

Sustainable Employability in Healthcare Organisations

Kaat van Beek (i6258124)
Lea Barthels (i6283846)
Nadege Niyitunga (i6293844)



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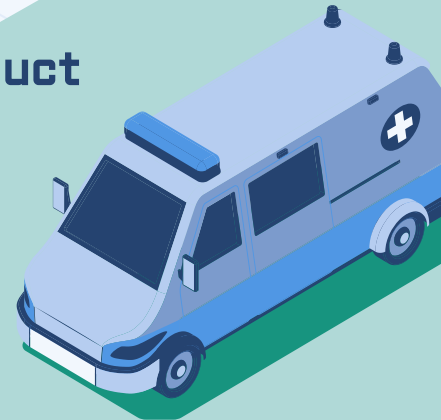
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Problem description

Sustainable Employability: definition



Problem description

Sustainable Employability



Work goals

Element of importance



Suitable working conditions

Element of enabling



Realising set goals

Element of ability



Problem description

Sustainable Employability: Global context

International labour organisation (ILO)

Promoting social justice and internationally recognized human & labour rights

Worker's well-being

8

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



Problem description

Sustainable Employability: Challenges

HR

Reaching specific groups

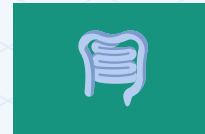


Time

Benefits SE seen in the long run

Know-how

Knowledge and tools for SE



Research

Showcasing effectiveness

Challenges for solutions

13 million



The ICN (international council of nurses) estimates that it will take up to 13 million nurses to fill the global gap of these professionals' in the future.

Due to the circumstances that we are living in the ANE (asociaciones nacionales de enfermeras) are concerned and demand attention to this relevant issue caused by the heavy workload and stress suffered by their workers in many countries.

(EMTG, 2022)

Challenges for solutions

Studies Dutch Ministry of Health: shortage of nurses between 2022 -2030

Nurses' missing in 2022

- Lack of MBO level nurses: 9,300 – 11,700
- Lack of HBO level nurses: 6,000 – 7,200 (including midwives)
- Lack in general hospitals and other medical specialties: 6,400 – 8,600
- Lack in university hospitals: 2,200 – 3,100
- Lack of home care: 8,500 – 12,200

Nurses' missing in 2030

- Lack of MBO level nurses: 17,700 – 14,500
- Lack of HBO level nurses: 8,300 – 7,000 (including midwives)
- Lack of general hospitals and other medical specialties: 16,900 – 14,100
- Lack in university hospitals: 2,200 – 3,100
- Lack of home care: 19,400 – 15,600

(EMTG, 2022)

Challenges for solutions



5/10

Rate of decision-making



30%

New graduates had a high turnover (within 1st year)



57%

New graduates in the second year



66%

Experienced severe burnout

(Vrije Universiteit Amsterdam, n.d.)

MUMC Year report of 2022

- MUMC had 6410 employees
- Scarcity in number of applicants for type v7 nurses
- Reasons for quitting:
 - High work pressure
 - Lack of opportunities for horizontal career development (getting expertise in your own range)
 - Flexibility in scheduling work and private life
- Online 'mijnloopbaan' module → career development of employees



Research question

How can awareness about sustainable human resource management (SHRM) be improved within MUMC+?

Relevant literature

Three strategies to SHRM practices:

1. Attraction and retention
2. Maintenance of employees
3. Development of professional skills



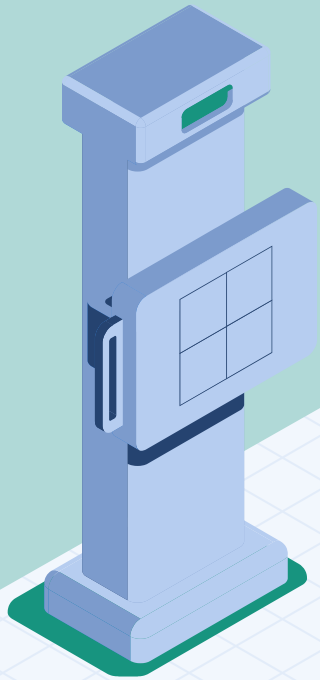
Sustainable
employability

(Genari & Macke, 2022)

Well-executed SHRM practices increase organisational commitment (Genari & Macke, 2022).

→ For nurses, increased *autonomy* and *accountability*, *rewards* and *recognition* improve their intention to stay (Lartey et al., 2014).





