

Human Resource Management Strategy for HealthConnect UK

Professional HR Consultant Presentation

Attract • Develop • Motivate • Retain

STUDENT NAME: OZMEN KUNTAY

STUDENT ID: 2516437

MODULE NAME: LCLM5002



HR PRIORITIES

- 01 Workforce planning**
Anticipate critical clinical, digital and leadership skills.
- 02 Recruitment**
Use targeted internal, external, online and social channels.
- 03 Development**
Build digital capability, leadership and career pathways.
- 04 Engagement**
Improve wellbeing, employee voice, recognition and retention.

1. Organisation Overview

HealthConnect UK: strategic context for HRM

Organisation

Rapidly growing UK digital healthcare organisation providing virtual consultations, remote patient monitoring and digital healthcare services.

Why HR matters

Growth depends on having enough skilled people, the right digital capabilities and a healthy, engaged workforce.

Strategic HRM

HR should align workforce capability, employee experience and leadership with service quality, innovation and sustainable growth.

Workforce challenges identified in the assessment brief

Current challenges

- Difficulty attracting highly skilled healthcare and technology professionals
- Increased employee turnover
- Employee wellbeing and burnout concerns
- Skills shortages in digital healthcare technologies

Additional challenges

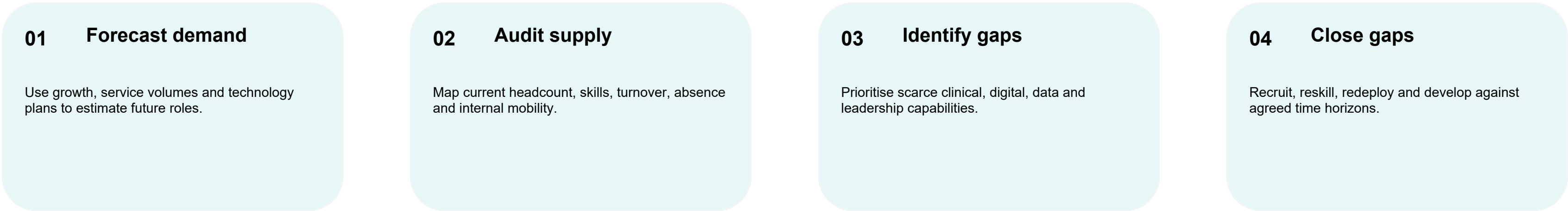
- Reduced employee engagement
- Challenges managing multidisciplinary teams
- Leadership development gaps

Sources: Boxall and Purcell (2022); Armstrong and Taylor (2023).

2. Workforce Planning & Skills Gaps

Shift from reactive recruitment to evidence-based workforce planning

Recommended workforce-planning cycle



Priority capability gaps

Digital health & data	Telehealth platforms, data literacy, analytics and cyber awareness.
Clinical–technology integration	Shared workflows and language across clinical and technical teams.
Leadership	Coaching, change leadership, people management and inclusive practice.
Future skills	AI-enabled healthcare, service design and continuous improvement.

Critical analysis

External hiring alone may be costly and slow in scarce-skill markets. HealthConnect should combine targeted recruitment with internal development, apprenticeships/graduate routes, cross-skilling and internal mobility. This builds capability while reducing dependency on external labour supply.

Evidence: CIPD (2024); Boxall and Purcell (2022).

3. Recruitment Strategy

Use a blended resourcing model to widen and improve the talent pool

Internal recruitment

Career pathways, internal mobility and succession pipelines.

External recruitment

Target scarce healthcare, technology and data professionals.

Online recruitment

Specialist job boards, professional networks and targeted digital campaigns.

Social media recruitment

Employer-brand content showing purpose, development and flexible working.

Recommended employer value proposition

What candidates should see

- Patient impact and purpose • career progression • flexible working where role-compatible
- Visible learning • supportive wellbeing culture • modern digital working environment

Recommendation

Use targeted campaigns for scarce roles, but strengthen internal mobility and development so recruitment is not the only answer to capability gaps.

