SYSTEMIC APPROACHES TO IDENTIFYING DYSFUNCTIONS & RESTRUCTURING HUMAN RESOURCE MANAGEMENT ('EVEXIA REHABILITATION GROUP S.A.')

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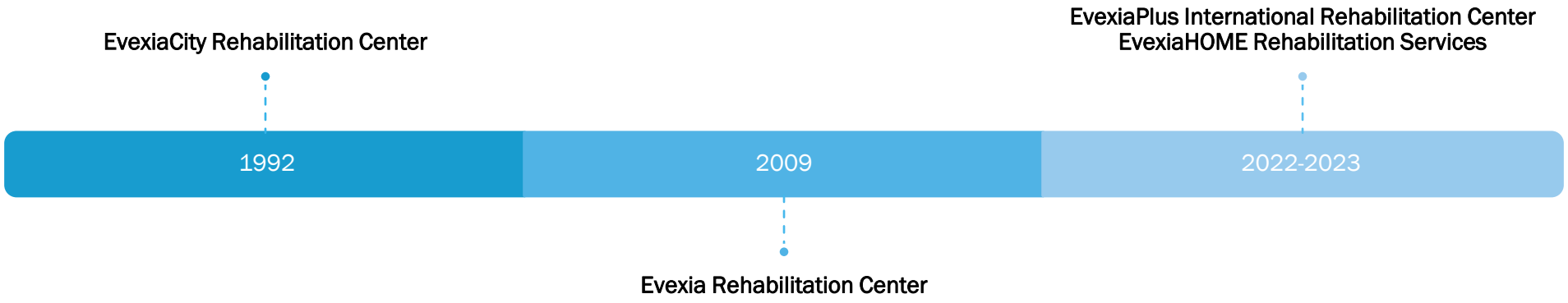
evexia GROUP | ΟΜΙΛΟΣ ΚΕΝΤΡΩΝ ΑΠΟΚΑΤΑΣΤΑΣΗΣ



PRESENTATION FRAMEWORK
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ABSTRACT

- In this Case Study the author focuses on the challenges and strategies in Human Resource Management (HRM) within the healthcare sector (Case Study subject: Evexia S.A.). The organization faces significant challenges due to a saturated job market and declining availability of healthcare personnel, which affects daily operations and sustainability. The study employs Systemic Thinking and the DCSYM Systemic Methodology to analyze and model the organization's issues, aiming to improve HR management strategies and enhance the adaptability of the system.
- The implementation of VENSIM PLE is highlighted as a tool for comparing simulation models to optimize Human Resources usage, aiming to reduce internal pressure and improve the organization's market position.
- The recruitment process for nursing staff at Evexia S.A. is outlined in detail. This process includes need analysis, job advertisements, application screening, interviews focusing on both hard and soft skills, and a thorough evaluation including references. The HRM strategies are based on principles of fairness, transparency, continuous training, and performance evaluation, aiming to attract and retain skilled professionals and ensure high-quality healthcare services. The organization's efforts are reflected in positive patient feedback and high ratings in healthcare services in Greece.

COMPANY PROFILE - "EVEXIA" SINCE 1992

- **The Group provides services covering the full length & spectrum of the Rehabilitation Services Lifecycle (Patient Hospitalization → Daily Healthcare & Individualized-Personalized Approach to Holistic Therapy → Home Rehabilitation Services).**
- **The Group counts 300 patient beds while employing around 250 employees, thus being the largest Rehabilitation Services Provider of Northern Greece.**

<u>Mission:</u> "Evexia" Group of Companies has been awarded several Awards over the years (Cannes – 2015) for its Strategic Management, due to its persistence to their Mission:

- ✓ **Investments on high-level Know-How & expertise in the Healthcare Department**
- ✓ **Innovation: Continuous imports of cutting-edge technologies & equipment in the Balkan Region – not just Greece – therapeutic methodologies & practices**
- ✓ **Adaptivity to the new Worldwide Trends: Leading the Change in Medical Tourism & Introducing this Trend to the Greek Market for the first time in 2010.**

<u>Vision:</u> "Evexia" has healed so far around 40.000 patients and is dedicated to helping even more people nationwide and worldwide. Our patients can move on with their lives while being fully functional again, mentally as well as physically. The Company's brand name ("Evexia") states its vision: physiological, psychological and social Health Harmony (~W.H.O. Definition Sept 2021).

SYSTEMIC THEORY & METHODOLOGIES (DCSYM, SDD, VENSIM)

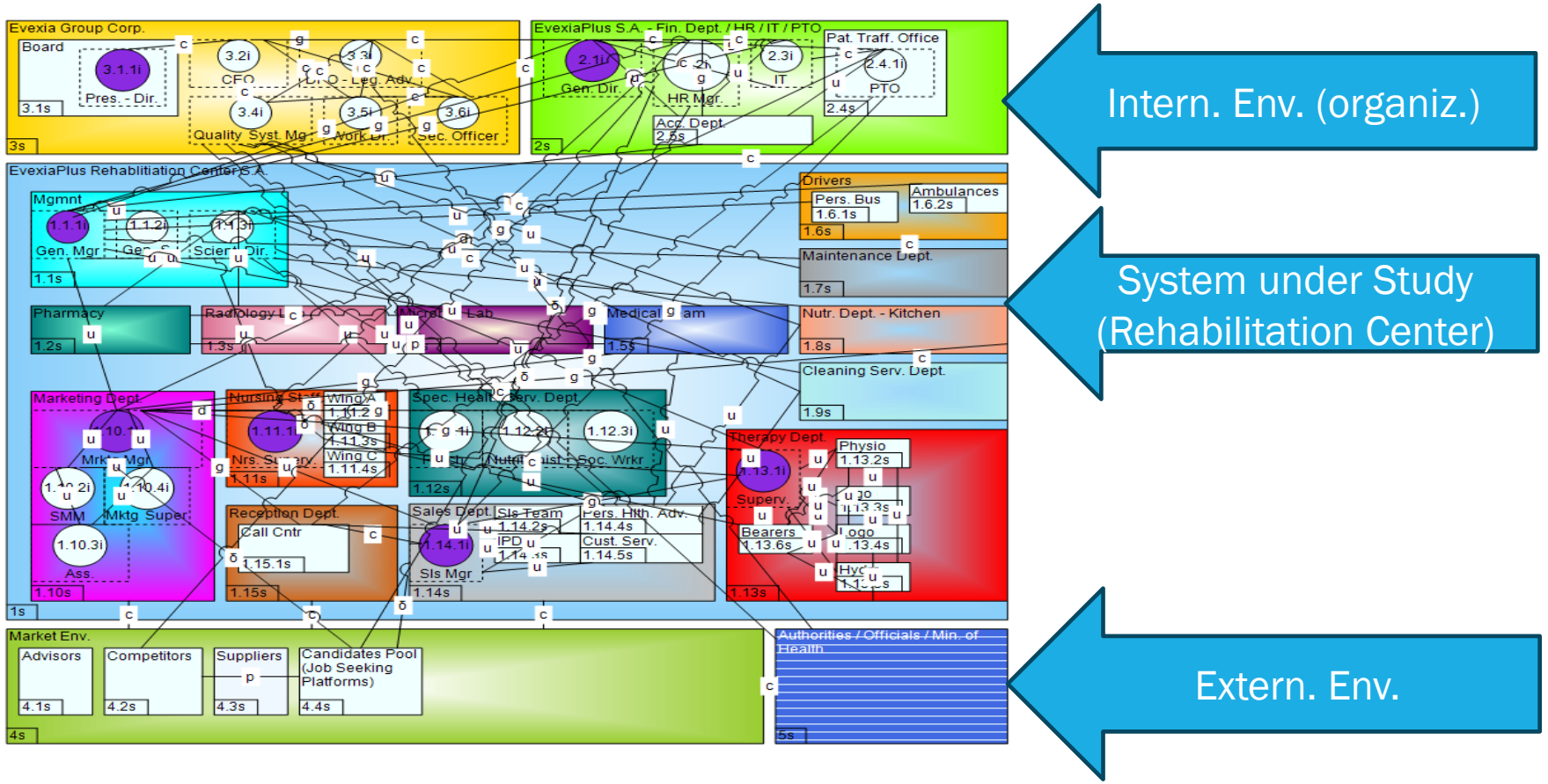
- System Theory: Proposes that everything in the world consists of systems that interact and impact each other's operations.
- Systemic Thinking: Views systems as wholes where components work together to produce desired or undesired behaviors. Emphasizes understanding complex problems within a broader context rather than isolating parts or causes.
- Systemic Methodologies
- Vensim PLE: Enables users to create, test, and analyze dynamic models through user-friendly graphical interfaces.
- DCSYM (Design and Control Systemic Methodology)
  - Focuses on identifying system impacts and designing effective solutions through systemic analysis, forecasting, and impact evaluation.
- DCSYM Case Tool: Supports decision-making by providing a framework for case analysis and solution evaluation.
  - Helps organizations handle complex situations with data-driven decisions for effective problem resolution.
  - Offers a comprehensive system for organizing information, analyzing data, and assessing the impact of actions.

