



Recruit & Retain Business Model



Innovatively investing
in Europe's Northern
Periphery for a sustainable
and prosperous future



www.recruitandretain.eu



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Interactive PDF file:

Please note: this is an interactive document. Live links have been created throughout to help you better navigate around the content and access web links where indicated.



Recruit & Retain: The story so far

Executive Summary

Never before has such a powerful transnational partnership been established to find solutions to the problem of recruiting and retaining high quality professional public sector workers in remote rural areas.

The core of this work is in health care but the solutions are applicable to all professionals who work in the public service sector.

The unique approach of eight partners, creating and then using an evidence base to design, develop and pilot 29 specific products and services in eight different countries, has allowed development of a practical model relevant to all involved in recruiting and retaining public sector staff in remote rural areas.

Evidence of efficacy comes from testimonials provided by those at the front line of public service provision.

Working in remote rural areas is not for everyone and there are people who are more suited to working in the urban environment, but for some the opportunities and challenges of delivering high quality services to people living in isolated areas is their dream; these people must be identified, valued and supported - the Business Model shows the way.

The Business Model does not provide all the answers and perhaps only a few of the solutions will be relevant to any particular organisation, but the framework is there and the radical changes in

approach that need to be taken are described. The diversity, ingenuity and flexibility makes it a powerful instrument to improve recruitment and nurture retention of staff in remote rural public sectors.

The products and services are open source, there are no intellectual property issues and each and every solution is there for anyone to use; they can be found at the back of this document on page 48. Their applicability to the wider public service sector is described on page 77.

Seven Steps

The Business Model describes the Seven Steps needed to make optimum use of the Recruit and Retain Solutions:

- 1 Yearly Wheel**
- 2 Who are you looking for?**
- 3 Information, information, information**
- 4 Get your community engaged**
- 5 Support your staff and their families**
- 6 You need educated and trained staff**
- 7 Find the money to provide a high quality professional workforce**





Recruiting and retaining:

Keeping high quality professional staff working in remote rural areas

Problem Solving



He added that one post had been vacant for three years and he was not convinced it would be filled this year because of difficulties recruiting in rural areas.



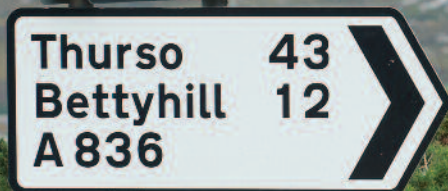
There has been a lack of enthusiasm from doctors to come and live and work in Wales - this problem is more acute in rural and deprived areas.

A remote part of rural Scotland is being left without any ambulance cover because of problems recruiting staff.



Read all about it!

Unique work opportunities exist in remote rural areas but are not well marketed and urban dwellers are often never exposed to rural work.





So the problem is well recognised:

Problem Solving

“One of their most complex challenges is ensuring people living in rural and remote locations have access to trained health workers. Skilled and motivated health workers in sufficient numbers at the right place and at the right time are critical to deliver effective health services and improve health outcomes.”

Increasing Access to Health Workers in Remote and Rural Areas Through Improved Retention World Health Organization 2010.

http://whqlibdoc.who.int/publications/2010/9789241564014_eng.pdf

“Given that sufficient opportunities to practise specialist skills are not readily obtained in remote settings, leading to difficulties in maintaining clinical skills, it must be acknowledged that to some extent, professionals are making rational decisions in avoiding rural placements.”

Urban and Rural Issues for the Health Sector in Scotland, Skills for Health 2011.

Here’s the but...

Many ‘solutions’ come from well meaning but urban based planners with little or no first hand knowledge of living and working in remote rural areas.

Organisations fail to recognise that professional people need work which meets their professional aspirations – living in a pretty place is nice but the basis for a successful and productive career relates more to the job than geography.

Unique work opportunities exist in remote rural areas but are not well marketed and urban dwellers are often never exposed to rural work.

As with those who live in towns and cities, people living in remote rural areas require first class services from personnel with knowledge skills and experience.

If employers are to retain their workforce they must guarantee skill maintenance and improvement.

Lack of obvious social and domestic support systems deters recruits and hinders retention.



The Project Powerhouse – its Partners

Problem Solving

Recruit and Retain has seven partners from Northern Europe and one from Canada. Five partnership organisations are responsible for front line health care delivery and three are involved in health care education, training, research and collaborative working.

They come from:

The world's largest island: **Greenland**

Europe's three largest islands: **Great Britain (Scotland)**, **Iceland** and **Ireland**

The United Kingdom's third largest island: **Lewis and Harris (Scotland)**

Southern Lapland: **Sweden**

The Arctic's northernmost county, Finnmark (**Norway**)

Canada's second largest province, Ontario (Northern)

The partner areas (except Canada) cover 2.5 million km² (25% of the area of Europe) with population densities ranging from 0.03 to 8.5 people/km² (European mean 112).

The Partners are:

NHS Western Isles, Stornoway

Lead partner, one of Scotland's 14 regional Health Boards, with headquarters in Stornoway.

Northern Ontario School of Medicine, Sudbury

A Canadian medical school providing community engaged medical education and research with a social accountability mandate of contributing to and improving the health of people and communities in Northern Ontario.

Agency for Health and Prevention, Nuuk

Responsible for Greenland's healthcare.

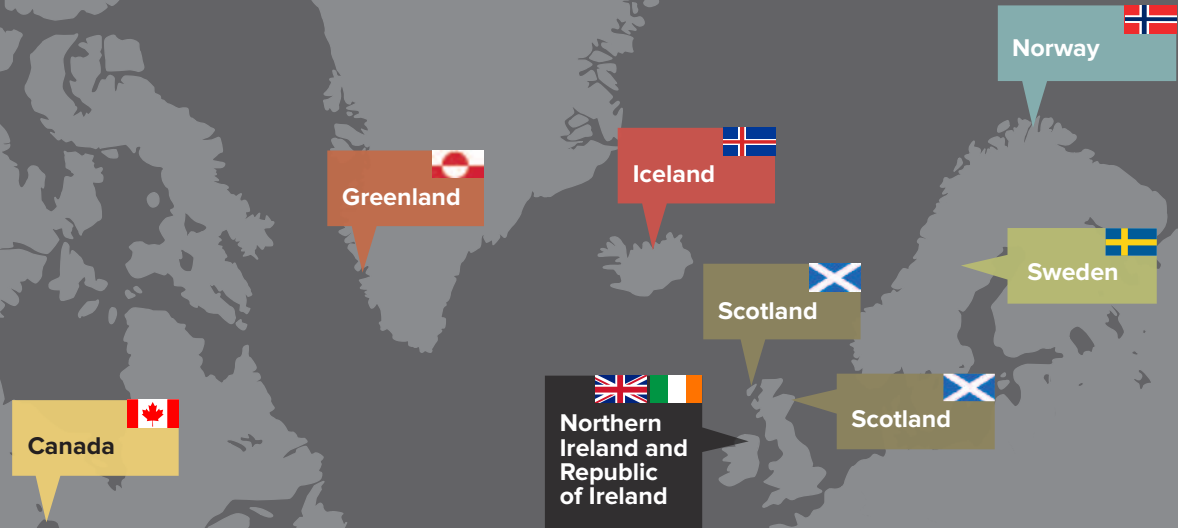
Akureyri Hospital, Akureyri

Providing specialised healthcare for the people of North and East of Iceland.

Finnmark Hospital Trust, Finnmark

Serving the health needs of the population of the County of Finnmark in Northern Norway.





County Council of Västerbotten, Storuman and Umeå

Incorporating The Centre for Rural Medicine (GMC) and The Emergency & Disaster Medical Centre (AKMC).

Centre for Rural Health, Inverness

A collaboration between the Universities of Aberdeen and the Highlands and Islands. The partnership includes NHS Education Scotland, a Special Health Board which is the education and training body for NHS Scotland.

Cooperation and Working Together (CAWT), Londonderry

A crossborder partnership between the Health and Social Care Services in Northern Ireland and the Republic of Ireland.

These people deliver the services and know what they are talking about.

More information on the partners and their areas is in the individual status reports at: <http://www.recruitandretain.eu/general-information/database/project-partners-status-reports/>

Getting to work

Ilulissat, a town in the Qaasuitsup municipality in western Greenland, located approximately 200 km north of the Arctic Circle.





A Successful Transnational Working Partnership

Problem Solving



First hand knowledge and experience allows realistic and practical answers to be found to the real problems of living and working in remote rural areas.

Rural organisations from different countries have more in common with each other than with their national urban counterparts making this project unique in its ability to identify rural relevant issues.

Transnational working gives access to locally developed solutions for use in other similar but distant environments.

The synergy of views derived from previously unconnected workplaces approaching similar problems from different perspectives enhances effective solution production.

Successful cooperation and collaboration across national boundaries cements working relationships to produce long lasting productive alliances.



Evidence Base - The Questionnaire

Why Recruit and Retain?

The online healthcare worker questionnaire (in five different languages) was conducted in the Autumn of 2012 and attracted over 5000 responses (Canada 306, Greenland 227, Iceland 1551, Ireland 375, Norway 1118, Scotland 964, Sweden 550).

The questionnaire was sent out to healthcare staff working in rural areas and an adjacent urban area allowing rural/urban comparisons to be made.

50% of respondents had a rural background and 29% of respondents were working in a rural area.

Sixty four per cent of people working in a rural area had a rural background, 44% of people working in an urban area had a rural background.

Over two thirds of both urban and rural workers planned to stay in their present job for the next two years and >40% would stay in current job until retirement.

Isolation was more common in rural than urban workers in each of the countries:

**Professional (42% vs 18%),
Geographical (48% vs 16%)
Social (25% vs 8%),
Cultural (28% vs 8%)
Religious (7% vs 3%)**

When commencing their present job whether it was urban or rural

> 70% considered that the working conditions, job security and the post meeting their education and training needs were important and this was equally true for urban and rural workers.

> 35% indicated that education and career possibilities, availability of mentoring, the reputation of the employer, flexible working hours, financial remuneration and leisure, social and recreational activities mattered. With the exception of remuneration (more important to rural workers) and leisure, social and recreational activities (equally important to urban and rural workers) all of these factors were more important to urban workers.

A previous clinical placement in an area was important to a quarter, but more so to urban workers.

Having been raised in the area of employment was not particularly common (21%) and was no more common in urban than rural workers, similarly where the spouse was raised was not very important (18%) but was more important to rural than urban workers (21 & 16% respectively).



Important Factors

FACTOR	IMPORTANT IN CURRENT SITUATION			PRESENT IN CURRENT SITUATION		
	Total	Urban	Rural	Total	Urban	Rural
Affordable housing	74.3	74.8	72.6	72.7	72.1	74.2
Access to education	54.3	57.8	46.0	80.8	88.7	61.7
Shopping	56.8	63.3	41.0	81.5	91.5	57.4
Schooling	67.8	71.6	58.3	73.5	79.8	58.3
Leisure activities	76.5	77.4	74.4	90.2	93.6	82.1
Partner employment	65.6	67.3	61.4	67.3	70.0	61.1
Available child care	42.8	44.8	38.2	48	51.9	38.8
Friends and family	76.5	80.5	66.9	75.5	80.3	60.5
Public transport	45.8	50.5	34.6	70.2	79.1	49.0
Travel costs	66.8	68.5	59.8	n/a	n/a	n/a
Internet access	n/a	n/a	n/a	94.4	94.6	94.0

People who had left rural jobs in the last 12 months


181 responses - 64% had moved to urban employment and 36% to rural.

