

FLEXIBILITY:
**A KEY PRIORITY
IN HEALTHCARE**



HOUSE OF HR



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20-28

flexible contracts

healthcare industry

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INTRO:

FLEXIBILITY

ON THE RISE

Flexible working, in its various forms, has existed for a considerable time, and its popularity has consistently been on the rise. Initially, the demand for flexibility originated mainly from employers. But the tide has turned. Now, employees are driving this need, particularly in an era of talent scarcity. So, catering to employees' preferences has become increasingly important for employers.

In today's work environment, people rarely stay with the same employer throughout their careers. Instead, they prefer variety and multiple experiences. How they want to work also depends on the specific stage of their careers. For example, parents with young children may require a flexible schedule, while recent graduates might want to explore different job opportunities before settling on a specific career path. Seasoned professionals might prefer consulting roles, where they can simultaneously share their specialized expertise with multiple companies.

Companies see the value in flexible work, too. Sometimes, they require immediate assistance, such as when an employee unexpectedly leaves and a replacement is needed within 24 hours.

At other times, staffing needs can be anticipated in advance – for instance, to cover for employees on vacation or to accommodate seasonal spikes in production. Sometimes, companies completely outsource recruitment and scheduling tasks to specialized agencies.

The appropriate form of flexible work can vary depending on the employee's motivations and the company's needs, whether freelance, secondment, project-based, or temporary.¹

Various types of flexible contracts cater to different needs, and like any contractual arrangement, it's essential to avoid imbalances of power between the employee, the employer and the agency.

Legislators should exercise caution and refrain from painting all these diverse forms of labor with the same broad brush. Each form has its merits and thus deserves a different treatment.



"Now, employees are driving this need for flexibility, particularly in an era of talent scarcity."

¹ For an overview of the different forms of flexible labor contracting and their characteristics, see Annex 1

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**WHY FLEXIBLE
WORK IN
HEALTHCARE
IS A NECESSITY**

Politicians sometimes claim that flexible work makes healthcare more expensive. But is it true?

Few industries experience the fluctuation in staffing needs caused by unexpected events as healthcare does. Whether a sudden flu outbreak calls for extra staff in hospitals and elder care homes or a heatwave overcrowds emergency departments, healthcare facilities across the country often face these challenges. And if the COVID-19 pandemic has underscored anything, it's critical to the healthcare sector's ability to deploy and compensate its workforce – flexibly and accurately.

Immediate staffing may be crucial when a surge happens, but constantly maintaining a full staff roster to cope with potential surges in demand is nearly impossible for any healthcare institution. Then again, in countries like Germany, hospitals are legally required to provide adequate patient care.

Without a flexible layer, the cost of healthcare to society would be unsustainable.

Keeping staffing levels at a constant 100% is neither feasible nor cost-effective. When hospitals have access to a high-quality, flexible workforce, they can maintain their permanent staffing levels – and associated costs – at approximately 80%. They can use flexible solutions to staff up to 100% when necessary, keeping overall staffing costs efficient.

The argument that utilizing flexible work, whether through temp work, freelancing, or secondment, is more expensive for society doesn't hold water.

However, it's worth noting that in the Netherlands, temp staffing and secondment (though not when concerning freelancing) are subject to VAT, a government-imposed tax that returns to the Dutch state. While this makes it more expensive for hospitals, it doesn't necessarily cost more to society.

"An efficient planning in healthcare does not mean being constantly fully staffed for possible peaks."

Of course, creating an in-house flexible work pool would necessitate hiring additional personnel to manage scheduling, where the temporary staffing industry already provides this service. It is therefore a necessity to evaluate the need for this service and what hospitals are willing to pay for it.

Utilizing staffing agencies or freelance platforms or employing seconded nurses organizes a flexible pool in a way that can be shared across multiple hospitals and care institutions. It's a far more efficient method of addressing workforce scarcity. And it caters to the need of the healthcare workers who wish to be exposed to multiple departments, teams and experiences.

