



Our People Strategy

2024-2026



BON SECOURS[®]
HEALTH SYSTEM

Our People Strategy

As the Chief People Officer of Bon Secours Health System, it is my privilege to introduce our People Strategy for the years 2024 to 2026. In these dynamic times, the healthcare landscape is evolving rapidly, presenting both challenges and opportunities for our organisation. At the heart of our success are Our Exceptional People, as highlighted in our last People Strategy “Strength through People”. The delivery of Exceptional Care starts with Exceptional People.

Our 2025 Plan identifies five strategic goals, and the first ‘Goal 1 – Exceptional People’ is the focus of this strategy. It aims to “Attract, Develop and Retain Exceptional People, dedicated to delivering Exceptional Care”.

Over the next three years, our People Strategy will continue to focus on three key strategic initiatives: increased employee engagement, diversity, and inclusion; developing a more targeted and cohesive recruitment and retention strategy; and investing in our people with a focus on talent management and succession planning. These priorities were highlighted following widespread internal stakeholder engagement.

Our overall focus has at its core, strengthening our Employer of Choice positioning. While we have done much since our last strategy to address this relative to our competitors, we now have an opportunity to address further innovative initiatives to attract and retain the best talent. As we continue to develop and grow, it is critical that ongoing flexibility and change are to the forefront, in the role our staff play in the delivery of Exceptional Care.

We recognise the importance of fostering a positive workplace culture, where every member of our team feels valued, respected, and empowered to contribute their best. By prioritising employee engagement, diversity, and inclusion, we aim to create an environment where all employees can thrive and reach their full potential.

In today's competitive environment, attracting and retaining top talent is more challenging than ever. Our strategy aims to address this by developing a targeted and cohesive approach to recruitment and retention, ensuring we continue to attract the best and brightest minds to join our team and remain committed to our mission.

We understand the importance of investing in our people for long-term success. Through strategic talent management and succession planning initiatives, we will identify and develop the next generation of leaders within our organisation, ensuring continuity and sustainability for years to come.

Key to the delivery of all these HR initiatives and programmes is a HR function which is agile and responsive to its customers, both managers and employees. We will continue our HR shift from being ‘operator’ and ‘steward’ to focus on ‘catalyst’ and ‘strategist’ roles. We have Workday in place, as our HR Technology System since May 2022, which is a key enabler for our managers and employees. This has further functionality and capacity to support our managers as ‘People Managers’, which will be key in the years ahead. Changes already made to our HR operating model have contributed greatly to an enhanced customer experience, and further initiatives are planned to continue to deliver excellence in our HR service offering.

I am very excited about the opportunities that lie ahead and confident that, together, we can achieve our goals and continue to deliver Exceptional Care to our patients and communities.

Thank you for your dedication and ongoing commitment to Bon Secours Health System.



John McPhillips
Chief People Officer
Bon Secours Health System

The Strategic Context

Our 2025 Plan contains five goals and 15 strategic initiatives. Goal 1 is 'Exceptional People' and under this goal there are three strategic initiatives – Workplace Culture, Recruitment and Retention Strategy and Talent Management and Succession Planning. Our new People Strategy sets out to deliver on these initiatives, along with refocusing our energy on two themes from the previous People Strategy, "Strength through People", which highlight our commitment to being an Employer of Choice and Excellence in HR Service Delivery.

Our HR Vision

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“We are an integrated, efficient, and customer focused function, supporting and adding value to our organisation by driving a high-performance culture which encompasses the Bon Secours Mission and Values”.

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People Strategy for Bon Secours Health System

To achieve our goal to ‘attract, develop and retain Exceptional People, dedicated to delivering Exceptional Care’, we have identified five strategic themes aligned to our 2025 plan:



**Strengthening
our employer
of choice
positioning**

01



**Fostering a
strong
workforce
culture**

02



**Attracting and
retaining
Exceptional
People**

03



**Investing in and
growing our
Exceptional
People**

04



**Excellence in
HR service
delivery**

05

01 Strengthening our Employer of Choice Positioning

Our Aim:

As an Employer of Choice, we will provide strong leadership and management excellence, attractive compensation, and benefits, facilitate an engaged workforce, who enjoy delivering Exceptional Care, within a workplace culture strongly aligned to our mission and values.

