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Bon Secours Health System is a well-respected and progressive employer. We want to become a better one and to be recognised as a healthcare provider and employer of choice. We have an ambitious and exciting plan to get there, called our “People Strategy 2017 – 2020” which is set out in the following pages.

The strategy is inspired by the mission, vision and values of Bon Secours that are set out clearly on the previous page. In particular, our values of respect, justice, integrity, stewardship, innovation, compassion and quality can only be attained through our ‘outstanding people’. The Board and Management recognise their responsibility to do all we can to ensure that the Bon Secours Health System is a great place to work and that our mission and values are exemplified by us all.

The Board, Group CEO and Executive Team are very proud of all that our colleagues working in Bon Secours have accomplished to date. We are confident that this plan will provide a direction of travel to further foster a positive, supportive and high performance environment which empowers us all to achieve our very best for the patients we serve. Many of you have been involved in the development of this strategy and its success will depend on your collaboration, support and feedback on how we are progressing during the period of the plan. I hope this People Strategy will be owned by all of us, so that together we can with ‘Strength through People’ continue to deliver advanced medicine exceptional care.

Thank you in anticipation of your continued support.

Peter Lacy
Chairman

MESSAGE FROM THE CHAIR
A NEW ERA FOR HR ACROSS THE BONS

Bon Secours Health System has a proud history of Healthcare in Ireland, providing “good help to those in need”. It has a strong mission and values that guide it in changing people’s lives, through the delivery of “Advanced Medicine Exceptional Care”. We are the largest private healthcare provider in Ireland, and we continue to grow our business, through expanding our services and reach.

The recent acquisition and development of Bon Secours Hospital Limerick at Barrington’s, the opening of a new Cath Lab in Galway, the commencement of a €77m development in Cork, the expansion of our Care Village, the development of new theatres and Consultant Clinics in Tralee and the recent opening of the new Endoscopy unit in Dublin, as well as the launch of PillCam are all testament to our plans for growth, and continuous development.

Last year we launched an ambitious and far reaching strategy called the “2020 Plan” which has defined a new strategic vision for our organisation: “By 2020 we will, through our outstanding people, build an integrated Healthcare System, and be a recognised leader of innovative, exceptional care”.

You will be familiar with this programme for change, including the six Strategic Goals designed to ensure we continue to develop and thrive in line with our founding Mission, Vision and Values.

Strategic Goal 4 is “To be a healthcare provider and employer of choice”. Linked to that is a Strategic Initiative, mandating the “development and implementation of a HR and people development strategy”. In order to translate aspiration into reality, we have developed a comprehensive and inclusive People Strategy, which we believe will not only further advance our Employer of Choice status, but will deliver real and tangible benefits for all of our staff.

This People Strategy was developed through widespread consultation and engagement with a range of key stakeholders, particularly our staff. Simply put, this People Strategy preserves and builds on what is working well and introduces further innovation and change which empowers staff, enables them to achieve their full potential and ultimately deliver our 2020 Plan.

The effective implementation of the People Strategy and the 2020 Plan, will only be achieved by staff across the Group being fully invested and having ownership of its success. While recognising that parts of the Health System are coming from different starting points, the agility, passion and focus of our staff are the unifying force which will drive a shared Plan of Action to achieve our strategic vision of ‘strength through people’.

It would be impossible to thank everyone individually who contributed to this People Strategy. I am grateful to all those who shared their insights, time and expertise including our staff, the Board, the Group CEO Bill Maher, the HR Management Team, the Executive Management Team, Caroline O’Regan of the RCSI, and Deloitte.

This document details the journey we’ve gone through in developing the People Strategy, which captures the 1 HR Vision, 5 Themes and 12 Enablers we will pursue to make it a success.

John McPhillips – Group HR Director
In 2016 the Bon Secours Health System set out its Corporate Strategy – the 2020 Plan. The 2020 Plan re-emphasises our strong Mission, Vision and Values which have made us the organisation we are today. While building on this proud history, the 2020 Plan sets out a Strategic Vision for the future, with 6 clear Goals supported by 20 Strategic Initiatives, which better position BSHS to deliver “Advanced Medicine Exceptional Care”.

One of the key ways to make that happen is through “our outstanding people”.

The People Strategy sets the strategic HR agenda for the next three years and the key role this Strategy plays in ensuring the success of the 2020 Plan.

As an organisation undergoing significant transformational change, it is essential that we bring people with us by winning hearts and minds. This will create a culture that supports our 2020 Plan and ensures our ability to thrive in an increasingly competitive environment.