Important factors in leaving were:

>40% limited career possibilities, lack of professional support and family reasons.

>30% poor financial remuneration, poor working conditions and inflexible working hours.

>20% lack of job security and lack of leisure, social and recreational activities.

 Highlighted data indicates a >10% difference between urban and rural

The complete results and analysis are available at:

<http://www.recruitandretain.eu/general-information/database/questionnaire-results/>



Evidence Base - The Structured Interviews

Why Recruit
and Retain?

Partners carried out structured interviews with 76 health care workers in a variety of professions.

This selection of responses were similar in all professions and all countries.

Professional and Career

Positive

Rural medicine is exciting and diverse – more continuity of care and chances to know patients.

Negative

Jobs are poorly advertised and easily missed.

A lack of opportunities to add to my skill set.

Rural hospital workloads are onerous and demanding.

Recommendation

Early experience of rural health care should be encouraged.

Social and Family Factors

Positive

The availability of the remote and rural life style with its outdoor social and leisure activities.

Negative

Work life balance is important - there is more flexibility in urban posts.

I would have liked more support to set up my family.

Not enough to do.

Recommendation

Put in place means to integrate new staff into the community and social life of the organisation.

Find ways to assist spouses in gaining employment.



Financial Factors

Negative

Recruit the correct people – locums should not be the first solution.

Cost of living and travel costs are high.

Inadequate resources make it difficult to provide high standards of care.

Recommendation

Improve benefits and provide financial packages to help with the move.

Professional Support and Governance

Negative

Lack of mentoring of new employees, poor peer support and feeling undervalued.

Inadequate marketing of rural health care opportunities.

Recommendation

Provide effective induction along with professional support and job specific information.

Establish a central website with job adverts and useful local information.

Improve links with local universities.



Camera, action, recruit!
Promotional films help
promote and portray rural
life and job opportunities
in the various partner
regions.



INGE-LISE KLEIST

CHEF BIOANALYTIKER



Recruit & Retain's Solutions

Defined, developed and piloted solutions to the issues



The products and services developed by Recruit and Retain provide a series of defined, developed and piloted solutions to issues identified as important by the evidence base.

The individual Fact Sheets describe the background of the product or service, why it has been developed, the development process and it gives details of what the product or service actually is and how it can be accessed and used.

All products and services are open access and free to use, there are no intellectual property or copyright issues which prevent their use by any other party.

The Fact Sheets are divided into groups and all can be found at the back of this document on page 48.



Changing Focus

An advertising campaign using real-life testimonials helped fill professional job vacancies in Greenland.





Advertising and Marketing

These Fact Sheets indicate how simple information booklets and promotional films (videos) provide information about an institution and its area.

There are demonstrations of how to promote work and living opportunities to people early in their careers, introducing the possibility of remote rural working as a potential career objective.

A description of urban/rural exchanges takes this one step further with practical illustrations of the possibilities that exist in the remote and rural environment.

How to change advertising strategy from the traditional 'selling the life style' and saying 'wouldn't it be great to come and live in this wonderful area' to a new message that this is a healthcare organisation we are proud of and we need staff who have the ability to meet the challenges of this unique environment.

Details of a course specifically designed to equip people with an easier and more effective way to write good and effective job advertisements.

The Fact Sheets are:

Information booklet

Promotional films

Introduction to rural medicine for students and interns

Presentation to interns

Exchange programme for health personnel in general practice in remote rural areas

Advertising campaign business case

Job advertisement course





Systematic Approach

Creating new links with student training bodies has helped better promote career possibilities in rural Finnmark.



Administration and Organisation

An essential but proactive, simple and practical key to the recruitment planning process is the Yearly Wheel - this describes recruitment activities throughout the year and provides focus for management and staff on what needs to be done in the days ahead.

Information from the Recruit and Retain questionnaire and structured interviews indicated the need for both recruitment and relocation officers and details of business cases for these posts are described.

Incentives for recruitment have been used in the past with varying success but a novel approach which includes a 'sign on fee' for not only the person employed, but the individual involved in a successful recruitment episode has been used to good effect.

The Fact Sheets are:

Yearly wheel

Relocation officer business case

Recruitment officer

Sign on fee





Rural Rotation

A three month rotation scheme now provides a constant supply of specialist health professionals between urban Denmark and rural Greenland.



Recruit & Retain's Solutions

Service Delivery

Difficulty finding suitable people to work in remote and rural health care is commonplace; increasing the training opportunities for rural general practitioners is a way forward and has been explored in Iceland.

In the situation where permanent staff are difficult to come by organising a rotation scheme with an urban partner provides a workable option as long as certain criteria, which are described in the fact sheet, are met.

Working in isolation is a challenge and details of an innovative programme to provide enhanced responses in health care helps retention of highly skilled personnel are provided.

The Fact Sheets are:

Increase the number of general practitioner trainee doctors in rural areas

Rotation scheme

Driving change through cooperation between front line services

Infrastructure

Improving the use of electronic means of communication by ensuring availability of broadband in rural areas is a challenge and information about a consultation process is presented.

More innovative technology such as tele-robots may provide answers to providing expert advice.

The Fact Sheets are:

Improved broadband for rural areas

Clinical expertise to rural areas through tele-robots



Information Highway

A dedicated website providing easily accessible information focussing on the whole family and the social aspects of living and working in a new rural area helps support new employees and their families on the Western Isles.



Career Development

For those living and working in a rural area, career development and progression is a requirement to encourage retention and prevent out migration.

A tool has been designed to support the development of a career framework targeting health and social care. A specific example is an educational programme to develop home care personnel.

The Fact Sheets are:

Career framework

Further education for home care personnel in remote areas

Professional Support

Ensuring that people and their families feel supported in the remote rural environment will increase the likelihood of them being productive, enjoying their job and staying in the area.

Guidelines are provided on setting up a buddying programme that, in the form of a social group, provides a means of supporting employees and their families.

Another equally innovative approach is the establishment of interdisciplinary rural groups that, although designed specifically for health care groups,

can have wider application in the social and domestic domains of the wider public sector service.

The Fact Sheets are:

Social Group

Interdisciplinary rural group aiming at enhancing health care in the rural areas



Starting Early

Developing an initiative that focuses on young family members coming to live in a new rural environment is helping the recruitment process in Sweden.

Dennis Öhman
Skotercrossförare



Domestic and Social Service

Many potential employees in remote rural areas have families and these need consideration.

Finding employment for partners can be difficult and a method for identifying where potential jobs might be available using Google Maps is described.

Making sure the younger members of a family are catered for may be the difference between losing or retaining a valuable employee.

Examples are provided of the type of information which may be needed to make a decision as whether to move to a rural area or not.

The Fact Sheets are:

Couple recruitment

Focus on young family members



Home-grown Professionals

Delivering a suitably accredited Masters level Audiology programme helps deliver ambitious, young professionals in Ireland.





Education and Training

Filling medical vacancies can be a challenge, particularly in rural areas.

Offering additional training, Rural-proof multidisciplinary scenario training and targeted training will ensure that, once employed, practitioners will be supported in their roles.

A readily searchable database of scientific and developmental projects within rural medicine provides an academic focus on rural medicine.

The Fact Sheets are:

Training for challenging positions

Rural-proof multidisciplinary scenario training

Exchange of education and networking

Academic masters level programme in audiology

Academics for rural areas

Scientific projects database

The Web Tool

An internet-based tool capable of integrating and housing much information on work opportunities, social facilities and activities is available to use and populate with locally relevant information.

The Fact Sheet is:

Web tool



Recruit & Retain's Solutions

In Practice

Of the eight partners five are directly responsible for employing staff to work in the healthcare sector and various mechanisms to use Recruit and Retain solutions to improve recruitment and enhance retention have been put in place:

NHS Western Isles



Has taken a number of solutions and embedded them into normal working practice

An active Social Group is in place as part of the buddying and support for staff and their families. The group has organisational assistance but is owned and managed by the staff.

“Rural proof” multidisciplinary scenario training and development is part of knowledge and skills acquisition and is a way of fostering and enhancing effective team working.

The Career and Education Progression Pathways for Health and Social Care Professionals is in place and being expanded across Health, Social Care and Education

Marketing materials are in place – the “Working in the Western Isles” brochure created with the Local Authority – is being used in the recruitment processes of both organisations

NHS Western Isles is committed to implementing a wide range of solutions developed by the Recruit and Retain project.





The Agency for Health and Prevention, Greenland



Promoting the advertising slogan

“A professional and personal challenge”

Use is made of the rotation scheme for intensive care nurses.

The introduction course is in place.

A buddying nurse works with newcomers.

The recruitment officer has become a permanent position.

The Yearly Wheel is part of the daily routine.

Pilot studies involving the job fair (attended in 2013 by 19 major Greenland employers) and information booklets have attracted cross sectorial interest.



The Finnmark Hospital Trust, Norway



Has incorporated the Yearly Wheel philosophy into its normal working practice

The sign up fee is being used.

The job advertisement course is implemented as a module in a recruitment course package for Finnmark County managers and managers in Finnmark Hospital Trust will be held regularly.

Marketing with promotional video and booklets are in place.

A buddying programme for new nurses is in place.

The web page, www.finnmark.no, owned by Finnmark county, has changed as a result of discussions involving elements of the Recruit and Retain web tool.

A network of collaborating public sector companies has been established to develop means by which systems to enhance 'couple recruitment' can be established.

Selected solutions from Recruit and Retain will serve as a baseline for the development of a new strategic recruitment policy for Finnmark Hospital Trust, and also Northern Norway Regional Health Trust.



Akureyri Hospital , Iceland



Has been instrumental in setting up the Icelandic Rural group which has successfully argued to increase the number of rural GP training posts.

The Icelandic Recruit and Retain Strategic Management Group member has introduced the Solutions to personnel involved in the development of a new silica metal producing plant which will employ more than 120 people. The company's (PCC) document on local impact indicates an effect the new company will have:

"A hospital is located in Húsavík, with smaller Health Centres in other densely populated areas. The hospital provides general health services and dental services. Industrial development in the area will likely add increased pressure on health service in the area, particularly during the construction phase. The main need for labour increase will be within the health services to achieve acceptable response time when incidents occur."

The testimonials (see later) from involved personnel indicate interest in:

The Web tool

Booklets/brochures

Couple recruitment

**Social induction and
buddying programmes**

Further education courses



Storuman and Vilhemina Municipalities
Västerbotten County Council
Rural Medicine Centre (Glesbygdmedicinskt Center)



Have identified the web tool as glue to provide a platform for collaborative working.

The web tool provides access to many of the Swedish products and will be a cornerstone for future municipality and County Council collaboration.

The promotional films produced by Luspen High school have been used successfully by the education and health sectors and are an important source of information on spare time activities for young family members.

Couple recruitment pilots have led to positive outcomes involving the social care and education departments, the rescue services and a municipal owned company working with the private sector.

A path finder for new clients in the form of a 'moving in service' has been established within the Storuman Municipality.

As a result of advice from external consultants a company developer has been engaged to assist in developing a recruiting organization to administer products and services from Recruit and Retain.

A pre-study application "care and concern as a growth creator" has been developed by Vilhemina and Storuman counties and Västerbotten County Council. Norrbotten's counties have received this information and several have shown interest in becoming partners in an increased recruiting project based on results acquired through Recruit and Retain.



