

## Environment

- Economic-driven reforms
- Other public sector changes
- Changing labor laws

## Effects on HR

Downsizing / performance-tied payment / Flexibilization / Changing roles

## Health Care Reform

### Declared objectives

- Efficiency
- Equity
- Quality

### Strategies

- Decentralization
- Outcontracting
- Strategies for equity
- Strategies for quality

## Intermediary Factors

- HR included in the reform's agenda
- Congruence in values
- Timeframe allowing participation
- Role of unions
- Implementation process
- Behavior of health authorities

## Human Resources Reactions

- Individual responses
- Incentives
  - Motivation
  - Psychological contract
- Collective responses
- Public sector employees
  - Professional associations
  - Non professional health workers

## HR reactions

Performance changes / Industrial actions / Obstruction to implementation / Participation