‘Continuing Professional Development (CPD) en een Leven Lang Leren (LLL)’

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

Noordwest Ziekenhuisgroep

What it's all about

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

Good hospital
Professional employees

Noordwest Ziekenhuisgroep

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.

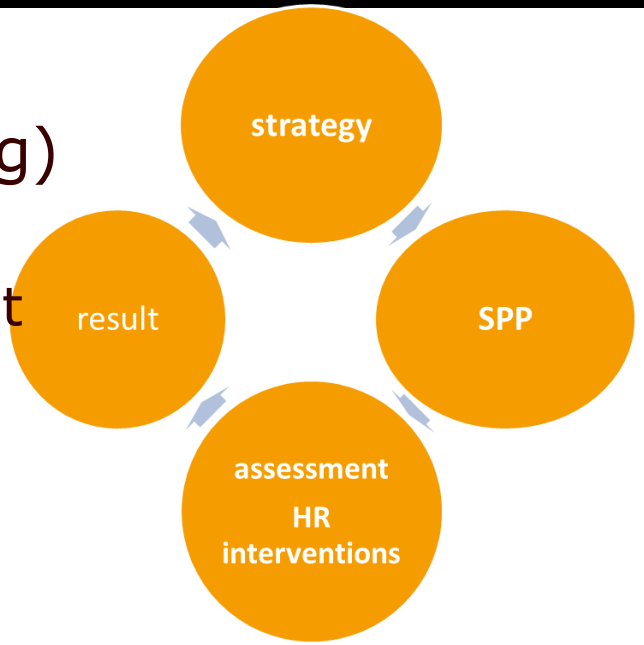
Noordwest Ziekenhuisgroep

Integrated approach

Noordwest Ziekenhuisgroep

Progressional People

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



Our goals

Continuing Professional Development:

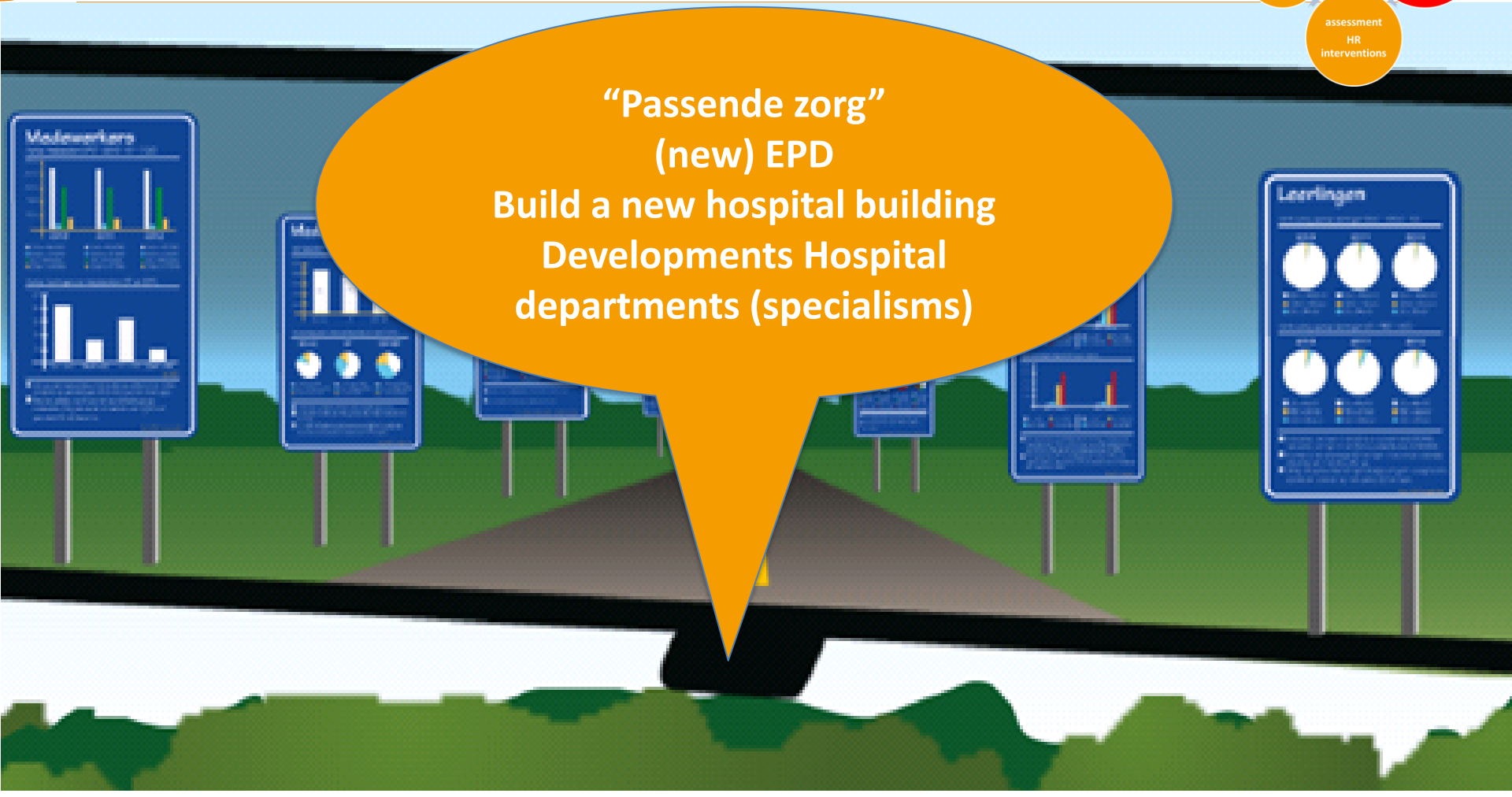
- **SWP (Strategic workforce planning)**
- **Mobility en employability**
- **Annual appraisals**
- **Integrated + Facilitating application**