The Scottish (Highland) Partner



Instrumental in establishing the Why Rural Network.

Why Rural has grown as a legacy product from the NPP Recruit and Retain project successes and is a multi agency proposal which will enable public sector agencies to make better use of available resources and funding to significantly improve remote, rural and island recruitment and retention.

Recruit & Retain supported Why Rural development by providing:

A new evidence base through the survey outputs

An effective model of transferable product design and sharing across public sectors

Excellent example of collaborative working /networking

Good use of evaluation of impact

New ways to address existing shared challenges and new opportunities.

Plans for relocation officer, yearly wheel

A strategic public sector plan and knowledge exchange

The network comprises NHS Highland, NHS Western Isles, Highland Council, Western Isles Council, NHS Education for Scotland, Centre for Rural Health, Aberdeen University, University of Stirling, University of Highlands and Islands, Highlands and Islands Enterprise, Scottish School of Rural Health & Wellbeing.



The Canadian Partner



Are collaborating with regional health services and the provincial HealthForceOntario for health human resources planning, recruitment and retention.

Following the Canadian Recruit and Retain Conference in January 2014, the Northern Ontario School of Medicine (NOSM) through partnerships with hospitals/health services in Northern Ontario and the provincial HealthForceOntario is proceeding with region-wide health human resources planning, recruitment and retention. Specific initiatives include:

Establishment of the human resource planning subgroup of the Northern Teaching Hospital Council

Health human resource planning workshop led by Professor Des Gorman, Executive Chair Health Workforce New Zealand in April 2014

Formal collaboration with HealthForceOntario working towards regional self-sufficiency in supply and maintenance of health human resources in Northern Ontario.



Northern Ireland and Republic of Ireland partnership



Co-operation and Working Together (CAWT), the cross border partnership has used Recruit and Retain to take forward a number of initiatives:

Clinical Expertise to Rural Areas - Three hospitals in the cross border area of Ireland/Northern are to receive a tele-robot which will be controlled remotely from other locations. This is now in procurement phase.

Further education for home care personnel in remote areas - Plans for a second year's intake of home care students is well underway following the success of the pilot year.

Promotional Film - This has been viewed across a number of public sector organisations, has gained praise and offers a platform for future expansion.

Audiology Masters Degree Programme - This is the first suitably accredited audiology degree level course in Ireland and is due to commence its first intake of students in September 2015.

Improved Broadband for Rural Areas - This collaborative project is progressing well in anticipation faster broadband connectivity will be rolled out in rural areas of Northern Ireland by December 2015.

Training for Challenging Disciplines - An advanced nurse practitioner course is now underway to help address the challenges in recruiting health care professionals in peripheral hospitals



Recruit & Retain's Solutions

This will work because people in the know say it will

The people involved in both the core and the strategic component of Recruit and Retain sought evidence that the solutions had support in public service sectors – this is presented in the form of quotable testimonials:



After opening the final Recruit and Retain conference in Enniskillen, Mr Foster said in the Northern Ireland Assembly:

“It was a fascinating conference, and I took a lot away from it. I will look at ways in which we can implement it.”

Mrs Arlene Foster, MLA Minister of Enterprise, Trade and Investment for Northern Ireland.

Benefits of Transnational Exchange Programme



The most exhilarating thing about experiencing a transnational GP exchange programme is that, once again, it is made clear to me that General Practice is a very portable profession!

The big benefit for me of this exchange was the perspective it gives me on my own work setting when it is juxtaposed with GP in rural Sweden. There were many aspects of the process in Sweden which I envied – the sense of less time pressure, protected time for administration, more advanced computer software. It seemed there is a more realistic understanding of all the work a GP does in Sweden and that this has been catered for. This has given me an enthusiasm to promote some change in Donegal – so much easier to do when you have actually seen it in action! It was also refreshing to hear what Dr Meike Harmening thought about General Practice in Donegal because an outside perspective on our practice highlighted things we had simply become used to because they were the norm, not necessarily because they worked well. I think that both Dr Harmening and I felt that by trying to incorporate some of the aspects of GP which worked well in each other's settings, our own setting would improve.

Dr Sarah Maguire, General Practitioner, North Donegal, Republic of Ireland following a visit to Åsele, Southern Lapland, Sweden



“The solutions laid out in this project can be useful for private companies like PCC, which intends to build a production plant for silicon metal at Bakki near Húsavík. In its first phase, the company will need to hire 120-140 new employees in a region where unemployment is close to non-existent. These solutions could therefore all be beneficial.”

“Cooperation across sectors is definitely important regarding recruitment, as jobs in the PCC plant appeal to more men than women and therefore cooperation on couple recruitment could also be interesting.”

“A web tool, in cooperation between private companies and the municipality, could also be an interesting option in order to coordinate recruitment into the area and appeal to people interested in rural living.

| For PCC, it is most important to recruit competent employees who want to live and work in the plant's vicinity, and all the solutions introduced in the project seem to support that.”

**Dr. Sabine König, Head of Corporate Development,
PCC SE (www.pcc.eu)**



Should major construction come to fruition, however, rescue services could make use of a web tool in order to attract new employees and volunteers. Many projects in this sector can foster new social relationships.

Volunteer work in rescue services can act as a great social induction programme and we would certainly participate in such work.

Training and further education are an integral part of the programme of the rescue services and one of their means to maintain interest and motivation. It is definitely a way to maintain and recruit team members.

**Friðrik Jónsson, Manager of Civil
Protection and Emergency Planning in the
County Þingeyjarsýsla**





Recruit & Retain's Solutions

This will work because people in the know say it will



"Job advertisement course We implemented the job ads course as a separate module in a recruitment course for managers this spring and held the course at both local hospitals in Finnmark in May. The pilots of the course were previously held in June and November 2012. We aim to hold this course regularly to engage as many staff managers as possible. This will also be a part of the Health Trust's training programme which is also developed like a Yearly wheel. Over 66% reported that they were "satisfied" with the course and 11% stated "very satisfied". None reported any negativity towards the course. Overall there was a high level of satisfaction as to the course's content and the way it was presented. Outcomes were also positive as to how relevant the course was to their own work. Other comments on the course were that "it is time-consuming for many managers to produce and write creative job ads.

**Kenneth Grav, Team manager, HR Dept.
Hammerfest hospital**



"The project Recruit and Retain has influenced our municipality in a very positive way. Questions related to recruitment and retention has been discussed at various levels and this has stimulated Storurans Municipality to start making strategic planning for the future. The project has resulted in concrete decisions and actions, and we are excited to see what this project will contribute to in the future. As a politician, it has been fun to follow this project."

Tomas Mörtzell, Mayor in Storurans Municipality



"I think the team here at Highland Council would like to convey what a great project we think Recruit and Retain was. We believe that your promotional work of the Highland region will continue to attract exciting and talented individuals as well as promote the area as a fantastic place to enjoy life."

**Andrew Taylor, Graduate Highland Economic
Forum Officer, Highland Council:**





If plans for extensive investment by the German company PCC come through:
the idea of a web tool is quite feasible
the idea of couple recruitment will gain more emphasis... given that many of those jobs may not be sought after by women.

many people will move to the municipality and consequently more emphasis will be placed on social induction".

Bergur Elías Ágústsson, Mayor - Norðurþing



"The project recruit and retain has been very valuable since the project has provided new knowledge and stimulated new methodologies and procedures to work with recruitment and retention. The project has also demonstrated that cooperation between different sectors, such as: municipalities, county councils and private sector is necessary for Storumans Municipality as an employer to address the future recruitment and retention challenges more effectively".

Peter Persson Director for Storumans Municipality



"Should major construction come to fruition, social services would make use of a **web tool**.

An **information brochure** for the region is always important regardless of the number of people arriving. A good idea.

Couple recruitment - the social services would participate in such a solution should major construction come to fruition. It is also a sector which may have more openings for women than large.

Social induction/Buddying programme - such a program would address an existing need and is a great idea.

Further education course - it is an important instrument to maintain satisfied employees and once activity increases we will seize the opportunity place more emphasis on this part of our operation".

Dögg Káradóttir félagsmálastjóri/ Director of Social Services in Norðurþing



Web tool - Should major construction come to fruition the educational sector would use a web tool.

Booklets/brochures - An introductory brochure for the region is always important regardless of the number of people coming, particularly to inform newcomers of services offered in the educational system.

Couple recruitment - The educational sector would participate in such a solution, It is a sector which may have more openings for women than large scale industry.

Social induction/Buddying programme - There is considerable need for a programme of that kind.

Further Education Course - Education is one of the few sectors which promotes further education, an important instrument for employee satisfaction".

Erla Sigurðardóttir, Fræðslu- og menningarfulltrúi/Director of Education and Culture in Norðurþing



Recruit & Retain's Solutions

This will work because people in the know say it will



The Why Rural programme of work has been produced as a direct result of the work accomplished and relationships formed through the NPP Recruit & Retain Project. The Why Rural Programme and network has been formed as a result of the outputs from NPP Recruit & Retain and very much following the same collaborative model in terms of structure and form. This is a reflection of how successful we consider NPP Recruit & Retain Project to have been in a range of key areas for ourselves in Highland, Scotland as outlined below:

Provided an excellent new evidence base through the survey outputs

An effective model of transferable product design and sharing across public sectors

Excellent example of collaborative working /networking

Good use of evaluation of impact

Finding new ways to address existing shared challenges and new opportunities.

Relocation officer, yearly wheel

Strategic public sector plan and knowledge exchange

Pam Nicoll, Programme Director RRHEAL, NHS Education for Scotland



"The Highlands and Islands is a region with considerable growth potential that is benefiting from unprecedented investment in digital and physical connectivity. Initiatives such as the 'Why Rural' group help raise this profile and change perceptions of the region as a place to live, work, study and invest".

Denise Pirie, European Manager, NPA Regional Contact Point, Highland and Island Enterprise



" The range of solutions developed by the Recruit & Retain project was interesting. However, as the Comhairle are not actively recruiting staff, the majority of these solutions are not immediately relevant. The Comhairle may explore these in more detail, if appropriate, as and when the Comhairle begins to recruit again. Also, some of the retention-focused solutions may be utilised, if appropriate. "

Norma Skinner, Organisational Development Manager, Comhairle nan Eilean Siar, Stornoway, and Isle of Lewis





Sign on fee. Up until the present there are three new recruits who have started their posts and have received the sign on fee bonus of NOK 10 000 (c €1,200) each. Two employees have received the cash bonus for having recruited these three nurses (one recruited 2 people). The new recruits started their placements during the period of March – September 2013. This is an agreement which is known for most staff at the Medical unit at Hammerfest hospital, but has so far not resulted in further new recruits. However, during the past year there has been an increase of job applicants to our job advertisements and the unit no longer has as many vacancies as it used to have. One challenge in the sign on fee service has been a lack of clarity concerning who was entitled to receive the cash sum bonus. A few employees who had previously worked at the Medical unit were recruited to permanent positions by a member of staff. This resulted in making amendments in the agreement now clearly stating that only persons who have no prior job experience at the Medical unit are eligible as recipients of the sign on fee.

Buddying programme Since the buddying programme officially started in January 2014 there have been 4 new recruits. There have been some difficulties in setting the programme up for two of the new recruits. One of them chose to leave after approximately 2 months during her trial period, due to language problems as she didn't speak Norwegian very well. Another was pregnant when she started her post and has suffered from

pregnancy related issues since March as she has mainly been off on sick leave.

