

Sustainable HR management in healthcare : input from the SCOHPICA open comments

Ingrid Gilles, Clara Le Saux & SCOHPICA team – 28 11 2024

Presentation plan

- Sustainable management of HR - what are we talking about?
- Sustainability and professionals' retention
- SCOHPICA inputs: method
- SCOHPICA inputs: results
- How do we move forward?

Sustainable management of HR

Sustainability in organizations



In the 80s → initially, need to develop **systematic and long-term** management models with an **economic** and **ecological** focus

Social aspect introduced by UN in 1987 (World Commission on Environment and Development, Brundtland Commission 1987)



Social aspects have become predominant with new terms appearing: «**Corporate social responsibility**» or «**Corporate sustainability**» (Dyllick and Hockerts, 2002)

Debate around HR practices → Wilkinson et al., 2001

«How can we redefine the ways organisations use their human resources in order to ensure human sustainability?»

«To what extent do corporations need to exercise social responsibility as well as economic responsibility?»

«How can employers balance the interests of different stakeholders in organisations while maintaining a sustainable work environment for employees?»

Sustainable management of HR

Different complementary approaches → **employees at the center**

- Human potential: Developing people in a professional context (Calisti & Karolewicz, 2005)
- Considering sustainability with a holistic approach (Mazur, 2015)
- Through several perspectives : economic, environmental but also individual, social and strategic (UN, 1999; Hahn & Figge, 2011; Liang, Taddei, Xiao, 2024; De Prins, 2011)

Sustainable management of HR

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Sustainable management of HR

"As a proverb says: give a man a fish and you feed him for a day. Teach a man how to fish and you feed him for a lifetime."

However, sustainability is not about learning 'how to fish' but about understanding what the fish itself needs to grow and reproduce itself - and to make sure that these conditions are sustained."

Ehnert & Harry 2012

Professionals' retention as a challenge

Why is it important integrate HR sustainability in healthcare today?

➤ A crisis context



**«a survival strategy»
(Ehnert & Harry 2012)**

ORIGINAL ARTICLE

Journal of
Clinical Nursing

Solving nursing shortages: a common priority

James Buchan and Linda Aiken

Aims and objectives. This paper provides a context for this special edition. It highlights the scale of the challenge of nursing shortages, but also makes the point that there is a policy agenda that provides workable solutions.

Results. An overview of nurse:population ratios in different countries and regions of the world, highlighting considerable variations, with Africa and South East Asia having the lowest average ratios. The paper argues that the 'shortage' of nurses is not necessarily a shortage of individuals with nursing qualifications, it is a shortage of nurses willing to work in the present conditions. The causes of shortages are multi-faceted, and there is no single global measure of their extent and nature, there is growing evidence of the impact of relatively low staffing levels on health care delivery and outcomes. The main causes of nursing shortages are highlighted: inadequate workforce planning and allocation mechanisms, resource constrained undersupply of new staff, poor recruitment, retention and 'return' policies, and ineffective use of available nursing resources through inappropriate skill mix and utilisation, poor incentive structures and inadequate career support.

Conclusions. What now faces policy makers in Japan, Europe and other developed countries is a policy agenda with a core of common themes. First, themes related to addressing supply side issues: getting, keeping and keeping in touch with relatively scarce nurses. Second, themes related to dealing with demand side challenges. The paper concludes that the main challenge for policy makers is to develop a co-ordinated package of policies that provide a long term and sustainable solution.

Relevance to clinical practice. This paper highlights the impact that nursing shortages has on clinical practice and in health service delivery. It outlines scope for addressing shortage problems and therefore for providing a more positive staffing environment in which clinical practice can be delivered.

Key words: nurses, nursing, workforce issues, workforce planning

Accepted for publication: 17 April 2008

Professionals' retention as a challenge

Why is it important integrate HR sustainability in healthcare today?

➤ A crisis context

➤ The paradox of crisis management (Ehnert 2013)

Tendency in crisis situations to overexploit some resources while undermining others; e.g. use of temporary workers or foreign workers

**Sustainable
retention**



- Finding long term solutions by adopting a global perspective
- Understanding the professionals' needs
- Understanding the sustainable conditions required to meet these needs

Professionals' retention as a challenge

Why is it important to work on HR sustainability in healthcare today?

➤ A crisis context

➤ The paradox of crisis management (Ehnert 2013)

Tendency in crisis situations to overexploit some resources while undermining others; e.g. use of temporary workers or foreign workers

