

# Creating a Culture of Patient-Centered Care through Strategic Talent Acquisition and Management

## Why Patient Centered Care?<sup>1</sup>

### THE PATIENT PERSPECTIVE

*“You know when my daughter was bit, the nurse held her on her lap and rocked her and that really calmed her down... she stroked her head and that really made a difference.”*

### THE STAFF PERSPECTIVE

*“I worked in other places with turf and rules, rules, rules; whereas here we’re encouraged to take time to help people. We’re even told [to] take a breather when you’re helping somebody else.”*

### THE LEADER’S PERSPECTIVE

*“We want to create a culture of collaboration and respect, where everyone, the janitor, transporter, nurse and surgeon, are all valued and know that the purpose of their job is to help patients heal.”*



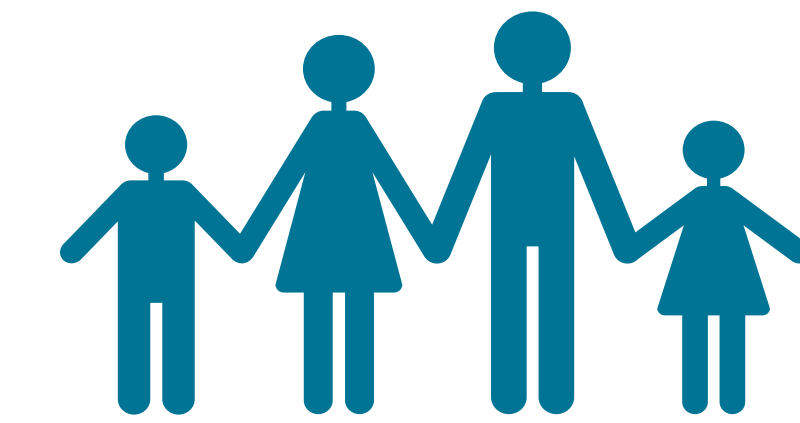
## Why Strategic Talent Acquisition and Management?

Only when an employee’s personal values simulate the core values of the organization can the culture transform to a patient-centered care model.

This starts right before they start working at the organization and continues during their work-term.

### Healthcare System – What are the Challenges?

#### Workforce Shortages



**1 in 4** Ontarians – that’s **4.4 million** – will be without a family doctor by 2026.<sup>2</sup>

Estimated shortages in an excess of 100,000 nurses across Canada by 2030.<sup>3</sup>

#### Universities and colleges

- Co-op programs, internships, and practicums.
- Hiring those already familiar with organization’s culture and values.

### Aligning Talent Acquisition and Management with Patient Centered Care



#### Professional Associations aligned with Family Health Teams

- Attract candidates aligned with interprofessional, community-focused care.



### The Work Integrated Learning (WIL) Lens

- WIL programs like Co-op programs can help build a pipeline of trained healthcare students ready to work in clinical settings.
- Students can also assist with non-critical tasks, allowing full-time staff to focus on more complex patient care needs.

#### High Turnover Rates



**4 in 10** nurses intend to leave their job, the profession or retire in a Canadian Federation of Nurses Unions 2024 survey.<sup>4</sup>

#### Behavioral selection tools

Evaluate alignment of applicant’s personal values with organizational values.

#### Job Descriptions through a Patient Centered Lens

ORIGINAL DUTY AND RESPONSIBILITY <sup>6</sup>	PATIENT/FAMILY CENTERED CHANGE
Communicates appropriately and clearly to physicians, staff and administrative team.	Communicates, <b>orally and in writing</b> , appropriately and clearly to physicians, staff, <b>patients and their families</b> , the administrative team, and <b>outside entities</b> . Maintains records pertinent to personnel and operation of the department.

#### Patient Testimonials and Team Stories

Illustrate real-world impact of working with a patient-centered team.

Co-op hiring offers an opportunity for students to transition into full-time roles upon graduation, reducing the turnover rate. They are already trained with a patient-centered approach and start their careers with the same mindset.

#### Training Gaps

Many new hires lack sufficient training in patient-centered care principles.



#### Education and Role-Modeling within the organization

Organization’s values prominently visible in high traffic areas (employee name badges, letterheads, etc.)

