



GROEN LICHT

voor elk talent



From cleaning person to sterilization assistant : a talent management approach

Crete, October 9th 2009



Presentation outline



- 1. AZ Groeninge**
2. Cultivating talent
3. Recruiting: “Think before you start”
4. Selecting : a road with lots of potholes
5. Getting started: the rewards of time investment!
6. After the start: continued coaching

... and inbetween: a little bit of practice ...



AZ Groeninge: a brief introduction



- **Merger of 4 hospitals**
- **Gradual move to one newly built hospital site**
- **Some figures :**
 - 1088 beds
 - 200 doctors and 2580 members of staff
 - 225 new employees/year
 - 280 000 hospital days
 - 33 332 admissions 'traditional' hospitalization
 - 50 000 admissions in day hospital, 37 400 emergency admissions



Presentation outline



1. AZ Groeninge
- 2. Cultivating talent**
3. Recruiting: “Think before you start”
4. Selecting : a road with lots of potholes
5. Getting started: the rewards of time investment!
6. After the start: continued coaching

... and inbetween: a little bit of practice ...



Cultivating talent



GROEN LICHT voor elk talent

Cultivating talent

- **“A green light to each talent” :**
 - Basic HR management
 - As many opportunities as there are talents
 - Degrees are not everything

- **“Healthy growth in our hospital” :**
 - HR provides a wide range of training opportunities
 - The new employee determines the pace and the direction



Cultivating talent

- **'Walk the talk':**

- In-house implementation of what you communicate to the outside world



Ample internal mobility

- **'Optimal use of talent: everybody stands to gain':**

- the colleagues
- the service provided
- the patients

- the organisator



Cultivating talent

How to implement this in

Recruiting

Selecting

Training of new members of staff

Coaching

?



The CSSD in AZ Groeninge



NOW

- 30 members of staff (20,25 FTE)
- Head of the department with a very broad range of responsibilities
- Campus managers and sterilization assistants
- 4 locations
- 33.387 surgical interventions/year
- 62.996 sterilization units/year



The CSSD in AZ Groeninge



From the end of 2009

- **Gradual closure of campuses**
-> **Move to new facilities**

- **Reorganization of CSSD:**
 - Internal organisation/logistics?
 - Layout of the department?
 - Job description of campus managers?



A little bit of practice

May I introduce :

- Cindy, an energetic woman in her fifties, has been a CSSD assistant for a little less than one year
- Ann is in her thirties and very meticulous, has been a member of the CSSD team for 2 years
- Sue, a nurse with a positive attitude, has been the mainstay of the CSSD for many years
- Ellen, the organisational boffin in the CSSD

Would you like to know more?

Then you've got to listen to this...



Presentation outline



1. AZ Groeninge
2. Cultivating talent
- 3. Recruiting: “Think before you start”**
4. Selecting: a road with lots of potholes
5. Getting started: the rewards of time investment!
6. After the start: continued coaching

... and inbetween: a little bit of practice ...



Recruitment

- ~~CSSD = "dump"~~
- **Especially internally:**
 - (Internal) vacancies
 - HR gets in touch with members of staff
 - Each superior = career coach



Recruitment

- **Start = analysis of job**

- 'internship' HR in CSSD
- Responsibilities, tasks
- Practical arrangements (flexibility!)
- Profile : knowledge, areas of interest, skills, attitudes
- Duration of 'training period'
- Necessary training



Recruitment

- **Profile :**

- **Knowledge :**

- Basic knowledge PC – can be acquired if not present

- **Skills :**

- Meticulousness
- Orderliness
- Eye for detail
- Stress resistance: remain focused (on the work to be done) while under pressure
- Autonomy: (being able to) organize your work yourself
- Technical dexterity



Recruitment

- **Profile :**

- **Attitudes :**

- Inquisitiveness
 - Wanting to get the complete picture – interested in the whole process: operating theatres – CSSD – operating theatres
 - Team oriented
 - Positive, constructive disposition
 - Respect for rules
 - Eager to work ('notices what has to be done')



Recruitment

- **Practical:**
 - Combination working hours and private life?
 - Flexibility: what when planning of operating theatre overruns its scheduled time?
- **Training span:**
 - First year = getting to learn the ropes (in-house)
 - If necessary: basic training pc (in-house)
 - After first year: training course CSSD assistant (external body)



Recruitment

- **For campus manager and head of the department: job description:**
 - Content of the job
 - Responsibilities
 - Delegated tasks
 - Indicators of accomplishments



Recruitment

Conclusion :

- 1. A good start is a critical success factor**
- 2. Inadequate job analysis = risk of inefficient or suboptimal use of talent**



A little bit of practice

- **Cindy** : " I loved my job as a kitchen assistant and at a later stage as a cleaner, until a medical problem made it impossible to continue with this work. During a conversation with the HR manager we discussed what interested me, what I like doing and what I am good in."
- **Ann** : "I had been working as a cleaner in the operating theatre for years but I felt an itch of dissatisfaction. I wanted more and knew that I could do more. And then I saw the internal vacancy for a member of staff in the CSSD."



