

[EPSI in Support of Health Care

Optimizing Human Resources

The healthcare industry faces more than ever numerous optimization challenges of its resources, including human, material and financial. Fierce criticism stemming from both the public opinion and from affected professional communities have led many integrated health and social services centres to address the issue and take action in order to resolve a number of recurring problems concerning their workforce.

[Summary

The Issue

The presence of multiple challenges, including outdated recruitment and selection processes that are not meeting organizational strategic orientations or current requirements on technological innovation. A sensitive key sector, challenged on all sides, it is required to have a high performing and forward-looking workforce, and must develop a sound internal succession plan for management positions.

The Solution

- + Focus on a strategic competency-based approach, within a recognized framework: the *COMPMETRICA Competency Model*;
- + Better structure upstream recruitment and selection mechanisms;
- + Choose assessment tools that can predict future job performance: a battery of *COMPMETRICA* psychometric tests;
- + Integrate the *COMPMETRICA Training Plans* to support workforce development.

The Benefits

- + Increase in the efficiency and standardization of recruitment processes for all management levels: first level, middle, and senior;
- + Access to competency profiles for frontline, support, technical, and professional levels in order to align structured interviews with key competencies.

Why Were We Involved

For health centres, human resources management challenges can sometimes seem colossal, especially when the internal workforce is already at the end of its rope. As a leader in assessment, selection, and workforce development tools, EPSI had the resources and the expertise required to take charge of this type of project.

How We Helped

- + Established rigorous procedures for proactive recruitment and selection;
- + Led group discussions with content experts and management committee representatives to establish competency profiles per job families for frontline, support, technical, and professional (unionized) levels;
- + Created eligibility lists (*administrative officers – levels 1-2-3* and *administrative technicians*) allowing for positions to be staffed rapidly based on selection criteria matching the relevant values and key competencies;
- + Targeted the competencies to be developed by the management staff (over 200 managers were assessed) to build a collective and individual development program;
- + During the decision-making process, focused on candidates' strengths while having insight into risks and challenges for each candidate;
- + Understood critical points that helped to more effectively welcome, integrate, and support the development of the new workforce.

How Have Things Changed

- + Improvement of the timespan needed to staff different positions;
- + Decrease in number of grievances for unionized positions due to a fair process involving a third party;
- + Increase in the quality of the hired workforce: the employees' learning ability was highlighted by trainers and the success rate following the probation period increased.
- + Clarification of expectations in terms of the competency profile sought for management positions;
- + Prioritization of the competencies to be developed in order to update the mission and the strategic objectives.