

# ADDING VALUE TO THE RECRUITMENT OF SENIOR HEALTH SERVICE MANAGERS: A PARTICIPATORY ACTION RESEARCH STUDY

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## ABSTRACT

### OBJECTIVE

As healthcare services evolve, effective management is essential to ensure they remain contemporary, function effectively, deliver client-centred care, foster a positive culture, support staff, drive strategic direction and promote continuous quality improvement. Health managers strongly influence and drive the services they are responsible for, therefore appointing the right person is essential. This qualitative Participatory Action Research (PAR) study explores the values prioritised by health services in recruiting senior managers and collaboratively develops actionable solutions to enhance these crucial recruitment processes.

### DESIGN

A Participatory Action Research (PAR) methodology has been used to enable the researchers to work collaboratively with participants to develop an understanding of the values of senior managers and explore possible solutions to improve recruitment processes. PAR is a dynamic and iterative process, and data is collected over several cycles with the same focus group participants. This paper shares the findings of the first two cycles.

### RESULTS

The findings from PAR cycle one demonstrated that the values of senior managers are represented by a central organising concept of 'leadership'. The second PAR cycle identified values-based recruitment (VBR) as a central organising concept for improving recruitment, leading to concrete solutions such as enhanced communication strategies, leadership capability frameworks and 'growing your own' initiatives.

### CONCLUSION

This study highlights the need to explore the values of an individual in addition to their skills, knowledge and experience during the recruitment process for a senior health service manager. This study underscores the critical importance of integrating individual values, particularly leadership attributes, alongside traditional skills and experience in senior health services manager recruitment, offering a clear pathway for more effective and sustainable talent acquisition strategies within healthcare.

### KEYWORDS

values; health service manager; values-based recruitment; leadership, participatory action research; thematic analysis

## INTRODUCTION

In an era of dynamic healthcare landscapes, marked by increasing complexity, resource constraints, and an imperative for person-centred care, the strategic recruitment of senior health service managers (HSMs) is paramount. HSMs have a responsibility to deliver the best possible services to their community. Therefore, developing purposeful and strategically focused ways of recruiting is essential in getting the right person into a role [1, 2]. HSMs are appointed for various reasons such as qualifications, experience, clinical expertise, a vacancy, service longevity or for their values [1, 3, 4]. There are covert strategies to recruiting documented such as a vested interest (e.g.: someone that will not outperform the hiring manager), being indebted (e.g.: helping the applicant i.e. friend) and a particular bias (e.g.: gender, religion, like-minded) [4]. Diverse methods of recruitment lead to varied outcomes; some managers may be the right fit and align with organisational values whilst others may not. HSMs are integral to effective service delivery which supports the premise that poor management might be a contributing factor to sub-optimal consumer outcomes. [5, 6]. Furthermore, misaligned recruitment could undermine the organisations' ability to adapt to change, while escalating human and financial costs through increased staff turnover. Moreover, these challenges have the potential to erode staff morale and damage the organisations' reputation, ultimately compromising service quality and workforce stability [7, 8]. Therefore, purposeful recruitment that gives an organisation the best chance of getting the right people is key.

There are studies exploring recruitment, succession planning, transition into management and characteristics of leaders [9-11]. Many studies define effective managers as influential leaders who shape culture, impact consumer outcomes, and drive service planning [12, 13]. HSMs should drive strategy, build relationships, model integrity, communicate effectively, prioritise consumers and deliver results [14, 15]. Historically, HSMs had excellent clinical skills or were the most experienced staff. They were adept in patient care; understood how the organisation functioned, were familiar with staff and knew how to get things done [16]. Modern managers should be strategic, people-focused, financially aware, risk conscious, quality-driven and clinically informed [17]. Importantly, HSMs are people-focused roles that guide staff behaviour [18] enabled by emotional intelligence and effective communication [19]. Recruiting the right manager is critical to support health organisations thrive in today's challenging world. One approach to ensuring the right people are appointed to management positions is by using Values-Based Recruitment (VBR). This helps identify people whose values align with the organisation in addition to having the right skills and experience to be successful in the role. VBR encompasses behavioural assessments to explore values, in addition to assessing competence and technical skills. Rooted in the principles of person-organisation fit theory, VBR posits that aligning an individual's personal values with an organisations' culture and mission leads to greater job satisfaction, reduced turnover and improved performance, which ultimately leads to improved outcomes for consumers [20]. VBR enables a values-based and appropriately skilled workforce to deliver excellent care, promote teamwork and foster a positive culture [21]. This study aims to identify the values health services prioritise when recruiting senior managers.