A little bit of practice

- **Sue** : “ I had been working for years as a sterilization assistant. I really like my colleagues. Gradually we realized that I have an intuitive understanding of people, that I have the talent to coach people and to help them to develop themselves.”
- **Ellen** : “I never had the opportunity to study. I felt that I could achieve more, that I was good at organizing, structuring. But this talent I could not put to use in my job in the hotel sector.”

To be continued ...



Presentation outline



1. AZ Groeninge
2. Cultivating talent
3. Recruiting: "Think before you start"
- 4. Selecting : a road with lots of potholes**
5. Getting started: the rewards of time investment!
6. After the start: continued coaching

... and in-between: a little bit of practice ...



Selection

© Original Artist
Reproduction rights obtainable from
www.CartoonStock.com



search ID: aba0065

"During the three-year gap in my employment history I was working on my marriage."



Selection: point of departure

- **Objectivity :**
 - Candidate: perceived objectivity: honest chance
 - Interviewers: job record of internal candidates: advantage and disadvantage
- **Risk reduction**
 - Apply different methods
 - Different interviewers bring different perspectives



Selection – procedure

1. Visit CSSD: see, hear, experience for yourself

-> first reaction reveals a lot!

2. Conversation:

- HR and head of the department CSSD
- Competence based – STAR
- Knowledge, ability but most of all **DETERMINATION**

Fit between candidate, talents and CSSD



Selection – procedure

3. Tests (in-house) :

- not more tests than necessary
- personality (fit!)
- meticulousness + work rate
- more extensive for campus managers and head of the department



Selection – procedure

4. Assessment centre

- only for campus managers and head of the department
- internal preparation, external execution

**=> 'reserve list' of positive candidates
can be used for years**



A little bit of practice

- **Cindy** : “and in this way we arrived at a number of possible jobs in the hospital, amongst which sterilization. I went to take a look in the department and talked to the head of the department. Both of us were enthusiastic. Why does a job in the CSSD suit me? I find the whole sterilization process very interesting and I keep on learning every day!
- **Ann** : “I went through the whole selection procedure. And suddenly my 'problem' was turned into an asset. I had stopped school because as a result of my obsessive meticulousness. I had become too afraid to fail. But now I can make excellent use of this talent every day!”



A little bit of practice

- **Sue** : “In the meantime we have fully developed the training path and as a mentor I can transfer my passion for sterilization to new colleagues. Not only do I make my new colleagues acquainted with their duties but I also broaden their horizons and see to it that they learn to see the whole process from the perspective of the operating theatre: what goes to it and is returned from it. In this way they become aware of their own crucial role in this process and the importance of their contribution.”
- **Ellen** : “my superior in the CSSD became aware of my talent. Now I am responsible for materials management. My organisational talent is put to the test when my superior is not present, as I have to take over her responsibilities.”



Presentation outline



1. AZ Groeninge
2. Cultivating talent
3. Recruiting: "Think before you start"
4. Selecting : a road with lots of potholes
- 5. Getting started: the rewards of time investment!**
6. After the start: continued coaching

... and in-between: a little bit of practice ...



Mission Statement

AZ Groeninge



A patient friendly hospital

Amongst others through a quick and efficient integration of the new member of staff