Noordwest Ziekenhuisgroep

Strategic workforce planning

Noordwest
Ziekenhuisgroep

Strategy Noordwest



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

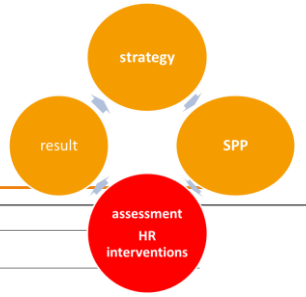
Noordwest Ziekenhuisgroep

Noordwest interventions target groups

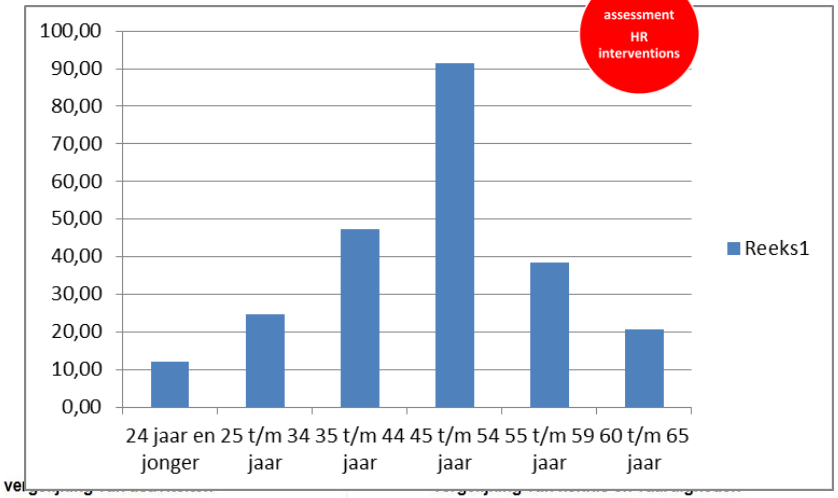
Three examples

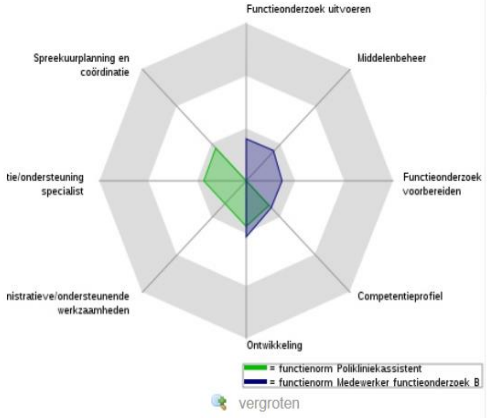
Noordwest
Ziekenhuisgroep

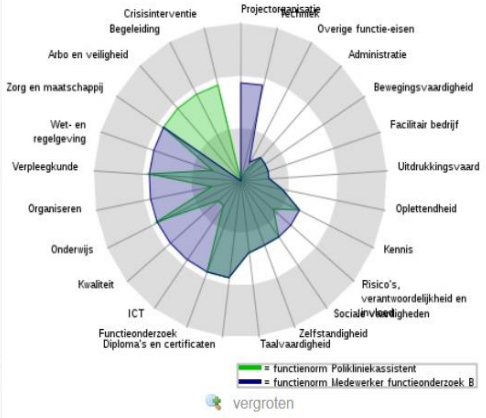
Outpatient assistant