## METHOD

This study used a Participatory Action Research (PAR) methodology. PAR was chosen for its capacity to not only explore complex organisational phenomena but also to empower participants as co-researchers, enabling the iterative development of contextually relevant and actionable solutions directly applicable to health service recruitment challenges. PAR brings researchers and participants together to collaboratively develop knowledge and analyse solutions with the goal of taking action to solve a problem – 'it is not research followed by action, it is action that is researched' [22]. This dynamic and collaborative process empowers participants to engage in research through a series of action cycles comprised of plan, act, observe and reflect [23]. This study includes several PAR cycles involving the same focus group participants, there were 18 participants in total. To reduce bias, researchers engaged in reflexive practice by articulating their assumptions prior to data collection and maintained ongoing reflexive dialogue throughout the research project [24]. Furthermore, the participant voice was prioritised by ensuring that data remained grounded in the themes which were inductively developed and collaboratively reviewed with the participants at each subsequent focus group. The first PAR cycle focused on the values of HSMs. The second cycle explored possible values-based solutions to recruiting

senior managers. In total four one-hour focus groups were conducted from November 2022 till July 2023 with an average of 9 participants per group. The focus group data was transcribed verbatim, and the focus groups were facilitated by the research team.

## DATA ANALYSIS

This study used thematic analysis (TA), developed by Braun and Clarke (2006) [25]. This method is underpinned by a flexible and reflexive approach to analysing qualitative data [26]. TA is used as an inductive method for identifying, analysing and reporting patterns within the data. TA assists the researcher to organise and describe data in rich detail, particularly in applied (action) research [27]. Broadly, the six phases of TA include: familiarisation with data including identifying items of interest, generating codes, generating themes, reviewing initial themes, refining and naming themes and producing a report. More specifically, the research team adopted Braun and Clarke's later work on Reflexive Thematic Analysis as the coding approach, emphasising the active role of the researcher in theme development. This method, characterised by its collaborative and reflexive nature, enabled the development of rich and nuanced analysis of the data, prioritising depth over consensus [26].

## ETHICS APPROVAL

Ethics approval was obtained from the University of Tasmania, Human Research Ethics Committee and the Tasmanian Department of Health, Research Governance Office.

## PARTICIPANT RECRUITMENT

In accordance with ethics approval, an 'Expression of Interest' (EOI) was published on the Tasmanian Health Service (THS) intranet. The EOI outlined the study, the commitment needed from participants and benefits of the study. Consent was obtained for all participants. The focus groups were held virtually to enable participation across the state of Tasmania, Australia. Purposive sampling [28] was utilised to recruit research participants who were knowledgeable about the topic being explored, were senior managers who have undertaken recruitment and are employed at a minimum level of:

- Nurse Unit Manager
- Senior medical practitioner – administrator
- Senior general administrator
- Senior Allied Health Professional

Additionally, a health consumer was invited to participate in this study. When included as research participants, consumers can strengthen research by sharing their lived experience which can shape strategic direction and enhance service quality by supporting policy and practice to reflect real world needs. Fundamentally, including consumers in this research project was essential as their insights help ensure that recruitment strategies align with the values and expectations of those receiving care, rather than solely reflecting the perspectives of those delivering it. This approach genuinely promotes person-centred partnerships with consumers and enables more meaningful policy development [29, 30]. Authentic consumer engagement embodies the principle of 'nothing about us without us' [31] ensuring that consumers are meaningfully involved in all stages of decision making in policy development and service design.

## RESULTS

A total of 20 people applied to participate in this study, 19 applicants met the eligibility criteria whereas one person did not. However, only 18 people chose to proceed. Overall, Registered Nurses represented the largest number of participants, whilst six different specialists comprised the Allied Health Professionals group. There was one consumer, two medical doctors and three senior administrators. There were two focus groups in each of the two PAR cycles. Research participants represented all major regions of Tasmania, Australia and were from diverse specialty areas including mental health, critical care, child and parenting health, primary health, radiology, pathology, medical administration, education, recruitment, reform, clinical quality regulation and quality and safety.