In the Netherlands, around 12% of the healthcare contract are flexible. In Germany this is almost 5%. The ideal share of flexible contracts depends heavily on the type of institution, the specialty, and the like. But one thing is sure: given the fact that the occupancy rates of hospital beds these days is around 70%, being staffed 100% is hardly the best use of resources.

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CURRENT HOSPITAL PLANNING

How flexible staffing solutions help solve workforce scarcity

Hospitals are neither equipped nor have the scale to offer the scheduling flexibility that many people need in today's fast-paced life. While permanent employees often receive their work schedules well in advance – for instance, they know they need to work on Christmas Eve a year in advance – this lack of flexibility can be limiting.

Research suggests that this rigidity leads nurses to work fewer average weekly hours than they might prefer. Surveys show that nurses with flexible contracts often work more hours than those with fixed contracts, primarily because they can adopt more accommodating schedules.

In Belgium, for example, hospital nurses work an average of 25 hours per week. However, most nurses we interviewed expressed a willingness to work more hours - if more flexible scheduling options were available. Thus, offering flexible work schedules could significantly alleviate staffing shortages in healthcare.

Denying healthcare professionals flexible employment options solely because of their sector would be counterproductive. Therefore, sharing a pool of flexible healthcare staff across various institutions, with the help of agencies or platforms, is an efficient way to utilize specialized talent that thrives in flexible environments.

Furthermore, 74% of Dutch nurses currently freelancing indicate they would consider exiting the healthcare sector entirely if they lost the ability to work flexibly.¹

This is a significant concern that should not be taken lightly. Similarly, in Germany, where nurses aren't allowed to freelance but use temporary labor contracts, many say they would leave the profession if denied flexible scheduling options. The fact that both Dutch and German nurses react the same when denied flexibility, regardless of their contract type, demonstrates that flexibility is their highest good.

"Most nurses we interviewed expressed a willingness to work more hours - if more flexible scheduling options were available."

Increasing flexibility could make a career in healthcare more attractive to younger people, thereby addressing the structural workforce shortages. This is equally true for training and educational support. Young graduates

often require considerable workplace guidance, but adequate support isn't always available due to staffing shortages and a lack of experienced personnel. Experienced freelancers in Belgium and the Netherlands, or temporary workers in Germany, could provide temporary support where and when needed.

Often, people who volunteer to perform flexible healthcare work, do this on top of a fixed contract. This way, they work more, but at times which suit them most. Research² has proven that flexible workers often choose to work the less popular shifts, like nights and weekends.

¹ See annex 2, question 16.

² Confirmed by "BUURTZORG" in a radioshow on NPO Radio1 - they only use flex contracts for the nightshifts.

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WHY WORKERS CHOOSE *FLEXIBLE* *CONTRACTS* (HIGHLIGHTS SURVEY)

A survey carried out by House of HR, focusing on flexible workers in the healthcare sector both in German and in the Netherlands, provides valuable insights into their motivations. When asked why they chose to become flexible workers, respondents ranked the following five reasons as the most significant.



What convinced you to become a freelancer in healthcare?¹

1. Desire for greater **flexibility** in work schedules (85%)
2. Interest in having more **variety** in job responsibilities (74%)
3. Preference for **freelancing** over traditional employment (73%)
4. Opportunity to gain **experience** in multiple settings (71%)
5. Aspiration to engage in **activities beyond healthcare** work (65%)

Interestingly, **neither higher wages nor enhanced fringe benefits appeared in the top five reasons**, even though flexible contracts sometimes offer these perks. Providing company cars, for example, can be particularly useful for nurses working at various or remote locations. If increased flexibility is expected from a worker, it is only fair that this be duly rewarded.

It is worth noting, however, that **narrowing the income gap between freelance workers in the Netherlands** ('ZZP'ers' as the Dutch informally call them) **and full-time employees could help mitigate some of the criticisms often heard regarding flexible contracts. Legislative action could serve as a potential solution to this issue.**



¹ See annex 2, question 1.