The two others have proved to be successful. The first of these commenced a 75% nursing post. She had her three-week induction period with the buddy which worked well. A designated check list for the induction period was used especially by herself and to a lesser extent by the buddy. The new recruit says she is highly satisfied with the way she has been received by fellow colleagues and is happy with the training provided during the induction period. She has been well integrated in the unit, also socially.

The last new recruit has not yet worked here three months. It appears to be going very well. She has proved to be a skilled and dedicated employee and has been well received by her fellow colleagues. She and her buddy have a good link and are very compatible with each other. These two match each other very well and have quickly become good friends even though they did not know each other from before.

All in all, the buddying programme is something we do wish to continue, but we also acknowledge the fact that it does entail certain challenges. This is mainly due to the heavy work load in the unit and also that there are various types of personalities amongst our staff. Another key factor is how motivated the buddy actually is on assuming this new role.

Johanna Miriam Dahl, Acting Manager of the Medical Unit, Hammerfest Hospital



Recruit & Retain's Solutions

This will work because people in the know say it will

"I looked at the solutions developed by the Recruit & Retain project with interest and was pleased to see several that I think will be of use to use here in Lews Castle College UHI. We have occasional recruitment problems, but generally, retention is not so much of an issue, however, I see that both recruitment and retention may be more challenging to achieve as the upturn in the economy slowly takes effect. There were several solutions that I can see being useful to us, not just in the recruitment and retention of staff but of students as well.

The Information Booklet is certainly something that we could make use of. I think this particular solution is an ideal way for us to introduce the idea of living and working in the Western Isles before they relocate to work with us. I think that this booklet might need some adaptation for our purposes as we are located in Stornoway, rather than in a rural environment. However, it is important for anyone thinking of working here to understand what the locality is like.

Likewise, I think the promotional films offer an effective way of communicating information about living and working in the Western Isles to

prospective employees. Clearly, these will need adapting to take account of working in the College. I think the idea of attracting young families to the area is really important, not just for attracting the staff that we want, but also for the sustainability of the islands. The idea of a relocation officer and an advertising campaign is a pragmatic solution to attract applicants, as is the budding programme to support new starts.

The Web Tool solution is something that has potential and I can see how it might be useful as a vehicle to take forward some of the ideas. It would be useful to see this in operation elsewhere to really see how it works.

Finally, the Career Framework is something that could be put into practice and adapted for use by students. If we can sketch out a career pathway for them that would keep them here in the Western Isles, it would help with the problem of population decline.

I will be keeping the electronic version of the solutions booklet for future reference."

**Sheila MacIennan, Assistant Principal,
Lews Castle College UHI, Stornoway**





The range of solutions/products developed by the Recruit & Retain project is interesting. There is a strong slant towards Health Care Professionals. However, some of these solutions could be used to stimulate discussions regarding recruitment and retention solutions for the overall Health & Social Care workforce. For example, the buddy product could be adapted to provide support for new recruits. It is acknowledged that there is synergy between the two projects.

The common ground is workforce planning, in particular the recruitment, retention and sustaining of a rural workforce. Early on we identified the career pathway framework; this product has multiple purposes and can be transferred to different settings. Both projects worked collaboratively on designing and developing three products/templates that can be used for marketing and promoting careers in Health and Social Care. This collaborative approach provided mutual benefits, resources, focus and traction.

The added value provided by Recruit & Retain is the financial resource and locus to translate ideas into products."

Jane Ballantyne, Future of Caring At Home, Change Fund Project, Comhairle nan Eilean Siar, Stornoway, Isle of Lewis



"Web Tool: This may be of some use to us, but it seems a complex solution that might be a very large investment for a problem that isn't significant for us. I can see that this may be a very useful tool if we were to find ourselves in the situation where we were finding recruitment difficult.

Career Framework: For our students, this could be a very useful concept. Being able to illustrate the ways in which newly qualified nurses can progress through their careers without having to leave the Island would help.

The information leaflets, promotional films, and the relocation officer are all solutions that we would consider adopting, but we would need to make the promotional films and leaflets a little more specific to our needs. We may well be using these to attract students and tutors to the island so we would need to ensure that right message was sent showing how the Western Isles is a great place to train as well as work.

Couple recruitment and the attracting young families solutions are important to us when looking for teaching staff, but may not be so important for student recruitment. In this sense we may need to devise two similar but separate solutions. Whether we would take this on depends on demand in the future.

The relocation officer is something that we might be able to develop as part of an existing job. I think this idea is one that might become more useful over time, especially if student intake increases.

The buddying programme is interesting and the nursing students already do something broadly similar but on an informal basis. A more structured and formalised version for newly recruited staff could be useful.

I am not sure that the remaining solutions are particularly useful to us just yet. As a small element of a larger organisation, we need to think about whether using a solution like the web tool would be cost effective for us. Perhaps if we were able to share it with another organisation locally and spread the cost of investment, we might be able to use this solution."

Michael McPhee, Stirling University - Western Isles Campus, Western Isles Hospital, Stornoway, Isle of Lewis



Seven Steps to Make the Solutions Work

Business Model

The Recruit and Retain Solutions can be used by anyone with the mechanisms to take advantage of them; incorporate these Seven Steps and you will have what is necessary to use them.

1

The Yearly Wheel Culture

Encompasses a proactive approach using recruitment and relocation staff who know:

When staff are needed

How they can be attracted to work with you

Why they are required

What is necessary to keep them

This is how you make sure you have a stable and successful workforce.

2

Who Are You Looking For?

The evidence is that people who work in rural environments are:

More likely to have a rural background

Less likely to be interested in shopping

Willing to live away from families and friends

Flexible and adaptable

Aware of the challenges of remote rural working and living

Don't employ people because they can't get a job anywhere else – you are not their last port of call and they may not stay long anyway.





3 Information, information, information

Be proud of your jobs, work environment and location. Provide potential recruits, new employees and existing workers with honest and reliable information to enable them to live and work in your remote rural area – this is your responsibility.

Tell people what is on offer, get the information to them don't rely on them finding it themselves.

Market yourself so that you are recognised as a positive part of a career pathway.

Convince new recruits that what they need to live and work in your remote rural area is available and just what they want .

Do this with brochures and booklets, videos and DVDs and make sure all necessary information – job opportunities, work practices, social and recreational facilities, housing, schooling etc. – is available on the internet; consider putting it into a discrete package such as a dedicated web tool.

You can never have too much information.

4 Get Your Community Engaged

Serving favourite foods in the restaurant, purporting to like cricket and listening to fusion jazz were means used by the community on the island of Sainte-Marie-la-Mauderne to entice a physician to work with them. ('Seducing Dr Lewis', Québécois movie, 2003) - excessive maybe but communities have an obligation to ensure that the people they require to provide essential public services are comfortable and welcome and that they do the work the community needs.

Actively involve your community in job definition, the recruitment process and the ongoing wellbeing of newcomers and their families; doing this will allow the remote rural community to demonstrate the value it attaches to its public sector professionals.

Find ways to harness the power of community involvement and use their expertise to become partners in the recruitment and retention process.

Encourage the wider community to express its appreciation of the work done by public service professionals.

5 Support Your Staff and Their Families

This is not a sign of weakness and it is your responsibility; it demonstrates your desire to care for your staff; it comes in different forms in different places but will include:

Professional

Our staff need to be appreciated and realise when they are doing a good job.

They need to know you will encourage the good ones to stay, if not they may leave.

Professional development and skill maintenance are more difficult in remote rural areas and special efforts are needed to ensure your staff are not disadvantaged .

Buddying and mentoring helps the settling in process.

Social and Domestic

No job for a spouse or partner may stop a good candidate coming; so establish a couple recruiting system.

Young family members have needs - not only schooling – they need recreation, leisure and an active social life.

Introduction to a community and its activities makes a newcomer feel welcome, we know that rural dwellers want to be part of the community so give them a chance.



Seven Steps to Make the Solutions Work

Business Model

6

You Need Well Educated and Trained Staff

The best of your staff hunger for knowledge and new ways of doing things, avoiding intellectual and educational starvation may be difficult in remote rural areas and much that is available may meet urban rather than rural appetites.

Design courses relevant to your local needs.

Engage with your local universities.

Ensure students and trainees are able to make use of your expertise and knowledge.

Encourage and support attendance at courses and meetings.

Online learning is great for remote rural areas but requires time and resources make sure both are available and encourage your staff to use them.

Your institution will benefit from a better educated and trained workforce – this is money well spent.

7

Find the Money to Ensure You Meet Your Obligation to Provide a High Quality Professional Workforce

Without money none of this will happen – remote rural public services are more expensive to provide than urban ones – they always have been and they always will be – the laws of economy of scale apply here – ignore them at your peril.

Investing in your recruiting system will pay dividends but the returns will be greater if you invest in retention as well.

Make the best use of your money – when retention fails recruiting is necessary and you will pay for it – the cost of recruitment is always higher than you think – the overall cost of hiring someone can reach twice their annual salary.

All of the Recruit and Retain Solutions are open source and free to use – but they may cost to implement and you will have to find the money to do it – there are no magic bullets – allocate resources and invest in your staff.





communication management professionals
partnership opportunities **rural** employment
activities community information isolation wider
business **retain** living strategy training
strategies developed partners public impact social care
available urban specify **recruit** health
transnational students workforce group development project
services professional local develop remote
EU partner support **products** education
Northern quality networking implementation strategic
programme initiatives **sustainable** relevant **solutions**



Information Booklet: Scotland (Highland)

ADVERTISING & MARKETING : Local | Lifestyle | Work | Social | Recruitment



Background

These information booklets have been written to provide local useful information to people who are new to a rural area or who are still considering the move. The aim of these booklets is to give an honest portrayal of rural life with examples of the opportunities existing there.

Development Process

These booklets were designed in response to results gained from surveys and semi-structured interviews with health care professionals.

The booklets were created collaboratively with Recruit and Retain project partners and external experts.

Each booklet has the same objectives but content differs to be locally relevant. Therefore research into content was varied according to the needs of the partner. The booklets were then trialled and further edits made to meet requirements..

Product Description

These booklets contain general information about what it is like to work and live in a rural area and how it can differ from life in an urban area. In addition social information like sports clubs, wildlife watching and local bar and restaurant details is included. Material about schooling, childcare services and access to healthcare and public transport is presented.

Benefit and Dissemination

These booklets provide valuable information about working and living in a remote and rural area targeted not only at health care professionals but the wider public sector. The information can be used as part of an induction pack or as a promotional tool at events.

The booklets are currently being disseminated in partner regions at relevant organisations and events, and are available electronically from www.recruitandretain.eu

CONTACT

David Heaney | **0044 (0)1463 255 892**

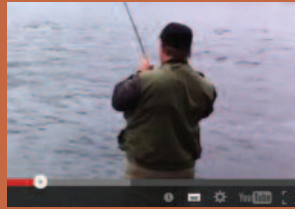
University of Aberdeen, Centre for Health Science,
Old Perth Road, Inverness IV2 3JH





Promotional Films: Norway

ADVERTISING & MARKETING : Promotion | Lifestyle | Work | Awareness | Website



Background

Marketing of the Northern Periphery Areas as attractive places to live and work is necessary to spread awareness to potential rural employees. The aim of these recruitment films is to promote and portray rural life and show job opportunities in the various partner regions.

Development Process

In response to the project's data collection, which told us that potential employees want more positive marketing and information of what it is like to live and work in rural areas in order to inform their decisions to relocate, Recruit and Retain project Partners have produced a number of short films aimed at promoting the benefits of living and working in their rural areas.

