

RECRUITMENT AND CLIENT AND FAMILY CENTRED CARE

At Holland Bloorview, we believe it is important that our new hires be especially well-equipped with the skills to successfully interact with children who have disabilities. We partner with over 150 family leaders who help ensure that family perspective is embedded into all decision-making activities in the Hospital.

THE NEED

To develop a resource-efficient approach to staff recruitment that identifies:

- Candidates with best cultural fit to the organization
- Evaluates candidate's ability to provide compassionate person-centred care

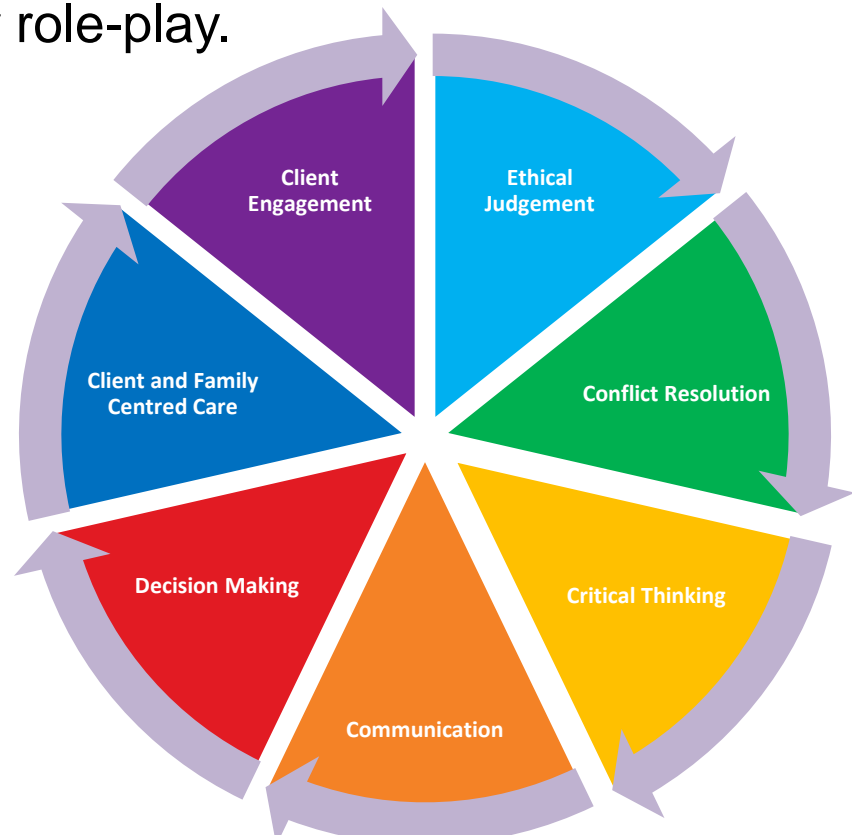
Challenges in Recruitment: Spiral Garden

- +50% seasonal or casual staff
- Resource-intensive process
- Seasonal recruitment
- High turnover rate
- Unique environment
- Fast-paced environment