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DIFFERENT EMPLOYMENT CONTRACTS *SO WHAT?*



Freelance, project sourcing & secondment, or temporary work?

House of HR, active in healthcare staffing across multiple countries, is well positioned to compare legislative landscapes.

Interestingly, different countries have raised issues with different types of contracts. In the Netherlands, freelance ('ZZP') arrangements are under scrutiny. In Germany, temporary labor is the concern; in Belgium, it's secondment and project sourcing.

But these employment statuses have one thing in common: they are all about flexibility. It appears to be the most crucial factor for workers who prefer these alternative employment forms over traditional full-time positions. Such flexibility can manifest in various ways: choosing specific shifts, alternating between hospitals or departments, and deciding which months to work and which to take off, among others.

Ultimately, the type of contract – whether freelance, fixed-term, temporary, or secondment – is secondary to the

fairness of the compensation and the level of flexibility provided.

This focus on flexibility allows staffing, freelance, or secondment agencies to add value. Specializing in matching supply and demand, these agencies can coordinate effective employment solutions tailored to the needs of both workers and healthcare institutions, and thus across institutions. Something which never could be handled by the hospitals themselves.

"Ultimately, the type of contract is secondary to the fairness of the compensation and the level of flexibility provided."

The optimal employment type can vary depending on the worker's needs, skill level, and the institution's requirements. If continuous training is a priority, secondment might be the best fit. For short-term or

small-scale replacements, temporary staffing could be the solution. To address peak staffing needs or longer-term roles, especially in high-demand professions, freelance and temporary staffing could be appropriate options.

It is also clear that in order to realize better matching between supply and demand, scale matters. That too, is something agencies can offer.

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A CODE OF CONDUCT

**FOR AGENCIES
SPECIALIZING
IN HEALTHCARE
STAFFING**

While the possibility of offering flexible contracts in healthcare is an undeniable necessity, it is important to establish clear guidelines for interactions with the private sector. Given that healthcare workers are often compensated through public funds, **it's crucial that agencies operating in this field adhere to a specialized code of conduct.** We propose that such a code should minimally address the following key areas:



- **Mutual non-Poaching Agreement**

A commitment to avoid luring employees away from clients with whom the agency has an existing relationship.

- **Fair pricing**

Transparency and fairness in pricing strategies to ensure equitable service for all parties involved.

- **Commitment to Legal and Ethical Standards**

An explicit pledge to comply with all applicable laws and ethical norms, particularly those that govern the healthcare industry.

- **Quality of Service**

A focus on excellence in service delivery, encompassing the recruitment, training, and placement of healthcare professionals.

- **Respect and Fair Treatment**

A commitment to treat all employees, clients, and other stakeholders with dignity, fairness, and respect.



...s, enhance
...d trust among
...ns, workers,
...d agencies.

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WORLD EMPLOYMENT CONFEDERATION

The World Employment Confederation¹ has issued a note on agency work in the healthcare sector. Conclusions are largely similar but mostly address the case of temporary labor.

Probably **the most striking point is that agency work, temp staffing, and freelance still represent but a fairly small portion of the total headcount** in healthcare. One might even argue that this percentage is still far too low to cover the industry's flexibility needs, especially considering that aligning staffing to the bed occupancy rate is probably the most cost-efficient way for society.

¹ See annex 4: WEC – agency work in healthcare



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FOCUSING ON
CORE NEEDS
& MAKING
LEGAL
ADAPTATIONS



When managed ethically and according to a code of conduct, agency work can be a viable solution for the talent scarcity plaguing the healthcare sector.

Nurses, doctors, caregivers, and other healthcare professionals often opt for temporary labor, freelance roles, or secondment not primarily for financial gains but for the flexibility these arrangements afford. They are generally willing to work weekends, night shifts, or holidays, provided they have a say in their scheduling.