The films were released for initial piloting in late

autumn 2013. The Norwegian film had over 1,000 viewings in the first week and the film has now been embedded in online job advertisements in the Health trust.

Some partners have produced several films focusing on different themes. A full assessment of these films will require a long term perspective to gain knowledge of the actual effect they have had on recruiting new staff.

Product Description

These short films emphasize why health care professionals have chosen to work in rural areas and what motivates them to stay. They also focus on what rural life can offer and the career opportunities available for health care professionals especially in smaller work places as opposed to larger urban hospitals. Some films have subtitles in different languages and also a version for hearing impaired people.

Benefit and Dissemination

The films are all available at www.recruitandretain.eu, partner websites, the Swedish web tool www.uinnorth.se and also through other media channels in collaboration with external partners. They have also been widely spread through social media, such as YouTube, and have been used as promotional tools at recruitment fairs and presentations for students.

CONTACT | Finnmark Hospital Trust

Sykehusveien 35, 9613 Hammerfest, Norway
eilert.sundt@finnmarkssykehuset.no





Rural medicine for students & interns: Sweden

ADVERTISING & MARKETING : Job in rural area | Physician | Rural life | Lifestyle | Fishing | Hunting | Leisure | Couple recruitment



Background

In Sweden there is a significant lack of general practitioners in rural areas. During medical training students receive little to no contact with medicine in rural areas. A great number of Swedish students study medicine abroad. They have weak clinical experiences and connections to Swedish health care culture.

Development Process

An early presentation of rural area medicine with its width, responsibilities, influences and possibilities can awaken interest in this line of work. Activities aimed towards overseas educated medical students have been requested by the Medical Students Union Abroad (MSFU). A few young doctors from Västerbotten midland visited this year's MSFU congress with the offer mentioned below.

Product Description

A group of students/newly educated doctors were offered one month's work in one of the health care facilities in Västerbotten midland with continuous availability of an experienced rural physician as supervisor. The students are offered to share accommodation and social activities, hobbies and presentation of the community takes place collectively.

Benefit and Dissemination

As of the summer of 2014 five doctors that have undergone their education overseas have been recruited to the rural area with a potential for more to be employed.

The offer is available at www.uinnorth.se

CONTACT

AKMC, Umeå University Hospital, Sweden

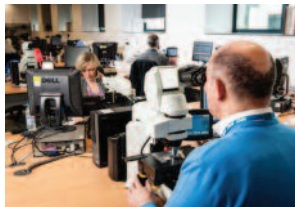
akutsjukvarden@vil.se





Presentation to interns: Sweden

ADVERTISING & MARKETING : Job in rural area | Job for two | Rural life | Physician | Interns | Fishing | Hunting | Leisure



Background

Rural medicine is characterised by versatile health care assignments, responsibility and social awareness. For students nearing the end of their medical training and for general practitioners, working as an intern in a rural area is a superb opportunity to fully utilise the full width and breadth of their education.

Development Process

We interviewed general practitioners, both young and older, to find out why they decided to live in a remote area. The results from these interviews, in conjunction with the Recruit and Retain data collection, showed that many of the reasons for these decisions are unknown, often chance and coincidence play a crucial part in influencing choices of where to live and work.

Product Description

Students early in their careers are often easier to influence than older workers when it comes to decisions such as areas to live and work. In order to do this effectively they require adequate information about the career possibilities of working in rural medicine, the type of work and just as importantly – information about the social aspects of the area.

A good way of presenting this information is by interviewing and filming doctors already living and working in the area. We have developed a number of films that present the rural area, the work, recreational activities, the rural community and the possibilities they offer to the young student.

The films and interviews were made with aid from Upper Secondary School film students in the area.

Benefit and Dissemination

Films and additional information is available from the web tool: www.uinnorth.se

CONTACT | Centre of Rural Medicine

Backgatan 2, 92332 Storuman, Sweden



Exchange programme for general practitioners in remote areas: **Sweden**

ADVERTISING & MARKETING : **Exchange** | **Residents** | **Doctors** | **Health workers** | **Recruitment** | **Retention** | **Remote** | **Rural**



Background

Today's doctors have a wide range of job opportunities and it has always been a challenge to recruit and retain key health care personnel in remote rural areas. In comparison to urban areas the opportunities for networking, exchange of experience and knowledge, education tailored for the setting is limited in remote rural areas. To attract new key personnel and to stimulate those who already work in remote rural areas we need to develop other ways to achieve this.

One way is participation in exchange programmes.

In order to advertise and promote the opportunities for those working in remote rural areas it is necessary to emphasise the positive aspects of working as GP in this challenging environment. Participants in the exchange programme find ways to reduce professional isolation and expand networks which provide additional stimulation to work in remote rural areas.

Development Process

Participants were sought from resident doctors in family medicine in remote rural areas. Three resident doctors in family medicine from Sweden and one doctor from Ireland participated. The exchanges took place in 2013 and varied from four days up to two weeks. The participating countries were Canada, Ireland, Norway and Sweden. The preparations were made predominantly by e-mail and telephone.

Benefit and Dissemination

After the exchange the participants completed a written evaluation form. They said that the exchanges were inspiring; they felt encouraged to keep working in rural areas. They got new ideas about how to develop their practice back home and they also wrote that they came home with new perspectives. Where the exchange had been bilateral the networking was more prominent.

Reports of the exchanges can be found on the Recruit and Retain project website:
www.recruitandretain.eu

Further information on what is needed to set up such exchanges can be found. On the Recruit and Retain project website:
www.recruitandretain.eu





Advertising campaign: Greenland

ADVERTISING & MARKETING : Personal | Professional | Challenge | Employee | Branding

Background

Recruitment of professionals to Greenland has been a long term challenge. Historically Greenland has relied on short term staff as recruiting to longer term positions has proved very difficult. Previous recruitment campaigns focused on the arctic experience, wildlife, icebergs and adventure; this had the effect that employees came for adventure and not always the job.

Our aim now is to change this focus – to attract employees for the unique set of skills they possess, rather than just “selling” the lifestyle. Our new message is that as a healthcare organisation we are proud of our work and our staff, who have the ability to handle the challenges of this unique rural area. The outdoor adventure vision also provides positive personal and professional challenges that working in a remote and rural area bring you.

Development Process

Evidence gathered from the Recruit and Retain questionnaire and interviews shows a bias against working in rural areas for professionals who want to pursue a career and develop professionally. In order to combat this prejudice, rural organisations must promote the unique set of skills needed by their staff in order to be a specialist in the rural area. We rebuilt our marketing strategy, removed the beautiful settings from our advertisements and replaced them with statements from our staff. The statements all carry the message “a personal and professional challenge”. Short films have been developed with the same theme. The message is that it is not a pause in a career to work in a rural area it is a stepping stone. This is a place where we expect you to perform and develop.



Product Description

Posters, advertisements and recruitment short films in all staff categories. All job advertisements have been updated with the same vision. At job fairs this makes us stand out from other private employment agencies. Films and posters can be seen at www.gjob.gl

Benefit and Dissemination

This approach has been piloted for a year, and is being evaluated with new starts and current employees. The evaluation shows that although we cannot always compete with salaries the strategy enables us to be aggressive in our marketing – with very good results.

Further information about the marketing strategy is available from www.recruitandretain.eu

Greenland is one of the best places to learn for medical staff. You are challenged daily and are a part of a professional network that defies geography and borders. Here challenges are converted to learning and experience. Anne – Marie Ulrik. Executive Medical Officer

CONTACT

Department of Health and Prevention | personale@peqqik.gl

Personaleadministrationen,
3900 Nuuk, Greenland





Job advertisement course: Norway

ADVERTISING & MARKETING : Promotion | Advertise | Course | Job | Recruitment

Background

This is a course aimed at managers who are responsible for recruiting and hiring new staff and to equip them with an easier and more effective way to write good job advertisements.

The course focuses on spreading more awareness of how we can “brand” Finnmark, promoting the county as an attractive place to live and work.

By drawing attention to how we convey and formulate our key message in written job ads to enable the employing organisations to “stand out from the crowd”, the course focuses on how a more positive and “selling” style can attract more qualified applicants. It also highlights all the positive benefits of choosing a career in a rural area.

Development Process

It is usually acknowledged that health care personnel tend to have wider career opportunities in urban areas compared to smaller remote and rural areas.

Recruitment of qualified staff can therefore be a challenge as employers wish to attract applicants from both urban and rural areas thus and therefore require a strategy to ensure that their key message has a wide scope.

This job advertisement course is designed to “show and tell” by using existing job ads as examples showing how we can improve them by using a more targeted approach towards those we want to recruit. The aim is to show how a good recruitment process starts with a good text.

Benefit and Dissemination

After the pilot, elements of the course have been implemented in a new electronic recruitment system “Webcruiter” which has proven to be an easy and efficient tool to help managers in producing customised job adverts. The new online job ads also include the Norwegian promotional film from Finnmark Hospital Health Trust as supplementary marketing material to highlight the rural areas.

The course is in Norwegian and the powerpoint presentation can be downloaded from the Recruit and Retain website:
www.recruitandretain.eu

An English description of the course elements is also available. The evaluation is ongoing and will require a long-term perspective.



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Hammerfest, Norway





Yearly wheel: Norway

ADMINISTRATION & ORGANISATION : **Promotion** | **Advertise** | **Course** | **Job** | **Recruitment**

Background

The Greenlandic, Norwegian and Scotland (Western Isles) partners all have experience in participating at student fairs and recruitment events. The organisation of these events has nevertheless been challenging as no dedicated staff member has had the assigned responsibility. A more systematic approach to recruitment and retention in the employing organisations would help to support more effective recruitment of new staff.



Development Process

The yearly wheel is a tool designed to describe recruitment activities. Evidence from the Recruit and Retain questionnaire and the interviews showed the need for links with training bodies to promote career possibilities in rural areas to students. By participating in regular recruitment activities each year the employing organisation can focus on recruitment with a long-term perspective to encourage and motivate school pupils and students to consider a career in health care in rural areas. By defining both the planned activities and the key personnel who work as ambassadors to carry them out, the Yearly Wheel encourages staff to promote their colleagues and work places.

The activities include regular annual presentations to nursing and medical students at Tromsø University, "recruitment patrol groups" aimed at promoting career possibilities at the Health Trust to Upper Secondary school pupils, participation at recruitment fairs etc. The Human Resources department works closely with clinical managers to agree on which recruitment activities shall be the active components of the yearly wheel. The Finnmark Hospital Health Trust has also allocated a separate budget for the yearly wheel in the HR Department and in that way defines recruitment as a prioritised field in the organisation.

Benefit and Dissemination

The yearly wheel has been a welcomed initiative at the Finnmark Hospital Health Trust showing a more proactive strategy to work with recruitment towards defined personnel groups. It also enables more employees in the organisation to be actively engaged in work force planning and recruitment work which is deemed as a necessary factor to ensure a successful outcome. The yearly wheel is evaluated 1-2 times per year where the effect of the recruitment activities is scrutinized and potential new ones are considered.

Further information on the yearly wheel can be found at: www.recruitandretain.eu

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Hammerfest, Norway



Relocation officer business case: Scotland (Highland)

ADMINISTRATION & ORGANISATION : **Local | Lifestyle | Work | Social | Induction**

Background

The relocation officer business case is intended for potential funders and health authorities. It explains what a relocation officer's main responsibility is and how the post could be implemented. The relocation officer would be a point of contact for all potential and new staff across the public sector.

