
**The recent challenges in recruitment and retention
of workers in the hospital sector
in Italy**

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THE CHALLENGE



**Reduce
Public
Spending**



**Limit
Labour
Costs**



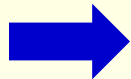
**Improve
Public
Administration
efficiency**

Limit labour costs: STREAMLINE HUMAN RESOURCES

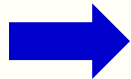
REFORM FOCUS



**TO BALANCE
THE ALLOCATION
OF
PUBLIC
EMPLOYEES**



For this reason, the turnover was frozen: the public administrations can only recruit on the basis of a 20% ratio of the total number of retiring personnel



Before recruiting new personnel, the recent legislation (spending review) established some measures to facilitate the mobility of workers from the administrations with surplus employees to those with vacancies.

The aim is to streamline human resources for a balanced allocation of staff among the public administrations, to improve efficiency and reduce costs.

RECENT LEGISLATIVE MEASURES - recruitment

Directed at young people to overcome unemployment:

- **Limits on retirement age**
- **Prohibition to recruit retired people**

A recent bill (N. 1577):

- **To set up a digital network (databank) that helps to plan the need for personnel of all public offices - included health sector – for all Regions (useful even to help young people orientating towards university studies with potential for future employment)**

ROLE OF REGIONS



In Italy the health system is managed by the Regions – in the framework of general principles at national level - that set the health regional planning including recruiting policies

- **Control of expenses**
- **Different regional economic situations**
- **Some Regions are merging health companies to reduce costs (administration, premises, equipment); centralisation to save money: a % is then used to recruit where necessary**
- **The best practice of Emilia-Romagna to cope with the lack of nurses**

FOCUSING ON RETENTION

The bill n. 1577:

- Promote and strenghten different forms of work (some are experimental in PA): *smart-working, co-working, tele-working, part-time*



More flexibility, helping workers especially with children

- Public administrations to stipulate contracts with nursing schools and provide support services (even when school are closed....)



FOCUSING ON RETENTION

Survey on
organizational
wellbeing



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**OF WORKPLACE
WELLBEING**

setting up a healthy and comfortable work environment

defining clear and explicit objectives

recognising and valuing the skills and contributions of employees and stimulating new potentials assuring variety of tasks and autonomy in the definition of organizational roles as well as planning appropriate training initiatives

listening to the demands of the employees and foster the sense of social utility of their work

Taking all necessary actions to prevent accidents and occupational hazards

opening to the outside environment and technological and cultural innovation

Controlling the levels of physical and mental tiredness as well as stress

Managing possible conflict situations

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