Key Initiatives & Objectives:

- Review and evaluate our Employee Value Proposition (EVP) to ensure that we are attractive and competitive in this dynamic healthcare environment.
- Continuously review our HR policies, systems, and practices to provide a progressive and innovative offering and support to our Exceptional People.
- Ensure that the necessary flexibility and change management agenda continues to be embraced by staff to progress our innovation and business growth (in the current competitive healthcare environment).
- Continue to grow and develop our Exceptional People to be the best that they can be.
- Promote a culture that facilitates and supports work-life balance and employee wellbeing.
- Continue to build a working environment that empowers people in their roles and that deepens trust and high performance.
- Promote a working environment that advocates and is built on sustainability and aligned to our goal of 'Bons Blue Goes Green' and fosters further initiatives by our local sustainability teams.
- Explore and implement new models of employee engagement and communication, which ensure that we are in constant touch with the pulse of the organisation and that we are living the values in our 'lived behaviour' as we deliver Exceptional Care to our patients.
- Champion and act as role models in building a workplace that is diverse and inclusive, so that our Exceptional People can be the best that they can be, and all are contributing to the delivery of Exceptional Care.
- Constantly recognise our Exceptional People for all they do and explore new ways to deepen this recognition and appreciation, making them feel 'Exceptional'.
- Explore and engage our Exceptional People in delivering our mission and our unique response to Corporate Social Responsibility (CSR), which expands our use of the "Good Help Fund" and culture of volunteerism.
- In delivering Exceptional Care, we want to continue to do so in a workplace setting that is fun to be in and where people truly enjoy working with colleagues, while living our mission and values.
- In our strong delivery of the other people themes in this strategy, we will explore how our Employer of Choice positioning can best be recognised and accredited externally.



02 Fostering a strong workforce culture

Our Aim:

Foster an organisational culture that aligns to our vision, mission & values and strengthen a positive and inclusive work environment that defines us in 'how we do what we do' to deliver Exceptional Care.

Key Initiatives & Objectives:

- Build a more positive workplace culture by enhancing employee engagement, promoting diversity, and fostering an inclusive environment.
- Prioritise key items in the Action Plan, shaped by the Irish Center for Diversity (ICD), which will make a real impact and demonstrate visible commitment to 'turning the dial' on areas for improvement in our journey to achieve gold accreditation.
- Implement regular employee engagement surveys, enabled by technology, to gather feedback and identify areas for improvement.
- Establish employee resource groups (ERGs) to support diverse communities within the organisation.
- Provide diversity and inclusion training for all employees to raise awareness and promote understanding.
- Promote and achieve employee wellbeing success through a range of initiatives, aligned to our wellbeing strategy.
- Maintain KeepWell accreditation and embrace new recommendations on our journey of continuous improvement.
- Utilise our HR Technology System to allow management & employees better do their job, to facilitate better decision making and enhance business analytics & reporting.



03 Attracting and retaining Exceptional People

Our Aim:

We will attract and retain the best talent, using innovative and strategic approaches, leveraging our brand and reputation to advantage, in the current challenging market environment.

Key Initiatives & Objectives

- Conduct a comprehensive analysis of the current labour market and competitor practices to identify recruitment trends and best practices.
- Develop employer branding initiatives to enhance the organisation's reputation as an Employer of Choice.
- Deepen our use and application of digital channels and other new avenues of opportunity to promote and highlight job roles internally and externally.
- Implement targeted recruitment strategies to attract diverse candidates, including partnerships with educational institutions and professional organisations.
- Enhance the onboarding process to ensure new hires feel welcomed and supported before they join.
- Provide competitive compensation and benefits packages to attract and retain top talent.
- Work with key internal stakeholders to better understand ways and new approaches to attract key and scarce professionals having regard to different market conditions across our organisation.
- Utilise our HR Technology System to enhance the candidate experience and make the hiring process more user-friendly and straightforward for the hiring manager.
- Bring greater cohesion and standardisation to talent acquisition (TA) business processes and systems, enabled by technology, to simplify and expedite the hiring journey.
- Introduce a TA Shared Service model to support and underpin the new approach to business, which results in the TA Team working together collaboratively and in partnership to best serve the needs of the business.
- Regularly engage existing employees and departing employees to better understand how our Employee Value Proposition (EVP) can be enhanced and refined to make us a more attractive employer.
- Implement retention initiatives such as new career development opportunities, continued flexible work arrangements, and recognition programmes to improve employee satisfaction and reduce turnover.