- 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

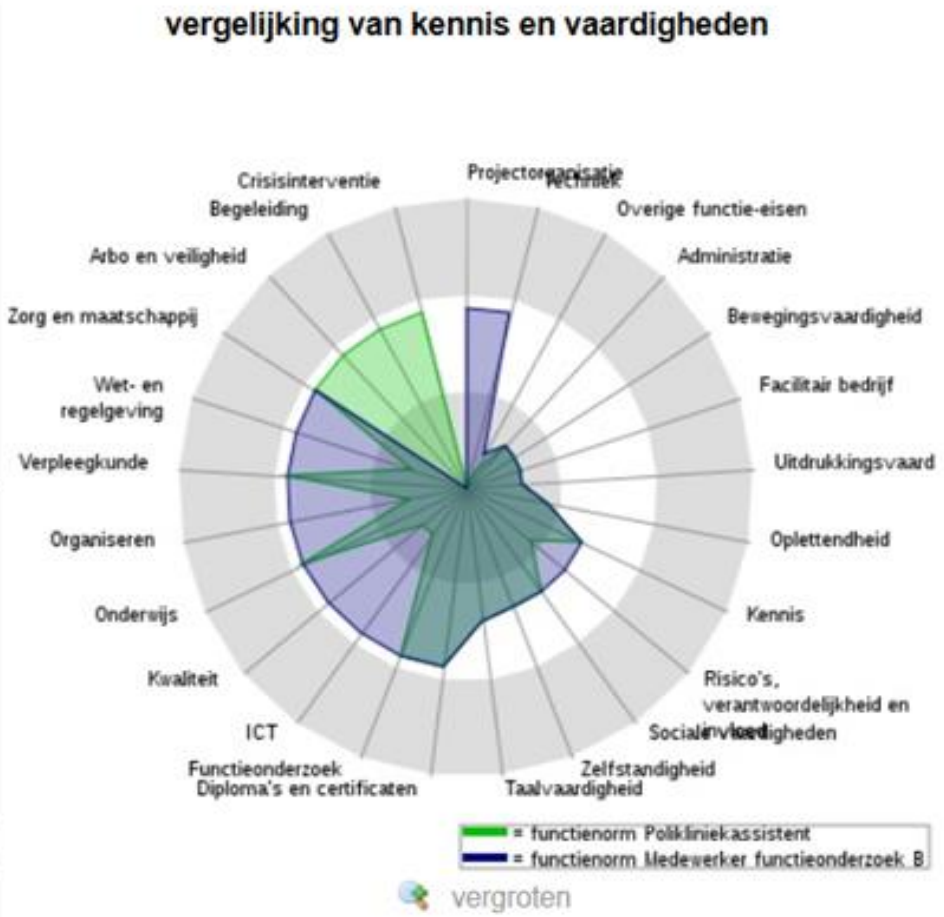






Noordwest Ziekenhuisgroep

Skills needed to develop for other function (Example)
Outpatient assistant
Testing Hart function (assistant)



Hbo – qualified nurses
(Higher vocational ducation 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

Noordwest Ziekenhuisgroep

Underrepresented hospital functions
(Nurses: intensive care, emergency care and operating room)

