



Health Care Human Resources

Challenges in Recruitment and Retention



Introduction

In this presentation I will discuss:

- Trends in health care human resources (H.R.)
- Key themes from the literature on recruitment and retention (R&R)
- Issues and challenges in nursing human resources
- RNAO's role in R&R initiatives



Trends in Health Care Resources

- Future needs for health care resources:
- Care of the elderly
 - Community
 - Most types of health care workers
 - Support services related to health care



Trends in Health Care Resources (con't)

Shortages:

- No overall H.R. strategy for health care
- Historically cyclical
- Changing demographics= more care required
- Impact= most types regulated care providers



Trends in Health Care Resources (con't)

Shortages:

- Vary from area to area and from provider to provider
- Worse in rural areas
- Aging workforce
- Different values b/w young and older workers
- Demand driven market



Trends in Health Care Resources (con't)

Impact of shortages:

- Competition
- Partnerships
- Alternative collaborative care models
- Development of regional approaches
- Increased accountability



Key Trends from Literature- R&R:

- Retention is as important as recruitment
- Common expectations b/w different types of workers
- Early exposure to the field “helps”
- Issues are multifaceted and require comprehensive community strategies



Key Trends from Literature- R&R (con't):

Strategies:

- Quality workplaces
- Economic incentives and perks
- Education and training opportunities
- Opportunities for professional growth and advancement



Nursing Human Resources

- International Shortage
- Critical in the U.S. and Canada
- Worsening shortage in Ontario
- Decreasing enrollment, early exodus from the profession for new grads
- High turnover in some sectors
- Burn out and stress



Nursing Human Resources (con't)

- **Recommendations from all reports acknowledge the importance of knowledge, comfort in and satisfaction with the workplace**
 - Ontario MOHLTC Nursing Task Force Report
 - RNAO Ensuring the Care will be There
 - Earning Their Return
 - Commitment and Care
 - Canadian Nursing Advisory Committee Report



Nursing Human Resources- Issues and Challenges

- Aging workforce
- Quality of work life
- Education and training
- Professional Practice Issues
- Morale
- Compensation



Nursing Human Resources (con't)

■ **Satisfiers:**

- Autonomy, ability to practice to scope of education
- Contact with patients and families
- Control over work hours
- Evidence of professional growth
- Working relationships with medical staff
- Adequate supervision and support



Nursing Human Resources (con't)

- **Dissatisfiers:**

- Workload
- Remuneration; salary
- Lack of job security
- Role ambiguity
- Budget pressures/ constraints
- Lack of recognition/feedback



RNAO's Role in R&R

- **Various initiatives:**

- Joint projects and partnerships (e.g. MOHLTC, RPNAO)
- Healthy Workplaces
- Enhancing Professional Practice
- Attracting students into the profession
- Involvement in work groups and committees related to R&R
- Policy imperatives



Thank you...and Questions