



# Study on Effective Recruitment and Retention Strategies for Health Workers

Gilles Dussault, Paul Giepmans, Walter Sermeus



# Objectives of the study

- **To document and analyse the various dimensions of the challenge of recruiting and retaining of professionals in the health sector.**
- **To contribute to the successful implementation of the EU Health Action Plan at country level**
- **To deepen the reflection on future interventions on recruitment and retention.**



# Outputs of the study

- **A conceptual framework and template for mapping and assessing recruitment and retention practices;**
- **An overview of recruitment and retention practices in the EU Member States, the EFTA countries and three non-EU countries;**
- **In-depth analysis on how successful practices were implemented and what contextual factors facilitated or hampered their success.**

# Consortium

- **European Health Management Association (EHMA)**
- **Catholic University Leuven (Belgium)**
- **Institute of Hygiene and Tropical Medicine (Portugal)**
- **King's College London (England)**
- **Royal Tropical Institute (the Netherlands)**
- <http://www.ehma.org/index.php?q=node/1746>



# WP-2/3: Map/review of the evidence on effective measures to recruit and retain health professionals

- Identification/categorization of interventions
- Identification of facilitators and obstacles to and policy lessons
- Literature review
- Recruitment of country informants for collection of relevant policy info and analysis

# WP-4: Case studies on recruitment and retention strategies

- Identification of case-studies of success (min.8)
- Quantitative & Qualitative analysis (interviews of key stakeholders) – WHY and HOW
- Focus
  - Comparative lessons of "good practice" at both the policy and organisational level
  - Effective policy mechanisms

# WP-5: Policy recommendations

- **Mapping out R&R strategies**
  - **What works / doesn't work (evidence level)**
  - **What is agreed / not agreed to work (agreement level)**
- **Validated by experts**
- **Recommendation for health managers, policy makers and decision-makers at European level**



## WP-6: Expert workshops

- **2014 (May):**
  - **Validation of survey & selection of case studies**
- **2015 (February):**
  - **Sharing of the findings of the study**
  - **Validation of recommendations**



## Objectives of this session

- **Validation of focus on recruitment and retention practices**
- **Strategies for identification of “good practices”**
- **Identification of key-informants EU-member states**

# Situation analysis

- Targeted professions: medicine, nursing
- Analysis per age group + sex
- Workforce loss ratio in organisation/region/country
- Available nurses/physicians (stayers)
- Average years in post
- Costs of staff turnover: Separation, temporary replacement , recruitment, induction costs

# Situation analysis

- Retention strategies at organisational level  
Employment , work quality, organisational quality
- Interventions in underserved areas : Education, Financial, professional and other incentives, regulatory and other measures
- Good recruitment practices
- Implementation of the WHO Global Code