Our Aim:

We will invest in and grow our Exceptional People, using tailored talent management and succession planning strategies.

Key Initiatives & Objectives:

- Identify key talent within the organisation through talent assessments and performance evaluations.
- Develop individualised development plans for high-potential employees to nurture their skills and prepare them for future leadership roles.
- Implement succession planning processes to ensure smooth transition of leadership positions and critical roles.
- Provide ongoing Learning and Development opportunities to build a pipeline of skilled employees.
- Grow and develop our managers to be strong, progressive, and empathetic 'People Managers', who empower and support their team to deliver high performance.
- Embed and enhance a Performance Achievement System (PAS), that is supportive and aligned to competency frameworks and the behaviours we value. It will foster open & honest two-way dialogue between managers and employees on achievement, recognition, development, and satisfaction.
- Leverage HR Technology to facilitate the agile delivery of learning solutions and interventions that are aligned to business requirements.
- Foster a culture of continuous learning and growth through mentorship, coaching, and career development programmes.
- Foster and sustain 'a learning organisation', where people can grow to their full potential and be the best versions of themselves that they can be.
- Explore new ways in which Artificial Intelligence (AI) can support the business and HR and allow our Exceptional People make a more value-added contribution to the delivery of Exceptional Care.

**Our Aim:**

We will continue to enhance our HR Service offering, enabled by HR Technology and a commitment to strong customer service, which is delivered through a HR Shared Service operating model that is fit for purpose.

Key Initiatives & Objectives:

- Champion our role as 'Trusted Partners' to the business and demonstrate real and tangible 'value add' to the organisation.
- Continue to develop and implement standardised HR policies, systems and processes that are responsive to the requirements of the business and are best in class to enhance the employee experience.
- Utilise and leverage our new HR Technology System to deliver better HR customer service and allow the HR Team to provide real value-added advice, guidance and support to the business, managers, and employees.
- Expand the range of data analytics, metrics (KPIs) and reporting that shows HR's value to the business.
- Continue to develop and upskill the HR Team so that they can better perform their professional roles to the highest standards.
- Review our HR operating model and adapt its configuration to best align to the business requirements.
- Ensure that our communication and engagement with stakeholders is adaptable, proactive, and 'fit for purpose' in delivering our different HR Services and having regard to local cultural settings.
- Explore new partnership opportunities, which will allow the HR Shared Service function to add value to the business in innovative and diverse ways.

Key Messages

By implementing these actions underpinning our strategic direction, Bon Secours Health System can further develop its positive workplace culture, attract, and retain top talent, and invest in the development of our people for long-term success, while being recognised as a top employer and 'Employer of Choice' in the market. We will do this with a HR Team, that is committed to deepening its delivery of HR service excellence.



High Level Roadmap

Each of the five themes has a specific project plan, which will provide more detail on how the various initiatives and objectives will be translated within the lifetime of the strategy. See below, a high-level overview on progression of the key strategic initiatives.

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Conclusion and Call to Action

As we embark on this journey to implement Our People Strategy for the years 2024 to 2026, it is important to reflect on the significance of our collective efforts. At Bon Secours Health System, our people are at the core of everything we do, and it is through their dedication and commitment that we can fulfil our mission of delivering Exceptional Care to our patients and communities. Over the next three years, we will focus on increasing employee engagement, promoting diversity and inclusion, developing a targeted recruitment and retention strategy, and investing in our people through talent management and succession planning. These initiatives are not just words on paper; they reflect our values and our commitment to creating a workplace where every individual can thrive.

The success of Our People Strategy relies on each one of us. It requires active participation, collaboration, and a shared vision for the future. Together, we have the power to shape our organisation into a place where people feel valued, supported, and inspired to reach their full potential. I urge each member of the Bon Secours Health System team to embrace this strategy wholeheartedly and to play an active role in its implementation. Whether you are a frontline caregiver, a manager, or a member of the Executive Team, your contribution matters, and your commitment to our shared goals makes a real difference.

Together, we can build a brighter future for our organisation and continue to make a positive impact on the lives of those we serve, aligned to our mission and values.

Thank you for your dedication and ongoing commitment to Bon Secours Health System.