The development of this People Strategy involved significant consultation and engagement with a range of stakeholders both internally (with the support and facilitation of the RCSI – Institute of Leadership) and externally in the wider operating environment.

A parallel review of the current HR Operating Model by Deloitte has provided valuable insights, required to deliver this People Strategy. Both strands of engagement reviewed best HR practice and research1. Such research shows how Strategic HR policies interconnect with Line Management practices to create employee satisfaction, motivation and commitment and in turn lead to high performance.

Our People Strategy builds on the review of the HR Operating model and requirement for enhanced HR Information System (HRIS) functionality, with a commitment to a change of focus locally away from ‘Operator’ activities to “Catalyst” and ‘Strategist’ activities to support the growth of our organisation and delivery of the 2020 Plan. This focus and determination to operate cohesively as a Group will provide a new dynamic and enhanced service delivery through a more engaged and high performing workforce.

The ability to analyse the business impact of changes to the organisation will streamline and affect all HR operations. Success can be achieved by using the Human Capital Management (HCM) approach2, which in essence recognises the significant contribution of people, whose future value can be enhanced through investment.

Ultimately for us “Advanced Medicine Exceptional Care” can only be delivered by our “outstanding people”, and our People Strategy outlines how this will be achieved.

1: Borrill, Dawson, West et al, together with Pursell
2: CIPD 2017
ENGAGING “OUR OUTSTANDING PEOPLE”

One of the key stakeholders to inform and ensure the delivery of our People Strategy is our 3,000 staff. As part of shaping the 2020 Plan and the wider HR agenda, we conducted our first organisation wide staff survey. This survey was undertaken in September 2016 by SHRC, an independent consultancy firm, to ensure we received open and honest feedback from staff. The feedback collected provided rich and valuable insights which informed key themes to be addressed on a Group-wide basis and at Hospital level. The survey had a 40% participation rate and 63% of those staff who responded said they were happy and content working for the BSHS.

In response to “what more could we do to make the Bon Secours a better place to work?”, feedback from staff focused on the following themes:

- Better Communications and Engagement
- Clear and Consistent HR Policies and Practices
- Improved Recognition and Respect
- Improved Remuneration
- Better Work Environment
- Mission and Values Integration

In response we established a Staff Survey Steering Group reporting to the Board, to address the key themes identified above, supported by Working Groups and local Site Specific Working Groups. Staff volunteers were sought to participate in these groups. The groups have already implemented a range of projects and initiatives, which will inform and carry forward into this People Strategy. Additionally, in November 2016 at BSHL at Barringtons, a staff engagement session took place using a SWOT analysis to inform strategic priorities in the context of the 2020 Plan. This also highlighted certain people priorities for consideration.

Consistent with our commitment to engagement, we will be repeating the staff survey in Quarter One 2018 and through this People Strategy we will strengthen and deepen such engagement in meaningful and innovative ways.

Key achievements to date include the following:

- Enhanced organisation-wide communication and engagement initiatives e.g. 2020 Plan Roadshows – “Since We Last Met”.
- Reviewing HR policies across all sites and moving towards a suite of Group-wide policies.
- Commencement of pay restoration, in line with national developments.
- Group Staff Recognition and Awards Scheme.
- Leadership Development Programmes (LDP) delivered through the RCSI.
- Group organised staff and family events.
- Group-wide roll-out of a Rostering and Time & Attendance Management System (TAMS), as part of a HRIS, of benefit to management and staff.
- Mission awareness training and initiatives to make the Mission more real and meaningful.
- Improvements in staff facilities and the working environment.

HOW WE DO WHAT WE DO

Consistent with the Mission and Values of BSHS, the new People Strategy plays a key role in underpinning our distinctive culture and ensuring a progressive, sustainable and healthy working environment for our staff and patients. Our values, practices and behaviours are at the heart of this and how we do things is as important as what we do.

VALUES

We believe in:

- Pursuing excellence and innovation in all we do.
- Ensuring accountability, integrity and professionalism in how we do our business.
- Enabling all staff to fulfil their potential and contribute to excellence in healthcare delivery.
- Caring about individuals’ wellbeing and their development.
- Creating a diverse and inclusive environment that supports a performance driven culture.
- Being ambitious in our decisions to embrace new possibilities and achieve our Strategic Goals.
- Encouraging collaborative working relationships which meet the needs of our key stakeholders.

