



Recruit and Retain Solutions

May 2014



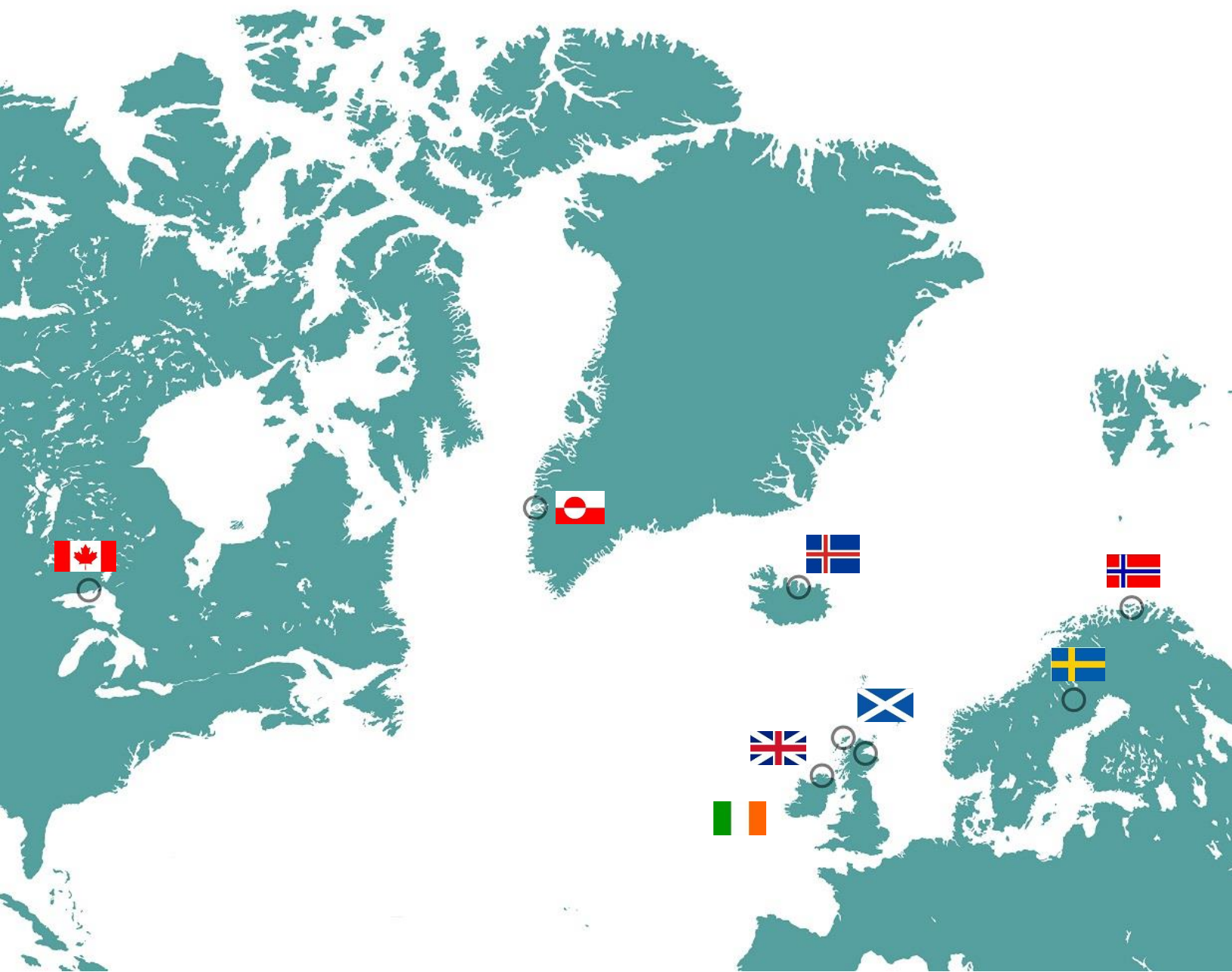
www.recruitandretain.eu



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



European Union
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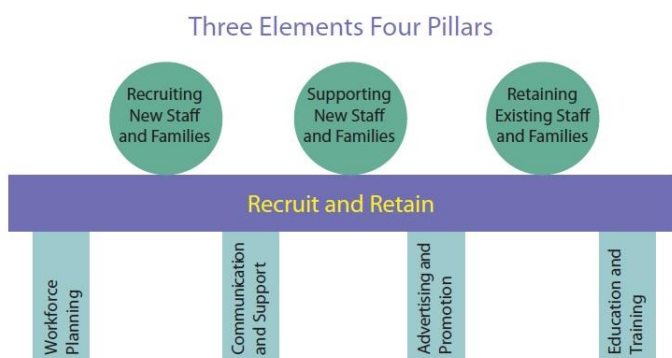
The project has 2 components:

- The core project which addresses issues related to health care workers.
- A parallel and concomitant strategic component which identifies areas in the core project which may have application in the wider public sector.

