



Recruitment and Retention of the Health Workforce in Europe

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Summary

- Urgent Problem
- Needs Long Term Vision
- Involve all key stakeholders
- Context sensitivity
- Influence of management
- Need more evidence
- Urgent – do it now

Choose the right intervention

- Mobilize your stakeholders in a collective strategy to generate action.
- Design and implement interventions in accordance with the characteristics of the target group (for example medical interns require a different approach than older nurses).

Implementation

- For most R&R interventions, change processes are complex, highly dependent on context and supported by little evidence.
 - Offer interventions with enough freedom to allow different actors to select the elements that suit their needs and skills set, but with sufficient structure to ensure that all actors work towards a common goal.
 - Design interventions with enough flexibility to be customised to different local contexts within country.



Recruitment and Retention of the Health Workforce in Europe

Marieke Kroezen, KU Leuven

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

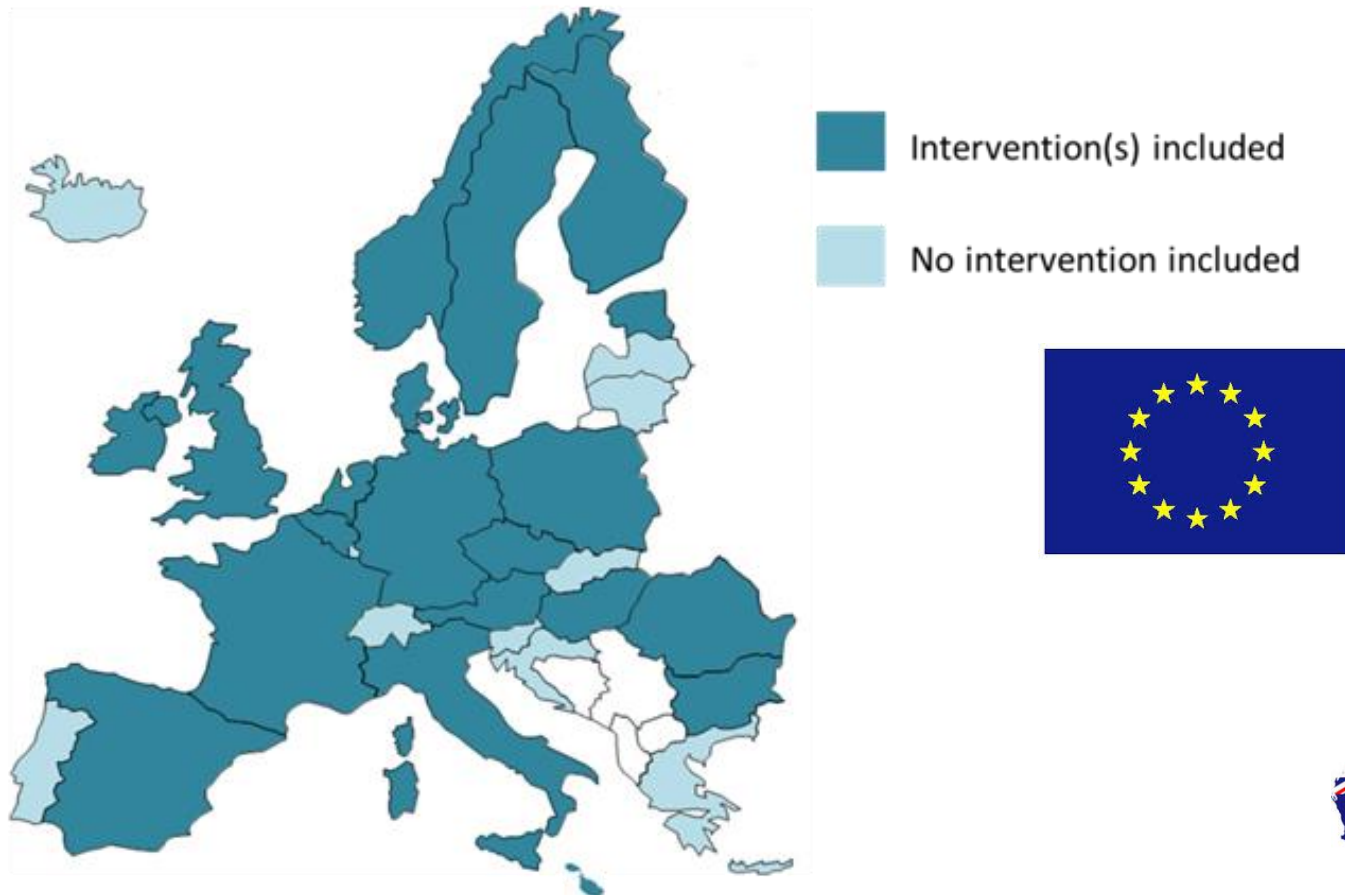


Eight topics of the case studies

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
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Eight case studies on R&R – 40 interventions

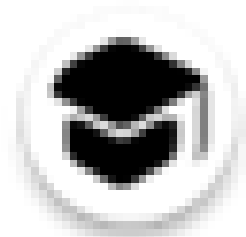
40 included R&R interventions from 21 countries



Good practices: Conditions for success

- **Education**

- Offer (time for!) Continuous Professional Development
- Recruit young from deprived areas for training/jobs
- Recognize (and award) importance of mentor role



- **Regulation**

- Review scope of practice, allow task substitution



- **Financial incentives**

- Make them convincing and attractive
- Combine them with other measures



- **Professional and personal support**

- Create supportive work environment (tailored to life stage of employees)













- **Mix/other interventions**

- Combine measures → best results!



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

Questions or more information?

- Full Report “*Recruitment and Retention of the Health Workforce in Europe*” (2015) available [online](#).
- Kroezen et al. (2015). Recruitment and retention of health professionals across Europe: A literature review and multiple case study research. *Health Policy*, 119(12), 1517-1528.
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