They would help a new employee settle in to an area socially and professionally by signposting them to relevant information. Furthermore they would act in an advisory role to employers at all stages of recruitment, including the creation of job descriptions, person specifications and the induction process.



Development Process

From evidence gathered during the Recruit and Retain project the need for a relocation officer role was highlighted and a business case for this sustainable solution developed.

The business case is applicable across the public sector and throughout the different countries. The case specifies the officer's role and the organisational implications of this development.



Product Description

The business case includes; a summary of the service proposed, the current situation, the potential benefits to staff, the technical and staff requirements, the results of the evaluation, the potential impacts of the development, projected timescales, legal, ethical and social issues, cost implications and a full SWOT analysis.

The business case has been presented to a multi-agency group including stakeholders from health and fire services, local council and an economic development agency.



Benefit and Dissemination

The main benefit of this innovation is that the early development work has been completed. Potential funders can easily evaluate the applicability for their organisation. Significant additional benefits of the relocation officer role are detailed in the business case.

The business case is available to download via the Recruit and Retain project website:

www.recruitandretain.eu

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Recruitment Officer: Greenland

ADMINISTRATION & ORGANISATION : Local | Recruitment strategy | Work | Leadership sparring | Induction



Background

Often recruitment actions are sporadic and uncoordinated; the aim of the Recruitment Officer is to give the recruitment and retention of staff a focus within the organisation and a centralised coordination point. The Recruitment Officer is a qualified individual, who specialises in the challenges and opportunities that exist in remote and rural areas. The recruitment officer is in charge of the development and implementation of recruitment and retention strategies and is employed to bring continuity to the process.

Development Process

In Greenland a Recruitment Officer was employed on a 1.5 year contract to trial the effectiveness of the position. This employee was also involved in the Recruit and Retain project.

From work carried out by the Recruitment Officer and evidence from the Recruit and Retain questionnaire and interviews, it is recognised that recruitment is one of the main challenges in remote rural areas and a central point of contact is needed to coordinate this effectively.

Product Description

A job description has been developed and the role piloted and evaluated. The focus points for the recruitment officer are:

Development and implementation of a recruitment and retention strategy.

Overall coordination of recruitment and retention activities.

Coordination and implementation of marketing strategies.

Seek out and network with other healthcare institutions with similar challenges.

Benefit and Dissemination

The role of the Recruitment Officer has been developed, piloted and evaluated. A business case for the role has been developed, based on this learning, and is available to other organisations wishing to implement such a role.

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Sign on fee: Norway

ADMINISTRATION & ORGANISATION : Promotion | Colleague | Work place environment | Bonus | Financial incentive



Background

The use of financial incentives as a means to attract job applicants is quite common in the private sector, but has also been considered somewhat controversial as one may suspect candidates to accept a job proposal solely motivated by the extra cash offered, rather than the actual position and workplace itself.

Evidence from the Recruit and Retain questionnaire and the semi-structured interviews show that a good salary is important for recruitment, but must be considered alongside other incentives such as social induction and professional development.

Development Process

A “sign-on fee” is a service designed to get employees actively engaged in recruiting new colleagues to their own unit in the organisation. The employees must show a positive attitude to their workplace and promote it in order to attract new recruits. This service is therefore a means of improving the workplace environment whilst working with filling staff vacancies. The employees must also focus on the positive aspects of working and living in rural areas to encourage people to relocate from urban centres.

When accepting a job offer to a full-time position the new recruit is offered a sign-on fee of NOK 10,000. As a means of retaining the new recruit, he/she is offered an additional retention bonus after clinical placement of 18 months. The employee who has succeeded in recruiting a new colleague to the unit will receive a cash sum bonus of NOK 10 000. The amount will be issued after the new recruit has completed the mandatory trial period of six months.

Benefit and Dissemination

The sign-on fee was trialled at the Medical unit at Hammerfest hospital to recruit new nursing staff. During the trial period between October and March three nurses were recruited to full-time positions by two employees, entitling all five individuals to a cash bonus each. The service is also used in combination with a buddying programme to enhance social integration in the work place. There has also been an increase of job applicants to the Medical unit during recent months resulting in a reduction in recruitment challenges to the unit. The service is also being viewed as a supplement to the new job advertisement strategy promoting the workplace and rural area in a new and more positive way.

More information about the system and how it was implemented is available on the Recruit and Retain website: www.recruitandretain.eu

CONTACT

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Increase the number of general practitioner trainee doctors in rural areas: **Iceland**

SERVICE DELIVERY : Education | Rural clinical places | Young doctors

Background

It has been difficult to recruit general practitioners in rural health care in Iceland, particularly over the last 10-20 years. Too few young doctors specialise in health care in rural areas; increasing placement opportunities in the north and east of Iceland enables more young doctors to undertake their training in this part of the country and develop their skills and gain interest in this area of specialisation. It also helps diminish the workload of understaffed rural health care institutions.

Development Process

Having young physicians in the rural health care programme, organised by the Ministry of Welfare, in the rural hospitals and rural primary health care centres has shown to be beneficial to both the young physicians themselves and also to the staff working at those institutions. Subsequently Akureyri Hospital, Akureyri Health Care Centre and the Health Care Centre at Egilsstaðir in the east of Iceland have engaged in a programme to support young doctors in the GP programme.

The aim is to increase the numbers of clinical posts in this part of the country enabling more young physicians to participate in the Rural Health Care Programme. From 2013, 12 such study posts are being financed by the Ministry of Welfare, 6 in the rural areas. Twice monthly a group of mentors and supervisors from the Akureyri Hospital.

Benefit and Dissemination

This has been welcomed widely as there is an opportunity to increase the number of GP doctor trainees in rural areas aiming to recruit them in the future in the rural areas. Through direct engagement with the Ministry of Welfare and health service providers in the north and east there is a great potential for clinical placements across the areas as well as it diminishes the workload of understaffed rural health care centres.

Guidelines about how to increase the trainee posts are in development and will be available from the Recruit and Retain project website: www.recruitandretain.eu



The cooperation between all concerned has proven to provide excellent training and the programme has received recognition from both the Ministry of Welfare and the rural physician community.

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Rotation scheme: **Greenland**

SERVICE DELIVERY : Personal and professional challenge | Employee branding | Urban/Rural cooperation | Rotation

Background

In Greenland we do not educate highly specialised health care personal and as a consequence we have to recruit the majority of our professional workforce from overseas. As in other rural areas we also have difficulties retaining these specialists.

One solution we have developed to address this is to introduce a rotation scheme. In collaboration with large urban hospitals in Denmark we have arranged for the urban hospital to provide a constant supply of three month replacements that overlap each other. This provides Greenland with the needed specialists, who provide knowledge and skills for colleagues already in Greenland and create units in urban centres in Denmark where the staff become skilled in taking on rural challenges. The benefit for the urban partner is employee branding and they hire an extra employee.



Development Process

We involved two different intensive care units from large Danish hospitals. In one unit we tested a system which provided cheap housing and the other unit had more expensive housing but of a good quality, a view and room for a partner. The first scheme collapsed and subsequently we have designed a scheme which includes pre travel information and a local Greenlandic employee as a mentor/buddy for the rotating employees



Product Description

The urban partner covers a full time position in the rural area.

Staff rotate every three months

No higher salary than union agreement

Provision of good housing conditions

A local nurse is assigned as a “mentor/buddy” to the staff employed in this scheme.



Benefit and Dissemination

The benefits are have been rewarding. The time spent on recruitment for local management has reduced considerably in the participating units. The rotating staff have also proved very effective in supporting and encouraging recruitment of short term substitutes. This scheme could potentially be used by all public services or industries that have large urban counterparts and require externally trained specialists.

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Driving change through cooperation between frontline services: **Ireland**

SERVICE DELIVERY : Retention | Agencies | Multi-sectoral | Collaboration

Background

For a number of years many public sector services in peripheral areas have faced challenges of working in isolation. This project has joined up a number of those services along the border region of Ireland to provide enhanced responses to Road Traffic Collisions and help in the retention of highly skilled personnel.

The Driving Change programme involved structured training for fire personnel in standards of extrication, incident management and casualty handling at the scene of an incident.

Development Process

The Cooperation and Working Together (CAWT) partnership identified potential for facilitating a forum which would set out a number of practical initiatives to enable fire and rescue staff and other emergency services to work better together across both jurisdictions. Agencies in collaboration included Department of Health, Social Services and Public Safety, Department of Environment Community and Local Government, Northern Ireland Fire and Rescue Service, Border County Fire Authorities, Dublin Fire Service, Scottish Fire and Rescue Service, Electricity Supply Board Ireland and CAWT. Targeted information sessions were delivered to improve inter-agency and multi-sectoral working.

Benefit and Dissemination

Through the work of this initiative, it has ensured improvements to emergency service responses to RTC's, identified best-practice approaches and developed a mechanism for shared learning & education for fire fighters in both jurisdictions.

Another key outcome has been the removal of barriers to recruitment which enables potential to work in both jurisdictions.

Further details on the Driving Change programme are available by accessing:

<http://www.publicachievement.com/Driving-Change.aspx>



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Improved broadband for rural areas: Northern Ireland

INFRASTRUCTURE : Broadband | Re-engineering | Fibre rich | Investment

Background

This strategy for improving connectivity and performance of broadband has been identified to help health care professionals and other public sector professionals obtain high quality internet access at facilities in rural areas including their residential addresses.

Government investment was received towards re-engineering the telecoms broadband network.

Professionals will have the ability to access a fibre rich, open access network.

Development Process

Through a consultation process, a review was conducted of rural addresses experiencing poor broadband to identify where intervention was needed. Evidence from the Recruit and Retain project also contributed towards this information, particularly through the interview phase. Subsequently as a result of these studies the Minister for Department of Enterprise, Trade and Investment has in early February 2014 announced a collaborative investment of £23.5 million towards re-engineering the telecoms network in making broadband services more widely available to citizens irrespective of where they reside or operate their businesses.

Benefit and Dissemination

By the target timeline of December 2015 for project completion, health care professionals and other public sector workers in rural areas will have the ability to access a fibre rich, open access network. This will enhance the ability of Trusts and other public sector agencies to attract in high quality personnel, particularly in the medical profession and their families to work and live in those areas.

The outcome of the consultation process can be obtained from:

www.detini.gov.uk/deti-telecoms-index/deti-telecoms-whats-new.htm



Telecomms Branch,
Department of Enterprise,
Trade & Investment for
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Clinical expertise to rural areas through tele-robots: Ireland

INFRASTRUCTURE : Retention | Specialised | Scarce | Partnership

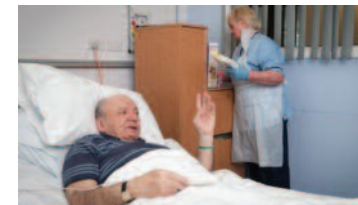
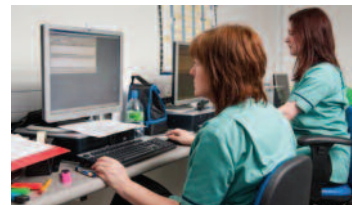
Background

Many health care facilities in peripheral areas struggle to provide key services due to their inability to attract and fund highly specialised personnel. Bringing scarce clinical expertise to rural areas through tele-robotic equipment is a key way of retaining vital services and offering 24-hour support to otherwise vulnerable staff in the delivery of care. It provides a platform for a specialist to project him/herself to the remote location and to see, hear and talk as though they were actually there.