4. Selection & Onboarding

Make selection fair, consistent and aligned to future capability needs

Recommended selection process

Role profile	Competency-based role description linked to critical skills.
Structured screening	Consistent criteria and proportionate essential requirements.
Work-sample assessment	Practical digital/clinical scenario where relevant.
Structured interview	Core questions and scoring rubric applied consistently.
Checks	Appropriate references and healthcare-related checks.
30/60/90-day onboarding	Buddy, systems training, role clarity and manager check-ins.

Critical success factor

Do not optimise only for speed-to-hire. Selection should predict performance, protect fairness and test capabilities HealthConnect will need as digital services expand.

Retention begins before day one

Realistic job previews, regular candidate communication and supportive induction reduce mismatch and improve early integration.

HR principle

Candidate experience is part of the employer brand.

Evidence: Armstrong and Taylor (2023); CIPD (2024).

5. Learning & Development

Build digital capability while improving career growth and retention

HealthConnect Digital Capability Academy

Foundation

Digital literacy, cyber awareness, data protection and platform competence.

Role-specific

Clinical technology, remote monitoring, service design and data skills.

Leadership

Coaching, change management, inclusive leadership and multidisciplinary teamwork.

Advanced

AI-enabled healthcare, analytics, innovation and improvement projects.

Learning methods

Blended approach

- Blended learning
- Peer learning and communities of practice
- Coaching and mentoring
- Protected learning time
- Stretch assignments / projects

Evaluation

Use Kirkpatrick’s four levels: reaction, learning, behaviour and results. Link learning to service quality, productivity, capability and retention.

HR theory link

Self-determination theory: competence, autonomy and relatedness support intrinsic motivation.

Sources: Kirkpatrick (1998); Ryan and Deci (2000); CIPD (2024).

6. Talent Management, Performance & Reward

Create a transparent system that reinforces strategic behaviours

Talent management

Identify critical roles and high-potential employees; create succession plans for scarce capabilities and leadership positions.

Performance management

Use quarterly goals, regular one-to-ones and development conversations rather than relying only on annual appraisal.

Reward & recognition

Combine fair pay with recognition, development, flexibility and meaningful work.

Performance framework

Strategic goals	Patient/service outcomes, growth and innovation.
Team goals	Collaboration, quality and multidisciplinary delivery.
Individual goals	Role outcomes plus capability development.
Feedback	Frequent coaching and evidence-based review.