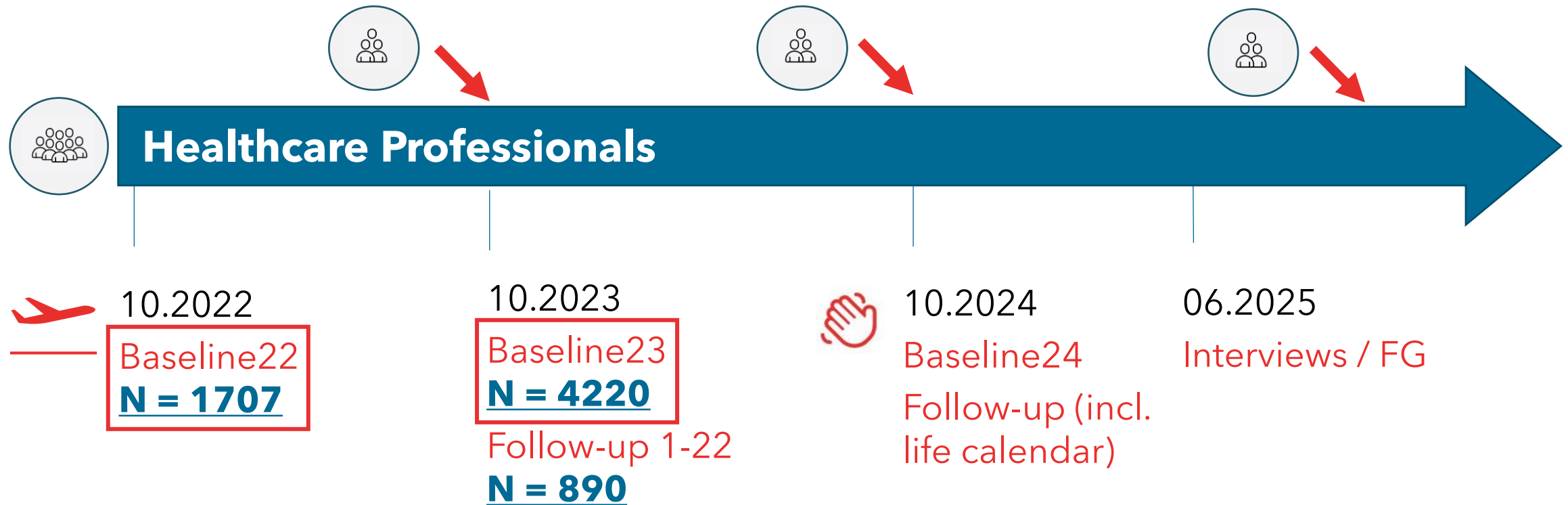
**Sustainable
retention**



How SCOHPICA data can help us understand professionals' needs and identify sustainable strategies for retention ?

→ the most informative results = open comments

Inputs from SCOHPICA: Method



Inputs from SCOHPICA: Method

- **Intention to stay in job/profession/health domain**
- **Well-being**
- **Career trajectories**
- Socio-demographic & socio-professional characteristics
- **Determinants of intention to stay and well-being:**
Work-life conflict, possibilities for professional development, staffing and resource adequacy, burnout, preparedness to work reality, perceived quality of care, & others (see next slide)

Inputs from SCOHPICA: Method

Name	Nb	What is measured	References
Perceived workload	5	Time allotted and number of tasks to be completed	Quantitative workload inventory (adapted from Spector, 1998)
Control over working time	5	Flexibility in managing absences / breaks / vacations	COPSOQ (adapted from Burr, 2019)
Resource (adequacy)	5	Adequacy of human, logistical and material resources	PES-MWI (adapted from Lake, 2002)
Possibilities for professional development	3	Use and development of skills	COPSOQ (adapted from Burr, 2019)
Work-life conflict	5	Encroachment (psychological or emotional) of work on private life	COPSOQ (adapted from Burr, 2019)
Transformational leadership	7	Assessment of the transformational leadership of line managers : benevolent leadership, listening, questioning, inspiring, etc.	Transformational leadership scale (adapted from Carless, 2000)
Influence at work	7 in 2023 6 in 2022	Perceived level of influence on tasks (type, quantity, speed, means, etc.)	COPSOQ (adapted from Burr, 2019)
Sense of community at work	3	Perceived atmosphere among colleagues and sense of cohesion	COPSOQ (adapted from Burr, 2019)
Interprofessional collaboration	7 in 2023 14* in 2022	Evaluation of interprofessional collaboration practice regarding information or task sharing	Intensity of Interdisciplinary Collaboration, sub-dimensions sharing of activities (Sicotte, 2002) *SIPEI (Wagner 2019)
Recognition at work	18 in 2023 12 in 2022	Evaluation of the level of recognition received from colleagues, hierarchy and patients	Recognition at work scale (adapted from Fall, 2015)
Preparedness to work reality	2	Assessment of whether the training has prepared for the reality of the work and whether the full scope of practice is being used	Questions prepared by the project team and expert panel (2022)
Meaning of work	2	Evaluating the meaning and importance of work	COPSOQ (adapted from Burr, 2019)
Self-reported health	1	Global measurement of perceived health status	SF12's first question (adapted from McHorney, 1993)
Burnout	1	Measure enabling respondents to position themselves on a scale describing states of exhaustion	Single item to measure burnout in primary care staff (adapted from Dolan, 2015)
Job satisfaction	1	Overall measure of job satisfaction	COPSOQ (adapted from Burr and al., 2019)
Perceived quality of care (from 2023 on)	14	Assessment of whether work organization promotes quality of care + overall quality assessment Evaluation of non-compliance with procedures in terms of management / transmission of information and errors	NWL_R (adapted from Aiken, 2002 ; adapted from Shanafelt, 2002)
Perceived stress (from 2023 on)	1	Measure enabling respondents to assess their level of stress symptoms	Single item of Stress symptoms (adapted from Elo, 2003)
Moral resilience (only in 2022)	9		Rushton moral resilience scale (adapted from Heinze, 2021)
Intolerance to uncertainty (only in 2022)	6		IUS (adapted from Carleton, 2007)



Open comments
section :

**what else do want
to tell us about your
job or your intent to
stay?**

Inputs from SCOHPICA: Method



Open comments analysis → increasingly used, e.g. in PREMS

- Access to expériences of a large sample of respondents
- Concrete insights
- Provide researchers with field-driven suggestions

Content analysis with a computer-assisted technique (IRaMuTeQ)

- Identification of themes and sub-themes
- Structure between themes and sub-themes
- Interpretation with two researchers

Inputs from SCOHPICA: Results

Who let comments?