Legislative adjustments, such as modifying tax regulations for freelancers or mandating specific insurance coverages, can address some disparities in treatment. Additionally, introducing a 0% VAT rate on healthcare services in countries where this is not yet the norm could help lower the costs for healthcare institutions.

By focusing on the core needs of healthcare professionals and making the necessary legislative changes, we can create a more equitable and efficient staffing ecosystem.

ANNEXES

ANNEX 1: Overview of the most common flexible employment contracts

1. Temporary Staffing (also called temping or interim)

Temporary staffing is an employment model wherein businesses or organizations engage short-term workers via staffing agencies to meet temporary labor needs. These workers, often called 'temps' or 'temporary employees' are technically employed by the staffing agency rather than the client company where they carry out their tasks.

Typically, the employment contract with the staffing agency is either for a fixed term or an indefinite period. The key feature of such contracts is the transference of leadership and supervisory responsibilities from the staffing agency to the client company. In these arrangements, the employee agrees to work for a predetermined period at a specific client location.

In most European countries, this form of contract is subject to stringent regulation, and rightly so. It is an ideal solution for short-term projects and provides a flexible layer to a client's permanent workforce.

Key features of temp staffing include:

- **Short-term employment:** temporary workers are typically hired for a fixed period, often to cover seasonal demands, project-specific needs, employee absences, or temporary increases in workload
- **Staffing agency involvement:** the client company seeks temporary staff partners through a staffing agency, with the latter responsible for recruiting, selecting, and employing the temporary workers
- **Flexibility:** temp staffing allows companies to quickly adjust their

workforce size based on changing business needs without committing to permanent hires

- **Cost-efficiency:** Employing temporary workers can be more cost-effective for certain projects or short-term assignments, as companies do not need to provide benefits or long-term job security for them
- **Varied roles:** Temp staffing can cover a wide range of job roles and industries, from clerical and administrative positions to technical, creative, and skilled roles
- **Temp-to-hire option:** Some temp staffing arrangements may include the possibility for the client company to hire a temporary worker as a permanent employee if they find them to be a good fit for their organization
- **Employment responsibilities:** The staffing agency takes care of administrative tasks, payroll, taxes, and other employment-related responsibilities for the temporary workers, relieving the client company of these burdens.

Temporary staffing offers a win-win solution for both employers and temporary workers. Companies benefit by filling short-term staffing gaps and meeting immediate operational needs. On the other hand, temporary employees can gain valuable work experience, explore different industries, and – if they want – secure permanent positions based on strong performance in their temporary roles.

Such contracts are especially beneficial for workers with limited experience or those who encounter barriers to entering the labor market. Through temporary staffing arrangements, these individuals can gain valuable, hands-on

experience while showcasing their skills and adaptability to prospective long-term employers.

House of HR advocates for specific regulations to govern these contracts:

- **Licensing requirement:** Intermediaries should be required to obtain a license to offer this type of contract.
- **Equal pay:** There should be equal pay from day one if the temporary employee performs the same duties as a permanent employee at the client company.
- **Reasonable service premiums:** Charges for the flexibility offered by temporary staffing should be reasonable but not regulated, as market competition should naturally control pricing.
- **Time limitation:** The duration of temporary employment should be capped, for example, at a maximum of 18 months with the same employer or client.
- **Work schedule transparency:** Employees should have a minimum level of visibility into their work schedules, ruling out zero-hour contracts or restrictions on consecutive day contracts.
- **Safety training and education:** Such training should be the responsibility of the employer or client company, ensuring that temporary workers are adequately prepared for their roles.

By incorporating these guidelines, we can promote a more equitable and transparent temporary staffing industry.

2. Secondment (also known as project sourcing or consulting)

Secondment involves temporarily reassigning employees from their current role or organization to another department, division, or organization for a defined period. Throughout this secondment period, the individual remains an employee of their original organization but takes on tasks and responsibilities at the new location or in a different role.