- in the hospital**
- in the department**



Job satisfaction



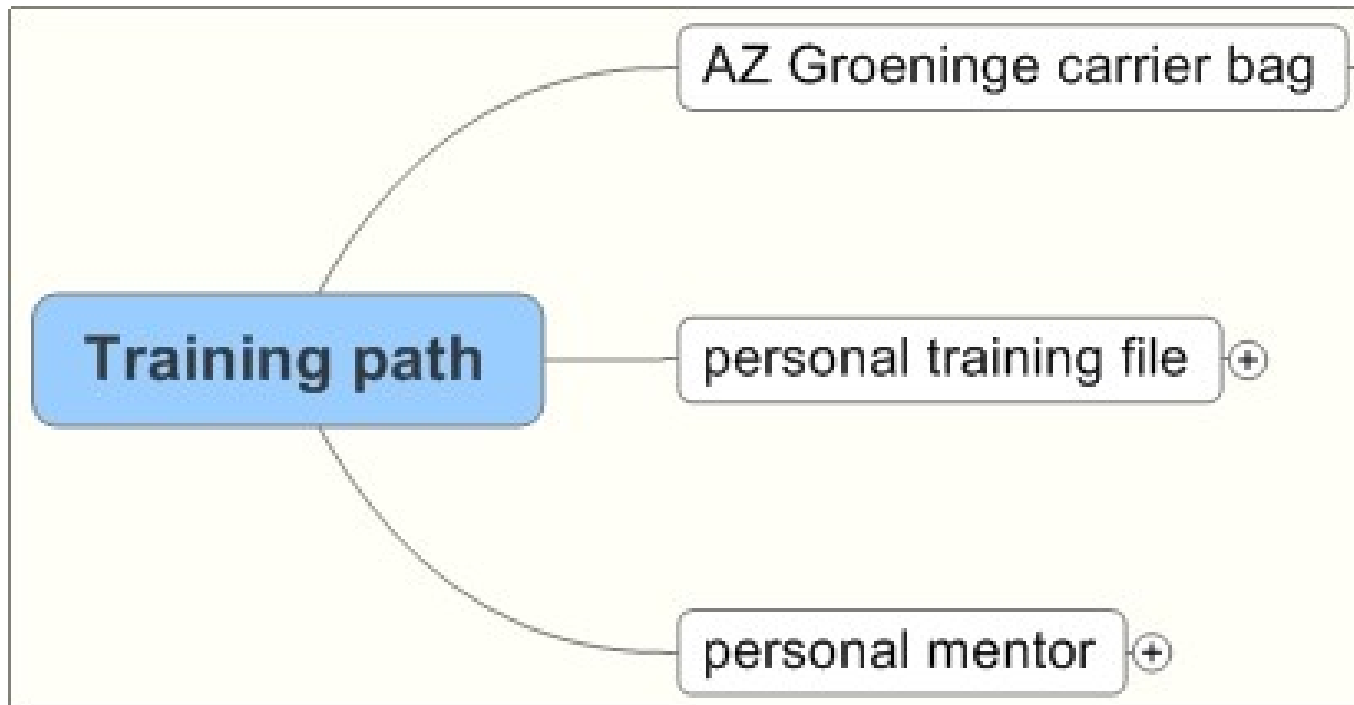
Integrating new members of staff in the CSSD



- Objectives, principles, how the training programme came into being
- The training file dissected
- Conclusion



Personal training path



Purpose Training File



- **Achieve a smooth and quick integration of the new member of staff**
- **To feel at home**
- **Offer support and guidance**
- **Expectations of all parties are known**
- **Regular feedback sessions**
- **Clear and objective evaluation criteria**



Principles Training File

- **Own responsibility of new member of staff**
- **mentor as trusted colleague**
- **Individualized**