1'811 comments
over 5'927
respondents



30.6%

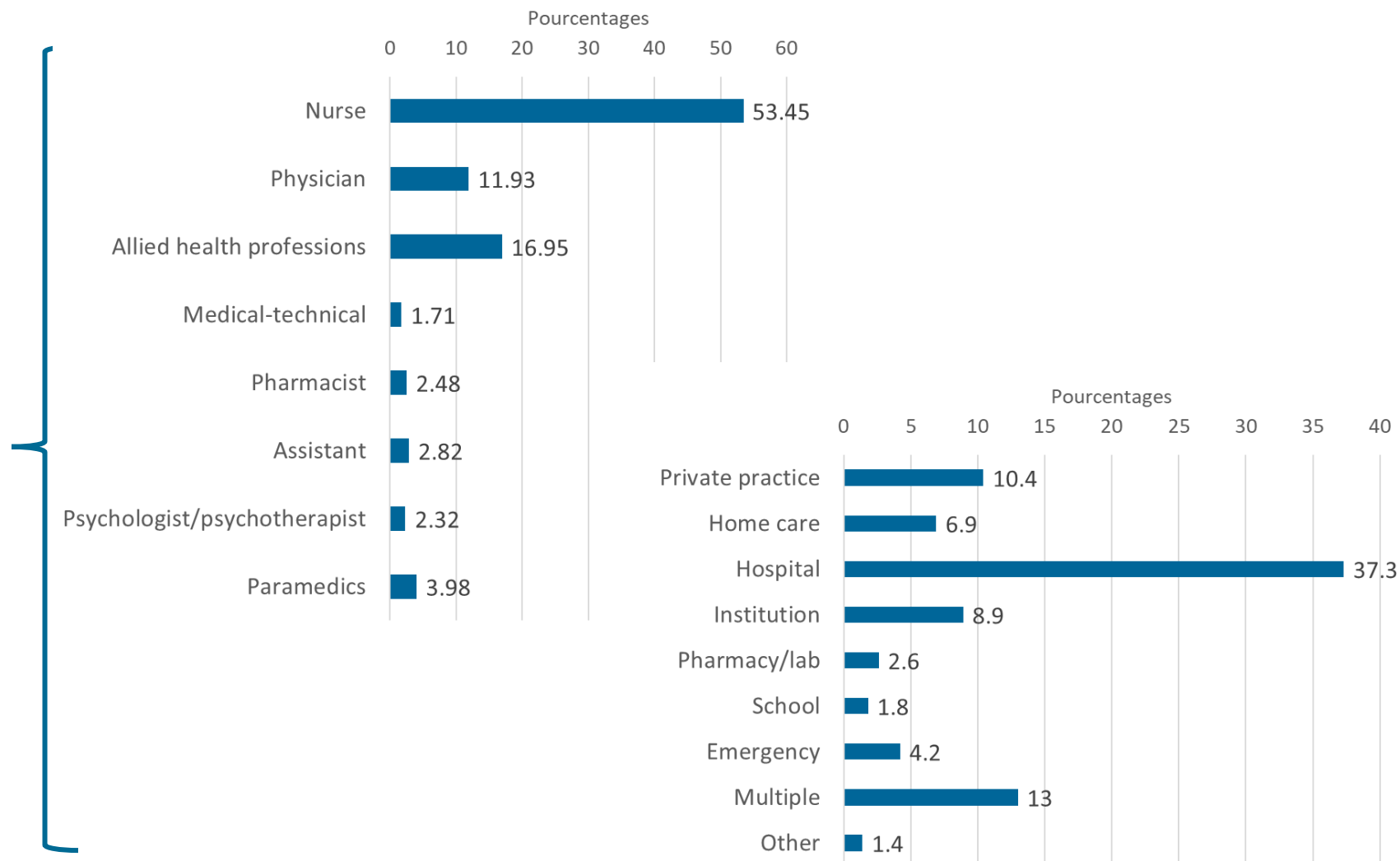
♀ 79.8%	
Managers	26.3%
Longevity	
≤ 5 y.	21.9%
> 6 - 15 ≤ y.	33.6%
> 15 y.	43.8%
Age	
≤ 35 y.	31.1%
> 36 - 50 ≤ y.	35.6%
> 50 y.	28.1%
Comment language	
FR	52.6%
DE	43.1%
IT	4.3%
Intent to stay	62.9%
Satisfied at work	66.5%
High meaning at work	59.2%
With moderate to high burnout symptoms	40.4%

Inputs from SCOHPICA: Results

Who let comments?