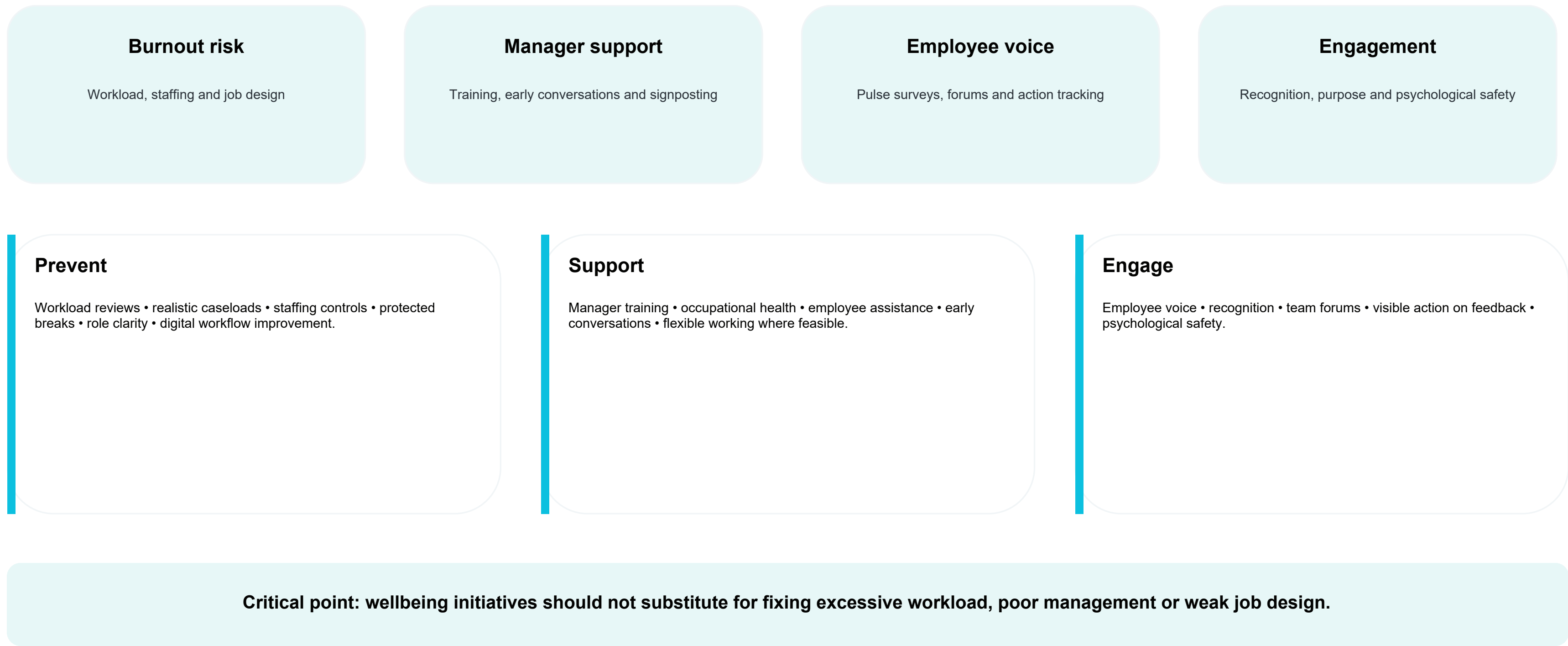
Theory applied: Vroom

Expectancy theory suggests motivation improves when employees see a credible link between effort, performance and valued outcomes. HealthConnect should set achievable goals, provide timely feedback and make recognition/reward criteria clear.

Sources: Vroom (1964); Locke and Latham (2002); Armstrong and Taylor (2023).

7. Employee Wellbeing & Engagement

Treat burnout prevention as a work-design and leadership issue



Evidence: CIPD (2025) Health and Wellbeing at Work; Edmondson (1999).

8. Leadership & Multidisciplinary Teams

Develop leaders who coordinate expertise, change and employee voice

Coaching leadership

Develop people through questions, feedback and support.

Inclusive leadership

Ensure different professional perspectives are heard and used.