DESCRIPTION OF ES OF THE P USING SYSTEM DYNAMICS

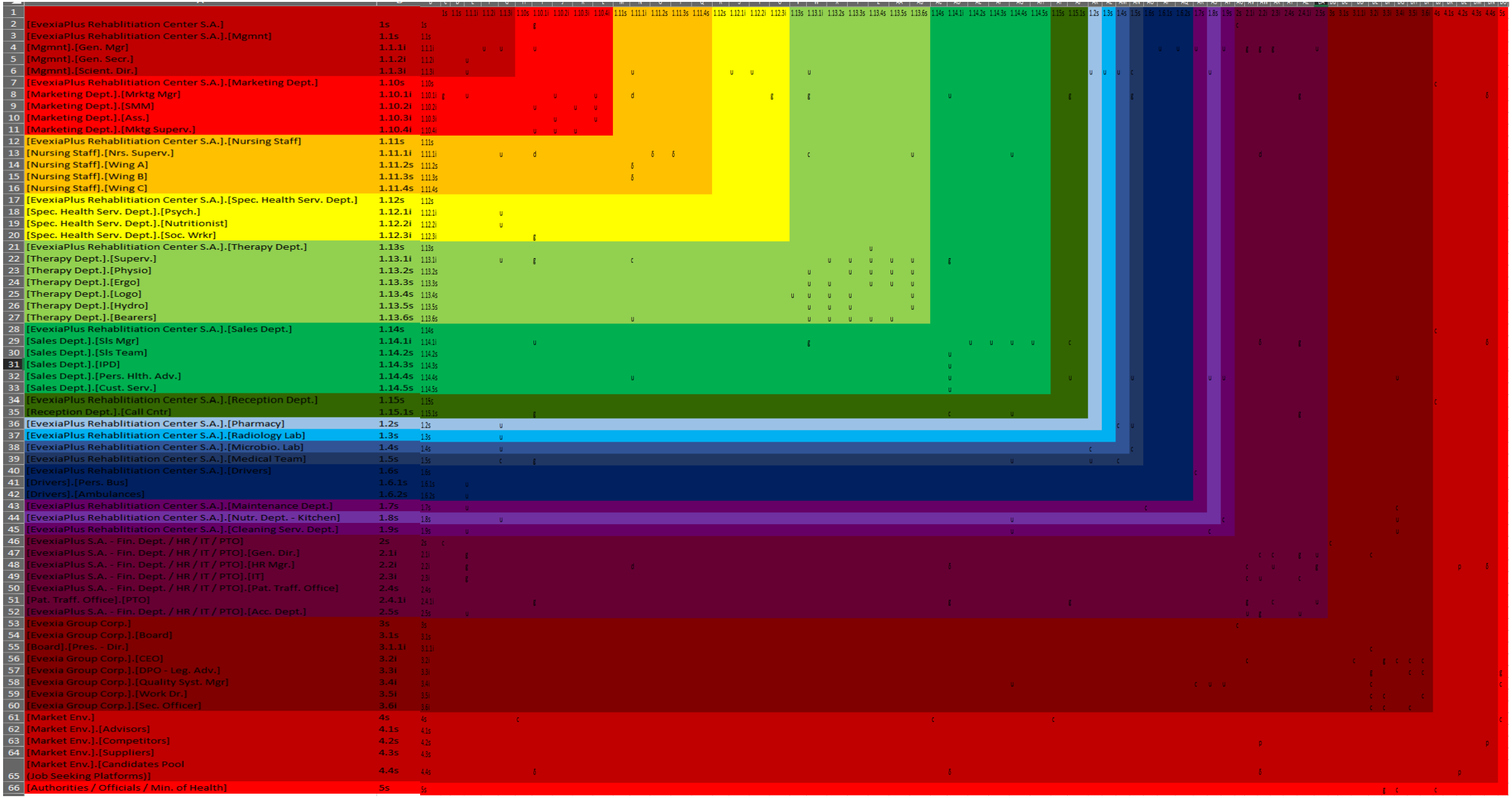
Negative (Balancing) Feedback Loop (B-) regarding the Nursing Staff of the Expansion "EvexiaPlus":

- **Lack of Nursing Staff in the Market * External Environment of the Organization: Simultaneous Opening of 3 Private Healthcare Providers within the same region → Positive (Reenforcing) Feedback Loop (R+) of Competition for the Recruitment of Nursing Staff → Instant Absorption of Nurses in the Market [Negative (Balancing) Feedback Loop (B-)] = available Nurses in the Market = 0 → Positive (Reinforcing) Feedback Loop (R+) on the Pressure of the Current (existing) Nursing Staff of the Organization → Reinforcing (R+) Turnover → Instant Absorption of New Hires to cover the Turnover [Negative (Balancing) Feedback Loop (B-) = 0 New Nurses for Wing B (Expansion) of the Rehabilitation Center → Volume Reduction of Customer Service Capability (-) → Profit Loss -**
- **Reduction of Employee Satisfaction Rate & Morale (-) → Reduction of Patient Nursing Service Quality (-) [= Acceleration (+) of Nursing Staff Mistakes due to the pressure due to lack of nurses] → Acceleration of Customer Complaints (+) → Customer Loss - → Profit Loss (-)**

DESIGN OF ES USING DCSYM
SYSTEM STRUCTURE & COMMUNICATION CHANNELS



SYSTEMS & COMMUNICATIONS DIAGRAM



ADVICE FOR IMPROVEMENTS (AI) PART I

Internal Steps (Closing the Turnover Gap):