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Inputs from SCOHPICA: Results



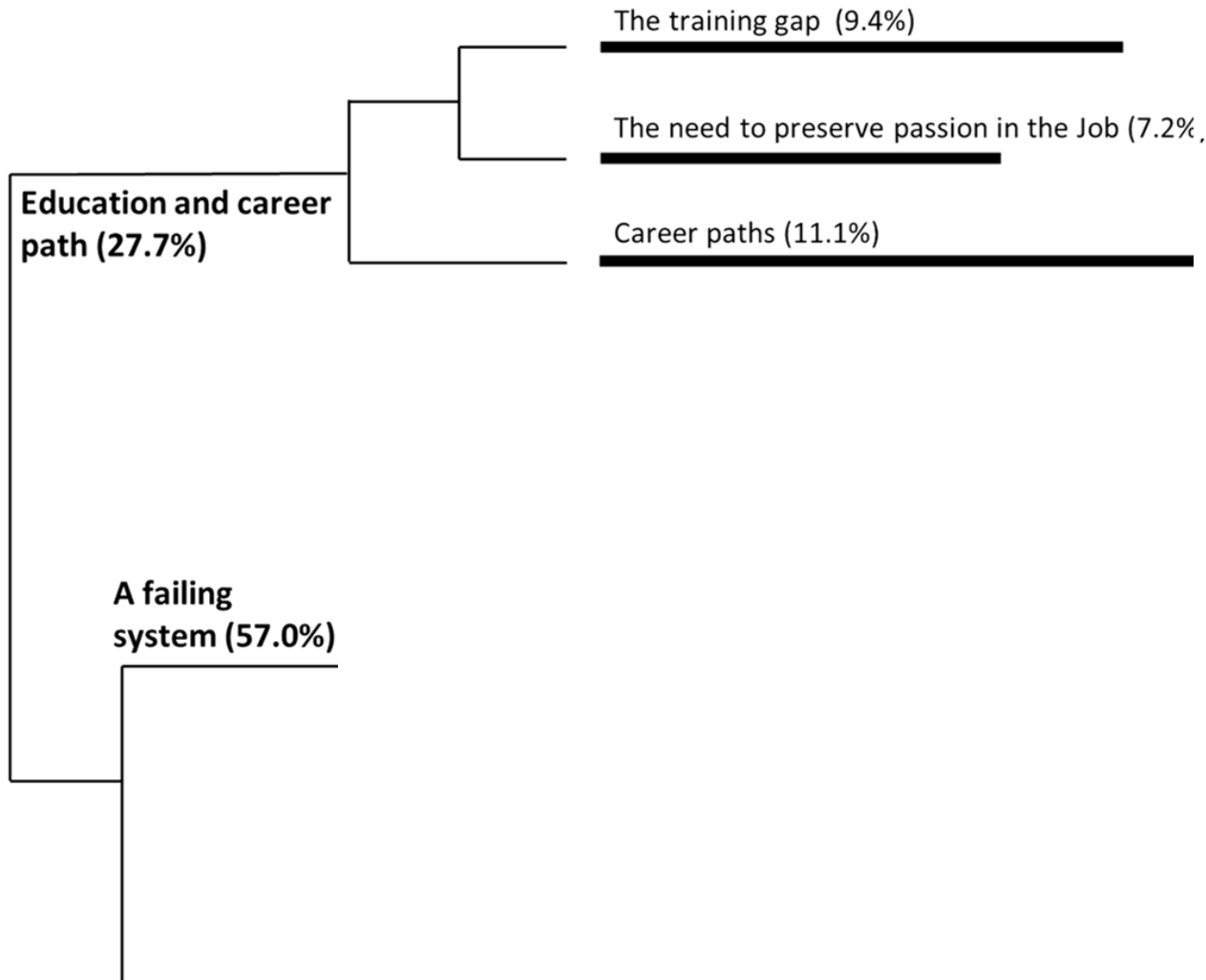
Three main themes

Education and career
path (27.7%)

A failing
system (57.0%)

Working schedules (15.3%)