- 1.** Obtaining status reports from each country which describe the geography, demography, the local health care organisation, training and education, recruitment and retention and provide information on an adjacent urban area for comparison.
- 2.** Responses to an online questionnaire exploring what attracts people to remote areas, what deters them and what causes them to leave. The questionnaire was completed by over 5,000 people working in rural and urban settings. It has been reported on by the RHA-University of Akureyri Research Centre.
- 3.** From over 70 structured in depth interviews in seven of the partner countries.



Details of these are publicly available and can be found on the project website (www.recruitandretain.eu); the information from them is used as an evidence base to support the design and development of products and services to address ways of improving recruitment and supporting retention.



These products and services deal with both professional and work related issues and domestic and social concerns. To this date 29 different products and services have been designed and developed and many have undergone piloting in a healthcare environment; their scope is depicted in the diagram.

This work is monitored by an Internal Product and Service Evaluation group (IPSEG) to ensure it meets the NPP's and the project's standards. A web tool has been developed to deliver local information on career and job opportunities and provide access to local material relevant to those considering a move from an urban to a rural environment; in addition it opens gateways to databases of public service sector jobs to be found within the partners areas.

Once completed at the end of June 2014 Recruit and Retain will have produced a business model to be used as a whole or in part by managers and employers of the public sector in remote rural areas. The transnational, cooperative and synergistic approach to fashioning a coordinated collection of interlinked solutions will produce a unique package known as the Recruit and Retain Business Model.

The products and services developed by the Northern Periphery Programme project Recruit and Retain provide a series of defined, developed and piloted solutions to issues identified as important by the evidence base, derived from a set of partner status reports, an online questionnaire and a series of structured interviews.

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 majority of the solutions were developed in partnership across the project – the contact details for the lead partner for each solution is identified on each fact sheet.

Further information relating to the Recruit and Retain project and its outputs are to be found on the website: www.recruitandretain.eu

The fact sheets are divided into groups:

1. Advertising and Marketing
2. Administration and Organisation
3. Professional support
 - a. Service delivery
 - b. Infrastructure
 - c. Education and training
 - d. Career development
 - e. Support
4. Domestic and Social Support
5. The Web Tool

ADVERTISING & MARKETING

The following fact sheets indicate how simple information booklets and promotional films (videos) provide information about an institution and its area. This is taken further by demonstrations of how to provide information about work and living opportunities to people early in their careers, thus introducing the possibility of remote rural working as a potential career objective. A description of urban/rural exchanges takes this one step further with a practical demonstration of the possibilities that exist in the remote and rural environment.

A description of change in 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. This is presented along with details of a course specifically designed to equip people with an easier and more effective way to write good and effective job advertisements.

- 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

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

PROMOTIONAL FILMS: NORWAY

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.uinorth.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.

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.



An early presentation of rural area medicine with its width, responsibilities, influences and possibilities can awaken interest in this line of work.

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

PRESENTATION TO INTERNS: SWEDEN

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



UInNorth har laddat upp ett videokl



UInNorth har laddat upp ett videokl



UInNorth har laddat upp ett videokl



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.

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

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

ADVERTISING CAMPAIGN BUSINESS CASE: GREENLAND

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.dk

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



This ad shows a nurse who first worked in a 6 month vacancy. Later she came back for a permanent position. Why? Because in Greenland you can influence the decision makers and help shape your work life.



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



Example of old marketing strategy: “if you have had 20 places you should visit before you die – Greenland should be one of them.” We use this to catch seasoned specialists – but this is often short term employees.

JOB ADVERTISEMENT COURSE: NORWAY

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.

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.

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.

ADMINISTRATION & 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.

- Yearly wheel
- Relocation officer business case
- Recruitment officer
- Sign on fee

YEARLY WHEEL: NORWAY

Promotion | Advertise | Course | Job | Recruitment

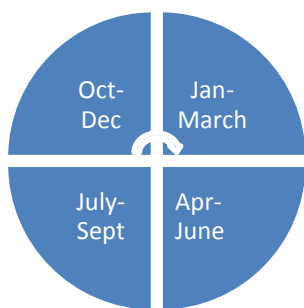
Background

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

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

RECRUITMENT OFFICER: GREENLAND

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.

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 initiated 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

PROFESSIONAL SUPPORT

a. 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.

- Increase the number of general practitioner trainee doctors in rural areas
- Rotation scheme
- Driving change through cooperation between front line services

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 and

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.

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

ROTATION SCHEME: GREENLAND

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 fulltime 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.

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.

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.



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.

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>

PROFESSIONAL SUPPORT

b. 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.

- Improved broadband for rural areas
- Clinical expertise to rural areas through tele-robots

IMPROVED BROADBAND FOR RURAL AREAS: NORTHERN IRELAND

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.