 **Healthy growth**



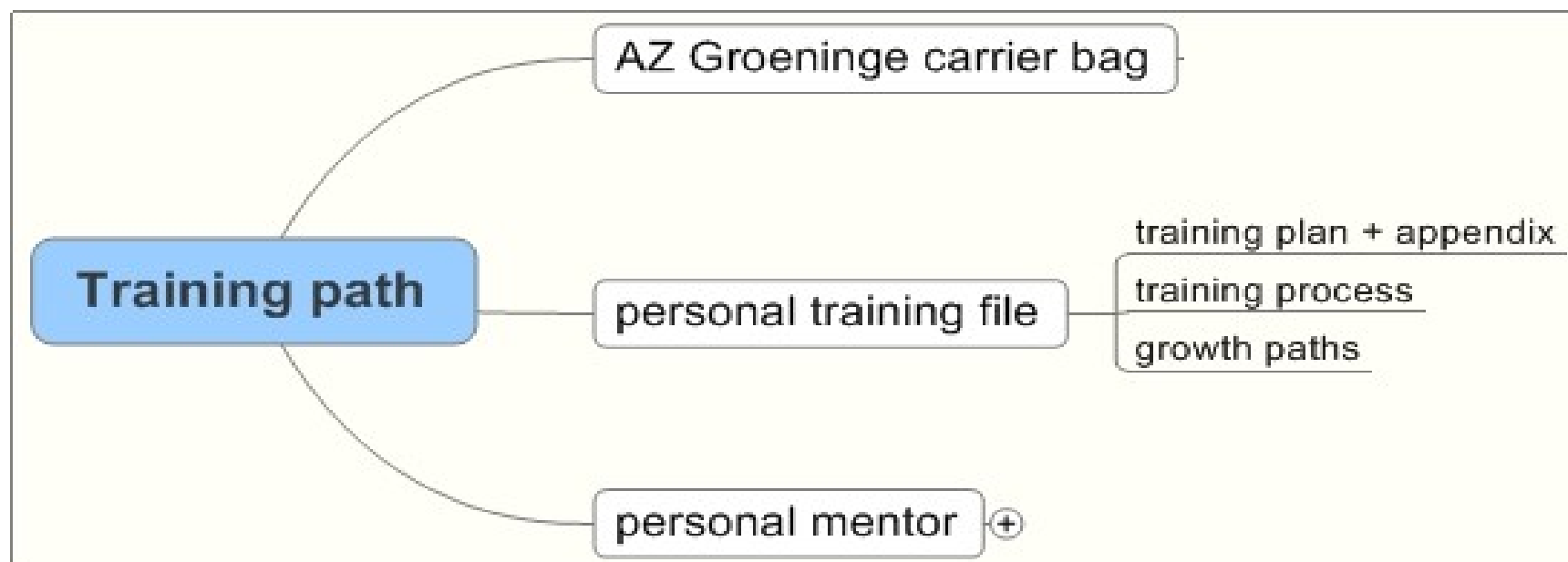
The making of the training file



- **In 2001 two training coaches introduced training paths for nurses**
- **Superior**
- **Recruitment and selection**
- **Mentor**
- **Scenario**



Sections of the training file



Personal training file



- 1. Training plan + appendix**
2. Training process
3. Growth path



Training plan + appendix



Training plan + appendix

- **Objective:** to get acquainted with job related knowledge, skills and attitudes
 - In a structured manner
 - Within a specific time frame. Objectives in function of personal integration
 - Including follow-up conversations with mentor
- **Examples:** technical knowledge, neatness, structure, stress resistance, meticulousness, sense of responsibility



Training plan

OBJECTIVES AFTER 1 MONTH= .../.../...

Is able to describe the different cleaning and disinfecting processes	E	U	A	I	NA
Assemble basic nets	E	U	A	I	NA
Name basic instruments	E	U	A	I	NA
Is able to start the sterilizer in the correct manner	E	U	A	I	NA
...	E	U	A	I	NA

FIRST FOLLOW-UP CONVERSATION WITH MENTOR ON .../.../...

(= informal chat: a.o. How did the first month go? Questions about training plan ...)

-> **Summary of the conversation:**

-> **Things still to be improved:**



Training plan + appendix

- **Appendix regarding CSSD**
 - Online (general info desk, procedures manual,...)
- **Roles**
 - Superior
 - Concurrent shifts with mentor
 - Makes time available to mentor
 - Mentor
 - Guard and trusted colleague
 - Takes part in follow-up conversation
 - All colleagues
 - New member of staff takes the initiative



Personal training file



- Training plan and appendix
- **Training process**
- Growth path



Training process

- **Progress and evaluation form**
- **Objective**
 - Provide feedback and redirect
 - Process oriented so that end evaluation is no surprise
 - Evaluation in function of probationary period
- **Parts**
 - 3 training conversations
 - 1 evaluation conversation



Training process

Report training conversation after 2 months : ... / ... /

1. Swot analysis :

Write down at least 3 strenghts :

- 1.
- 2.
- 3.

Write down at the most 3 weaknesses (points for attention to be given) with suggestions for improvement :

- 1.

Tip :

- 2.

Tip :

- 3.

Tip :



Training process

2. Follow-up of the training plan: The training plan is used sufficiently/insufficiently.

-

3. Extra support required (mentoring session) from colleague, mentor, immediate superior: YES / NO

IF YES : regarding the following problem:
Extra support from :
Contacted on :

-

Signature new member of staff :

Signature immediate superior/head of the department :



Training process

- **Roles**
 - **New member of staff**
 - - Takes the initiative to arrange the training conversations
 - - Takes an active role in the process
 - **Superior**
 - - Takes responsibility
 - **Mentor and colleagues**
 - - If necessary provide input to the superior