Inputs from SCOHPICA: Results

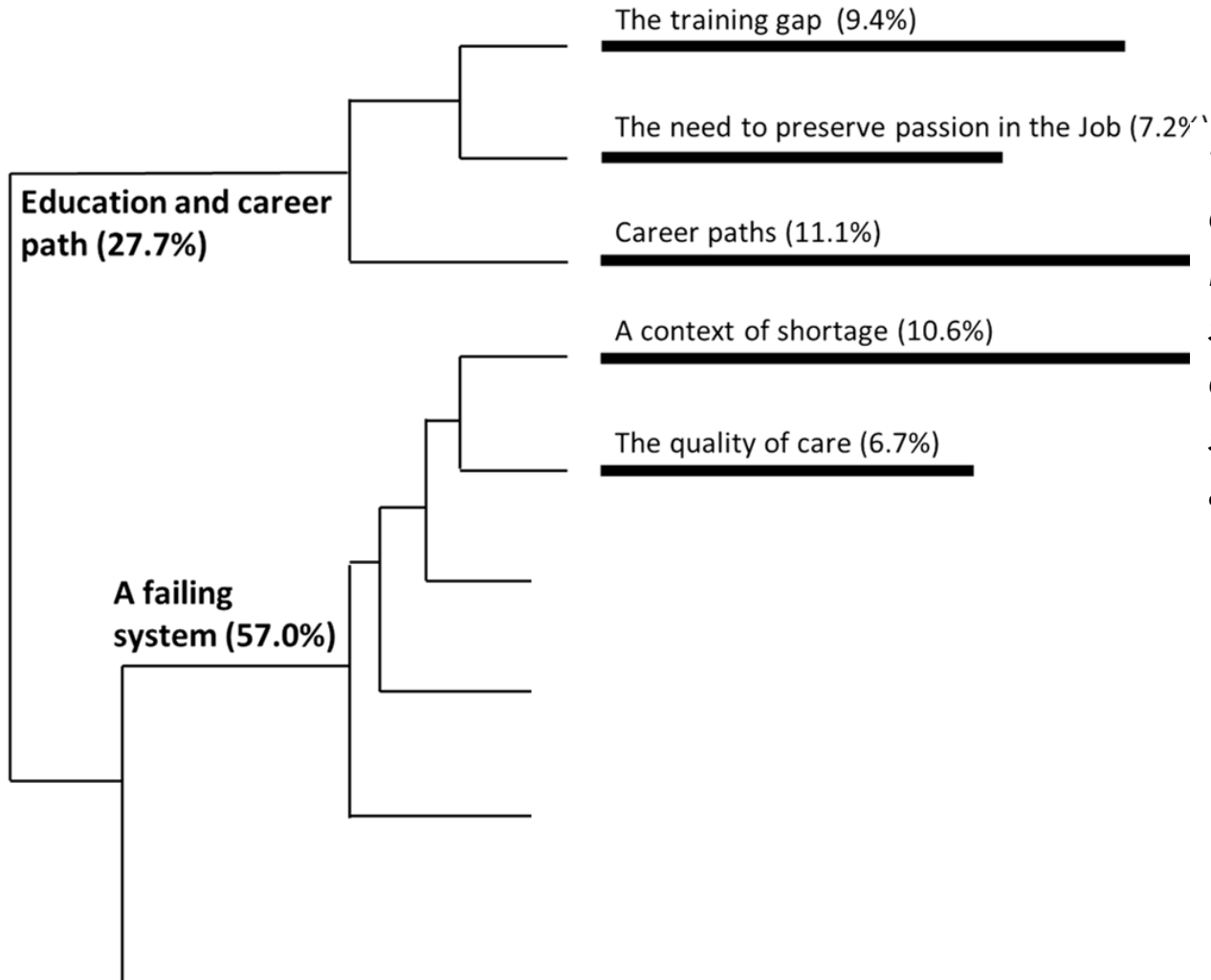


"Training institutions neglect basic knowledge, whereas the 'unnecessary' is taught in the BSc [...]. Large discrepancy between training and professional activity resulting in professional withdrawal or burnout"

"In my opinion, generational conflicts are increasing, and the gap is bigger and bigger, which complicates relationships between colleagues and the care provided to patients, because some young people [...] they don't have the passion for the job"

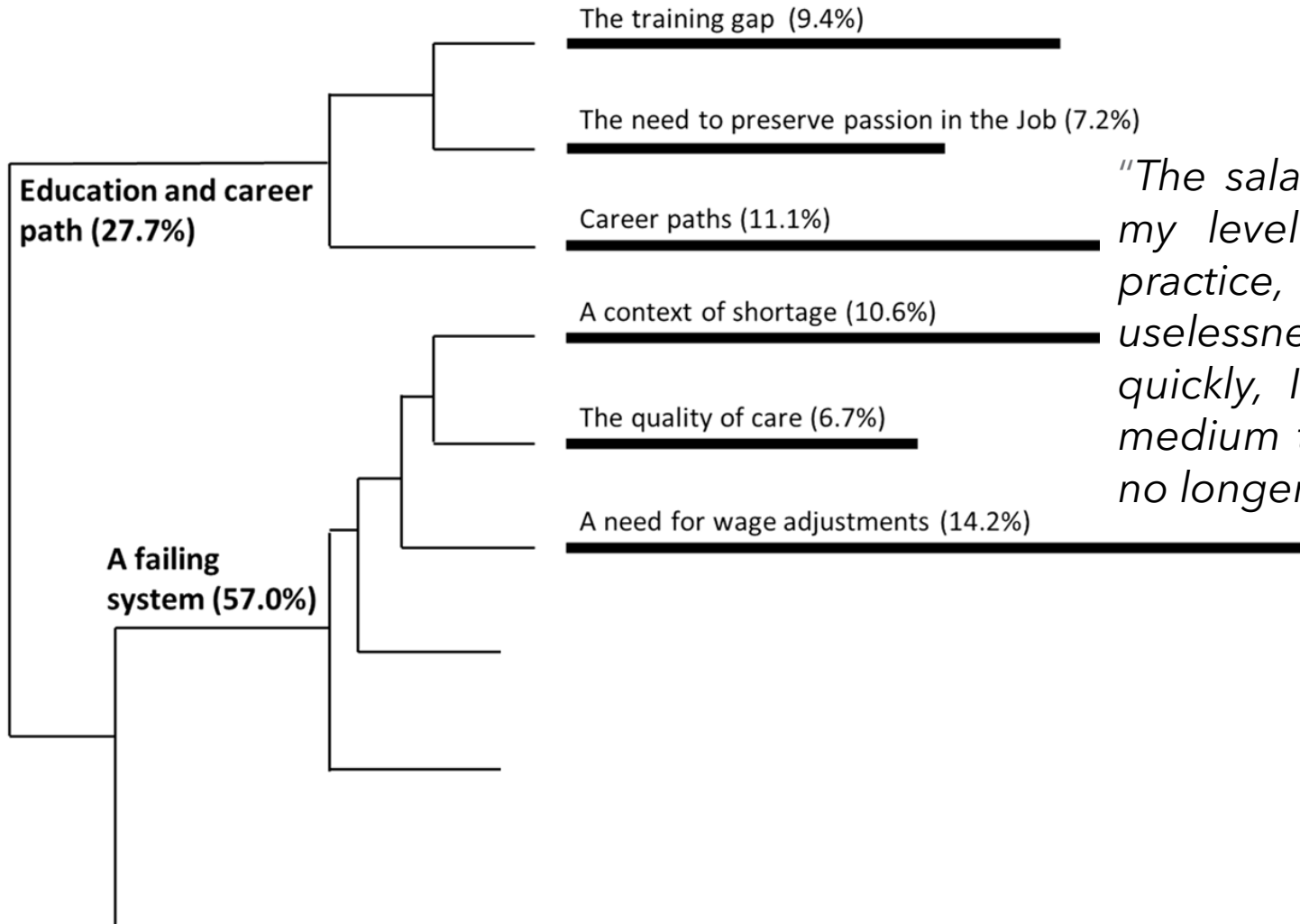
"I have experienced a massive change in healthcare and in my professional duties over the last 35 years"