BEHAVIOURS

We will:

- Engage with, and listen to staff across the Group.
- Expect the highest standards from all staff and support them in their achievement.
- Encourage debate, innovation and partnership which will drive excellence in research, education and clinical care, in an integrated way.
- Create a progressive and supportive working environment which is viewed as a Great Place to Work.
- Encourage staff to explore new opportunities and ways of working, with an emphasis on team and individual contribution and achieving a high performance culture.
- Strengthen the culture and commitment, which enables staff to ‘live the mission and values’ in a meaningful way, conducive to sustaining the delivery of ‘Exceptional Care’.

OUR VALUES AND BEHAVIOURS
OUR PEOPLE STRATEGY AIM

To create an experience that inspires people to embrace their unique talents and ambitions, by promoting an inclusive, high performing culture, which identifies and nurtures talent, develops and rewards success and with ‘Strength through People’ delivers ‘Advanced Medicine Exceptional Care’.

OUR KEY PEOPLE STRATEGY THEMES

Our People Strategy is divided into five themes, which represent our key priorities:

1. Becoming an Employer of Choice
2. Promoting Transformational Leadership and Management Excellence
3. Enabling a Performance and Engaged Culture
4. Growing our Outstanding People
5. Excellence in HR Service Delivery

Each of these themes is underpinned by a range of important initiatives and outcomes to ensure their successful delivery.
THEME 1

BECOMING AN EMPLOYER OF CHOICE

STRATEGIC AIM: Being a Great Place to Work and an Employer of Choice means exploring what it is to work across the Heath System. It means proactively building a workplace environment where staff trust those they work for, have pride in what they do and enjoy working with those around them, within the distinct culture of our organisation. We will enhance and strengthen our Employer Brand in ways that enable us to attract, engage and retain the most talented people to make a positive difference in healthcare delivery.

WE WILL:

- Clearly define what it means to be an Employer of Choice, recognising our unique identity and culture and seek to unify us as a Group.
- Capture and promote why BSHS is currently viewed as an Employer of Choice, both internally and externally and make clear the suite of benefits available to staff. Identify areas that would enhance our position as an Employer of Choice and take the necessary steps to address and action them.
- Define what BSHS means by diversity, inclusion and equality with respect to our mission and ethos. Develop a Diversity, Inclusion and Equality Strategy valuing different perspectives and experience and the strength and potential of all staff. Champion the Diversity, Inclusion and Equality Strategy through appropriate initiatives and external recognition.
- Complete and launch a Group-wide suite of ‘best practice’ HR Policies and continuously review policies to ensure their alignment with our vision, values and strategy.
- Promote a culture that facilitates and supports work life balance - revisiting existing working/attendance options to facilitate a greater range of flexible working options and build on the current success of family friendly initiatives and events.
- Bring BSHS ‘values to life’ where people are clear on what is expected and how things are done in the BSHS, linked to our distinct culture.
- Progress towards becoming a Great Place to Work and the benefits to be derived in strengthening our culture and deeper staff engagement.
- Support effective retention of talented staff through integrated and inclusive approaches to talent management, career development and succession planning.
- Promote the concept of staff having a life career and life long connection with BSHS and its people, underpinned by the organisation’s recognition and support of this connection beyond their working lives.
- Ensure appropriate recognition together with opportunities for the Volunteers who support the BSHS (including retirees who have much to contribute, in line with our mission and values).
- Place a new emphasis on Corporate Social Responsibility and define how that is best delivered, in line with our mission and values.
THEME 2

PROMOTING TRANSFORMATIONAL LEADERSHIP AND MANAGEMENT EXCELLENCE

STRATEGIC AIM: Complementary to our vision to create a great workplace, which focuses on all our staff working towards a common purpose aligned to our founding values, we will continue to promote, champion and support our staff in their leadership and management growth with a view to creating an organisation built on excellence and continuous development.

WE WILL:

- Develop a Leadership and Management Development Strategy including a Leadership and Management Competency Framework aligned to our values.
- Build on the targeted suite of Leadership Development Programmes, Nursing Development Programmes and introduce further programmes to meet the needs of our staff and the organisation (e.g. Frontline Management, Clinicians).
- Foster a culture of high aspiration and performance, drawing on excellent leadership, effective management and employee engagement, by providing a wide range of leadership and management development interventions, linked to clear succession planning routes.
- Support all leaders and managers to lead and inspire transformational change by providing development opportunities in Change Management and Resilience.
- Introduce career pathways and succession management programmes which identify career opportunities that prepare and stretch colleagues to succeed. This is envisaged to span all staff categories across the organisation and to be part of our talent spotting commitment to new joiners and existing staff leading to career skills matching and development.
- Build on our Annual Staff Awards Event to promote and recognise Leadership and Management Excellence.
- Devise methods, supported by technology solutions, to access and track Learning and Development Programmes’ impact with a view to creating an evolving programme, which meets our ongoing requirements.
ENABLING A PERFORMANCE & ENGAGED CULTURE

**STRATEGIC AIM:** We will embed an engagement and performance culture by introducing a number of key initiatives, which will support a holistic ‘whole system’ approach working with all hospitals and sites. This culture will create and sustain a working environment where staff are engaged and inspired to give of their best and motivated to be part of our success. It will support individual and team performance and ensure that staff have a strong sense of connection to the BSHS.