TABLE 1. TOTAL PARTICIPANTS FOR PAR CYCLE ONE AND TWO

Domains	Total number (percentage)
<b>Classification</b>	
Registered Nurse	5 (27.8%)
Consumer	1 (5.6%)
Administrator	3 (16.7%)
Medical Practitioner	2 (11.1%)
Allied Health Professional total	7 (38.9%)
Psychologist	1 (5.6%)
Physiotherapist	2 (11.1%)
Social Worker	1 (5.6%)
Scientist	1 (5.6%)
Occupational Therapist	1 (5.6%)
Specialist Therapist	1 (5.6%)
<b>Region of management</b>	
South	10 (55.6%)
North	5 (27.8%)
Northwest	1 (5.6%)
Statewide	2 (11.1%)

### PAR CYCLE ONE

The first focus group of PAR cycle one had a dominant storyline where values of health service managers (HSM) were reflected by an organising concept of 'leadership'. The second focus group did not introduce new data but reinforced the existing findings by contributing to a coherent narrative, further enriching and strengthening the developing themes. Data sufficiency was reached as no new data was identified. This was determined through ongoing iterative coding, ongoing reflexivity, consensus of the research team and participant checking and validation at the beginning of each focus group. Codes generated from the data were grouped into themes that included 'leadership in action', recruitment and retention', 'a strong organisation' and 'a change in the way we do things.'

TABLE 2. THEMES AND CODES FROM PAR CYCLE 1

Themes	Codes
<b>Leadership in action</b>	Emotional intelligence
	Inspire and influence
	Excellent interpersonal and communication skills
	A decent dose of courage
	Open, honest, transparent, and trustworthy
	Authentic, accountable and credible
	Resilient
	Humility and humanity
	Integrity and vulnerability
	Hope and optimism
	Innovate and initiate – look outside the box
	Build capacity within your team
	Critical thinking and quick decision making

	Strategic and logical
	Independent, consistent, fairness and equity
<b>Recruitment and retention</b>	Fit for purpose recruitment system
	Effective, timely and respectful recruitment
	Values-based recruitment (VBR)
	Behaviourally based interviews
	Meaningful Statement of Duties (SoDs)
	Organisational values in every SoD
	Leadership qualities in every health service manager SoD
	Management skills can be taught, leadership skills are innate
	Emotional intelligence outweighs technical skills
	Be brave – get recruitment right
	Opportunities for existing staff – nurture people
	Competitive pay and conditions
<b>A strong organisation</b>	Strong governance, systems and processes
	Embed the lived experience
	Psychologically safe place to work
	Support, appreciate and value the staff
	Shared understanding of 'why' what we do matters
	Positive culture: feel pride and joy in our workplace
	Clear strategic direction, priorities, and vision
	Meaningful, visible, integrated, and embedded values
	Empower managers to manage
	Tell our own story: who are we and what we offer
	Clear, effective, and inclusive communication
	Build a solid foundation and the rest will follow
<b>A change in the way we do things</b>	People want to feel valued for their energy, effort and creativity
	New generation: question if their values align with the organisation
	A generation driven by purpose: what can I add
	People want to make a difference: altruism beyond a normal citizen
	Cultural shifts: no longer a job for life
	Staff want to be understood, encouraged and valued
	Give people a reason to work with the organisation
	Visible values: embed them in everything, including language
	COVID: barrier and enabler
	Changing media: hero to villain
	Flexible, manageable, and meaningful roles

## THEME: LEADERSHIP IN ACTION

The theme 'leadership in action' was developed from codes that focused on values; participants consistently referred to values as leadership. When explored further, leadership included excellent interpersonal and communication skills, courage, honesty, trustworthiness, optimism and the ability to inspire. Additionally, leadership included the ability to acknowledge failings and the ability to create psychological safety. A distinction was made between leaders and managers, emphasising that while the two roles are not mutually exclusive, not all managers demonstrate leadership qualities. Management was described as 'hard skills' such as managing budgets and rosters whilst leadership was described as 'soft skills' such as emotional intelligence, the ability to bring people along with you and bravery. 'Leaders

need a decent dose of courage ... to always have the best interests of the team and organisation at heart ...' (Participant L).

### THEME: RECRUITMENT AND RETENTION

'Recruitment and retention' identified the importance of not having a singular focus on recruiting new people. Nurturing and promoting existing staff were identified as critical. Other features include having a contemporary recruitment system that is fit for purpose, effective and timely. *'Recruiting managers needs to be 2-fold ... acquiring people from the outside ... [and] nurturing the existing people'* (Participant I). 'Growing your own' was identified as an important strategy.