In this contractual arrangement, the employee is linked to an intermediate employer through a fixed-term contract. The intermediate employer retains leadership and supervisory duties. Consequently, the intermediate employer must manage the contractual relationship with the client using the employee's services. This includes ensuring that the employee has the requisite skills and tools to deliver the services needed, abides by the required work hours for the client, and receives appropriate training to perform the tasks assigned competently.

By structuring the contract in this manner, the intermediate employer assumes a pivotal role in ensuring the success of the secondment, balancing the needs of both the employee and the client.

Key secondment points:

- **Temporary transfer:** Secondment is a temporary arrangement by nature. Employees are expected to return to their original position or employer upon completing the secondment period.
- **Different location or role:** Individuals on secondment may work in various settings – a different department, team, project, or even an entirely different company or organization.

- **Employment continuity:** Employees remain a part of their original organization throughout the secondment period. Terms of employment, benefits, and job security are generally maintained during this temporary reassignment.
- **Purpose:** Secondments can serve multiple objectives, such as facilitating employee development, encouraging inter-departmental or inter-organizational collaboration, disseminating knowledge and expertise, or filling specific skill gaps.
- **Agreed terms:** All relevant parties typically agree on the terms and conditions of the secondment beforehand. This can include factors like duration, scope of work, reporting hierarchy, and potential salary adjustments.
- **Professional growth:** Secondments provide opportunities for substantial learning experiences, exposure to new challenges, and avenues for career advancement.

Secondment serves as a flexible and mutually advantageous arrangement, allowing organizations to pool resources, forge partnerships, and enrich the skills and expertise of their workforce. This setup enables individuals to amass various experiences and contribute to multiple projects or teams, benefiting both the employee and employer.

House of HR believes that this employment model should feature:

- **Adequate supervision:** Sufficient oversight should be in place to ensure that employees effectively carry out the required services.
- **Diverse exposure:** Employees should have opportunities to engage with a range of clients. This provides

a broad array of experiences and accelerates learning – making this contract type particularly suitable for young graduates who wish to gain diverse experiences across different companies or industries.

- **Training requirements:** An adequate number of training hours should be mandated to prepare employees for diverse roles with different clients, further facilitating their professional growth.

3. Freelancing

Freelancing, also known as freelance work, refers to a type of self-employment where individuals (freelancers or independent contractors) offer their services or skills to clients on a project-by-project basis. Freelancers are not bound by long-term employment contracts with a specific employer but work independently and may have multiple clients or projects simultaneously.

Key characteristics of freelancing are:

- **Self-employment:** freelancers are essentially their own bosses. They operate as independent businesses or sole proprietors and are responsible for managing their own schedules, workloads, and business affairs.
- **Project-based work:** Freelancers are hired for specific projects or assignments or to fill in certain gaps, rather than being employed on a full-time or permanent basis. Once the project/time is completed, the working relations may end, but often customers use the same freelancers for similar tasks or projects.
- **Diverse clientele:** Freelancers often work with clients from various industries, allowing them to gain

exposure to a wide range of projects and challenges.

- **Flexible work arrangements:** Freelancers can choose when and where they work as long as they meet the agreed-upon project deadlines.
- **Payment structure:** Freelancers usually charge their clients based on an hourly rate, a fixed project fee, or occasionally, a performance-based arrangement.
- **Specialized skills:** Many freelancers offer specialized skills, such as writing, graphic design, web development, marketing, consulting, and more. Clients hire them for their expertise in a particular area.
- **Remote work:** With the rise of digital communication and collaboration tools, freelancers can often work remotely from anywhere worldwide, expanding their opportunities and client base.

Freelancing can be an attractive option for individuals who value flexibility, autonomy, and the ability to work on diverse projects. However, freelancers must also handle various administrative tasks, such as managing contracts, invoices, and taxes, and securing new clients to maintain a steady flow of work and income.

House of HR's stance on freelancing

House of HR believes that freelancing should be permitted under the following conditions:

- **Negotiation power:** Employees must possess sufficient negotiating power to autonomously set their work schedules, determining both when they will work and when they will not.
- **Legal and fiscal environment:** A country's legal and fiscal frameworks should not create a disproportionate disparity between the compensation structures for freelancers and employees. However, both structures' varying degrees of job security and flexibility should also be considered.