**WE WILL:**

- Develop and roll-out a Group-wide values based Performance Achievement System (PAS) that is supportive, aligned to competency frameworks and articulates the behaviours we value. This will become an integral part of the on-going interaction between manager and employee, facilitating open honest dialogue on achievement, recognition, development and satisfaction.
- Introduce a communication plan outlining the benefits of Performance Achievement and a high performance culture for both staff and the organisation in a transparent manner.
- Resource and support managers in recognising good and poor performance and provide them with the skills to give appropriate feedback on a consistent basis at individual and team levels.
- Implement education and training to assist leaders, managers and staff, to recognise behaviour or conduct that has or is likely to have a negative impact on staff/team/colleagues and develop skills to intervene in a constructive way. Such interventions should also highlight and focus on positive, proactive and progressive leadership behaviours and best practice that could serve as an exemplar and opportunity for learning and reinforcement.
- Develop initiatives and systems to celebrate success, recognising good and strong performance and the provision of regular feedback to staff on their work contributions.
- Ensure staff have an opportunity to ‘have their say’, through mechanisms such as staff surveys and on-going ‘temperature checking’, including the establishment of an Employee Consultative Group.
- Facilitate a proactive communication and engagement culture by strengthening and building on existing communication and engagement channels and arrangements, which use social media as appropriate and recognise the value of ‘face to face’ two way exchanges.
- Place particular emphasis on engaging clinicians and supporting front line staff in leading change and continuous quality improvements across the Group.
GROWING OUR OUTSTANDING PEOPLE

STRATEGIC AIM: We will ensure our staff operate in a supportive environment in which they will grow to achieve their full potential. This will complement our vision of a performance and engaged culture which provides development supports for our people throughout their career. These supports will include formal and informal education and skills development interventions together with access to modular development and a range of tool kits. Additionally we will introduce Personal Development Planning (PDP) and Performance Achievement System (PAS) aligned to our competency frameworks.

WE WILL:

- Develop a Learning and Development (L&D) Strategy with an agreed funding stream distributed appropriately across the Group.
- Refresh induction and introduce ‘on boarding’ which best prepares staff for success.
- Introduce consistent exit interviewing which is promoted and encouraged among staff who are leaving with the aim of introducing improvements for staff who continue working for the organisation.
- Provide expert facilitation and support to enable managers and staff to undertake transformational change, taking account of their own particular contexts and circumstances.
- Integrate BSHS competency frameworks into other HR practices in order to recruit, develop and retain staff of the highest calibre across the Group.
- Increase visibility and connection between managers and staff by listening to feedback and introduce frequent “town hall” meetings/other staff gatherings, as a forum to network our people and showcase successes across the Group.
- Develop and strengthen coaching and mentoring to support people managers and colleagues.
- Introduce consistent and enhanced Personal Development Planning and Continuous Professional Development. This will create an environment which supports development, both personally and professionally and highlights that BSHS is recognised as an employer which develops its people – a learning organisation.
- Introduce experiential learning through staff job rotation, shadowing and secondments across the Heath System.
- Embrace new technologies as part of enhancing and delivering the learning experience.
- Quantify L&D spend, evaluate and measure L&D outcomes to ensure relevance and return on investment, as well as establishing a more structured and co-ordinated L&D budgetary process, which is transparent and linked to a Group-wide policy.
THEME 5

EXCELLENCE IN HR SERVICE DELIVERY

STRATEGIC AIM: We will review and redesign the HR Operating Model to restructure how HR Services are provided across the Group, based on our new vision of HR. This will involve defining the new service offering of HR functions and how best these can be delivered, underpinned by HR technology solutions that are fit for purpose.