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.



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

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

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 Northern Ireland
www.detini.gov.uk

CLINICAL EXPERTISE TO RURAL AREAS THROUGH TELE-ROBOTS: IRELAND

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.

PROFESSIONAL SUPPORT

c. Education & Training

Filling medical vacancies can be a challenge, particularly in rural areas. Offering additional training, problem-based 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.

- Training for challenging positions
- Problem-based scenario training
- Exchange of education and networking
- Academic masters level programme in audiology
- Academics for rural areas
- Scientific projects database

TRAINING FOR CHALLENGING POSITIONS: IRELAND

Training | Emergency care | Ambitious | Clinical exposure

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.

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

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.

Further information about the scenarios and guidelines is available on the Recruit and Retain project website:

www.recruitandretain.eu

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.

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.



Demonstration ultraljud.

Foto: Meike Harmening

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

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.



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.

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.

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.

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.

The opportunity for professional development was key for medical students and residents in choosing a place to work.

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

PROFESSIONAL SUPPORT

d. 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.

- Career framework
- Further education for home care personnel in remote areas

CAREER FRAMEWORK: SCOTLAND (WESTERN ISLES)

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.

Career and Education Progression Pathways for Health and Social Care Professionals



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

Contact: Deanne Gilbert

NHS Western Isles, Laxdale Court, Laxdale, Isle of Lewis, HS2 OGS

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.

PROFESSIONAL SUPPORT

e. 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 which, 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 which, although designed specifically for health care groups, can have wider application in the social and domestic domains of the wider public sector service.

- Buddying programme
- Interdisciplinary rural group aiming at enhancing health care in the rural areas

BUDDYING PROGRAMME: SCOTLAND (WESTERN ISLES)

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.



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.

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

www.recruitandretain.eu



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.

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

DOMESTIC & SOCIAL SUPPORT

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

Finding employment can be difficult for partners and a method for identifying where potential jobs might be available using *Google Maps* is described. Making sure that 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 relevant information which may be needed to make a decision as whether to move to a rural area or not.

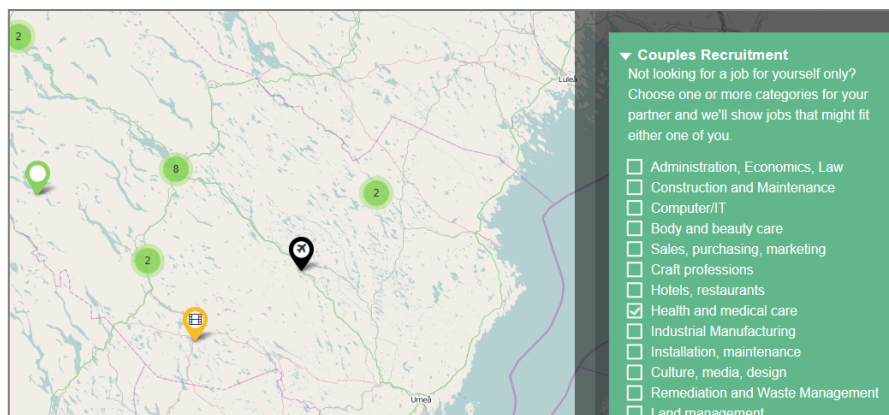
- Couple recruitment
- Focus on young family members

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

FOCUS ON YOUNG FAMILY MEMBERS: SWEDEN

Job in rural area | Rural life | Lifestyle | Fishing | Hunting | Leisure | Schools rural area

Background

Too 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.

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



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.

THE WEB TOOL

An internet-based tool capable of integrating and housing as much information as possible on work opportunities, social facilities and activities has been developed. This single product is available for all to use and populate with locally relevant information.

- Web tool

WEB TOOL: SWEDEN

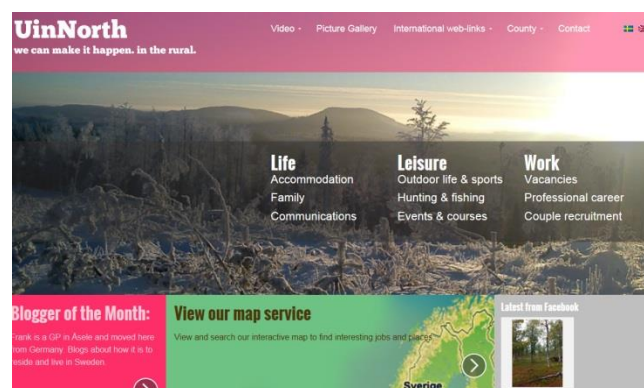
Web tool | Rural life | Job opportunities | Lifestyle | Fishing | Hunting | Leisure | Couple recruitment

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



Agency for Health and Prevention, Greenland



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

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