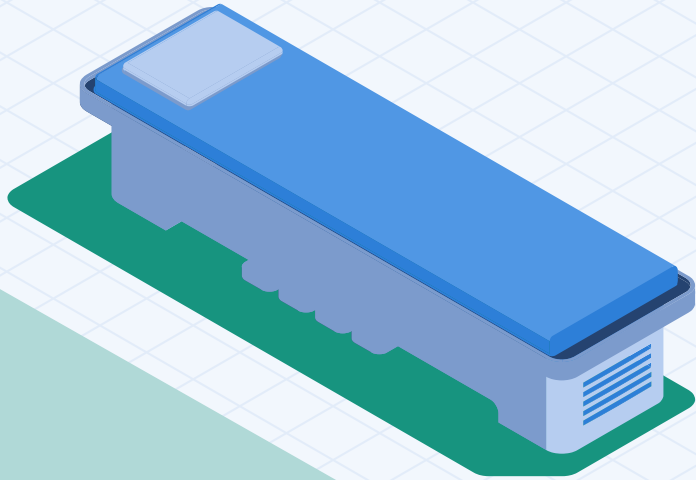
Relevant literature

Effectiveness of intervention is dependent on:

1. Best practise = implement HRM practices that are **proven** to improve outcome
2. Contingency = the **fit** between the organisational strategy, the HR practice and the environment
3. Bundling = no single HRM practice is the best option. **Combining** practises creates an additive effect

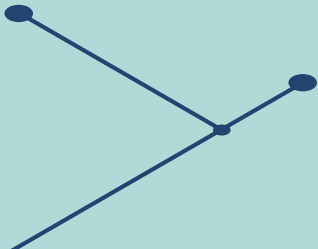
(Buchan, 2004)

Approach to solution



- HR - Meso level
- Nurses - Micro level

- Intervention: Posters
 - Awareness
 - Compact/time sensitive



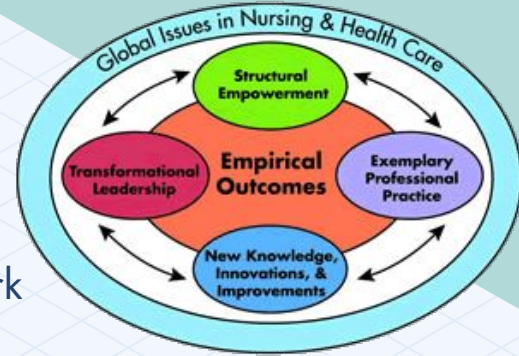
Theoretical framework

Dutch Union for Nurses' (V&VN) insight in nurse retention problems:

- No recognition as professionals, lack of attention
- Low control and communication in their jobs,
- No individual treatment, but a one-size-fits-all approach

= Programs fail → no alignment with issues and urgencies on the work floor.

(K. Janssen-Beentjes, V&VN, January 23, 2024)



Magnet hospital model: improve retention of nurses by empowering them!

- Supportive workplace → ↑ job satisfaction & organisational commitment
- 5 core components
- 14 driving forces
 - E.g. Quality of leadership and organizational structure, professional development, autonomy

(Abuzied et al., 2022)

Theoretical framework

Why choose for the Magnet model approach?

- 3 strategies for SHRM are included
 - Attraction, Maintenance, Development
- Requirements for effective implementation
 - Best Practise, Contingency, Bundling



Takeaways from Catharina Vitaal program:

- Transparency
- Variety in available supporting services
- Focus on development of nurses
- Introduction bootcamps planned for new nurses



(Catharina Vitaal, n.d.)

A FUTURE FOR NURSING

ENSURING A SUSTAINABLE CAREER

FOSTERING COLLABORATION! EMBRACE SHARED DECISION-MAKING, INTERDISCIPLINARY APPROACHES, AND NURSE LEADERSHIP. ELEVATE HEALTHCARE TOGETHER.



FOR INQUIRIES, SCAN ME
AND RAIS YOUR VOICE!

NURSING



1

Feel unheard?
Want more part in future
decision making?

2

Empower Your Voice,
Lead Your Decisions!

3

Scan the QR code to
access a secure space
where your concerns and
feedback reach HR,
ensuring a safer
workplace for all.

4

HR will collaborate in
ensuring you with a
solution

MUMC+ cares about your well-being!



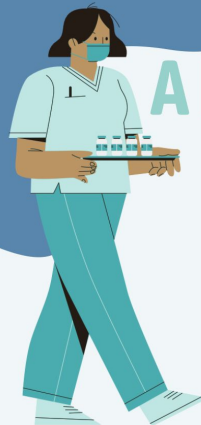
Maastricht University



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FOR INQUIRIES, SCAN ME
AND RAIS YOUR VOICE!



A FUTURE FOR NURSING

Empower nurses

Nurses are vital in healthcare. Help
make sure they stay present!

Reports hint at hurdles in low-skilled
jobs, but we're here to flip the script!

Join the revolution – your voice can
spark change. Dive into the demand for

Quality Leadership, a strong
Organizational Structure, qualitative

Management Styles, profound

Personnel Policies, Professional Models
of Care, and a high Quality of Care! Let's

turn challenges into victories!

About Us

An initiative fostering
collaboration! By
embracing shared
decision-making,
interdisciplinary
approaches, and nurse
leadership. Elevate
healthcare together!



Maastricht University



Maastricht UMC+

Conclusion

How can awareness about sustainable human resource management be improved within MUMC+?



Meso level:

Create feedback structure
for HRM policy → Start
interdisciplinary
conversations

Micro level:

Inform nurses using
posters → Direct them to
supportive services

Limitations and future perspective

Contact different organisations

Time frame project



Specific information
MUMC+

Conversation is needed in
the future



Resources

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Thanks

Do you have any questions?

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