WE WILL:

- Review the current HR Operating model, placing a strong emphasis on meaningful internal stakeholder engagement and external ‘best practice’, to develop an implementation plan for the agreed changes.
- Develop and implement the HR Operating Model to give effect to Group HR Leadership, Business HR, HR Operations and Centres of Excellence.
- Redefine the roles of the HR function, with an emphasis on migration from time spent on ‘operator’ activities towards more time on ‘catalyst’ activities and greater focus on a ‘strategist’ role.
- Ensure that there is a commitment to up-skilling HR Professionals across the Group, to discharge new and ‘value added’ roles which are strategically important to the business and the performance of the workforce.
- Develop a strong internal customer service focus, consistent with the new vision of HR, anticipating and meeting the needs of all stakeholders in a partnership manner.
- Complete the roll-out of Time and Attendance Management System (TAMS) across the remaining hospitals in the Group to reduce the burden of transactional activities.
- Complete the current review of HR Policies, Processes and Systems to bring about Group-wide coherence and standardisation.
- Assess future HRIS capability and functionality required to underpin progression of the delivery of the People Strategy.
- Build and develop workforce planning capability, analytics and metrics that support business decision making and drive a high performance culture.
- Create and deliver a proactive Communication and Engagement Culture within HR, which recognises the importance of staff inclusivity and input to the success of the Group.
- Having regard to the Deloitte HR Operating Model Report and the implementation of an agreed transition plan, reassess and determine further changes required in defining roles and resources to continue delivery of the Strategy.

3: the four faces of HR model, used by Deloitte
The key to the People Strategy is that all 3,000 staff identify with its aim and recognise the organisation’s commitment to them. The People Strategy should improve the employee life cycle, make the way we do things more efficient, promote regular and meaningful communication and engagement, and ensure the organisation is acting on what is said to it by staff. This should take place in a culture and working environment which continuously aligns with our mission. A number of initiatives have been identified to deliver the 5 Themes. These will be driven through 12 Key Enablers. The implementation of these is related to delivery of the HR Operating Model and the progress on associated implementation plans.

The Bon Secours organisation is made by its People. This People Strategy sets out a blueprint to recognise, develop and enhance our people to support the delivery of advanced medicine and exceptional care in line with our 2020 Plan. The People Strategy is endorsed by our Board and Executive Management Team and its successful delivery will only be achieved through on-going and proactive partnership and collaboration across the organisation.

Our Strategic Vision in the 2020 Plan says:

"By 2020 we will, through our outstanding people, build an integrated Healthcare System, and be a recognised leader of innovative, exceptional care."

This People Strategy underlines that it is our “Strength through People” which is key for us “To be a Healthcare Provider and Employer of Choice.”

To realise this unique strength requires on-going commitment to, and investment in, our people, our culture and those key areas which have been highlighted through our engagement process with staff, managers, leaders and stakeholders.

In keeping with the 2020 Plan we have defined a new vision statement for HR, which states:

"We are an integrated, efficient, strategic and customer focused function, supporting and adding value to our organisation by driving a high performance culture, which encompasses the BSHS mission and values."

Our People Strategy focuses on 5 Themes and identifies 12 Key Enablers and a range of initiatives and outcomes which are key for its successful implementation.

I hope all our staff will join with me on this journey of change; to show how there is real ‘strength through people’ in what we can all achieve together, to make a real difference for ourselves and ultimately the patients we all serve.

John McPhillips
Group HR Director – Bon Secours Health System
KEY TIMELINE AND MILESTONES

**People Strategy Timeline**

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<td>Develop an employer of choice model which embraces our requirements for the future</td>
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<td>Complete the roll-out of TAMS (Q4 2017–Q2 2018) and implement enhanced HRIS functionality</td>
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<td>Complete and launch a Group-wide suite of ‘best practice’ HR policies</td>
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<td>Design a transitional plan to facilitate the implementation of the HR Operating Model on a prioritised basis</td>
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<td>Develop a Staff Wellness Framework and Strategy</td>
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<td>Facilitate a proactive Communication and Engagement Culture</td>
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<td>Develop a Performance Achievement System</td>
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<td>Develop a Leadership and Management Development Strategy</td>
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<td>Develop a Learning and Development Strategy including Personal Development Planning</td>
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<td>Develop Workforce Planning capability</td>
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<td>Develop a Diversity, Inclusion and Equality Strategy</td>
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<td>12</td>
<td>Progress to becoming a Great Place to Work with a particular focus on strengthening our culture and deepening staff engagement</td>
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**REFERENCES**

- BSHS World Café Engagement Session. Conducted on 13th September 2017, by Caroline O’Regan, RCSI IOL.
- Staff survey undertaken in September 2017 by SHRC. [shrc.ie](http://www.shrc.ie)
- BSHS World Café Engagement Session. Conducted on 13th September 2017, by Caroline O’Regan, RCSI IOL.
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