- **Stakeholders' Engagement – Recruitment Incentives: Bonus System for HR & Dpt. Heads, connected with goals such as Turnover Rates Reduction, Internal Marketing for Existing Personnel, Team Building Exercises (Workshop Teams) & Events Outside/Inside Work → Positive & Empowering Work Environment, Company Culture Awareness Presentations, Communication of Company's Vision-Mission-Values, Monitoring & Systematic Updates of Processes & (Sub)Systems, Adjustment Proposals, Implementation, Evaluation/Comparison to Planned Goals & Re-Adjustments (Change Management - Systemic Approach), Wages Analysis to Profit (ROI), Turnover Loss Measurement**
- **Employee Satisfaction Questionnaire – Evaluation Form towards Administration & Suggestions Platform, Workshop Teams, (Systemic Leadership) → Giving "voice" to the Employees & Understanding Your Peers**
- **Loyalty Incentive Program – Yearly Benefits Progression**
- **Financial Development System – Performance Merit Management (Frequent Performance Reviews for Meritocracy, Frequent Sample Controls for a more accurate Service Quality Management) = Raises based on Merit, Mixed with Seniority System to boost Loyalty & Meritocracy within the Company, then: Internal Marketing**
- **Collective Bonus Goals System to promote Team Building & Team Working to handle the pressure put on the Existing Personnel, Bonuses for Bringing New Nurses (Candidates) to the Recruitment Dpt.'s Attention, thus expanding the Pool of CVs**
- **Use of ERP/SAP Programs – Design & Planning, Implementation & Documentation of Employee Activity, Employee Complaints Documentation, Data Collection & Management, Strategic Use in Actions, Measurability of Goals & Results, Measurability of Turnover Rates, CRM Program to ensure Improvement on Employee Satisfaction Rates, Platform for Employees to express their suggestions and complaints**
- **Employee Internal & External Branding Campaign & Identification of possible opportunities to attract new hires & keep the Turnover at low rates**
- **Voting Point System for Annual Awards based on Company's Values – Success Stories, Leading Examples**
- **Counting 3 year experience**
- **"Win-Win Deals" – Performance Goal-setting for extra Bonuses**
- **Educational Opportunities, Promotion System**
- **Self-Branding on Company's SM Platforms**

ADVICE FOR IMPROVEMENTS (AI) PART II

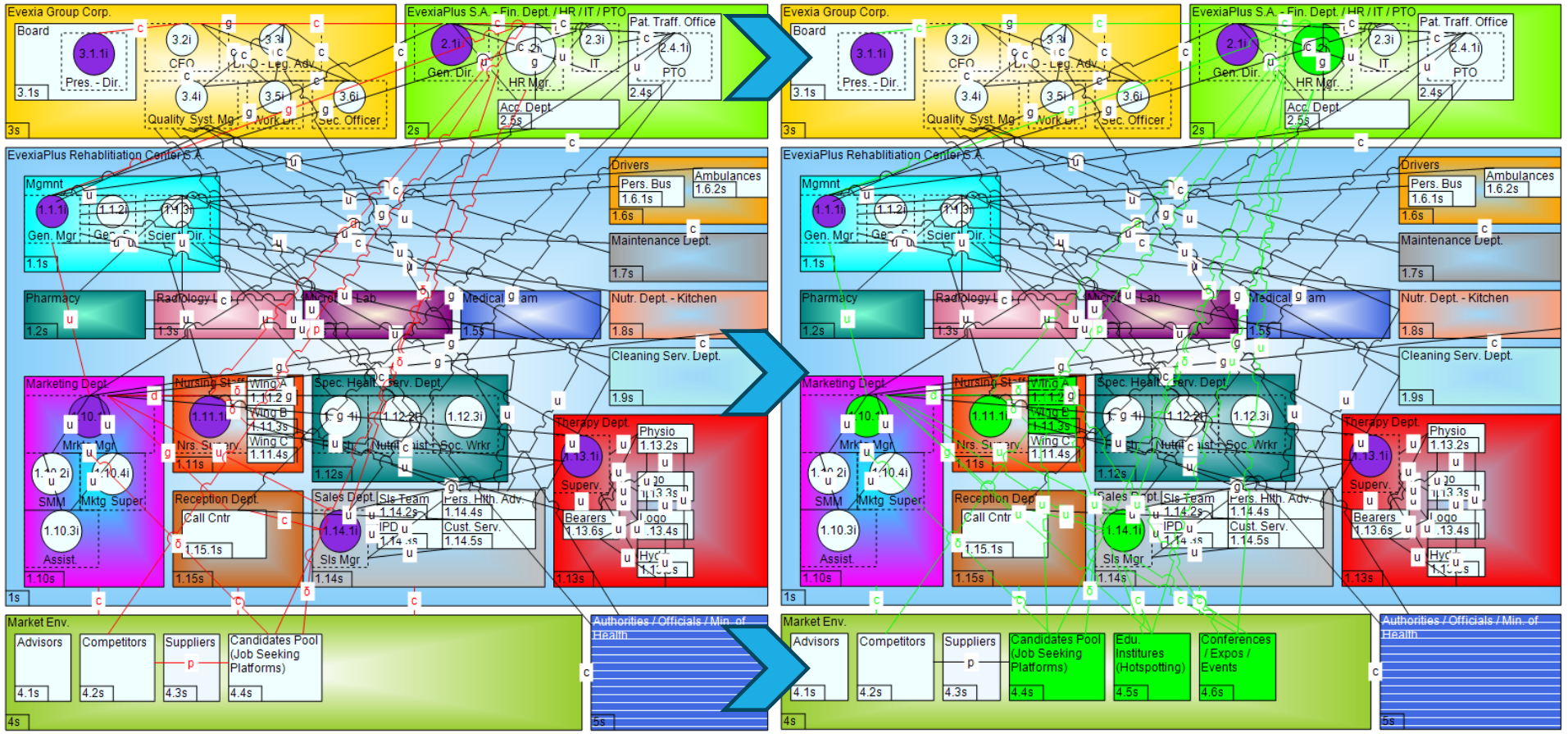
External Environment: Labor Market (Systemic Thinking, Leadership & Methodologies): Understanding Candidate's Needs: Identification of Market's available Nurses' Needs & Decision Criteria

- **Improvement of Job Description, Job Offer & Benefits (Location-Distance → Company Transport Bus)**
- **Changes in the Employment Contracts: Contract Duration, Starting Wage & Competitive Raises due to Inflation, Adapting Nurses Wages to Inflation for more competitive wages to attract new possible candidates & hires**
- **Onboarding Protocol & Education Process (Systemic Leadership: Analysis of the Employee Recruiting Network & Categorization of Employee Types (S1-S4) * Adjusted Onboarding Approach (L1-L4), Culture Awareness Presentations, Communication of Company's Vision-Mission-Values**
- **Newcomer-friendly Work Environment (Battle Mobbing Incidents as a Team**

Enlarging Candidates' Pool:

- **Strategic Plan Design & Goal Setting on the local Labor Market**
- **PR with Personnel Provision Channels (Nursing Educational Institutes such as Universities, Technol. Edu. Inst., Priv. Edu. Centers, Colleges → Employee – Hot spotting)**
- **Advertisements in Educational Institutes (Hot-spotting), Recruiting Conferences-Events & Job Seeking Platforms**
- **Focus on PR with Institutes & Relevant Events or Relevant Conferences, Design of Recruitment Strategy & Process, Coordination of Resources, Effectiveness Evaluation Stats/Turnover Rates/Personnel Numbers/Loyalty Measurements, Data Collection, Evaluation, Processing, Analysis of Measurable Data & Info-Flow Communication/Control Links & Channels from the Company's Systems, while taking under consideration the Labor Market's Trends, Internal Sources/External Environment Market Monitoring, Research & Analysis on Competitive Wages on the Particular Sector and Region (Trend Scouting)**

