



HRM Strategy for Sustainable Growth at HealthConnect UK: Attracting, Developing, Motivating and Retaining Employees

Module name and code: Developing and Managing Individuals and Teams LCLM5002

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Component 1 : Individual Presentation

HealthConnect UK and its challenge

UK-wide digital healthcare: virtual consultations and remote monitoring (Department of Health and Social Care, 2022)

Growth is increasing demand for clinical, digital and data skills

Challenges: vacancies, turnover, burnout, skills gaps and disengagement

HRM is a strategic enabler of service quality and sustainable growth

Strategic HRM: align the system

01

Align people
strategy with
organisational goals

02

Use AMO: ability,
motivation and
opportunity

03

Build valuable skills
and knowledge as
strategic resources

04

Measure employee
outcomes alongside
service outcomes
(Jiang et al., 2012;
Barney, 1991)

Workforce planning and skills gaps

- Forecast demand by service, role, location and growth scenario
- Map current capability against future role requirements
- Identify critical roles and succession risks
- Combine hiring, redeployment, training and partnerships (CIPD, 2026)



Recruitment: use a blended approach

Internal: promotions, secondments and cross-functional moves

External: professional networks, universities and specialist communities

Online/social: targeted campaigns and authentic role previews

Use a consistent, structured selection process (CIPD, 2024)

Selection, inclusion and onboarding

Assess

Assess clinical, technical and collaborative capability

Use

Use structured interviews and role-related work samples

Make

Make recruitment accessible and reduce avoidable bias

Provide

Provide a supported 90-day onboarding pathway

Learning, development and talent

01

Create digital-health
learning pathways
by role and level

02

Blend e-learning,
supervised practice
and peer learning

03

Offer clinical–
technical rotations
and mentoring

04

Build career
pathways,
succession plans
and internal mobility
(DHSC, 2022)

Performance management and team effectiveness

Set

Set role-specific goals linked to quality, safety and teamwork

Use

Use regular coaching conversations, not annual ratings alone

Balance

Balance individual contribution with multidisciplinary outcomes

Encourage

Encourage psychological safety and learning from mistakes (Edmondson, 1999)

Motivation, reward and retention

01

Benchmark fair,
transparent pay
and benefits

02

Recognise
contribution,
learning and
collaborative work

03

Offer flexibility,
career growth and
meaningful
responsibility

04

Track reasons for
leaving and act on
themes (Herzberg
et al., 1959)

Wellbeing and leadership

Address	Address workload and job design, not only individual resilience
Monitor	Monitor demand, control, support and recovery
Train	Train managers in coaching, inclusion and early support
Lead	Lead multidisciplinary teams with clarity and psychological safety (Bakker and Demerouti, 2007)

Implementation and measures of success

First 90 days: baseline workforce data and prioritise critical roles

Months 3–6: pilot recruitment, onboarding and manager development

Months 6–12: scale learning pathways and review workforce plan

Track hiring, retention, skills, wellbeing, engagement and quality

Conclusion

Integrate planning, hiring, development, reward and wellbeing

Prioritise scarce skills, internal growth and fair selection

Equip leaders to support performance and multidisciplinary teams

Expected benefits: stronger capability, retention and service resilience

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