### THEME: A STRONG ORGANISATION

'A strong organisation' emphasised the importance of building a strong foundation and looking after staff. There was consensus that organisational values, vision, and strategic priorities are critical. The reason they exist is so that people can work together with a shared understanding of 'why' the organisation matters. However, organisational values and priorities are not known by all staff. *'They sit nicely on shelves, they're not front and center in the Statement of Duties, nor often are they front and center in the discussion around recruitment'* (Participant B). It was found that having clear and well socialised values that support teams to work cohesively and with purpose is critical to a strong organisation.

### THEME: A CHANGE IN THE WAY WE DO THINGS

Another theme was based on change. Participants identified that a new generation of managers may question whether their own values align with the organisation, reflecting a cultural shift where many no longer view their roles as a job for life. People leave if they don't feel valued and supported. *'We are dealing with a generation of young people ...a gig economy ... willing to give up permanent contracts to go seek novel and interesting adventures and experiences ...'* (Participant S). A consistent feature throughout both focus groups of PAR cycle one was that although 'values' of senior managers can be broadly identified as leadership, this is influenced by recruitment, retention, the organisation and change.

The themes of Leadership in Action, Recruitment and Retention, A Strong Organisation, and A Change in the Way We Do Things form an overarching understanding of leadership in the context of recruitment. Leadership has emerged as a dynamic and relational concept embedded within organisational culture and systems. The values and behaviours associated with leadership—such as emotional intelligence, courage, and the ability to inspire are strongly connected with how organisations can recruit, retain, and support their staff. An organisation with clearly articulated and widely understood values, enables leaders to foster psychological safety and promote value-based recruitment.

### PAR CYCLE TWO

Aligned with PAR cycle one, there were two focus groups in the second PAR cycle. Member checking ensured a summary of data analysis from PAR cycle one was presented. Participants fed back that the analysis resonated with them and was reflective of previous focus groups, their voice was well represented. PAR cycle two focused on exploring values-based ways to recruit managers. The central organising concept generated from this cycle was 'values-based recruitment'. The concept was influenced by leadership capability, strengthening the organisation, a communication strategy and 'growing your own' managers. The themes and codes from PAR cycle two are shown in Table 3.

TABLE 3. THEMES AND CODES FROM PAR CYCLE 2

Themes	Codes
<b>Values-Based Recruitment (VBR)</b>	Contemporary recruitment strategy
	Values-based recruitment protocol
	Dedicated recruitment navigator role
	Purposeful, inclusive and clear information
	Statement of Duties include values and leadership capabilities

	Independent, consistent, well-informed recruitment panel
	Objective and unbiased recruitment processes
	Values-based interview: demonstrate leadership in action
	360-degree values-based references
<b>Leadership Capability Framework</b>	Don't reinvent the wheel: many existing leadership frameworks
	Framework is a standard to work toward
	Framework to pitch application at
	Framework to recognise future leaders
	Framework to align with performance appraisals
	Leadership continuum: novice to expert
	Values-based leadership
<b>Strengthen the organisation</b>	Clearly articulated and embedded values
	Values-based policies and procedures
	Current leaders expected to demonstrate values in all they do
	Recognise good leaders: reward, celebrate and promote
	Be an employer of choice: give people a reason to work here
	Comprehensive orientation and onboarding program
	A hierarchy of needs for a values-based workplace
	Be brave: do things differently to create positive change
	Flexible and solution focused workplace
	Right resources to do the job properly: i.e.: time and people
<b>Name it up: communication strategy</b>	Formal marketing and communication strategy
	Work with Brand Tasmania to promote working in health
	Tell our own story: excellent research, initiatives, and care
	Testimonials: meaningful stories by credible and relatable people
	Promote values to attract the right people
	Increase visibility of service projects and initiatives
	Share and connect all initiatives across health services
	An easy to navigate and informative website
<b>Grow your own: nurture and support existing staff</b>	Recruitment and retention strategy
	Provide opportunities to existing staff
	Champion those with leadership values
	Embed a formal leadership program
	Training and development opportunities
	Informal leadership opportunities
	Clinical supervision
	Values-based performance appraisal process