Development Process

Evidence through the Recruit and Retain project identified that hospital facilities remotely located from the larger urban tertiary centres could benefit from expert advice. Through a business case process, Cooperation and Working Together (CAWT) partnership secured funding for the procurement of two tele-robots which are to be positioned in hospital facilities.

The procurement process is underway, facilitated by CAWT, to sign off specifications in conjunction with key stakeholders for purposes of advertising for tenders to enable the appointment of a successful supplier of this highly advanced technical equipment.



Two hospital facilities in the cross border region of Ireland/Northern Ireland are to receive a tele-robot which will be controlled remotely from other locations.

The target groups of staff are those working in intensive care or high dependency units where senior clinical support is not always readily available on site. Without this initiative, patient services would be disadvantaged and possibly removed from the facilities.

Benefit and Dissemination

The audio visual technology creates a virtual environment between the specialist and the remote location audience. This will help in the retention of key services in remote or peripheral facilities and will enable crucial decisions to be taken in relation to patient care.

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Career framework: Scotland (Western Isles)

CAREER DEVELOPMENT : Framework | Pathways | Career options | Pathway tool | Qualifications | Health | Social care



Background

Recruitment to the Health and Social Care sectors in remote rural areas is a challenge. The Western Isles of Scotland also faces an out migration of young people. One approach to help combat this is the development of a Career Framework tool, providing current staff and potential employees an overview of the range of career options and pathways across the Health and Social Care sectors in the Western Isles of Scotland.



Development Process

A visual was developed jointly by staff from the Health and Social Care sectors within the Western Isles. Input and advice was sought from staff within the Education sector, local College and local Skills Development Scotland. The tool was piloted with school and college staff and students, Careers Advisors and staff working within both sectors. The document is currently being further reviewed to ensure that it accurately reflects the new Scottish Curriculum for Excellence.



Product Description

The Career Framework describes the career and education progression pathways for Health and Social care careers within the Western Isles. Individuals can use the pathway to view the variety of posts and the vocational and academic qualifications associated with them. It illustrates the transferability of skills and experience both across and between the sectors. This enables employers, employees and potential employees to identify the qualifications required for different roles, plan career development and the acquisition of necessary qualifications to support their careers.

Benefit and Dissemination

The aim of the jointly developed career pathway tool is to support the recruitment and retention of a sustainable rural community workforce across the Health and Social care sectors throughout the Western Isles. The tool supports discussions about health and social care careers in a number of ways and settings. In schools and colleges the visual tool helps to describe to the young people the range of job options available to them across the sectors, the qualifications required, and the options for gaining them. Within organisations it supports conversations with staff about career development and training. The tool can also be used as part of marketing and publicity material when advertising posts – at careers fairs etc.

The tool is available from the Recruit and Retain website: www.recruitandretain.eu

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Further education for home care personnel in remote areas: **Ireland**

CAREER DEVELOPMENT : **Education** | **Ageing** | **Remote** | **Retain**



Background

With an ageing population which is growing and requiring an increasing level of home care in remote areas, there has been an identified need for an education and training programme to retain the scarce and valuable resource of home carers in the public sector. This course has been implemented to equip rural workers in the home help field with the necessary knowledge and skills to assist nurses in the delivery of patient care.

Development Process

The Recruit and Retain project through the initial status report identified a projected increase in the older population which will become more heavily reliant in public sector services. With various strategies such as “Transforming Your Care” in Northern Ireland promoting a shift of client care out of secondary health care facilities into their own homes, as far as practical, the need was identified to establish a structured programme of modules taught to a group of home care personnel on a part time basis over a 6 month period. This has been a highly successful programme with approximately 50 personnel from remote areas of Ireland enrolled, taught and

assessed to the extent they have the first two modules completed. The impetus would be for the Health Service Executive along with the Quality and Qualifications for Ireland (QQI) to sustain the course towards attainment of Health Service Skills Certificate thus enabling participants to work as Health Care Assistants working under the direction of a registered nurse.

With a projected increase in the older population, it is recognised public sector services will be heavily relied upon in the future.

Benefit and Dissemination

The key benefit of this course is to bolster the knowledge and skill base of home care personnel in an effort to retain existing personnel and offer incentives to ambitious individuals into the home care service in rural areas. The course details are available at the following links:

http://www.recruitandretain.eu/uploads123/HCA_course_handbook_DoneGAL_2013.pdf

http://www.recruitandretain.eu/uploads123/Indicative_content_for_Care_Skills_Module.pdf

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Social Group: Scotland (Western Isles)

PROFESSIONAL SUPPORT : Social | Buddying | Support | Families | Induction

Background

Data collected from the Recruit and Retain project showed that new and potential staff value high quality, easily accessible information about both the organisation and the social aspects of moving to and living in a new rural area to support their decisions to apply for and accept posts. The information also highlighted the importance of supporting the new employees' families to settle into life in the area.

Guidelines on how to set up a Buddying/Social group are available on the project website:

www.recruitandretain.eu

Development Process

A Social Group was set up by a number of individuals from across the organisation, led by the staff members involved, supported by the organisation. Initially this group was piloted across one area of the organisation, with a view to rolling it out across the other island groups.

A website was developed, hosting information and links to activities and groups within the organisation and the wider community. The group organise and manage events involving and encouraging staff and family participation.

Information about the social aspects of living and working in the Western Isles has been developed; this is sent to all new and prospective employees.

Product Description

As part of the recruitment process information is sent to prospective employees about the social group, plus information about the social aspects of living in the Western Isles, with links to schools, community information and other relevant information.

All staff attend the corporate induction day, which gives staff the opportunity to meet other new starts, a chance to become a formal member of the social group, information about upcoming social events and other information specific to support that is available to staff within the workplace. Managers are also trained on how to support staff effectively during the Induction period – including the importance of social Induction for the new member of staff and their families.



Benefit and Dissemination

Feedback from staff during the Induction day, and during follow-up discussions and interviews with staff at the 6 month anniversary of joining the organisation is used to further develop the Induction process and inform the activity of the staff group.

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Interdisciplinary rural group to enhance rural health care: **Iceland**

PROFESSIONAL SUPPORT : Scientific project | Medical student | **Headline** | ex-job | Resident physicians

Background

Recruiting and retaining health care professionals in the rural areas of Iceland is difficult and therefore it is important to explore what actions are needed to make it more interesting as a working place. An interdisciplinary group of health care professionals and academics in northern and eastern parts of Iceland was established focusing on this topic.

The aim of this group is to explore the possibilities of supporting the existing work of health care professionals in order to enhance and support them and the health care services they provide in the rural areas. The group also intends to bring in new ideas to support the retention of health care professionals and explore avenues to facilitate recruitment of health care workers in rural areas.

Development Process

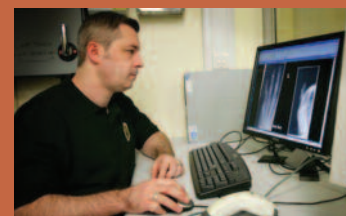
The interdisciplinary rural group has been working on establishing a curriculum for a diploma course, on a master's level, in rural health care. This course will be hosted by the School of Health Sciences at the University of Akureyri. The aim is to offer a venue for education of nurses and doctors, working in the rural areas focusing on practical issues intertwined with academic requirements. Existing courses like the European Resuscitation Council courses in resuscitation and BEST (better and systematic team training) for trauma workup will be included in the programme.

The interdisciplinary rural group provides professionals in the rural areas with a forum and an opportunity to prevent professional isolation.

Benefit and Dissemination

This interdisciplinary rural group meets twice a year; the main aim is to increase the influence of local stakeholders on policy making for rural health care and thereby enhancing and promoting the development of rural health care. Through direct engagement with health care professional associations and health service providers in Icelandic rural areas there is a great potential for enhancing rural health care thus facilitating recruitment and increasing retention of health care professionals.

Further details about setting up a rural group are available from www.recruitandretain.eu



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Couple recruitment: Sweden

DOMESTIC & SOCIAL SUPPORT : Job in rural area | Job for two | Rural life | Lifestyle | Fishing | Hunting | Leisure | Couple recruitment



Background

For those students that are already in a serious relationship it is difficult to find initial employment in the same town. This is particularly true in rural areas where available job opportunities are limited. In these areas one is also prepared to commute within a certain region. Our intention was to find a way in which two individuals with the same or different educational backgrounds could look for employment on equal terms i.e. both acquire jobs based on their qualifications.

Development Process

Currently there is nothing available to present job opportunities in an area in a map format. Due to this it is difficult for someone who is not overly familiar with the geography to see the possibilities within a commuting region. We have developed a tool that enables multiple searches for job opportunities within a specific area.

Product Description

Based on Google Maps, a map function was developed to support couple recruitment. This function allows a search for suitable employment, using criteria such as professional group and commuting distance.

Benefit and Dissemination

Films and additional information are available at the web tool: www.uinnorth.se

CONTACT

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Focus on young family members: **Sweden**

DOMESTIC & SOCIAL SUPPORT : Job in rural area | Rural life | Lifestyle | Fishing | Hunting | Leisure | Schools rural area

Background

To many people living and working in a rural area seems very different, in many aspects, from that of urban areas. Professionally, as well as socially, there are both pros and cons.

To consider establishing oneself and family in a rural area individuals and their families need information about both professional and social life. As professional recruitment is usually aimed at individuals with a career there is a need to also ensure that there is information for their families to support decision making to move to an area.

Our starting-point was to develop information based on the young family's perspective.



Product Description

The project has produced a number of films with themes of interest for younger families i.e. swamp soccer, arm wrestling, fishing, singing, watercross etc. The movies have been made with the aid of Upper Secondary School media students in the area.



Development Process

We interviewed young families with the aid of Upper Secondary School media students and have developed a number of films presenting young families speaking about their lives in rural areas.



Benefit and Dissemination

Films and additional information are available at the web tool: www.uinnorth.se



Training for challenging positions: Ireland

EDUCATION & TRAINING : Training | Emergency care | Ambitious | Clinical exposure



Benefit and Dissemination

This training programme would provide an opportunity for high quality ambitious medical personnel on a career pathway to gain excellent clinical exposure to complex cases, access to modern technology in equipment, systems and help develop their skills proficiently in emergency care. It also ensures a postgraduate placement strategy for peripheral health care facilities, especially the more challenging disciplines. Engagement has been ongoing with NIMDTA in terms of exploring this opportunity plus other accredited proposals which would encourage doctors to peripheral facilities and work towards an equitable allocation of medical training across the region.

A set of summarised guidelines for developing similar proposals are available from the Recruit and Retain project website: www.recruitandretain.eu

Background

Historically the western area of Ireland has experienced challenges in filling a number of medical vacancies. Such deficiencies were highlighted through the evidence gathering process of the Recruit and Retain project. This product sets out an attractive programme for the placement of an additional training doctor position at a peripheral acute hospital facility by incorporating Emergency Medicine with other disciplines.

Development Process

In conjunction with senior personnel at the Western Health & Social Care Trust a proposal was developed to implement a programme that incorporated Emergency Medicine with Anaesthesia at South West Acute Hospital, Enniskillen and was presented to the Northern Ireland Medical and Dental Training Agency (NIMDTA) for consideration.

The proposal included factual information on service delivery, design of facilities, equipment, departmental adjacencies, supervision and patient activity levels.

