



Strategic Human Resource Management at HealthConnect UK

Attracting, developing, motivating and retaining a high-performing workforce



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Title: Developing and Managing

Individuals and Teams

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Organisation overview and workforce challenges

Current workforce challenges



Recruitment

Competition for skilled professionals.



Skills

Digital healthcare skills shortages.



Wellbeing

Burnout and employee turnover.



Engagement

Leadership and teamwork difficulties.

Organisation profile

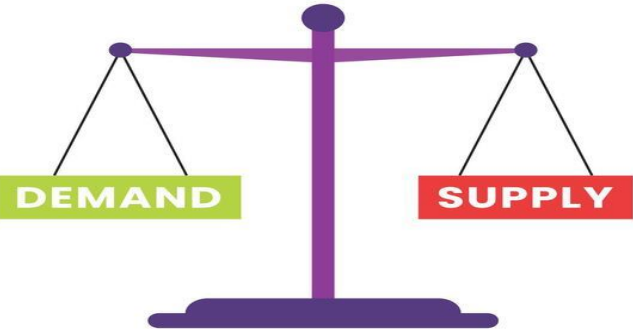
- UK digital healthcare provider.
- Virtual consultations and remote patient monitoring.
- Requires clinical, technical and operational expertise.



A strategic workforce planning cycle



HealthConnect UK should begin with strategic workforce planning. Bechet (2008) explains the importance of a systematic approach to staffing, while the CIPD identifies workforce planning as a process of balancing labour supply against organisational demand.



Bechet (2008); CIPD (2025b)

1. Forecast demand
Future patients, services and workload



2. Audit workforce supply
Existing staff, skills and capacity



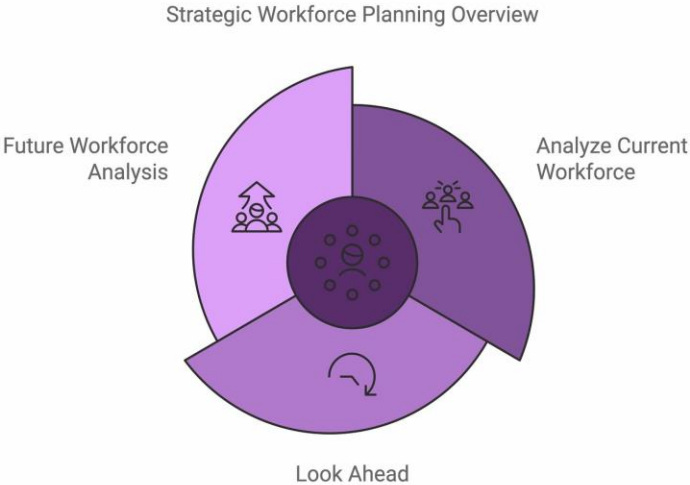
3. Identify skills gaps
Shortages, succession risks and training needs



4. Act and evaluate
Recruit, develop, redeploy and measure results

Key recommendations

- Conduct a workforce skills audit every six months.
- Forecast staffing needs against service demand and planned growth.
- Prioritise critical clinical, cybersecurity, data and digital health roles.
- Build succession plans for hard-to-replace positions.



Recruitment and selection strategy

A blended recruitment model



Internal recruitment

Promotions, secondments and internal applications.

Benefit: career progression and retention.

Risk: limited new perspectives.



Online recruitment

Careers website, digital job boards and professional platforms.

Benefit: broad reach and accessibility.

Risk: high application volumes.

Practical selection process

- Define the job description and person specification.
- Advertise through appropriate internal and external channels.
- Shortlist against consistent, role-related criteria.
- Use structured interviews and job-related assessments.
- Complete relevant qualification, reference and employment checks.
- Provide a clear offer and structured onboarding.



External recruitment

Professional networks, universities and specialist recruiters.

Benefit: new expertise and innovation.

Risk: higher costs and adjustment time.



Social media and referrals

Professional content, employee referrals and sector communities.

Benefit: targeted candidate reach.

Risk: network bias and unequal reach.

Talent management: lessons from Yelp and Airbnb



Yelp: develop and promote from within

- Stretch assignments supported by coaching.
- Internal promotion and mentoring.
- Mistakes treated as opportunities to improve, with accountability.



Airbnb: values, belonging and shared learning

- Internal candidates considered first.
- Values-based interviews alongside role-specific interviews.
- Onboarding, cross-team learning and employee recognition.

(Culture Amp, 2016).

Application to HealthConnect UK

Combine internal career pathways with external specialist recruitment, structured mentoring and values-based onboarding.

A targeted employee development pathway



1. Diagnose

Skills audit, appraisal, employee self-assessment and manager feedback.



2. Develop

Digital healthcare training, supervised practice, mentoring and coaching.



3. Evaluate

Assess learning, workplace application, service quality and employee confidence.

Example: development plan for a remote patient monitoring clinician

- Identify a gap in using remote monitoring systems.
- Complete system training and data interpretation exercises.
- Practise under supervision and receive coaching.
- Review competence, accuracy and patient safety before independent practice.

Employee motivation and reward management

A balanced total-reward strategy

Financial rewards

- Fair and competitive base pay.
- Transparent pay bands.
- Appropriate benefits and pension provision.
- Carefully designed team or individual incentives.