COMPARISON OF THE ES & AI USING DCSYM

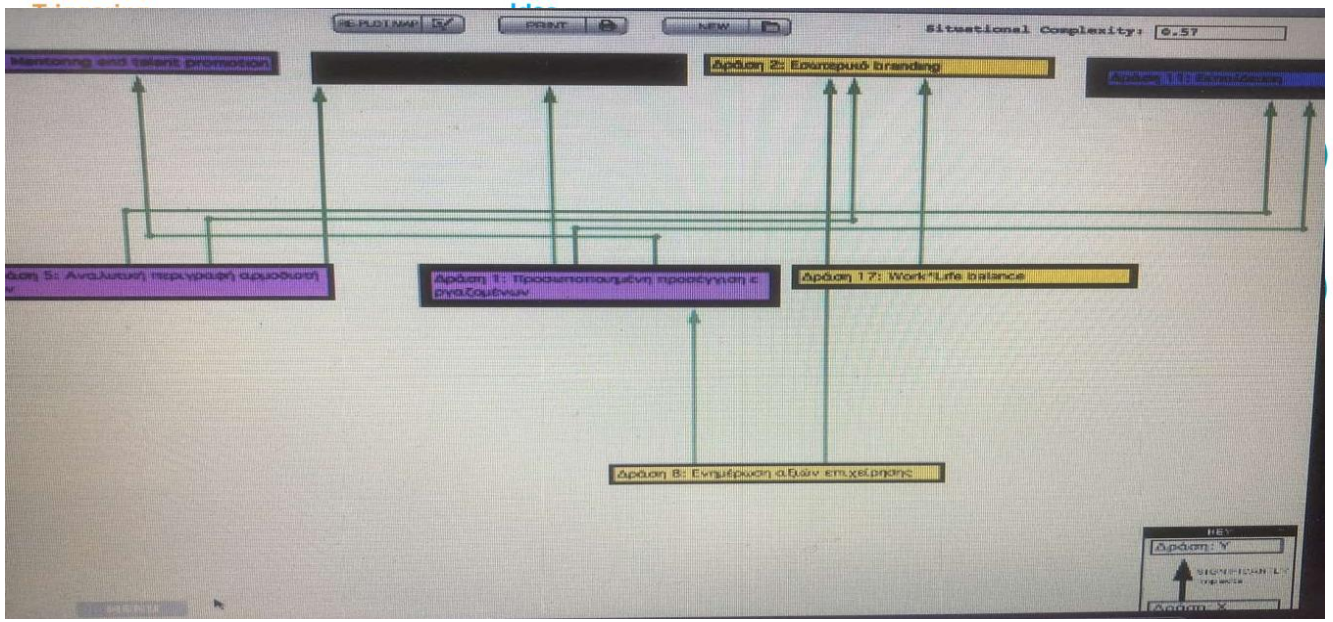


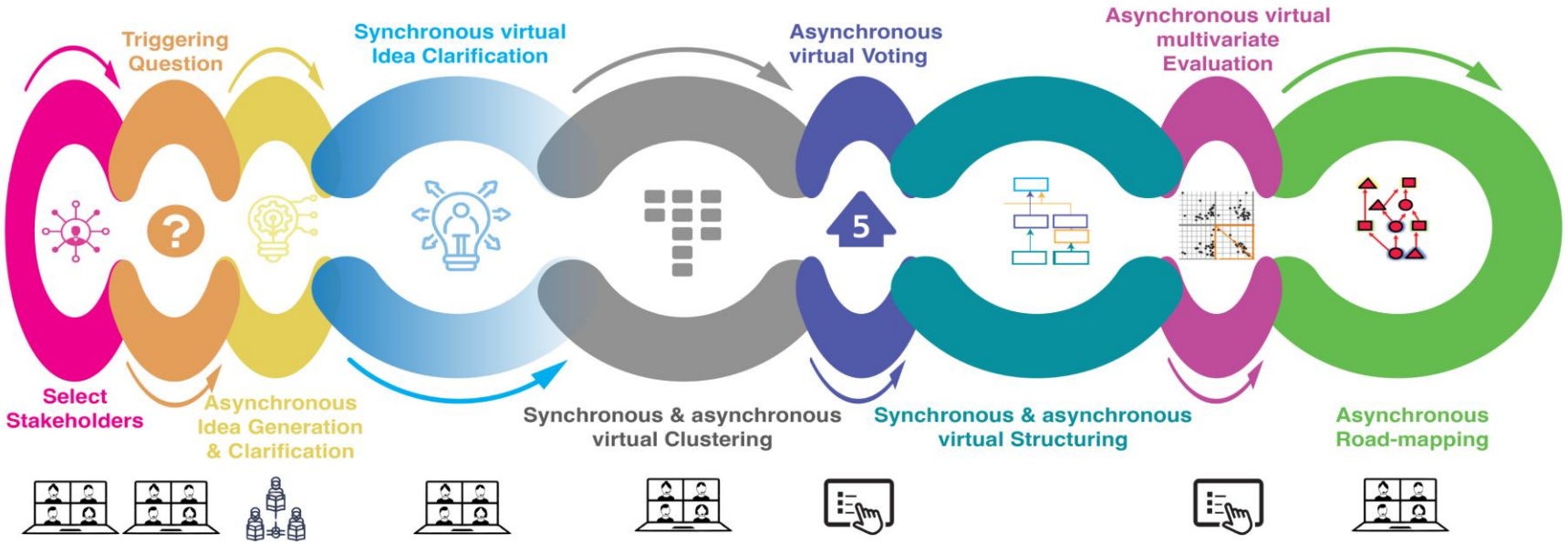
SYSTEMIC LEADERSHIP

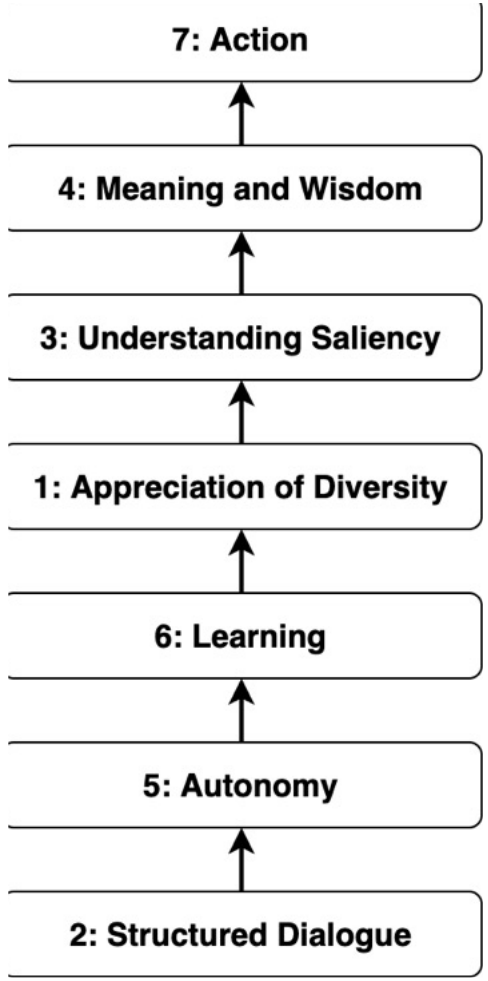
Adjusted Approach to Newcomers – 4 Categories