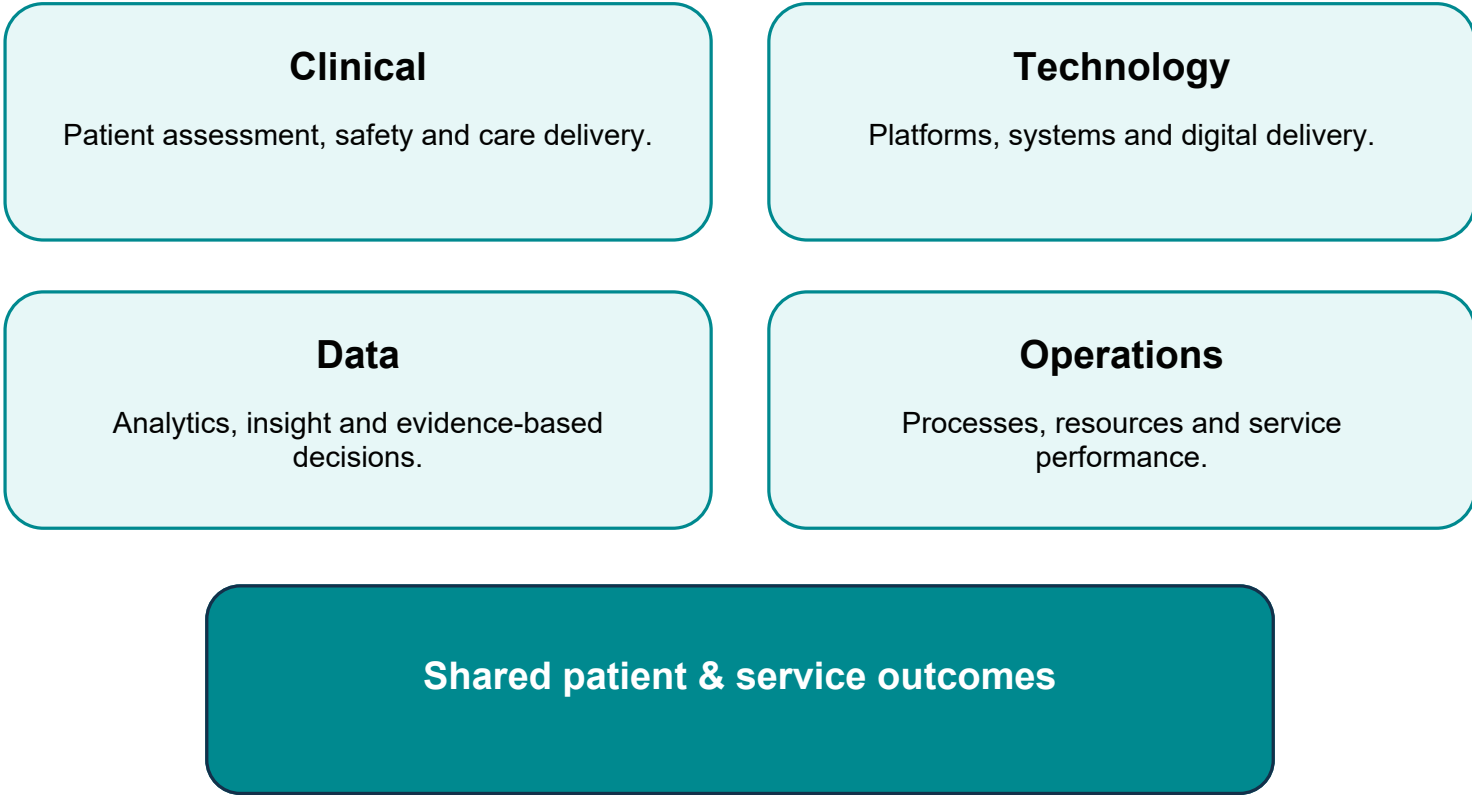
Change leadership

Explain why digital change matters and involve staff early.

Performance leadership

Set clear expectations, fair accountability and recognition.

Multidisciplinary operating model



Psychological safety

Teams learn faster when people can raise concerns, admit mistakes and ask for help without fear. Leaders should model curiosity and respectful challenge.

Practical action

Monthly multidisciplinary retrospectives + leadership coaching.

Source: Edmondson (1999) on psychological safety and team learning.

9. Implementation Roadmap & HR Metrics

Turn recommendations into measurable action

0–90 days

Workforce baseline; critical-role map; burnout/workload review; recruitment funnel audit; manager listening sessions.

3–6 months

Launch capability academy; structured selection; onboarding redesign; quarterly performance cycle; wellbeing actions.

6–12 months

Leadership pipeline; internal mobility; succession plans; advanced digital/AI skills; evaluate HR impact.

Governance

HR owns the people plan; operational leaders own implementation; the Executive Board reviews workforce indicators alongside service, financial and patient outcomes.

Board dashboard

Time-to-fill

Critical vacancies

Quality of hire

Probation / performance

12-month retention

New and critical roles

Digital capability

Skills assessment

Engagement

Pulse survey / eNPS

Wellbeing

Absence and workload indicators

Success test

People metrics must translate into better organisational performance.

10. Conclusion & Main Recommendations

HRM should be a growth enabler, not simply an administrative function

01	Plan strategically	Use demand/supply data to identify critical roles and future digital skills before vacancies become urgent.
02	Recruit selectively	Blend internal, external, online and social recruitment while strengthening the employer proposition.
03	Build capability	Create digital learning, leadership development and career pathways to reduce skills shortages.
04	Improve experience	Address workload and wellbeing while strengthening voice, recognition, feedback and psychological safety.
05	Measure impact	Connect people metrics to retention, productivity, service quality and sustainable growth.

Expected benefits: stronger attraction and retention • improved digital capability • healthier teams • stronger leadership • higher engagement • sustainable growth

References

Harvard-style reference list | 10 sources

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