	Management pathway
	Intentional and transparent succession planning
	'Leadership in training'
	Mentor programs

### THEME: VALUES-BASED RECRUITMENT (VBR)

It was determined that values-based recruitment (VBR) (20) supports the employment of a workforce with the right skills, knowledge, values and emotional intelligence to deliver a high quality service. *'I think nowadays we need [managers] who have high level emotional intelligence, aren't easily intimidated during stressful situations, who value the workforce and wellbeing of staff'* (Participant D). The data highlighted the importance of contemporary recruitment strategies that were respectful, timely and innovative. One participant identified the possible addition of Artificial Intelligence (AI) as a way of 'shortlisting' in the recruitment process; *'the benefits would include using contemporary technology to assist and reduce unconscious bias of recruiting those that are only like you'* (Participant F). AI could assist in improving efficiency and reducing unconscious bias in VBR. Its capacity to analyse large sets of data can streamline processes and support fairer decision making. However, assessment of values is complex and needs human judgement, empathy and ethical insight. A hybrid approach that integrates AI tools with human judgement offers a balanced and effective strategy worthy of further research. The data from PAR cycle two suggested that once shortlisting had occurred, an independent and well-informed panel could undertake values-based interviews. *'I think that's really important, to think about the use of independence in the recruitment process so that you ensure that you're getting multiple viewpoints ...'* (Participant J).

### THEME: LEADERSHIP CAPABILITY FRAMEWORK

The theme of VBR was connected to the need for a values-based leadership capability framework, this consistently featured in the data. A capability framework would include organisational values and more importantly candidates would need demonstrate that their values align with the organisation. *'The expectations of what [values] you have to display against the value set of the organisation ...'* (Participant F). A capability framework was also described as an objectively guiding recruitment tool and participants expressed that a framework would reduce unconscious bias.

### THEME: STRENGTHEN THE ORGANISATION

Strengthening the organisation was another theme from PAR cycle two. The data indicated that it was important to have clearly articulated and embedded values that shape how the organisation is managed and led. *'Our current leaders need to demonstrate those values otherwise you'll get people that are hesitant to actually step up into management roles if you have a poor example above you'* (Participant H). Managers are more likely to be effective when their values align with those of the organisation, a synergy that is more likely achievable in a values-based organisation.

### THEME: NAME IT UP: COMMUNICATION STRATEGY

Another theme focused on the need for a comprehensive communication strategy to increase service visibility and promote organisational values by setting expectations to attract the right people. *'You need to say what you want up front ... what the expectations are ... and if there's something [important] ... it needs to be in the recruitment campaign ...'* (Participant Q). Additionally, authentic communication pieces such as testimonials from relatable people should be included as part of promoting a service.

### THEME: GROW YOUR OWN: NURTURE AND SUPPORT EXISTING STAFF

Recruitment should not imply that you are only bringing new people into an organisation. As robustly explored with participants, recruiting managers should include 'growing your own'. Fostering a supportive environment where values are embedded promotes a positive culture, which is important to developing values-based leaders and supports staff retention. *'... organisations are really struggling to retain people ... where there is a disconnect with values ... or that organisations values are [not] very clear'* Participant J. Integrating an organisation's values into every aspect of its system, fosters a sense of connection, provides clarity and purpose and creates opportunities for growth. Developing purposeful pathways into management could include championing those with leadership values.

## DISCUSSION

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This study focused on exploring the values of health service managers (HSM) and finding potential solutions to strengthening recruitment. The ultimate goal is focused on getting the right person for the job whose values align with the organisation. Congruent with PAR, the focus of this study evolved from exploring the individual values of senior health service managers, to the collective features of leadership. Leadership is central to the organising concept of values-based recruitment (VBR). These features align with other leadership studies including one [32] that explored Florence Nightingale's leadership style. Nightingale was said to have set the expectations for the modern leader which were quiet determination, humility, and political strategy. These qualities were translated to the contemporary leader of today, these being clarity of purpose, mindfulness, reverence for human life, collaboration, keeping up with a changing world and making meaning of what we do. This finding aligns with the concept of servant leadership, with characteristics that include authenticity, humility, integrity, listening, compassion, accountability, courage and altruism [33]. It is evident that the significance of identifying leadership values when recruiting people into HSM positions cannot be understated. The findings indicate that a 'leadership capability framework' would be useful to support senior HSM recruitment. However, the research participants identified that there are many existing leadership frameworks. Therefore, focusing on the development of another leadership framework was not the preferred outcome for this study.