S3ΔιστακτικόςΣυνεργάτης **L3 Υποστήριξη Δημιουργία Αυτάρκειας**	**S2 Απογοητευμένος Μαθητευόμενος** **L2 Καθοδήγηση Παροχή Επαίνων**
S4 Αυτόνομος Συνεργάτης **L4 Ανάθεση Αρμοδιοτήτων**	S1 Ενθουσιώδης Αρχάριος L1 Κατεύθυνση Κατεύθυνση Εργασίας

SDD – STRUCTURED DEMOCRATIC DIALOGUE







SYSTEM DYNAMICS APPROACH USING VENSIM – MODELING METHODOLOGY

•**System Dynamics Introduction**:
•Structure creates behavior which leads to observable events.
•Greatest "leverage" for intervention in a system is through structural changes.
•Root causes of problems are often distant from symptoms, both temporally and spatially.
•**Dynamic Problem Identification**:
•Dynamic systems are crucial for deep analysis of problems.
•Involves studying the timeline of critical variables through charts that depict their trajectories over time.
•Identifying the structure of the problem is crucial, including forces responsible for observed behaviors and interactions among system components.
•**Model Development**:
•Developing a model to mimic the problem's behavior using specialized simulation software.
•This allows for significant insights and the formulation of effective policies to address the problem.

- **Application of System Dynamics**:
  - Extends across various fields like Economics, Environmental Science, Sociology, and Administrative Science.
  - Focuses on analyzing complex systems and the feedback mechanisms that define their real state.
- **Nurse Staffing Model**:
  - Aim is to model and simulate the dynamics of increasing nurse numbers at the "EvexiaPlus" Rehabilitation Center.
  - Observes the dependency of dynamics during model creation.
  - Describes the active area of the model-system.
- **Operational Challenges**:
  - "EvexiaPlus" faces difficulties in attracting new nursing staff due to competitive healthcare structures.
  - Despite ongoing hires, new recruitments are absorbed by covering departures, leading to potential profit loss.
- **Objective of the Nurse Staffing Model**:
  - Increase the pool of potential nurses through various actions interacting with the external environment of the system.
  - Reduce nurse resignations to "close the gap" that drains the recruitment pool and overall nurse numbers.

VENSIM MODELING SOFTWARE AND SYSTEM DYNAMICS

- **Overview of System Dynamics**:
  - System Dynamics and simulation are methods used to analyze and understand various scenarios or problems for effective decision-making.
  - Implemented through specialized software to analyze and design policies and interventions, applicable in complex and dynamic issues within social, managerial, economic, or environmental systems.
- **Complexity and System Behavior**:
  - Focuses on the complexity of modern organizations including system instability, obscure causality, feedback mechanisms, non-linearity, temporal and spatial distance of causes and effects, and the influence of historical data.
  - Understanding these complexities involves analyzing structural mechanisms that govern system operations and interpreting observed behaviors.
- **Vensim Software**:
  - Developed by Ventana Systems, Vensim supports modeling and simulation within the framework of System Dynamics, aiming to facilitate learning and application of key functions.
- **Sustainable Systems According to Stafford Beer (Brain of the Firm, 2nd Edition)**:
  - Comprised of five interconnected subsystems representing the organizational structure of the system:
    - **Subsystem 1**: Basic processes of a Sustainable System, each process being a sustainable system itself.
    - **Subsystem 2**: Information flow channels facilitating communication, control, and coordination of Subsystem 1.
    - **Subsystem 3**: Structures and controls giving rise to rights, obligations, and resources of Subsystem 1, facilitating linkage with Subsystems 4 and 5.
    - **Subsystem 4**: Maps external changes that bring the system into a state of dynamic change to ensure sustainability.
    - **Subsystem 5**: Shapes the decision-making process to balance and ensure the system's sustainability.

MODEL DESCRIPTION: NURSE STAFFING AT EVEXIAPLUS REHABILITATION CENTER

- **Model Name and Purpose**:
  - Named "Nurse Staffing Model."
  - Aims to model and simulate the dynamics of increasing nursing staff at the rehabilitation center to effectively staff the nursing department.
- **Modeling Objectives**:
  - Monitor and simulate the dynamics of nurse staffing to manage and anticipate staffing needs over a 90-day period.
  - The model evaluates various parameters such as hiring from different sources and nurse satisfaction rates to optimize staffing.
- **Current Organizational Context**:
  - As part of its business expansion, EvexiaPlus faces challenges in attracting new nursing staff.
  - Despite customer preference for the organization, staffing shortages have led to increased pressure on existing staff and subsequent turnovers.
- **Dynamic Hypothesis**:
  - Develop a dynamic model to understand and predict the impact of different factors affecting nurse staffing levels.
  - The model tracks nurse hirings, employed nurses, and resignations.
- **Goals of the Modeling Study**:
  - Increase the pool of potential nursing candidates through various external interactions.
  - Reduce nurse turnover to maintain a stable workforce.
  - Assess actions over a three-month period to ensure the desired number of nurses for EvexiaPlus.
- **Simulation and Evaluation**:
  - The model simulates the process of nurse inflow at the center.
  - It is applied to the case study of staffing the nursing department at EvexiaPlus, aligning with the overall objectives of the study.

TABLE 1: QUANTITATIVE ELEMENTS OF THE DYNAMIC SYSTEM MODEL

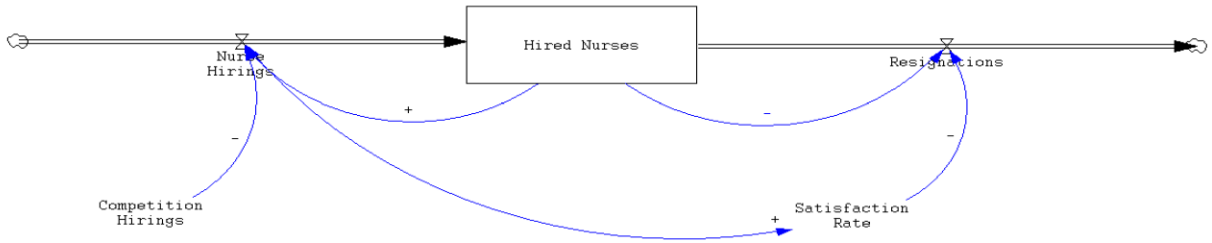
Model Settings: INITIAL TIME = 0 FINAL TIME = 90 Units: Days TIME STEP = 1
Hired Nurses = (INTEG) Nurse Hirings-Resignations Initial Value: 0 Units: Person (Nurse)
Nurse Hirings = Hired Nurses-Competition Hirings+"Hirings from Educ. Institutes"+Hirings from Job Platforms+Hirings from Work Events Units: Person (Nurse)
Resignations = Hired Nurses - IF THEN ELSE(Satisfaction Rate >= 3, 0, 1) Units: Person (Nurse)
Competition Hirings = 0.15 Units: Person (Nurse) (Min, Max, Incr) = (0, 0.3, 0.03)
Satisfaction Rate = IF THEN ELSE(Nurse Hirings >= 3, 4, 2) (Min, Max) = (1, 5) Units: Rate
(Direct) Hirings from Educational Institutes Hirings = 0.125 Units: Person (Nurse) (Min, Max, Incr) = (0, 0.25, 0.025)
Hirings from Job (Seeking) Platforms = 0.2 Units: Person (Nurse) (Min, Max, Incr) = (0, 0.4, 0.04)
Hirings from Work (“Days”) Events = 0.1 Units: Person (Nurse) (Min, Max, Incr) = (0, 0.2, 0.02)