- Change: GAP in labour market : required workforce
- Impact: underrepresented in all hospitals
- HR interventions
  - Regional cooperation (ZONN)
  - Recruitment
  - Education

Noordwest Ziekenhuisgroep

Annual appraisals

Noordwest Ziekenhuisgroep

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)

Noordwest Ziekenhuisgroep

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

Noordwest Ziekenhuisgroep

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

Noordwest Ziekenhuisgroep

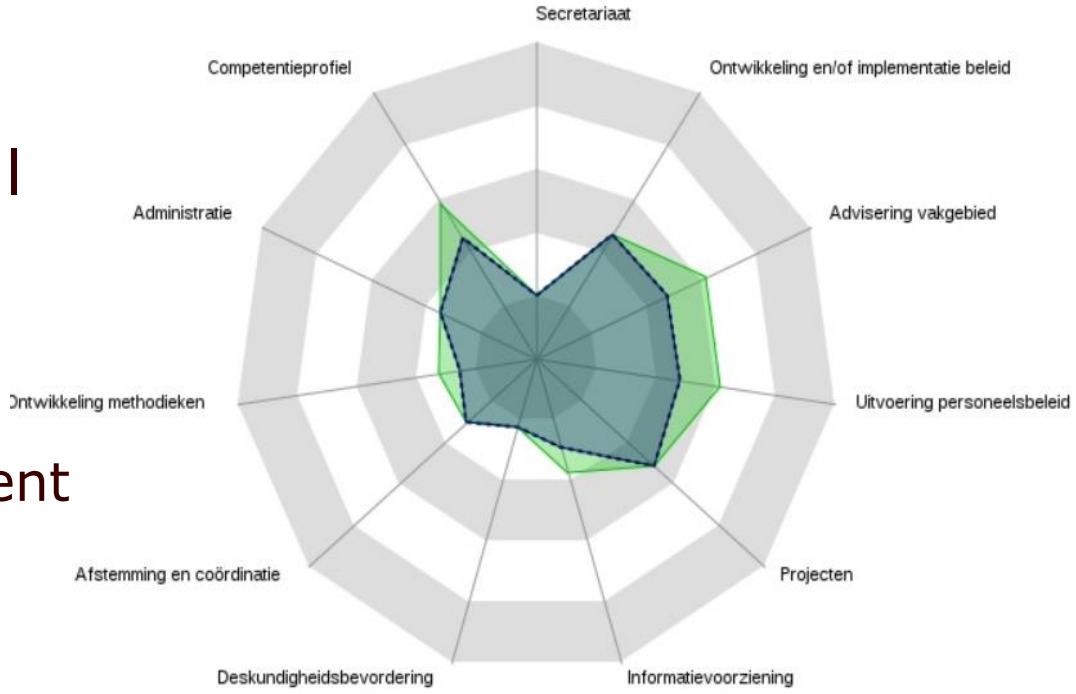
The role of the employee

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

Noordwest Ziekenhuisgroep

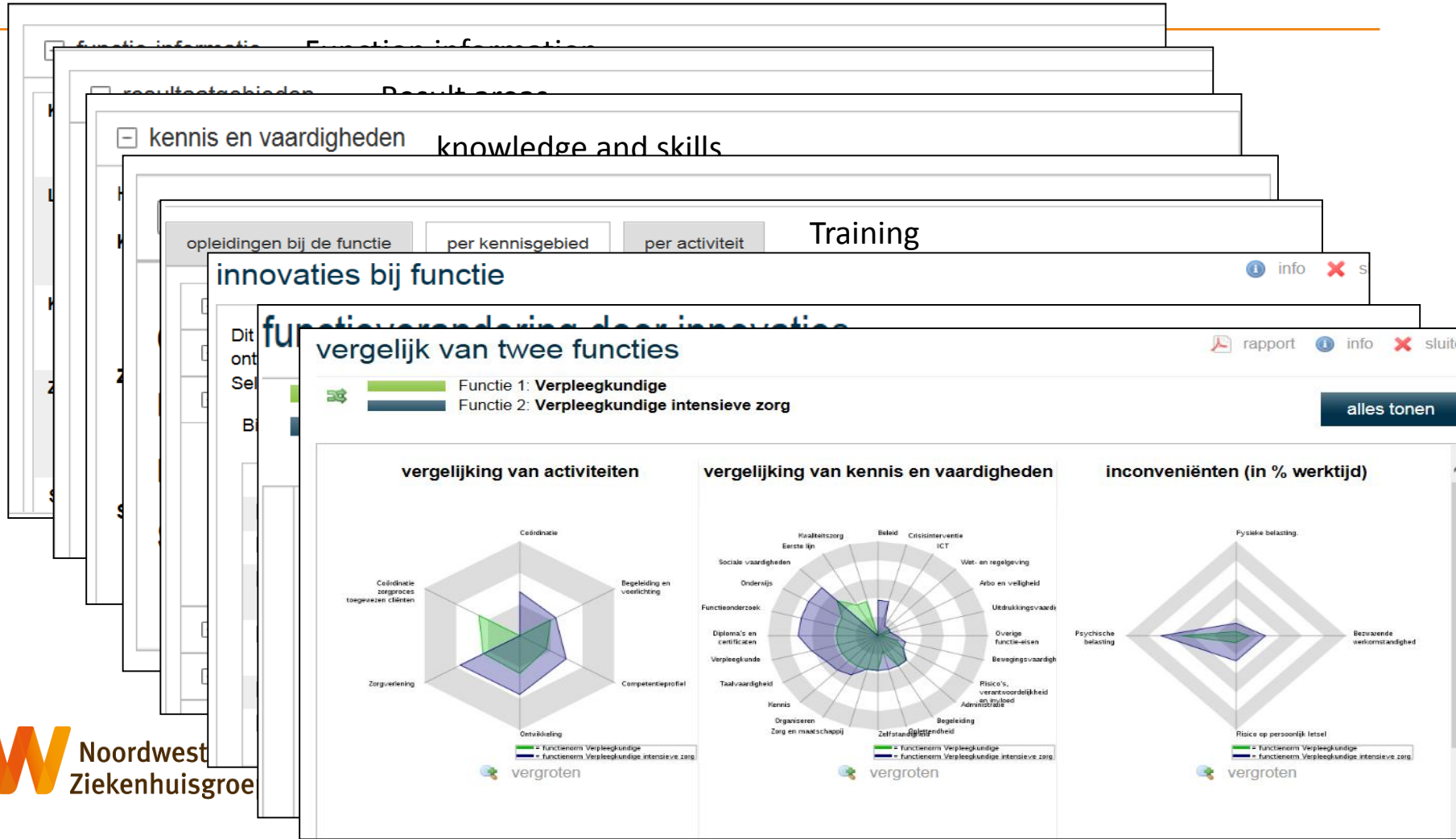
Annual appraisals

- Evaluation of performance, potential and ambitions
  - Individual
  - Team
  - Fit for the job/Competent