This study identified that recruiting the right manager, with values that align with the organisation, is essential. This is consistent with the premise that managers directly influence behaviour, staff retention and workplace culture [34]. A changing world and organisational values broadly influence recruitment and retention. Furthermore, the research highlighted the need for organisational values to be clearly articulated and authentically embedded into the health service. This is consistent with studies [35] exploring the next generation of leaders, VBR and the importance of health organisations being flexible to promote work-life balance.

This study found that some organisational values are ambiguous but could be strengthened by having clearer definitions. The data identified the importance of having a contemporary and well-defined recruitment strategy that is values-based, purposeful, clear and intentional. The findings suggested a 'Statement of Duties' (SoD) that includes values-based leadership capabilities is critical and would benefit potential applicants and those doing the recruitment. This is consistent with the notion that VBR identifies the values of applicants, in addition to their skills, knowledge and experience, which helps in determining whether they are the right fit for the organisation [20]. The participants explored the importance of objective, fair and unbiased recruitment, which is supported by having a recruitment panel comprised of independent members and a consumer where possible. The importance of consumer engagement in recruitment was acknowledged and supported by other research that proposed it increases humanness which substantiates values [29]. Another focus was the importance of promotion and providing opportunities for existing staff with leadership qualities rather than just focusing on new people. 'Growing your own managers' was viewed as important and often missing in recruitment strategies. Leadership development, both formal and informal, was seen as critical in recruitment. Additionally, offering professional development to support succession planning fosters a positive culture where staff feel valued and recognised for their effort. Embracing a broader recruitment strategy that includes championing and promoting those with leadership values, as well as recruiting new people, has the potential to positively impact culture and address some of an organisation's workforce challenges.

DIAGRAM 1. RECRUITING THE RIGHT MANAGER WITH THE RIGHT VALUES



A values-based organisation attracts the right managers through values-based recruitment, ensuring that there is alignment beyond skills, knowledge and experience. Values-based leadership drives a positive culture, adaptability, consumer focus and builds an effective organisation.

### WE RECOMMEND THAT

1. organisations should adopt a specific recruitment framework, such as VBR, that includes organisational values, 'role and behaviour' values map, values-based assessment tools, interview guides, panel support strategy and candidate support strategy.
2. organisations should actively involve consumers in VBR processes, to foster meaningful and impactful recruitment.
3. organisations should adopt explicit leadership competency frameworks that integrate values and provide benchmarking to inform 'statement of duties', training and education frameworks and performance appraisals.
4. organisations should adopt a values-based approach that demonstrates values in their recruitment, communication and engagement strategies, systems and processes, education, culture, monitoring and evaluation.
5. organisations should implement structured mentorship and sponsorship programs for existing staff identified with leadership potential to facilitate 'growing your own' managers.

### LIMITATIONS

The limitation of this study includes the narrow scope in which this research was undertaken, i.e.: location and cohort. It is acknowledged that having a more diverse participant group from different locations may be beneficial as it could give a more robust view on the values of health service managers. To enrich the diversity of perspectives, participants could include managers from the private sector, managers from other Australian states and international contexts, as well as individuals who report to managers, such as clinicians, to gain insight into the values they associate with effective leadership. The strengths of PAR, particularly its capacity to generate deep contextual understanding and actionable insights, may help address some of the limitations identified in this study.

## FUTURE RESEARCH

Further recommendations for future research include exploring the most appropriate approach to consumer participation in HSM recruitment processes and evaluating and comparing the outcomes of VBR to other recruitment processes. This could take shape in the development of a structured reference tool designed to support VBR by systematically evaluating candidates' alignment with organisational values through feedback from professionals the candidates have previously worked with.

## CONCLUSIONS

This study compellingly demonstrates that implementing values-based recruitment (VBR) is crucial for securing senior health services managers whose values align with organisational objectives, thereby fostering a positive culture and effective service delivery. VBR is not merely a recruitment tool but a strategic imperative, underpinned by a commitment to nurturing values-based leadership and embracing internal talent development. Fundamentally, embedding VBR in healthcare organisations has the potential to strengthen the workforce, support retention, improve quality, positively influence workplace culture and ultimately improve consumer outcomes through a more effective, compassionate and values aligned team and system.

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