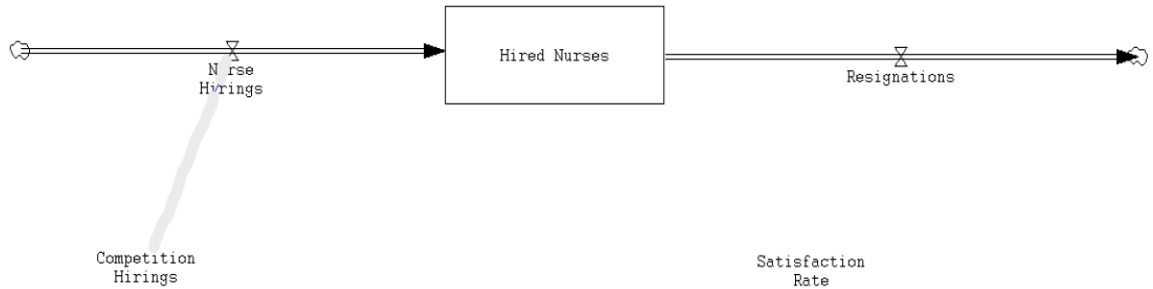
INITIAL TIME (χρόνος έναρξης της προσομοίωσης): τίθεται 0.
FINAL TIME (χρόνος λήξης της προσομοίωσης): τίθεται 90.
Units for Time (τι νόημα έχει η μονάδα χρόνου): τίθεται «Days» (ημέρες).

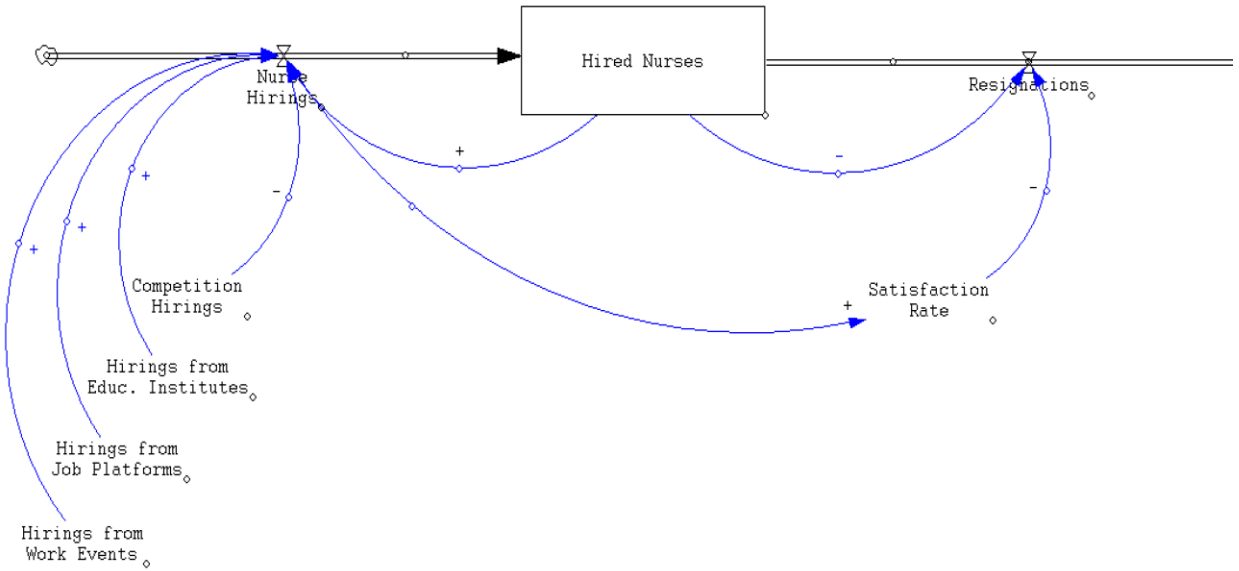
Hired Nurses (Σημείο Συσσώρευσης)	=INTEG(Nurse Hirings-Resignations) Initial Value: 0
Nurse Hirings (Ροή 1):	= Hired Nurses-Competition Hirings+"Hirings from Educ. Institutes"+Hirings from Job Platforms+Hirings from Work Events
Resignations (Ροή 2):	= Hired Nurses - IF THEN ELSE(Satisfaction Rate >= 3, 0, 1)
Competition Hirings (Μεταβλητή-Παράμετρος 1):	= 0.15 (Min, Max, Incr) = (0, 0.3, 0.03)
Satisfaction Rate Hirings (Μεταβλητή-Παράμετρος 2):	= IF THEN ELSE(Nurse Hirings >= 3, 4, 2) (Min, Max) = (1, 5)
(Direct) Hirings from Educational Institutes Hirings (Συμπληρωματική-Βοηθητική Μεταβλητή-Παράμετρος 3):	= 0.125 (Min, Max, Incr) = (0, 0.25, 0.025)
Hirings from Job (Seeking) Platforms Hirings (Συμπληρωματική-Βοηθητική Μεταβλητή-Παράμετρος 4):	= 0.2 (Min, Max, Incr) = (0, 0.4, 0.04)
Hirings from Work (“Days”) Events Hirings (Συμπληρωματική-Βοηθητική Μεταβλητή-Παράμετρος 5):	= 0.1 (Min, Max, Incr) = (0, 0.2, 0.02)

SYSTEM MODEL DESCRIPTION - VARIABLES

- **The model was developed based on the following "dynamic hypothesis". The model assumes that due to the lack of nursing staff, the pressure on nurses increases, resulting in nurse resignations. The problematic situation is exacerbated by the fact that three other Health Providers (External System/Model Environment - System Boundary) are expanding their activities parallel to the organization under study, leading competitors to increase pressure to find suitable nursing staff. The few hirings that are made are immediately absorbed to cover existing shortages in the Wing of the Center due to the aforementioned nurse resignations. Consequently, the pressure in the Wing is neither reduced nor shared, as the quantity of nursing staff remains "weakened," despite new hirings. Resignations continue due to existing pressure caused by the lack of nurses, and whatever hirings are made, the quantity of nurses for the Wing remains between "3" and "4," since new hirings continue to be absorbed to cover the resignations of the Wing of the Center.**
- **The measurement units corresponding to the Flows and the Accumulation Point are identical numerically (i.e., "Nurses" = number of people as a quantitative element of the system under study). The "Satisfaction Rate" of the nurses also constitutes a measurable element in the System, based on a measurement scale from "1" (lowest satisfaction) to "5" ("excellent", highest satisfaction). Mathematically, it obviously involves division (1 to 5 out of 5, 1-5/5). The relationship of satisfaction rate is inversely proportional to the Resignations (Turnover or Resignations), as: The higher the satisfaction rate, the fewer the Resignations quantitatively. This represents a combination of quantitative and qualitative elements between Variable-Parameter 2 (Satisfaction Rate) and Flow 2 (Resignations). To parameterize this dependency relationship, "IF THEN ELSE" logic is required, namely: If the satisfaction rate is above 3/5, then nurse resignations are limited to none. Conversely: If the satisfaction rate is below 3/5, then nurse resignations increase to 1 Resignation per Day (Measurement Unit of Time Duration 90 days).**