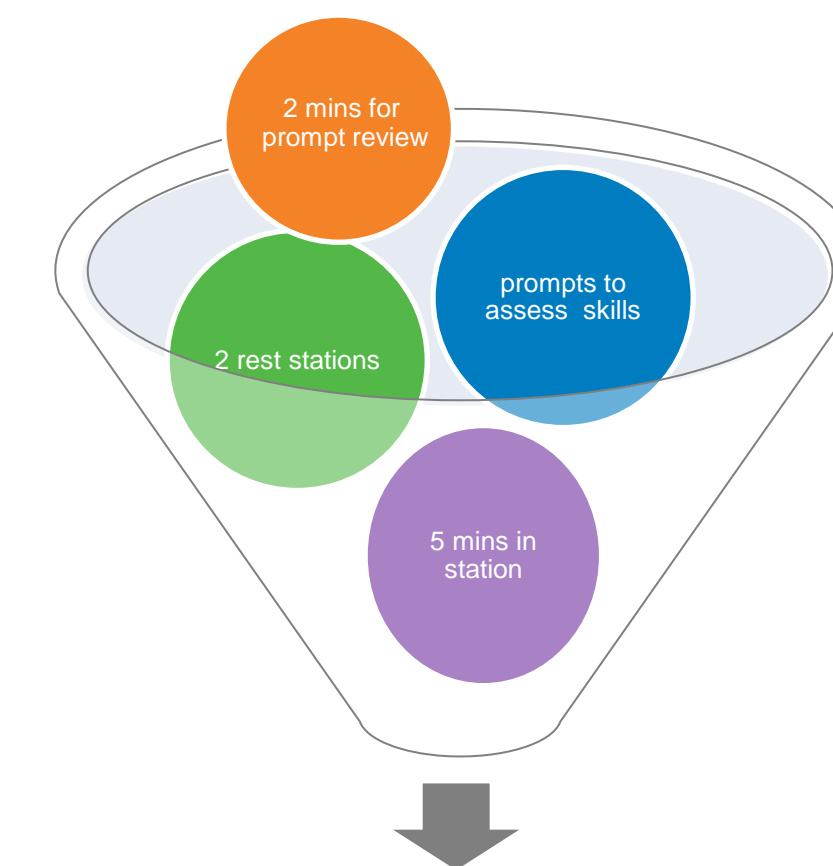
THE SOLUTION

Developed in 2013, the **Interview Simulation Circuit (ISC)** is a unique interview format designed to assess a candidate's abilities by means of demonstration within creative settings. Inspired by the ground-breaking work from the Michael G. DeGroote School of Medicine at McMaster University, the ISC adopts their multiple mini interview approach and adapts it by broadening the core team to include clients and their families as partners in the decision-making process.

The ISC model is made up of short, independent assessments conducted in a timed circuit. Each station is designed to present candidates a situation in which they can demonstrate interpersonal skills, ethical judgment, cultural sensitivity, and other non-cognitive skills and abilities, through discussion, simulation, a written component, or role-play.



Using simulation in healthcare hiring is more time efficient, flexible and fair and can directly involve clients and families



9 candidates interviewed in 63 minutes
Collective impression of candidate fit and ability

WHAT WE LEARNED

Benefits associated to using this approach include:

Efficiency

80-90% reduction in direct interview time over traditional interview processes.

Reliability

Multiple interviewers and raters creates an objective and reliable scoring structure.

Flexibility

Customizable to business or industry and to position.

Decision Support

Real-time, evidence-informed data for decision-making.

Fairness

Multiple interview stations reduces the risk of interviewer bias.

Comparability

Repeat interviewing makes for easy comparison.

Cultural Enhancements

Stations designed to build on values help shape organizational culture.

Short/Long-Term Cost Reductions

Better hiring decisions = lower turnover costs.

Clients and Family Perspective/Input

Clients and families are equal partners in the decision-making process. Their perspective on organizational culture and candidate fit is valuable to the recruitment process and of key importance to a patient-centric environment.

THE RESULTS

Increased Satisfaction and Engagement

Staff satisfaction rates pre and post ISC:

Statement	2012 Pre-ISC	2013 Post-ISC
Group and individual suggestions for improvement were considered and implemented	48%	90%
The team ensured that everyone's voice was heard and understood	40%	94%
When there was a difference of opinion, it was resolved collaboratively and fairly	50%	93%
The staff listened and were responsive to each other	57%	100%

Percentages of "Agree" or "Strongly Agree" to each statement.

Retention

70% of Spiral Garden staff hired in 2013, returned for the 2014 and 2015 sessions.

Client and Family Engagement

Clients and families participated as interviewers and raters and contributed a unique perspective to the development and implementation of the ISC.