



making
it work

The Swedish Sustainability Plan

Proposed Sustainability Plan for a Stable Workforce in Storuman, Sweden

The sustainable, post 2018 Swedish model for recruitment and retention – From Project to Process

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

Networking

Build and coordinate the network of recruiters within municipalities and healthcare facilities in the inland of Västerbotten. The tool “The recommender” should function as an online tool that can stimulate dialogue as recruiters test different activities in different elements of the framework’s various blocks. The tool has been pre-prepared with a comment functions for each activity described. We can amend additional activities for the tool. This will be where different employees in the organisation can share their experiences when making use of different activities, where they can ask for advice and where they can provide feedback to other staff members in their organisation or other organisations that are working with similar tasks and duties.

Training/education: Seminar series, master classes.

Participants receive, in-depth, knowledge of the framework for “Remote rural workforce stability” (3 modules, one for each block; plan, recruit, retain.). Training will be annually recurring, with 3 modules yearly. Training opportunities are also seen as network opportunities, reducing professional isolation, and an opportunity for knowledge transfer between recruiters and other staff members. The training presents new knowledge, based on research and gained experiences among the partnership. The long-term ambition is to make participants at the training to become trainers. The target group; Operation managers and their key staff responsible for recruitment and retention.

The objective is that these participants shall actively, by using knowledge gained from training sessions; work internally within their organisations to secure that their entire operation as well as their entire organisation becomes engaged. At a long term, engaged organisations will help to secure community wide commitment for this transformation process.

Website

Work on developing and coordinating the content of a website so it reflects and emphasizes the recruitment needs of municipalities and other regional organizations.

During our work with UinNorth.se a similar website was launched, MoveupNorth.se. This site was developed by another initiative between inland municipalities in the county of Västerbotten and Norrbotten, Region 10. MoveupNorth has less content than UinNorth, but a better structure. Since both sites have the same purpose, but lack each other’s benefits, we have started a dialogue around collaboration.

We have agreed the website will be a joint collaboration, combining the best parts from both sites. With a joint ownership we hope to increase the site's quality and usability to ensure that it meets the needs of the user and fulfils its purpose - to support recruitment to all our municipalities, their organisations and companies.

Working with UinNorth, we experienced that a lot of resources was required to provide useful, high quality information about all municipalities. Close cooperation and direct communication with the municipalities can facilitate this, as well as increase the quality and credibility of the site. Finally, combining the sites are good for the users, since both sites today presents similar opportunities for similar target groups.

Combined positions

Testing and developing the concept for combined positions within healthcare organizations in Region Västerbotten health services. For example, research nurses etc.

The starting point is to identify a need for new knowledge / development that the specific operation has. If that need can match the research and development profile that is of priority of Centre for rural medicine then combined positions can be established, such as a researching nurse (clinical work 80% and research work 20%). The intention is to allow combined position contracts for up to two years.

If there is a need to continue with the research or a need to scale up the research, then this initial funding provide an opportunity to secure additional funding. This system will, from Region Västerbottens point of view, be targeting front line health care providers.

The Centre for Rural Medicine is open to host other combined positions from other organisations, as long as the purpose is to develop or sustain high quality rural health care and/or social care. This will help increase the talent pool of experts and reduce professional isolation, in a rural region.

We have identified that there is a high level of interest for these combined positions, compared to specialists' positions. We cannot state today if we attract new applicants with this system to the region, but in a region where there is a shortage of labour it is equally important to provide a possibility for sophisticated professional development to retain staff already employed.

Community engagement

Community engagement is the key to success!

At the same time, we need to start from Operation Managers to secure their commitment, within specific operations in organisations that sign up for our collaboration. We need to work from the framework "Remote rural workforce stability", and slowly build trust for this systemic change. Even if the point of departure is operational managers, all their key staff members that work with recruitment and retention need to be involved at an early stage. Trust will be built through a facilitated process, which slowly will help to secure commitment among all (vast majority of) the operations staff members.

We need to be mindful about the language, especially at the early stages of this process. We hope to use a language that speaks to all employees in an operation, by applying a lens of an employee when designing training and communication material. To succeed, we need to establish an understanding how the current situation is affecting the employees. We need to involve the employees and empower them to become the driving force for this systemic change. We hope that the training will be highly appreciated by involving the employees in the design of the training as well as for communication, still using the framework “Remote Rural Workforce Stability” as the underlying fundament.

Cross-community engagement will be facilitated through the Recommender tool and the network elements in connection to the training sessions.

Embryos to new collaboration structures

The Swedish partnership developed a business case proposal for a joint recruitment company, based in the inland of Västerbotten, at Recruit and Retain 1.

This idea has come to life again, after a number of municipalities has started a dialogue with Region Västerbotten to look at the possibilities for this type of solution.

A sustainable long-term solution could be such a recruitment and retention firm, responsible for recruitment and retention activities for all inland municipalities. The company need to be based in the inland of Västerbotten County. Municipalities could be grouped into different tiers, and supported with an appropriate set of activities that strikes a balance.

Many municipalities in the inland of Västerbotten have very limited own resources to make this happen, and by pooling resources attention at regional and national level can be gained. If aiming for a systemic change then new forms for long term collaboration will be essential.

Conditions for Success

	Considerations
	<p>To be able to sustain the implemented business case/our concept, and scale it up we have looked at this from two initial perspectives (5 success factors and Community engagement), and a third wild card (New collaboration structures).</p> <ol style="list-style-type: none"> 1. Are the 5 success factors supported to a sufficient degree 2. How do we secure a wider (cross) community engagement for systemic change 3. Embryos to new collaboration structures
Recognition of unique rural and remote issues in our region	We have a strong recognition for the specific remote rural challenges for this challenge AND a systemic shift has occurred when Region Västerbotten has recognised the capacity achieved at Centre for rural health through 7 years of Recruit and Retain collaboration.
Inclusion of Rural and Remote Perspectives “not about us without us”	The Swedish team is using the Recruit and Retain – Making it Work: “Final Forum” to kick start this process and collaboration.
Leadership Commitment	We have through Recruit and Retain – Making it work developed a set of indicators that can be used, and a baseline to start off from. What we need is full commitment by the municipalities for this task, to secure a data feed from them.
Annual Cycle of Activities	We have made a yearly wheel of first years activities (2019/2020) for the 4 components above.
Adequate Investment	We have secured 1 million Swedish kronor for 2019, and need to secure a commitment by municipalities that are of equal size for long term funding. However, for 2019 the activities connected to components above are estimated to be within 1 million Swedish kronor.



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