Hired Nurses
Nurse Hirings
Resignations
Competition Hirings
Satisfaction Rate
+
-
-
+


Hired Nurses
Nurse Hirings
Resignations
Competition Hirings
Satisfaction Rate


Hired Nurses
Nurse Hirings
Resignations
Competition Hirings
Satisfaction Rate
Hirings from Educ. Institutes
Hirings from Job Platforms
Hirings from Work Events
+
-
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+
+
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+
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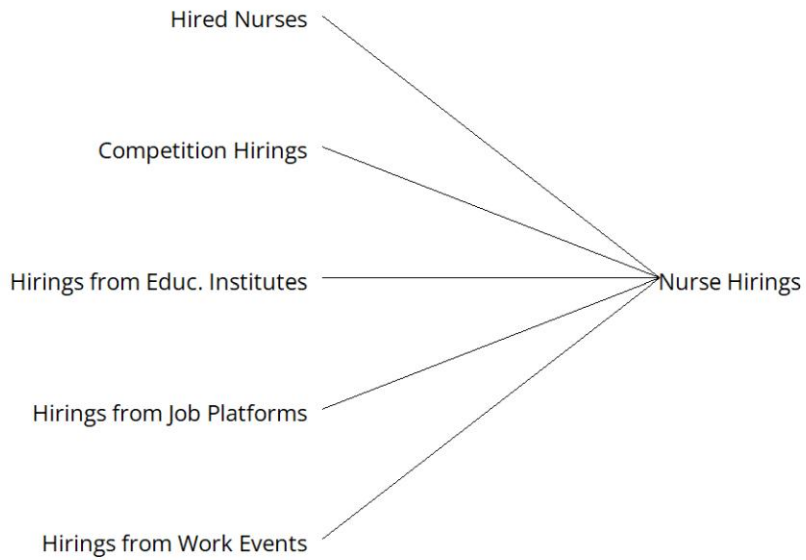
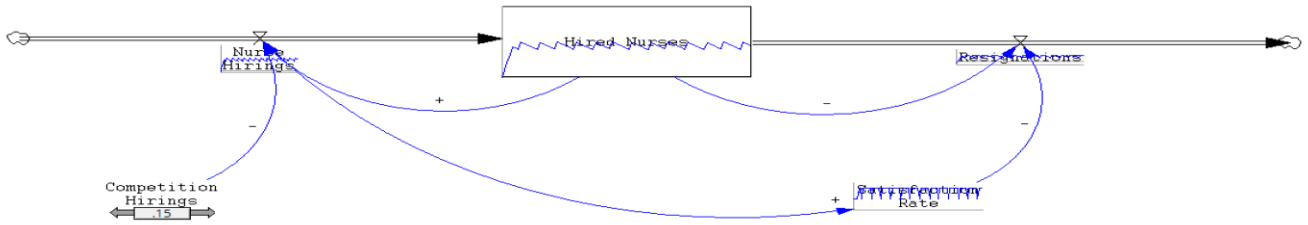
-

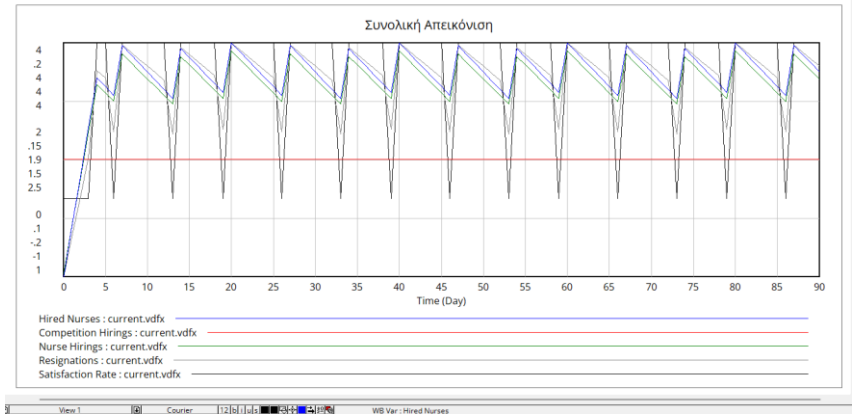

Hired Nurses
Competition Hirings
Hirings from Educ. Institutes
Hirings from Job Platforms
Hirings from Work Events
Nurse Hirings

NURSE DEPARTMENT STAFFING SYSTEM MODEL – SIMULATION EXECUTION

- The first "dashboard" is located in View 2 under the name "Simulation 1" and contains basic parameters, all accumulation locations, as well as significant variables such as "Competition Hirings" and "Satisfaction Rate".
- "Simulation 1," which also shows the feedback mechanism, is depicted in the following image (#33).



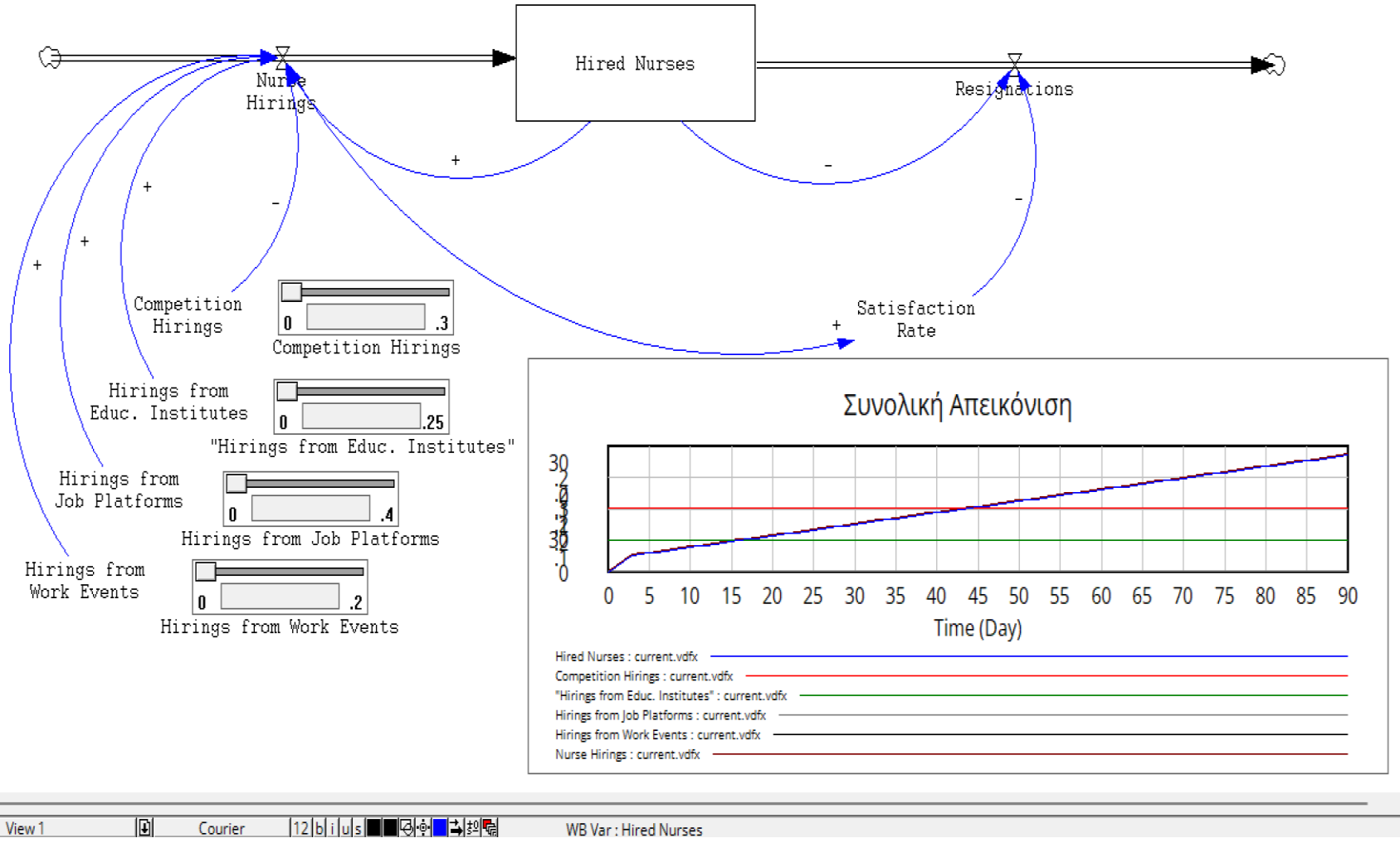
- Nursing Department Staffing Model - General simulation overview.