The western area of Ireland has historically experienced recruitment challenges.

The programme would offer professionals excellent clinical exposure, and develop their emergency care skills.

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Rural-proof multidisciplinary scenario training: Scotland (Western Isles)

EDUCATION & TRAINING : Scenario | Training | Learning | Knowledge | Rural

Background

In remote and rural areas, clinical encounters during out of hours are often conducted by General Practitioners or nursing staff taking on extended roles. This setting requires an extended set of skills and clinical management of problems unique to rural areas. The secondary care setting (in hospital, out of hours) requires General Practitioners to take on extended roles that they are not conventionally trained for; acute care competencies are not required in the latter years of General Practitioner Specialist training.

Development Process

The aim was to develop an innovative suite of problem based learning scenarios which would support our local Out of Hours team to develop the knowledge and skills to provide front line care in a rural setting. Initially the staff delivering the out of hours service were asked to complete a questionnaire asking for their views on the most challenging aspects of service delivery. As a result, and in collaboration with an experienced Associate Advisor, a suite of scenarios was compiled. The initial pilot sessions consisted of a multidisciplinary team including: General Practitioners, Nurse Practitioners and Ambulance Paramedics.



Product Description

Three scenario cases were developed, concentrating initially on Paediatric emergencies. Guidelines for developing and using scenarios were also developed. These guidelines concentrate specifically on how to consider rural issues when implementing Clinical standards and “Best Practice” guidelines.

Benefit and Dissemination

Results from the pilot showed that staff felt comfortable in taking part in small group scenario working, it strengthened their knowledge and skills and helped to develop team working and relationships between ambulance services, acute and primary care settings. The training was well publicised to professionals who are involved in emergency and general healthcare. Staff attending the training expressed an interest in developing scenario learning into their mandatory training sessions. The scenarios and guidelines are available from www.recruitandretain.eu

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Exchange of education and networking: Sweden

EDUCATION & TRAINING : Job in rural area | Education | Ultrasound | Primary care | Rural life | Lifestyle | Network

Background

Working as a general practitioner in rural areas often entails different challenges from those working in urban environments. More often than not the supply of further training is primarily accessible to general practitioners working in cities. We wanted to test if education adapted to primary care in remote areas could be made transnational and benefit several countries.

Development Process

Ultrasound as a tool works perfectly well for general medicine in rural areas. In Scandinavia today there is no suitable ultrasound diagnostic education available for general practitioners. We searched within the NPP area and located a certified programme in Scotland. A general practitioner from Sweden undertook the Scottish programme; her evaluation stated that it adequately delivered the requirements that Scandinavian general practitioners have for ultrasound education. Swedish interest in this pilot training was huge and subsequently the individuals responsible for the education in Scotland were invited to Sweden to deliver a pilot programme during 2013. The evaluation was 5.4 on a maximum scale of 6.0.



Product Description

Northern county councils in Sweden have decided to purchase ultrasound equipment for use in primary care. The educational concept will be bought from Scotland.

Roll out of this training for general practitioners in Sweden starts during the fall of 2014. We have already received inquiries of participation from several Scandinavian countries, including Denmark.

Benefit and Dissemination

The education is expected to increase the appeal of becoming a general practitioner in remote areas and fits well into the trademark operations taking place in rural medicine in Sweden.

The education will be marketed using the web tool:
www.uinnorth.se

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Academic masters level programme in audiology: Ireland

EDUCATION & TRAINING : **Audiology** | Education | Institute | Development



An important aspect of the course is the recognition it has received from both the Irish Academy of Audiologists and the British Academy of Audiologists from which the course director is matching the respective criteria to the programme content.

Background

The profession of audiology in Ireland has always been difficult to recruit into especially as, until now, no education institute North or South has delivered a suitably accredited audiology programme. This two-year Masters programme enables ambitious individuals wanting to specialise in audiology to have a recognised qualification as well as developing their skills and expertise into a specialist profession. It will also help prevent the migration of talent outside the island.

Development Process

Evidence from the Recruit and Retain project was presented to the Health Service Executive (HSE) in early 2013 which correlated with a national review of the profession which identified various recommendations. Subsequently the HSE engaged with the Higher Education Authority (HEA) to trawl for expressions of interest from universities or colleges for the delivery of a two-year full time Masters degree programme in audiology.

As a result of this process, the University College of Cork (UCC) has been selected as the preferred institute and discussions are in motion with a view to formal commencement of the programme from September 2015.

Benefit and Dissemination

This has been welcomed widely as there is an opportunity to develop home grown talent into a profession which has been predominantly difficult to resource. Through direct engagement with UCC and health service providers the CAWT partnership has identified significant potential for student placements across the jurisdictions as well as a platform for existing audiologists to participate in continuous professional development.

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Academics for rural areas: **Scotland (Highland)**

EDUCATION & TRAINING : Education | Post-qualification | Support | Training



Background

This fact sheet provides guidance for the development and provision of a Rural Fellowship programme for health workers to access post-qualification training remotely from major teaching centres.

Development Process

A review of the Rural Fellowship programmes was provided by NHS Education for Scotland for medical and dental practitioners working in remote and rural areas. This provided data on the demographics, costs, retention of Fellows and their attitudes to remote and rural working. Retention rates were over 70%. These data were used to develop a protocol for the establishment of post-qualification training programmes.

The protocol is available as a guidance sheet for setting up and running a Rural Fellowship programme.

Visit the Recruit and Retain project website for further information:

www.recruitandretain.eu

Benefit and Dissemination

The protocol and associated academic paper provide information about mechanisms of support that can be used to enable remote and rural health workers to access relevant courses. The information is available to all participating countries and agencies.

The protocol is available on the Recruit and Retain website and the paper has been submitted for presentation at an international academic meeting.

CONTACT

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Scientific projects database: Sweden

EDUCATION & TRAINING : Scientific project | Medical student | Headline | ex-job | Resident physicians

Background

In Sweden all medical students, resident physicians and GP trainees must carry out scientific projects at various times throughout their careers. Although there is a large amount of research on medicine and health care in general, research on primary health care has been neglected and research on rural medicine is very sparse. The Recruit and Retain data collection process informed us that one factor that potentially hinders the recruitment and retention of medical staff to rural areas is that there is little academic attention directed towards these areas. By presenting relevant scientific projects, with rural topics, to medical students and resident physicians we aim to make rural health care both more interesting and better understood. This process also helps to provide opportunities to establish personal contacts with potential future colleagues.

Development Process

Recruit and Retain data gathering told us that for medical students and residents, when choosing a place to work, opportunities for professional development are one of the major deciding factors. Within the Centre for Rural Medicine in Storuman (CRM) areas of interest for scientific research that are relevant for rural health care practice are continuously being investigated, with the purpose of creating scientific project plans suitable for a wide variety of healthcare professionals' projects. This includes actively collecting ideas for research, making contact with relevant areas within the University to help processing the ideas into appealing projects and presenting the projects to students and residents.



Product Description

We have developed a readily searchable project database of scientific and developmental projects within rural medicine, using information from health care personnel in Southern Lapland. We have collected more than sixty project plans in various stages ranging from initial ideas to completed projects. Not all of these projects are directed solely towards medical students and residents; we aim to engage different health professionals and students in further development. The service also includes providing for the supervision of the students, with help from relevant institutions.

Benefit and Dissemination

This service will enhance recruitment to rural areas and by giving academic focus on rural medicine it could help developing and improving rural health care. The concept could be used across and between rural areas and preferably exchange of project plans between partners as well as projects conducted simultaneously in cooperation between partners.

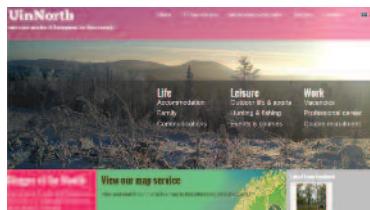
There is a link to the Swedish project database from the web tool: www.uinnorth.se

CONTACT | Centre of Rural Medicine | **Backgatan 2, 92332 Storuman, Sweden**



Web tool: Sweden

THE WEB TOOL : **Rural life | Job opportunities | Lifestyle | Fishing | Hunting | Leisure | Couple recruitment**



Background

Potential employees to remote and rural environments need accurate, relevant and up to date information to enable them to make an informed decision about whether to move from an urban to rural environment. Such information must be specific to the remote and rural area and provide sufficient detail to be of real value. The internet is the most readily accessible place for such information, and a programmable web tool is the obvious format choice. Such a tool should include information about everything from specialised work to hobbies and cultural events.

Development Process

The need for a tool, in the form of a web page with developed functionality, became apparent during the evidence gathering component of the Recruit and Retain project. Separate components of the web tool have been developed in response to needs expressed not only by the developing partner, Sweden, but from input from all other partners. The web tool has been designed and created by a commercial company (Pondus kommunikation AB) in conjunction with the Swedish partner.

Product Description

The web tool contains module based presentations aimed at separate target groups and includes an interactive map function. The tool can be used on computers, portable devices and mobile phones.

The tool contains information about living and working in rural areas from both a professional and a social perspective, it also includes presentations of an area's commercial and industrial life. By entering the international links section of the web tool job opportunities in the rural areas of any of the eight Recruit and Retain partner countries can be accessed. A series of short films present an image of the rural area. The tool also has a Facebook page linked to an international network, and can be presented in several languages.

Benefit and Dissemination

The Swedish version of the tool is available at www.uinnorth.se

The films are available on YouTube and have been viewed on many occasions.

The web tool, developed in Word Press, can be populated with locally relevant information. It is open sourced and available free of charge to use, modify and adapt for individual use it is available by emailing: glesbygdsmedicinsktcentrum.storuman@vll.se



The Wider Public Service Sector – the Strategic Management Group

The core work of Recruit and Retain is in health care, but the project has a group working in parallel to assess the applicability of the solutions to the wider public service sector. This is the Strategic Management Group.

Each partner has a Strategic Management Group representative and they approached 19 separate public sector organisations :

- Education (5)
- Local Government (4)
- Emergency Services (4)
- Social Services (3)
- 'Others' (3)

They explored whether 26 of the 29 products and services were considered applicable to particular public services.

Eight were specifically health care related solutions and were of little relevance.

Eighteen were found to be relevant to the wider public service sector; the positive applicability of these solutions is 58%.

Ten of these 18 solutions received >50% positive applicability:

Product or service	Yes	No	%
Promotional Films	15	1	94
Relocation officer business case	9	3	75
Information Booklet	12	6	67
Yearly wheel	7	4	64
Focus on young family members	7	4	64
Further education for home care personnel in remote areas	9	6	60
Buddying programme	9	7	56
Interdisciplinary rural group to enhance rural health care	5	4	56
Improved broadband for rural areas	6	5	55
Couple recruitment	8	7	53

Clearly in many circumstances what applies to health care is relevant to the wider public service sector as well.



Northern Ontario
School of Medicine



SJÚKRAHÚSIÐ Á AKUREYRI
AKUREYRI HOSPITAL



cooperation and working together
for health gain and social well being in border areas



Agency for Health and Prevention, Greenland



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COUNTY COUNCIL
OF VÄSTERBOTTEN

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communication management professionals
partnership opportunities **rural** employment
activities community information isolation wider
business **retain** living strategy training
strategies **partners** public impact social care
developed **urban** specify **recruit** health
available transnational **development** project
students workforce group **services** professional local develop remote
EU partner support **products** education
Northern quality networking implementation strategic
programme initiatives **sustainable** relevant **solutions**