Inputs from SCOHPICA: Results



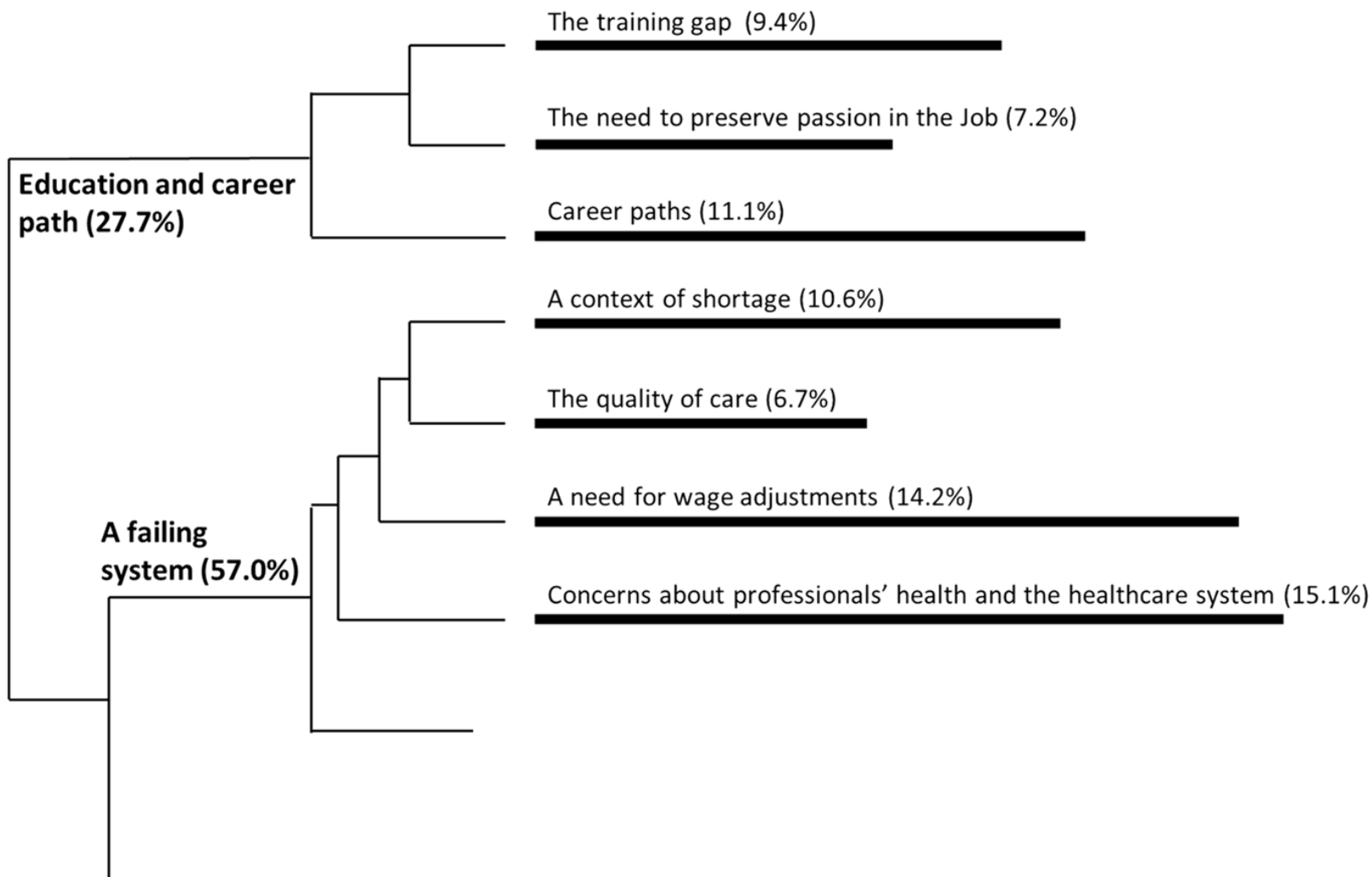
"However, due to lack of resources (time and staff) the quality of these side duties deteriorates because they are not recognised by the governing bodies who only seek to save money. As a result, the working environment deteriorates, motivation decreases and a let go dynamic sets in, which ultimately undermines the quality of care and patient safety"