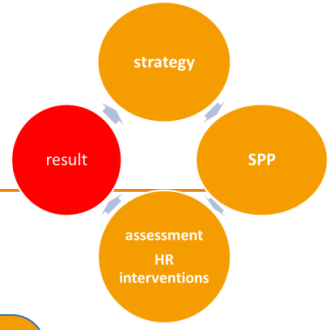
Noordwest Ziekenhuisgroep

Functionalities of the application

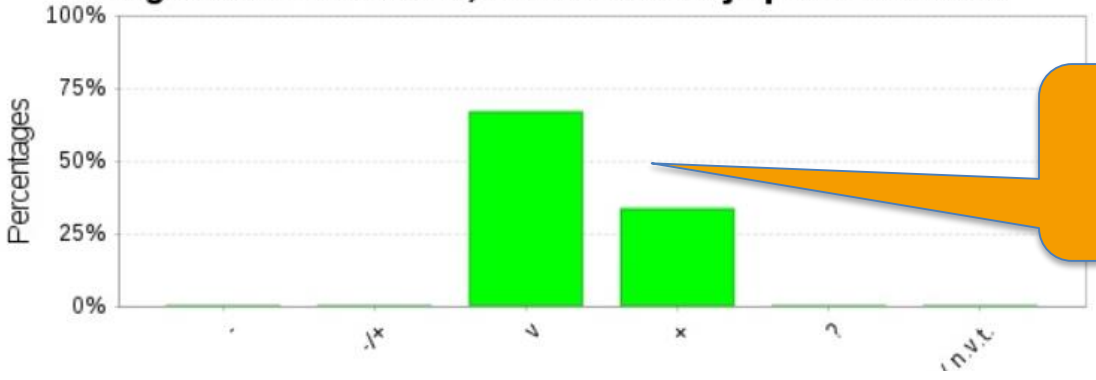


Noordwest Ziekenhuisgroe

Individual and team performance



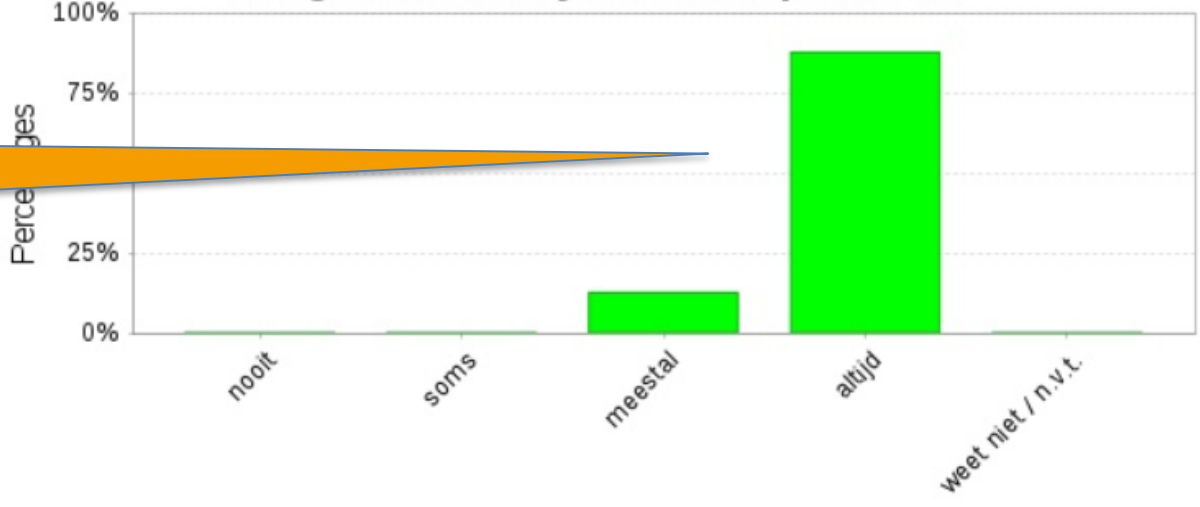
Vraag 6: Alles overziend, waardeer ik mijn prestaties met:



