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**The Icelandic Sustainability Plan**

## Sustainability Plan for Akureyri Hospital, Iceland

The following table describes recommended activities in each framework area. This section is followed by considerations related to the key factors for success.

	Recommended Activities	Responsibility	Anticipated Resource Requirements
Plan	<p><b>Review of population services needs and service model</b></p> <p>We recommend that the administration of Akureyri Hospital review annually the national Health care services Policy and the 5 years financial plan in order to develop a portrait of the changing demographics and health status of our area, as well as operational data to assess any changes that may be needed to our service model.</p>	Executive Board of the Hospital	No extra cost
	<p><b>Review of target recruits</b></p> <p>We recommend that every 5 years, a survey of long-standing local practitioners, as well as practitioners who have left be conducted, to revisit the profile of our target recruits, and what factors are likely to retain / attract the people we need.</p>	Human Resources	No cost, we will use in-house digital survey software

<b>Recruit</b>	<p><b>Information sharing</b></p> <p>To ensure potential recruits have on-going access to relevant information, we recommend recruitment website (which is part of the Hospital's webpage) refresh every 2 years, with an evaluation of its content the previous year.</p> <p>We also recommend implementing a service standard of responding to inquiries within 2 business days and publishing this standard on our website. This task must be part of a recruitment officers' job description and performance assessment.</p> <p>In order to recruit physicians, it is recommended that the HR manager and the Department of education and sciences organise a gathering annually (inland and abroad) to share news and job opportunities at the hospital.</p>	<p>HR Manager</p> <p>HR Manager</p> <p>HR Department of education and sciences</p>	<p>Part of normal web page refresh cost</p> <p>Up to 4 hours per month of HR personnel time</p> <p>1500 Euro in catering</p>
	<p><b>Community Engagement</b></p> <p>In order to sustain the partnerships developed during this project, it is recommended that the Human Resources hold a luncheon on an annual basis with community partners to share news and developments in our shared initiatives.</p>		<p>Up to 5 hours for each competition</p>
	<p><b>Supporting families / spouses</b></p> <p>Once recruits are identified (and during the recruitment process, a questionnaire will be sent to interested candidates asking them about their spouses' and families' interests. Our HR department will follow up with relevant information and contact information to allow the families to better understand what their life may be like. Once recruits have committed to moving to the region, a welcoming plan will be created with community partners and local, hospital people to provide a tour and introduce family members to key community contacts.</p>	<p>HR Manager</p>	<p>Up to 5 hours for each competition</p>

<b>Retain and Train</b>	<p><b>Supporting Team Cohesion</b></p> <p>We recommend regular meetings for all staff, to review progress on the current strategic plan, as well as to enjoy social activities which are on offer each time e.g. annual feast, barbecue etc. We also recommend a structured educational programme for all levels of staff and that should be introduced in the beginning of each year.</p>	Chief executives of clinical services	No extra cost, already allocated in the budget
	<p><b>Relevant Professional Development</b></p> <p>We recommend that all physicians make the most of their collective agreement and attend education inland or abroad as is appropriate.</p>	Chief executives of clinical services	No extra cost, already allocated in the budget
	<p><b>Training of future professionals</b></p> <p>We recommend that the hospital participates in the national professional development in cooperation with Landspítali and other accredited bodies of medical education (e.g. RCP). The aim is to have all main specialities participating in such programmes and that should be evaluated on a 5 years cycle.</p>	Chief executives of clinical services	No extra cost, already allocated in the budget

## Conditions for Success

	Considerations	Recommendations
<b>Recognition of unique rural and remote issues in our region</b>	<p>The baseline data collected during Making it Work provides a strong portrait of the challenges we face in this region.</p> <p>It is essential that national and regional leadership come to understand our unique challenges and that they accept some responsibility for helping us to address them.</p>	<p>We recommend creating a clear and compelling summary of our baseline data that can be used as a preamble in regional reports and proposals which highlight the need for workforce stability.</p>
<b>Inclusion of Rural and Remote Perspectives “not about us without us”</b>	<p>Decisions on or affecting Healthcare personnel taken by the Ministry of Health must have relevance to us.</p>	<p>As recommended in the workplan, monthly luncheons with our key partners, and regional surveys will help us to ensure that local voices remain part of our solution. Administration of Akureyri Hospital will need to keep The Ministry of Health informed on the challenges on regular basis</p>
<b>Leadership Commitment</b>	<p>Without Senior Management commitment to this long-range plan, it is likely not to be effective.</p>	<p>We recommend that twice a year reporting be scheduled on the objectives and indicators defined for this project, and that key activities be woven into the performance standards of staff and leadership of our organization</p>
<b>Annual Cycle of Activities</b>	<p>When there are many vacancies, our work is often driven by urgent need</p>	<p>An annual calendar of activities must be created and adhered to. Thus minimizing risk of unfilled vacancies.</p>
<b>Adequate Investment</b>	<p>The sustainability plan includes a variety of projects that have a 5-year cycle. If these are staggered over 5 years, 10.000 Euros per year for key recruitment projects would be an adequate budget for all identified key initiatives. In addition an additional 0,5 FTE recruitment officer is needed at acost of 40.000 Euros per annum</p>	<p>A total additional budget of 50.000 Euros is required to implement this long-term recruitment and retention plan. It is our best possible strategy to help improve access to continuous quality services in our region.</p>



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