Inputs from SCOHPICA: Results



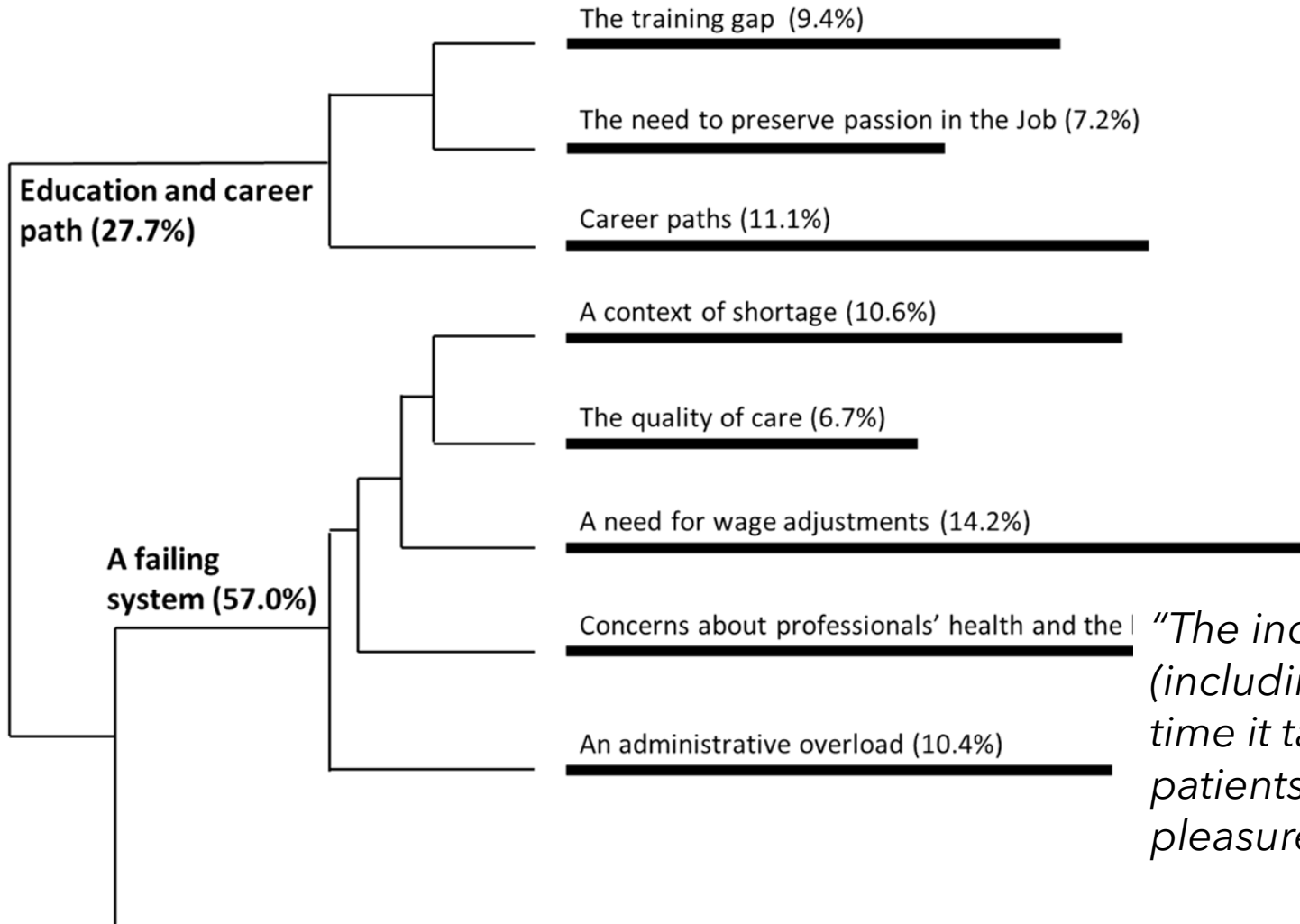
"The salary I receive absolutely does not correspond to my level of responsibility. It undervalues me in my practice, gives me a feeling of powerlessness and uselessness within the hospital. If this does not change quickly, I am thinking of changing professions in the medium term, because the increase in the cost of living no longer allows me to be confident in my daily budget"