#### Interprofessional Onboarding Programs

Introduce new hires to patient-centered care values.

#### Mentorship and Shadowing Opportunities

New staff shadows experienced team members for comprehensive understanding of patient-centric care.

#### Ongoing Interdisciplinary Training

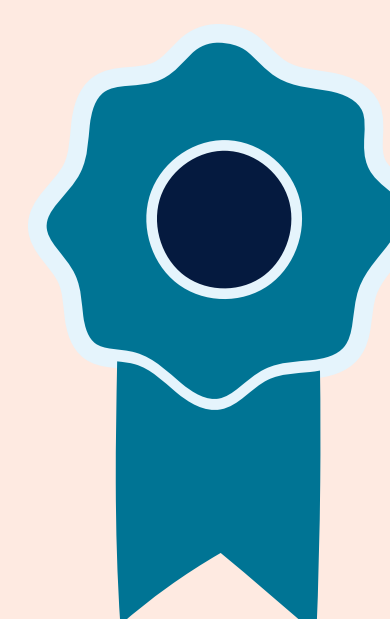
Focused on behavioral expectations, accountability while maintaining service excellence, behavioral interviewing and generational differences.

- Pair co-op students with healthcare professionals who can mentor them in patient-centered care and help them integrate into the team.
- Use patient satisfaction surveys, peer reviews, and self-assessments.

#### Employee Engagement

**93% of nurses in Canada**

have registered some form of burnout in a Canadian Federation of Nurses Unions 2024 survey.<sup>5</sup>



#### Rewards and Recognition: in the form of–

- Public acknowledgement of a staff member in a newsletter for how they made an impact on a patient, family member or another employee.
- Small note cards from managers, peers or even patients with compliments.



#### Mental Health and Wellness Support

in the form of counselling, peer support groups, and wellness initiatives to mitigate burnout and promote sustained engagement in patient-centered roles.

#### Retention of Co-op Students

Effective co-op experiences can lead to future employment opportunities or positive recommendations.

<sup>1</sup> Patient-Centered Care Improvement Guide. (2008). In HQOntario.ca. Retrieved October 4, 2024, from <https://www.hqontario.ca/Portals/0/modals/q/ten/processmap.pdf?tools/patient-centered%20care%20improvement%20guide.pdf>  
<sup>2</sup> More Than Four Million Ontarians Will Be Without a Family Doctor by 2026. (2023, November 7). Ontario Family Physicians. Retrieved September 20, 2024, from <https://ontariofamilyphysicians.ca/news/more-than-four-million-ontarians-will-be-without-a-family-doctor-by-2026/>  
<sup>3</sup> Baumann, A., & Cree-Arsenio, M. (2023). The Crisis in the Nursing Labour Market: Canadian Policy Perspectives. Healthcare (Basel, Switzerland), 11(13), 1954. <https://doi.org/10.3390/healthcare11131954>  
<sup>4</sup> The Canadian Federation of Nurses Unions. (2024). CFNU Member Survey Report. [https://cdn.pand.website-files.com/64108a6c095c24e82418a1965f2170954430c73820e18\\_2024%20CFNU%20Members%20Survey%20-%20Web.pdf](https://cdn.pand.website-files.com/64108a6c095c24e82418a1965f2170954430c73820e18_2024%20CFNU%20Members%20Survey%20-%20Web.pdf)  
<sup>5</sup> The Canadian Federation of Nurses Unions. (2024). CFNU Member Survey Report. [https://cdn.pand.website-files.com/64108a6c095c24e82418a1965f2170954430c73820e18\\_2024%20CFNU%20Members%20Survey%20-%20Web.pdf](https://cdn.pand.website-files.com/64108a6c095c24e82418a1965f2170954430c73820e18_2024%20CFNU%20Members%20Survey%20-%20Web.pdf)  
<sup>6</sup> Patient-Centered Care Improvement Guide. (2008). In HQOntario.ca. Retrieved October 4, 2024, from <https://www.hqontario.ca/Portals/0/modals/q/ten/processmap.pdf?tools/patient-centered%20care%20improvement%20guide.pdf>



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