Typically, this contract model is most applicable to higher-skilled jobs where a reasonable degree of autonomy – both in terms of time and location – can be expected.

ANNEX 2: Results survey

1. You once made the decision to become self-employed in the healthcare industry.

What convinced you to do that?

More flexibility in my work schedule	66,46%	745
More variety in my work	50,94%	571
I enjoy self-employment more than employment	46,12%	517
Be able to gain experience in multiple places	45,50%	510
I want to be able to do other things besides working in healthcare (private and/or business)	41,57%	466
Higher income	30,78%	345
Discovering which aspects in healthcare appeal to me and which do not	24,26%	272
Other, namely:	21,50%	241
Working through a secondment provider gives me the opportunity to take more or different courses	4,46%	50
As a self-employed person, I have to pay less taxes	3,03%	34
Answered		1121

2. Why did you start thinking about zzp in healthcare?

The working conditions in permanent employment no longer suited me	72,88%	06
I had always intended to become self-employed	27,12%	300
Answered		1106

3. On average, how many hours do you work per week as a self-employed person?

Less than 10h	5,35%	60
Between 10h and 8h	16,13%	181
Between 8h and 30h	31,73%	356
Between 30h and 40h	31,02%	348
More than 40h	15,78%	177
Answered		1122

4. How many hours per week do you spend on entrepreneurial tasks (administration, networking, finances)

Less than 2 hours	30,57%	343
2 - 5 hours per week	57,13%	641
5 - 10 hours per week	12,30%	138
Answered		1122

5. On average, how many weeks of vacation do you take each year?

2 weeks	10,78%	121
3 weeks	17,74%	199
4 weeks	25,85%	290
5 weeks	16,58%	186
6 weeks	17,47%	196
more than 6 weeks	11,59%	130
Answered		1122
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6. How many days a year are you off work due to illness?

Total number of sick days within study population	1241 dagen
Average number of sick days per year per respondent	1,1 dagen
Number of persons with 0 sick days	599
Number of persons with 1 sick day	42
Number of persons with 2 sick days	115
Answered	1112

7. How do you get assignments?

I recruit these myself	33,87%	380
I use intermediation	38,68%	434
A combination of both	27,45%	308
Answered	1122	

8. What are your experiences in recruiting yourself?

This goes easily for me	46,57%	312
My experiences are mixed	41,04%	275
This turns out to be more difficult than I thought	12,39%	83
Answered	670	

9. Why aren't you currently using intermediation?

I have had bad experiences with intermediation	6,57%	44
I tried intermediation, but it did not produce enough	7,76%	52
I am fundamentally opposed to the use of mediators	15,37%	103
I find intermediation too expensive compared to what I get	21,49%	144
Others, namely	39,25%	263
I don't need a mediator to get assignments	46,42%	311
Answered	670	

10. Why did you choose to work as a self-employed person through an agency?

I'd rather not negotiate with hospitals and such myself	12,74%	54
They are taking over a piece of my administration	41,75%	177
I know it's just fine then	50,47%	214
They know what assignments I am looking for and help me find	56,13%	238
They make sure the cooperation with my client is contractually in order	57,78%	245
Answered	424	

11. What are you doing in expertise promotion?

Courses and trainings	92,40%	972
Reflecting with a colleague/intervision	70,72%	744
Looking up information on the Internet	67,78%	713
Reading professional literature	64,35%	677
Visiting Congresses	36,50%	384
Taking a training course	31,65%	333
Answered	1052	

12. What in particular does your client need?

My knowledge and expertise	78,76%	827
My work experience / track record	73,81%	775
My flexible way of working	68,00%	714
My attitude and behavior	67,33%	707
Others, namely	6,57%	69
Answered	1050	

13. Do you also work evening, night and/or weekend shifts as a self-employed person?

Of course, like my colleagues who are not self-employed	70,46%	749
If necessary, but preferably not	12,32%	131
This question is not applicable	9,60%	102
No, I only work during office hours	7,62%	81
Answered		1063

14. If it became mandatory for self-employed workers to do at least 20% night, weekend, or evening shifts, how would you react?

