Strategic workforce planning
Noordwest ziekenhuisgroep

A Dutch example of organizing support for Continuous Professional Development that fits within the ambitions of the organization and its employees
Noordwest Ziekenhuisgroep

- Top Clinical Hospital
- Main locations
  - Den Helder, Alkmaar
- 4200 employees
  - 3091 FTE
What it's all about

My expertise is up to date and I'm ready for the future

Good hospital Professional employees
What it's all about (in more words)

• Continuously improving professionalism and skills
• Better organizational results by having the right number of employees, in the right place, at the right time
• The ambitions of the organization aligned with those of the employee’s.
• Sustainable employability and vitality of employees
• The involvement of all employees.
Integrated approach

- Noordwest strategy
- SWP (Strategic workforce planning)
- HR interventions
  - Continuing Professional Development
  - Function development
  - Annual appraisals
  - Employee portal
Our goals

Continuing Professional Development:
• SWP (Strategic workforce planning)
• Mobility en employability
• Annual appraisals
• Integrated + Facilitating application
Strategic workforce planning
Strategy Noordwest

“Passende zorg”
(new) EPD
Build a new hospital building
Developments Hospital
departments (specialisms)
GAP analyses

Target groups Noordwest
  • Impactful function change
    • Outpatient assistant (EPD)
    • Laboratory staff (technology)
  • Nurses MBO (EQF 4) and HBO (EQF 6)
  • Underrepresented hospital functions:
    • Intensive care
    • Emergency care
    • Operating rooms
    • Cardiologie
  • Employability and vitality
Noordwest interventions target groups

Three examples
Outpatient assistant

• Change: (new)
  • Electronic patient file
    • New competencies
    • Number of employees required
  • The impact: in - through and outflow
  • HR interventions
    • Skills needed to develop
    • Function adaptation and change
Skills needed to develop for other function (Example)
Outpatient assistant
Testing Hart function (assistant)
Hbo – qualified nurses
(Higher vocational education EQF 6)

• Change: in health care (Complexity)
• Impact: Increase HBO nurses and less MBO (EQF 4) nurses
• HR interventions
  • Function development
  • Research complexity care situation Hospital departments
  • Education
Underrepresented hospital functions (Nurses: intensive care, emergency care and operating rooms)

• Change: GAP in labour market: required workforce
• Impact: underrepresented in all hospitals
• HR interventions
  • Regional cooperation (ZONN)
  • Recruitment
  • Education
Annual appraisals
Engaging employee’s in projects and policy decisions

• Noordwest stimulates involvement of employee’s regarding projects and policy decisions.
• By early connecting employee’s in which they’re legally represented by the works council.
• This benefits to the increasing influence of the employee’s at the policy and plans of the organization and public support.
• All under reasonable conditions such as WOR (Law Works Council) and cao (collective labour agreement)
Engaging employee’s in projects and policy decisions

• And in consideration with the interest of employee’s as well as the organization.
• In this case, the works council was actively involved in the functional content design of the annual appraisals.
• Other examples of engaging are:
  • Outsourcing the company restaurant
  • Input annual plan Noordwest Ziekenhuisgroep
  • Initiative policy psychosocial workload
  • Assigning the Health and Safety Service
Vision Works Council

- Annual appraisals
- From 50% to 75%
- At least once a year
- Meaningful conversation employee with manager
  - Personal Life Stage Budget
  - Vitalities, the employability (in the nightly hours) of the employee of fifty years and over
  - Working conditions
  - Personal development plan
The role of the employee

- Self-assessment
- 360 degree feedback
- Develop competencies
- Discuss potential and ambitions
- Research career paths with employee portal (pilot)
Annual appraisals

• Evaluation of performance, potential and ambitions
  • Individual
  • Team
  • Fit for the job/Competent
Functionalities of the application

- Knowledge and skills
- Training
Individual and team performance

Vraag 6: Alles overziend, waardeer ik mijn prestaties met:

- Performance

Vraag 8: Ik voer mijn werk met plezier uit.

- Positive experience
Individual and team potential and ambition

- Potential and ambition
- Nurses HBO?
- Surgery nurse?
- Intensive care?
- Cardiological care?
Mobiliteit & Employability
Research career paths (pilot)

https://loopbaanportalzorgenwelzijn.nl/
Klik op een map en selecteer voorkeuren

- Doelgroep (0/8)
  - Type zorg (0/9)
    - Gehandicaptenzorg
    - Huisartsenzorg
    - Jeugdzorg
    - Psychiatrische zorg
    - Spoedzorg
    - Thuiszorg
    - Verpleeghuiszorg
    - Welzijnszorg
    - Ziekenhuiszorg
- Werkomstandigheden (0/9)
- Medisch en paramedisch (3/11)
- Administratief en financieel (0/4)
- Automatisering en ICT (0/4)
- Facilitair bedrijf (0/8)
- Staf en beleid (3/8)
Je huidige functie is: Medewerker zorg B (FG 20)

Beroepsgroep: VVT verzorging

Je verzorgt en begeleidt cliënten, op een afdeling of in de thuiszorg, binnen de ouderenzorg. Ook kan sprake zijn van het verrichten van verpleegtechnische handelingen. Je doet ADL-activiteiten en huishoudelijke werkzaamheden of je begeleidt cliënten hierbij.

VVT verzorging

* FWG bewerking van AZW (bron: azwinfo.nl)
## Opleidingen

<table>
<thead>
<tr>
<th>Opleiding</th>
<th>Wenselijkheid</th>
<th>Soort</th>
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<tbody>
<tr>
<td>MHBO ICT voor Verpleegkundigen</td>
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The tool

- **Digital application**
- Linked to personnel management system
- For employee, management and HR
- Challenging questions
- Provides management information
- Integrated
  - Mobility en employability
  - SPP (Strategic workforce planning)
  - Performance and ambitions
Implementation experiences

• Works council involved
• Leaders in workgroups
• Employees in workgroups
• Advisory groups
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