performance

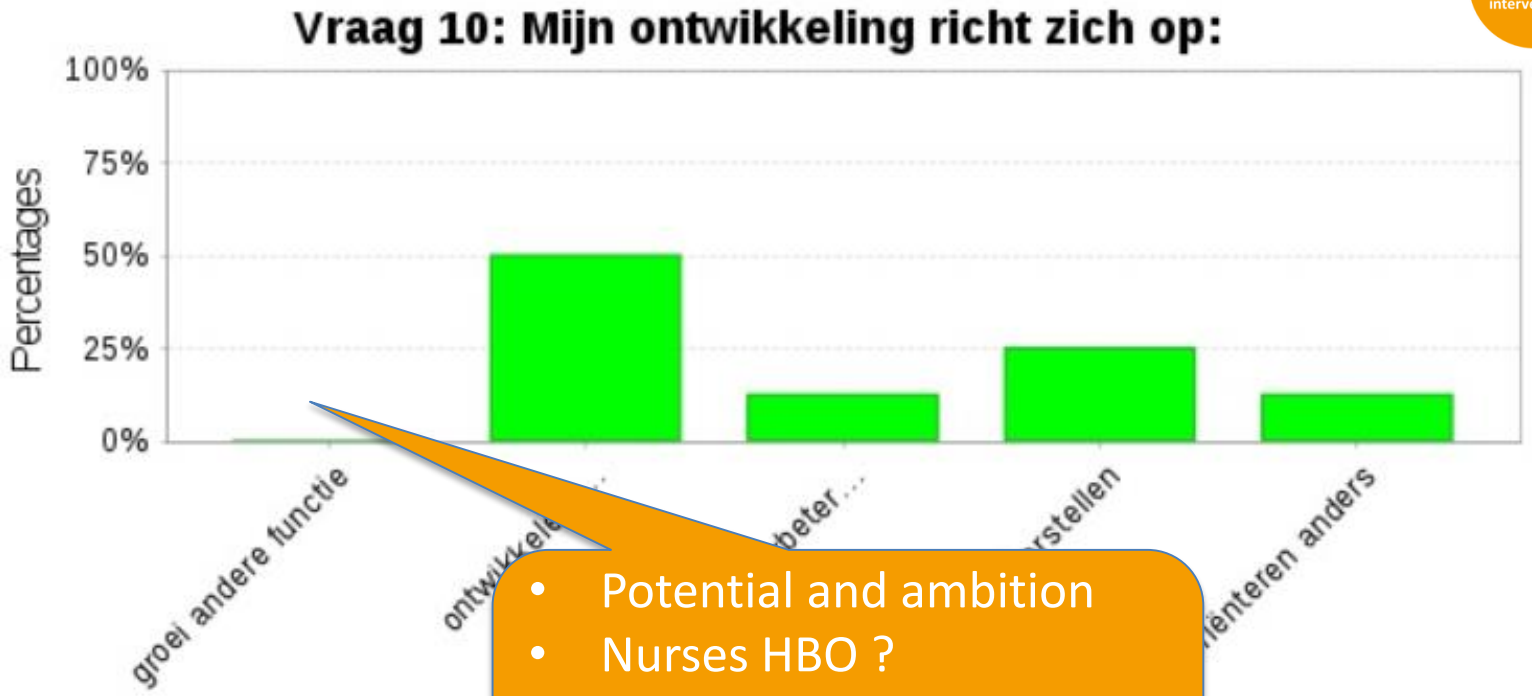
Positive experience

Vraag 8: Ik voer mijn werk met plezier uit.



Noordwest Ziekenhuisgroep

Individual and team potential and ambition



- Potential and ambition
- Nurses HBO ?
- Surgery nurse ?
- Intensive care ?
- Cardiological care ?

Noordwest Ziekenhuisgroep

Noordwest
Ziekenhuisgroep

Research career paths (pilot)

home

info

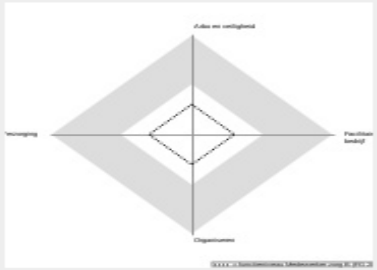
je gegevens

- persoonlijke gegevens
- je werkervaring
- je opleidingen
- je voorkeuren
- je werkvermogen
- evaluaties

je functie

Medewerker zorg B (FG 20)

- functietaken aanpassen
- geef je mening
- opleidingen bij jouw functie
- innovaties bij jouw functie



vergroten

je profiel

Ga direct naar:

- je voorkeuren
- je werkvermogen

vergroten

je volgende stap

- je favorieten
- je ontwikkelplan

kies je route

- functies in de zorg

Met het introductiefilmpje snel door het Loopbaanportal!