I would understand that rule and remain self-employed	53,25%	566
Others, namely:	26,25%	279
I would leave the healthcare industry	13,08%	139
I would choose temp work in healthcare if that rule did not apply there	4,14%	44
I would go into permanent employment with a secondment provider if that rule did not apply there	1,98%	21
I would no longer remain self-employed but return to permanent employment	1,32%	14
Answered		1063

15. Which proposition suits you?

I feel self-employed and am seen as such	70,38%	746
I feel self-employed but am treated as a flex worker	14,06%	149
None of the above	11,51%	122
I feel I am a flex worker and would like to make the transition to self-employment	2,55%	27
I feel like a flex worker and wonder if being self-employed in healthcare is right for me	1,51%	16
Answered		1060

16. Would you leave the healthcare industry if you could no longer work there as a self-employed person?

Absolutely!	38,95%	414
I would consider it	35,28%	375
Probably not	16,46%	175
No, it doesn't matter that much	9,31%	99
Answered		1063

17. What above all (!) is needed to make permanent employment interesting?

It should pay better than it does now	56,61%	364
I want to be able to combine work and private life well	56,61%	364
I need to have influence and control over work	46,50%	299
Leadership style must change	36,08%	232
More room for longer vacations and days off	35,93%	231
The number of contract hours should suit me	31,26%	201
Work should be more varied than it is now	23,95%	154
Other, namely:	14,77%	95
It never gets interesting anymore	13,69%	88
Answered		643

ANNEX 3: Code of conduct for agency work in the healthcare industry

This code of conduct illustrates our commitment towards both healthcare institutions and healthcare professionals.

1. A mutual Non-Poaching Agreement

Agencies will respect the partnerships with healthcare institutions and will refrain from directly soliciting or 'headhunting' employees who are currently under contract with these organizations. This ensures a mutual respect between the staffing agency and the healthcare institution and encourages a trust-based, long-term relationship. Exceptions to this rule can only be made with explicit written permission from the healthcare institution involved.

This non-poaching agreement should apply to all the parties involved and therefore work in both directions.

2. Fair Pricing

Agencies will commit to a transparent and fair pricing structure. Charges for services provided to healthcare institutions and other clients will be reasonable, competitive, and clearly communicated in advance. There will be no hidden costs, and all charges will be justified based on the value and quality of the services provided. We aim to maintain a balance between delivering the best quality healthcare personnel and the economic sustainability of our clients. Unethical or exploitative pricing practices will not be tolerated.

3. Commitment to Legal and Ethical Standards

Staffing agencies shall fully commit to uphold all applicable local, national, and international laws, regulations, and standards related to the healthcare sector, labor practices, and recruitment.

4. Quality of Service

Agencies will strive to provide high-quality services that meet or exceed the expectations of healthcare institutions and professionals. This includes always trying to match the right professionals to the right positions and ensuring the competency and qualifications of all placed personnel.

5. Professional Development

Agencies will support the ongoing professional development of their staff and candidates. They will provide opportunities for learning, training, and career advancement where possible.

6. Continuous Improvement

Agencies will continually review and improve their services, operations, and practices. They will respond positively to feedback and changes in the healthcare environment to ensure their services remain relevant and effective.

7. Respect and Fair Treatment

Agencies will respect the rights and dignity of all individuals. They will ensure a workplace that is free from discrimination, harassment, and bullying. Agencies will treat all staff, clients, and candidates fairly, without any discrimination based on race, color, religion, sex, age, national origin, disability, or any other protected status.

This Code of Conduct is intended to guide the actions and decisions of all agency members, creating an environment of respect, honesty, and dedication towards serving the healthcare community.



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