Inputs from SCOHPICA: Results



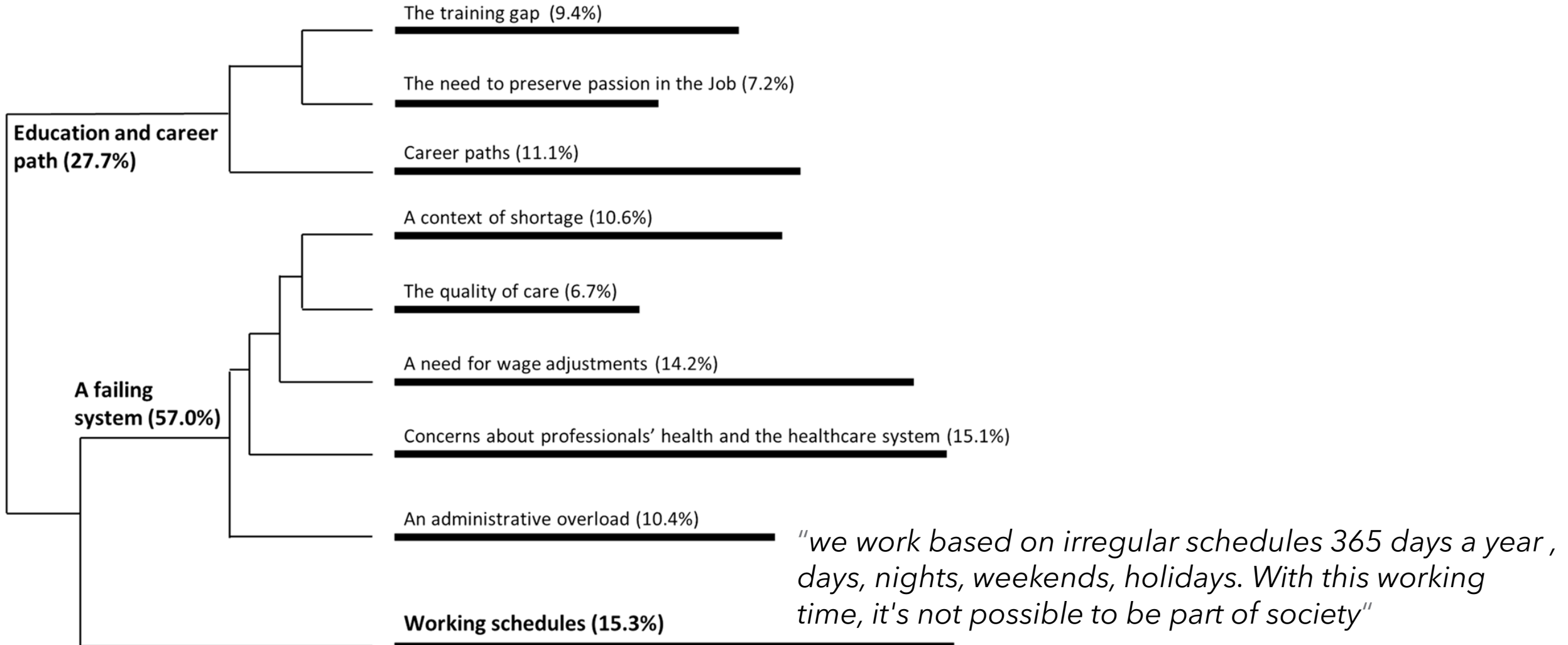
"I feel that the system is collapsing and despite my commitment to professional policy, I feel powerless, and this especially impacts on my health"

Inputs from SCOHPICA: Results



"The increasingly significant part of administrative work (including reporting to insurance companies) and the time it takes decreases the time I can spend with patients, decreases my energy and greatly alters my pleasure in practicing my profession."

Inputs from SCOHPICA: Results



Inputs from SCOHPICA: Results

What's new ?...

- The importance of salary and financial → already present in the literature, but increasingly important.
- Strong sense of powerlessness → «quiet quitting» (Miller & Jhamb, 2022)
- The perception of gaps or ruptures at different levels ...
 - In education and training
 - Between professionals (association between responsibilities - salary)
 - At the system level → Trust in the system
- ...and a situation of anomie (Côté & Denis, 2024)

«anomie develops when cultural goals and institutional means are in conflict, i.e. when individuals are unable to achieve socially valued cultural goals because of inadequate institutional means»

How moving forward?

Education

- Making young professionals aware of the impact of the profession on socialization – fostering sharing and discussions around work-life balance management
- Generalizing transition programs in partnership with schools and institutions (Lavoie-Tramblay et al. 2020)

Meaning of work and resources

- Rethinking the organization and the way we work
- Building on heterogeneous skills, professions and diversity (Peters, 2023)
- Supporting managers (leadership, generational conflicts management, change, co-construction etc.)

Empowerment - values /professional culture

- Enhancing co-production (Côté & Denis, 2024) → encouraging the involvement of professionals in policy development and systemic thinking

Many thanks ...

unisanté

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La Source.
Institut et Haute
Ecole de la Santé

CHUV Centre hospitalier
universitaire vaudois

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Many thanks ...

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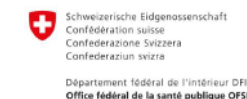
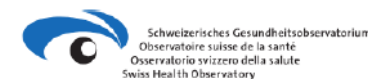


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Soutien



De nombreux partenaires

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on

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IPS

Many thanks ...

To participants!!!!!!

Data collection continues!!!

Next recruitment campaign : NOW!!!!



<https://scohpica.ch/>

Please help us and share #SCOHPICA with your linkedin contacts



Thank you for your
attention

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Inputs from SCOHPICA: Results