Non-financial rewards

- Recognition and appreciation.
- Career progression and learning.
- Flexible working where roles permit.
- Autonomy, purpose and manageable workloads.



Critical evaluation: performance-related pay



Potential advantage

Can recognise contribution and encourage achievement when measures are fair and controllable.



Potential disadvantage

May encourage competition, gaming, unfairness or excessive focus on targets at the expense of teamwork and intrinsic motivation.

Leadership and multidisciplinary teamwork



Leadership that supports collaboration and wellbeing

Transformational leadership

Communicate a shared vision, inspire improvement and encourage innovation.

Coaching leadership

Develop individual capability through feedback, reflection and mentoring.

Recommended management practices

- Establish shared patient-centred goals across professional teams.
- Clarify roles, responsibilities and decision-making authority.
- Train managers in feedback, conflict resolution and workload management.
- Encourage employees to raise concerns without fear of blame.

Implementation plan and measuring success

A practical 12-month implementation roadmap



Months 1–3 Diagnose and prioritise

HR conducts a workforce and skills audit, establishes baseline turnover and engagement figures, and reviews recruitment and workload data.

Months 4–6 Pilot improvements

Test targeted recruitment, digital skills training, mentoring, manager coaching and employee feedback processes.

Months 7–9 Evaluate and adapt

Review pilot outcomes, employee feedback, costs, fairness and operational effects.

Months 10–12 Scale and embed

Expand effective interventions, update workforce plans and report results to the Executive Board.

Measures of success



RECOMMENDATIONS



Recruitment and retention

Time to hire, vacancy rates and six-/twelve-month retention.



Development

Competency assessments and successful training transfer.



Employee experience

Engagement, workload, absence and wellbeing indicators.



Organisational outcomes

Patient experience, safety, service quality and cost.

Conclusion and key recommendations

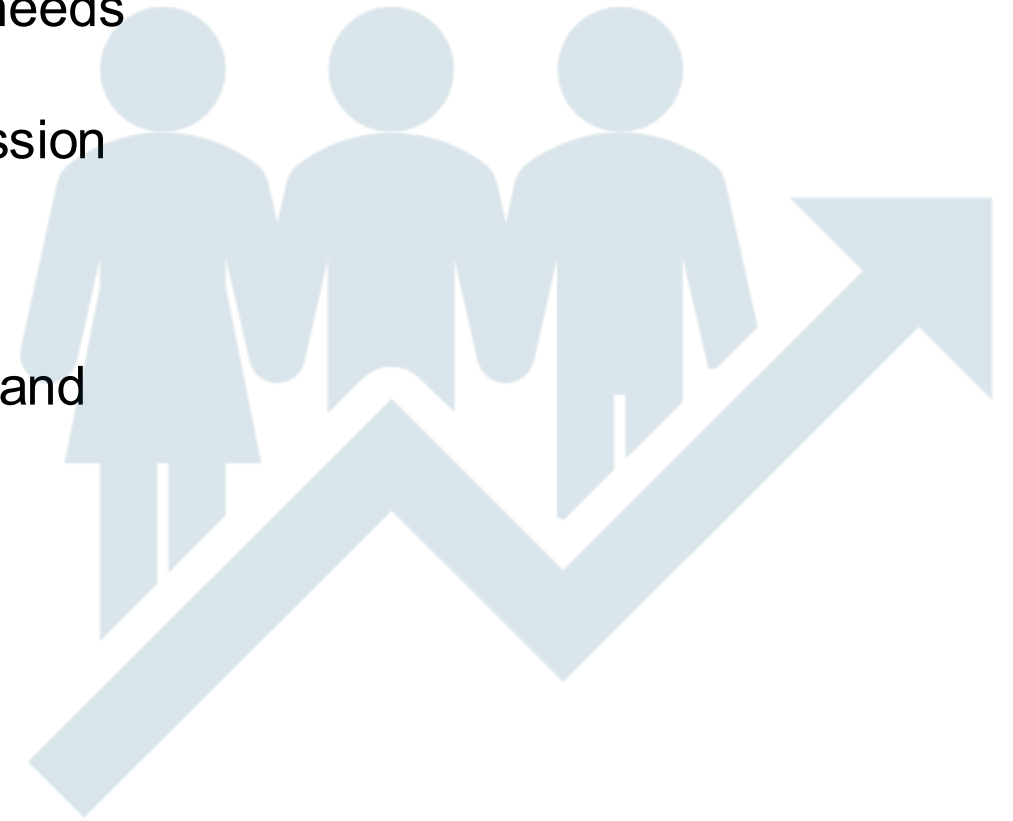


Four priorities for sustainable workforce performance

1. Plan strategically: forecast workforce needs and identify critical skills gaps.
2. Recruit fairly: combine internal progression with targeted external recruitment and structured selection.
3. Develop and retain: invest in training, coaching, career pathways, wellbeing and inclusive leadership.
4. Measure and improve: use employee feedback and balanced performance indicators to evaluate outcomes.



Expected benefits: stronger recruitment, improved retention, better employee engagement, more capable teams and safer, more reliable digital healthcare services.



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