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

**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 groundbreaking 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.

**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.
- **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**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Pre-ISC</th>
<th>Post-ISC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group and individual suggestions for improvement were considered and implemented</td>
<td>48%</td>
<td>90%</td>
</tr>
<tr>
<td>The team ensured that everyone’s voice was heard and understood</td>
<td>40%</td>
<td>94%</td>
</tr>
<tr>
<td>When there was a difference of opinion, it was resolved collaboratively and fairly</td>
<td>50%</td>
<td>93%</td>
</tr>
<tr>
<td>The staff listened and were responsive to each other</td>
<td>57%</td>
<td>100%</td>
</tr>
</tbody>
</table>

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.