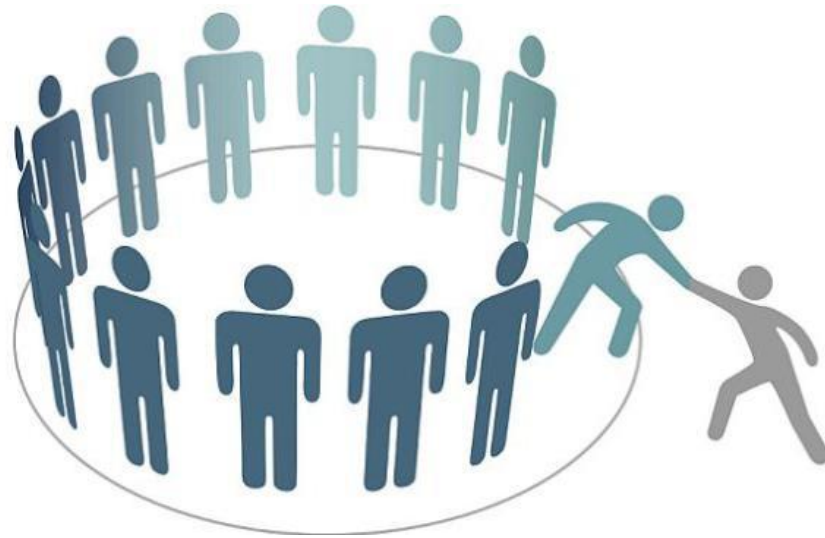
Good practices: conditions for success



**PROFESSIONAL &
PERSONAL SUPPORT**

FINANCIAL INCENTIVES

Recommendations to optimise impact



1. Choosing the right interventions

- The success of recruitment and retention interventions to a large extent depends on partnership with local economic, political, legal, cultural and organisational environments
- Mobilize your stakeholders in a collective strategy to generate action.
- Design and implement interventions in accordance with the characteristics of the target group.



2. Implementing R&R interventions

- Change processes are complex, highly dependent on context and supported by little evidence
- Design interventions with enough flexibility
 - Customisation to different local contexts
 - Freedom to allow different actors to select the elements that suit their needs and skills set
 - Sufficient structure to ensure that all actors work towards a common goal.



3. Monitoring and evaluating R&R interventions

- The vast majority of interventions do not use an explicit definition of effectiveness and do not propose measurable objectives.
- Formulate concrete objectives and time frames for interventions to facilitate monitoring and evaluation.
- Invest in monitoring systems
- Indicators may include: employment status; staff stability index; staff turnover rates; ...



ACTIONS AT EUROPEAN LEVEL

- European wide cooperation or knowledge exchange in this area is underdeveloped given the national, regional and local organizational context for recruitment and retention measures.
- EU investment in research and dissemination could stimulate and support innovation in health staff recruitment and retention.

ACTIONS AT EUROPEAN LEVEL (2)

- **Share good practice in the EU** by building a **European repository of good practices** to facilitate, and increase the success of, recruitment and retention in the health sector.
- Promote and disseminate **monitoring and evaluation toolkits** including sets of standard indicators that countries can use as a reference for the development of their own strategies.
- Support active **cross country learning and dissemination** of recruitment and retention good practices.

ACTIONS AT EUROPEAN LEVEL (3)

- Activate existing networks, collaborations, including the **Sectoral Social Dialogue Committee for the Hospital Sector** and the **Joint Action on health workforce planning and forecasting**, at the European level to involve and mobilise governments, social partners, and other relevant stakeholders to ‘jump start’ recruitment and retention strategies and facilitate cross-border cooperation.

ACTIONS AT EUROPEAN LEVEL (4)

- Promote support for **Research & Development in the funding of recruitment and retention** interventions, particularly the evaluation of the effectiveness of recruitment and retention interventions and the development of innovative working practices.
- EU investment in **research** and dissemination could stimulate and support **innovation in health staff recruitment and retention**.

Conclusions

- Urgent problem – the future is now
- Long-term vision – short term action
- Both on organizational and policy level
- Context sensitivity – need for more evidence
- What the EU can do