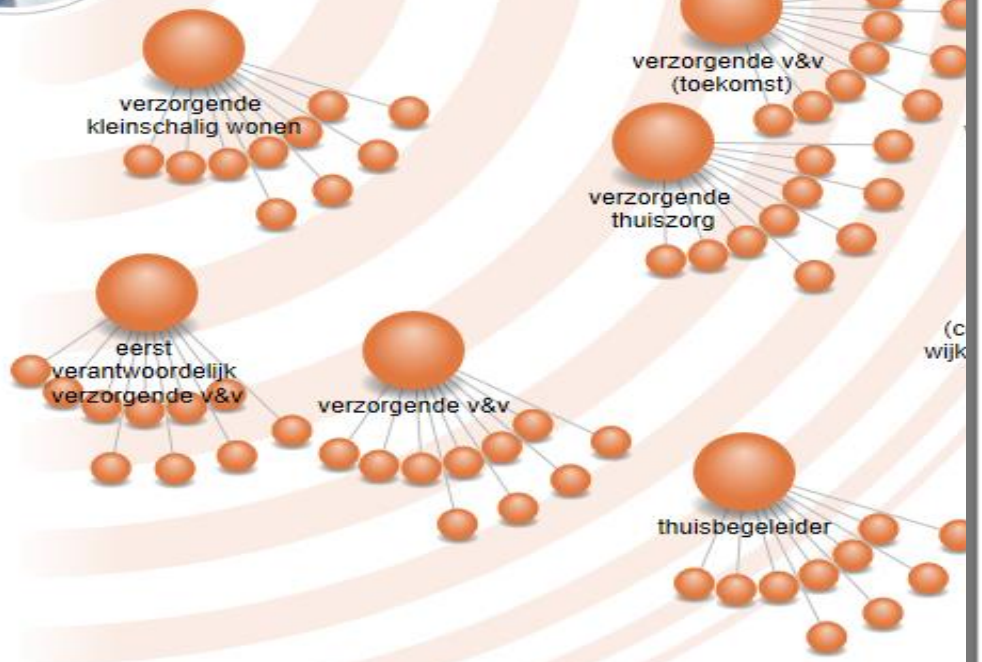
https://loopbaanportalzorgenwelzijn.nl/

Preferences

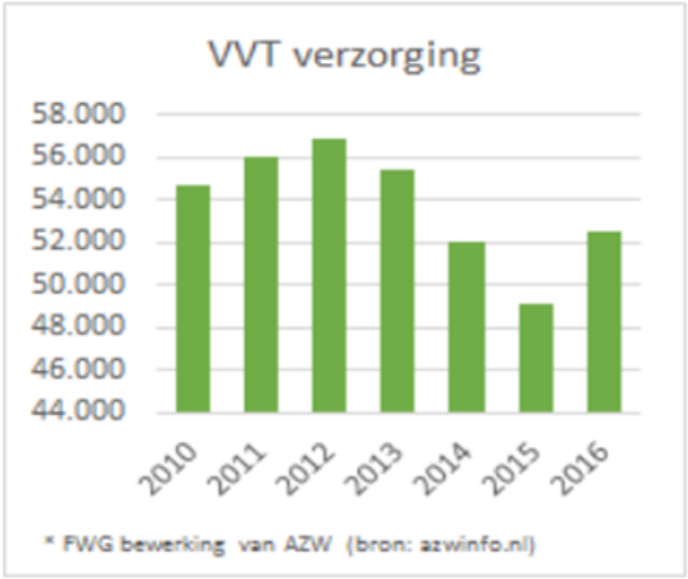
Career opportunities

Je huidige functie is: Medewerker zorg B (FG 20)

Beroepsgroep: *VVT verzorging*



Je verzorgt en begeleidt cliënten, op een afdeling of in de thuissituatie 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.



bekijk de functies

Education

opleidingen

opleiding	wenselijkheid	soort	duur
MHBO ICT voor Verpleegkundigen	gewenst	beroepsonderwijs	12 maanden
Post-initiële master Health Informatics	gewenst	beroepsonderwijs	4 jaar
Verpleegkundige niveau 4	gewenst	beroepsonderwijs	15mnd

Noordwest Ziekenhuisgroep

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

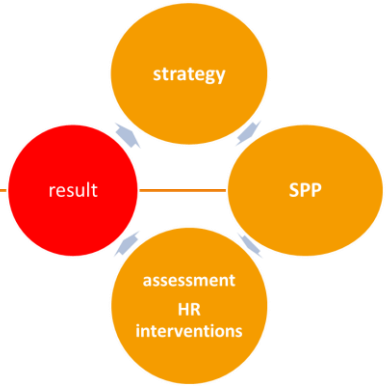
Noordwest Ziekenhuisgroep

Implementation experiences

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

Noordwest Ziekenhuisgroep

What it's all about



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

Good hospital
Professional
employees

Noordwest Ziekenhuisgroep