- Image 33, Nursing Department Staffing Model - Simulation, view 1.
- The second "dashboard," in View 3 ("Simulation 2"), includes a more comprehensive depiction of the simulation.

EXPERIMENTATION & TROUBLESHOOTING

(Direct) Hirings from Educational Institutes Hirings (Συμπληρωματική-Βοηθητική Μεταβλητή-Παράμετρος 3):	= 0.125 (Min, Max, Incr) = (0, 0.25, 0.025)
Hirings from Job (Seeking) Platforms Hirings (Συμπληρωματική-Βοηθητική Μεταβλητή-Παράμετρος 4):	= 0.2 (Min, Max, Incr) = (0, 0.4, 0.04)
Hirings from Work (“Days”) Events Hirings (Συμπληρωματική-Βοηθητική Μεταβλητή-Παράμετρος 5):	= 0.1 (Min, Max, Incr) = (0, 0.2, 0.02)



EXPERIMENTATION & TROUBLESHOOTING - CONCLUSION

- **We observe changes in the growth trajectory of the Nursing Department. It is worth noting that based on "Simulation 1," using only the main variables/parameters (Competition Hirings, Satisfaction Rate)—which depict the existing problem situation—the inflow of nurse hirings (System Flow 1 – Nurse Hirings) decreased due to the absorption of nurses by competing health providers (Main Variable-Parameter 1 – Competition Hirings). This resulted in the newly hired nurses of the Wing (Accumulation Point 1 – Hired Nurses) remaining between the values of "3" and "4" (people, i.e., nurses), as depicted in Image 33 (Nursing Department Staffing Model). In a 90-day simulation, the 26 nurses required for staffing the Nursing Department (13 nurses * 2 Wings) is unachievable. As the desired increase in nurses is not achieved, pressure on the wings increases, reducing the Satisfaction Rate of the nurses (Main Variable-Parameter 2 – Satisfaction Rate). As analyzed above, a lower satisfaction rate (below 3/5) leads to an increase in Turnovers (System Flow 2 – Resignations). This relationship is characterized as "inversely proportional."**
- **With the addition of Supplementary-Auxiliary Variables-Parameters, the "pool," namely the inflow of nurse hirings, increases, positively affecting the accumulation of incoming nurses (Accumulation Point 1 – Hired Nurses) and correspondingly the Satisfaction Rate of the nurses (Main Parameter-Variable 2 – Satisfaction Rates). Due to the inversely proportional relationship of the Satisfaction Rate with Resignations (System Flow 2 – Resignations), Resignations decrease, even to zero over a 90-day period (see Image 27, Dependency Relationships of the Integrated Model, after adding Supplementary Variables). As we will observe in the following simulation, with the increase in inflows (hirings – Flow 1 "Nurse Hirings") and the simultaneous reduction of Resignations (Flow 2 – Resignations), over 90 days, not only is the completion of the 26 nurses (Accumulation Point "Hired Nurses"), which is the goal of the project and model, achieved, but we exceed the goal, reaching a value of "27.7," i.e., 28 nurses, within the timeframe prescribed by the administration.**

RESULTS, THOUGHTS, CONCLUSIONS & SUGGESTIONS

- **System Dynamics Approach:** Significantly contributed to modeling the evolution of the nursing sector at the "EvexiaPlus" rehabilitation unit, effectively capturing both qualitative and quantitative developments. It serves as a forecasting and decision-making tool for similar scenarios.
- **Market Trends and Policy:** Success in the market does not solely depend on adapting to trends but is critically influenced by operational policies and the active participation of stakeholders.
- **Model Comparisons Using VENSIM:** Concluded that investing in human resources leads to significant benefits. These benefits are realized only when human resource management is directly linked to strategic business planning. The DCSYM systemic methodology highlighted the importance of monitoring strategic business goals for successful implementation.
- **Problems and Improvements:** The use of VENSIM PLE software identified gaps, particularly for new users. A redesign of the "Causal Loop Diagram" was necessary for a proper understanding of the issues, moving beyond symptom treatment to addressing root causes.
- **Further Research:** Suggests deeper research into the effective structuring of human resources in companies for broader applicability and enhanced observations. Systemic approaches and systemic analysis are seen as ideal for addressing more complex problems across various business sectors.

RESULTS, THOUGHTS, CONCLUSIONS & SUGGESTIONS

- **DCSYM helped graphically articulate the Existing Situation (ES) of the Problem (P) and the Advices for Improvements (AI).**
- **The Feedback Loop of the shortage of Nurses in the Market impacts the inner structure of the Organization drastically → More pressure on the existing Nursing Staff, thus higher Turnover Effect, which causes new hires to be instantly "absorbed", thus balancing new hires for the expansion of the Organization to 0. Manning Wing B (Expansion) of the Rehabilitation Center seems like a non-achievable goal.**
- **The lack of Company Loyalty Incentives & Performance Incentives (Financial Development Opportunities to keep the existing Personnel) had to be based on Meritocracy instead of the old Seniority System. That way the Turnover Gap "shortens" and the effectiveness level on Recruitment changes positively, same as the Employee Satisfaction Rates.**
- **ES: Lack of design on the Organization's Structure, control, results, measurement of critical processes, dysfunctions in the Communication Channels were detected → AI: Redesign of the functions of the system, which could cause higher satisfaction level for the Employees to its core (Awareness of the Employees' Choice Criteria & Extraversity towards the Market: Educational Institutes Hot-Spotting & Targeted Ads, Recruiting Conferences, Expos & Events), based on the needs of the organization (Nursing Staff for the Expansion Wing B) and its External Business Environment (Competition by 3 other Employers).**
- **Proof of Effectiveness of taken Measures: Opening of Wing B of Rehabilitation Center "EvexiaPlus S.A." scheduled for Jan 2024.**

CASE STUDY OF THE MASTERING PROGRAM CSAP 2023
UNIVERSITY OF PIRAEUS | PROFESSOR: NIKITAS ASSIMAKOPOULOS

A SINCERE THANK YOU FOR YOUR ATTENTION !

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