Personal training file



1. Training plan + appendix
2. Training process
- 3. Growth path**



Growthpath



- **Basic Growthpath including basic training programmes**

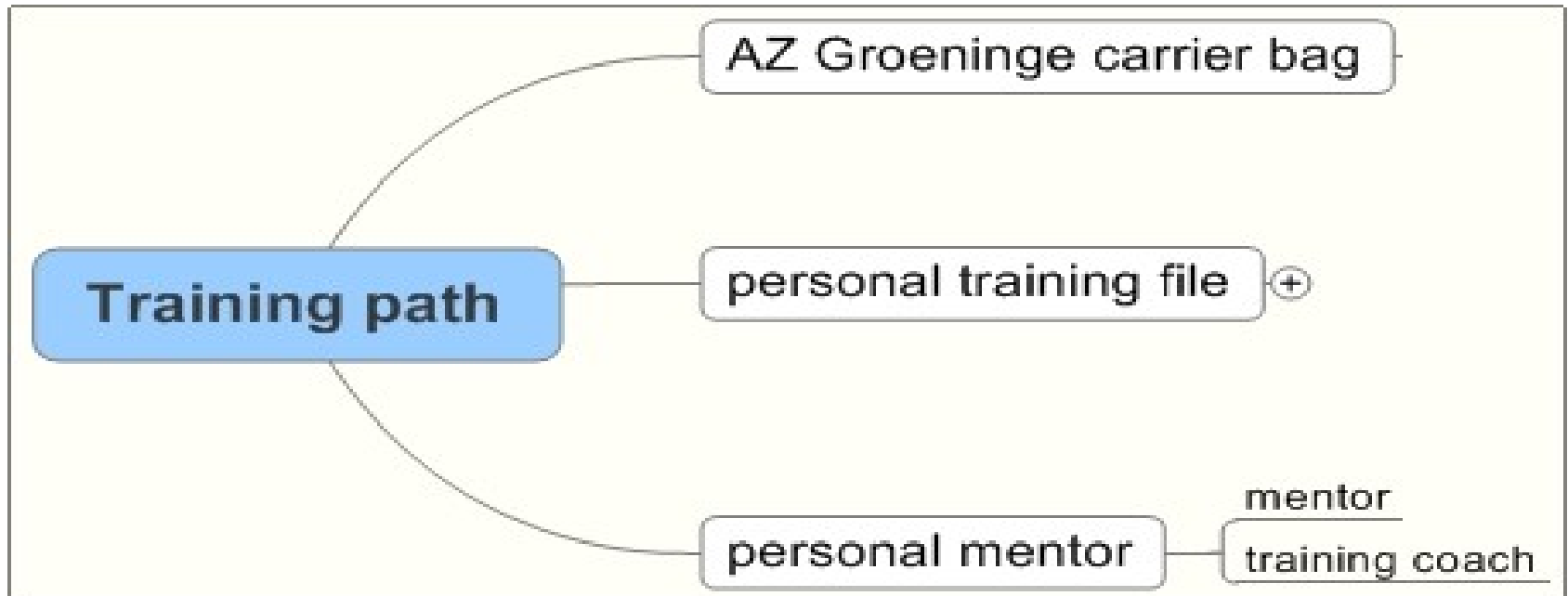
- Introduction day
- Mind your back session
- A patient and colleague friendly hospital environment session
- Emergency planning session ...

- **Specific Growthpath**

- Internship: observing the activities in the operating theatres
- After 1 year in the job: training course sterilization assistant
- Extra training provided by Sterilization Society
- Training during team meetings



Personal mentor



Personal mentor



Conclusion

- It is important to make clear arrangements about the roles and tasks of the different parties
- It is important to explicitly stress the responsibility of the new member of staff
- This phase of the integration process is a competence oriented model. It is necessary to sensitize the coaches and superiors to approach it from the perspective of strengths/talents



Presentation outline



1. AZ Groeninge
2. Cultivating talent
3. Recruiting: "Think before you start"
4. Selecting: a road with lots of potholes
5. Getting started: the rewards of time investment !
- 6. After the start: continued coaching**

... and inbetween: a little bit of practice ...



Coaching

... work in progress ... !

- **CSSD assistant :**

- Test feedback
- New member of staff and superior
- Focus on talent instead of 'shortcomings'
- Valuable input at start of training path



Coaching

- **Campus manager and head of the department :**
 - Test feedback and assessment
 - New member of staff and superior (brief)
 - Focus on talent instead of 'shortcomings'
 - Preparation personal development plan
 - Drawing up personal development plan: TOGETHER

=> 'Healthy growth' in the new job!



