

TCP⁺ Homecare

BRING HOSPITAL CARE HOME



TCP Homecare | HR Services Plan **2020 - 2024**



Introduction

TCP Homecare's HR Services Plan is a response from the HR function to align and operationalise HR Services to support organisational objectives.

The HR Services Plan and plan is written from the perspective that the Human Resources function of TCP is a strategic partner for TCP Management and staff.

The aim of this document is to present the vision, mission and values for the HR function in TCP, as well as to outline the strategic priorities, goals and plan for the coming years.

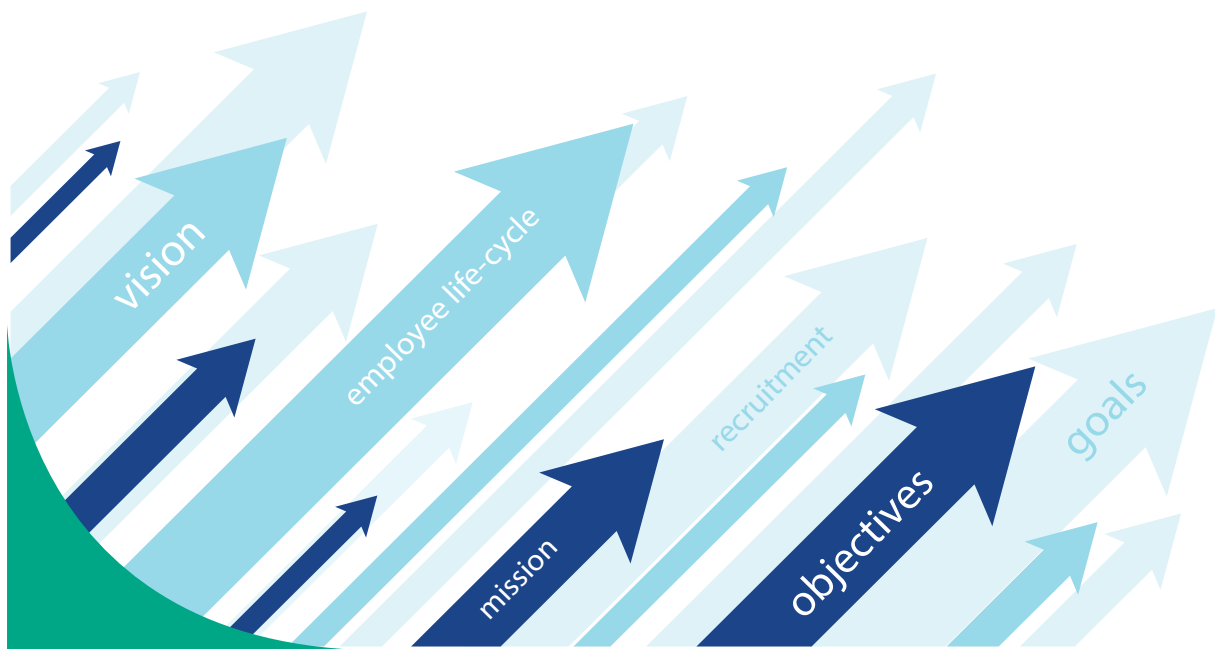


Context for the HR Services Plan

The HR Services Plan was developed taking cognisance of a number of developments within TCP Homecare and McKesson, nationally and internationally.

These included:

- Change of HR leadership structure and operating models
- Enhanced HR Services – moving from a transactional activity to value-add function
- Increased demand on recruitment, career progression and retention
- Challenges associated with COVID-19 Pandemic
- Success of the TCP brand in the face of adversity, to include recent and anticipated future business growth



Principles behind the HR Services Plan

The HR team, in developing and sharing the HR Services Plan with all HR staff and other key stakeholders outlined a number of principles that the final HR Services Plan must support.

These included:

- The HR Services Plan should show a clear alignment with TCP Homecare's organisational objectives, with focus on priority areas of activity that support the delivery of TCP Homecare's goals, mission and vision.
- The HR Services Plan should be set out against a timeframe that enables us to deliver with the resources that we have. A key challenge will be to facilitate the transformation of the HR function in parallel with the delivery of the HR Services Plan.
- The HR Services Plan will be planned and implemented with a focus on the entire employee life-cycle, i.e. from the recruitment stage through the service period and on to exiting TCP Homecare whether by career progression or retirement.
- The HR Services Plan will be designed to make clear the key priorities and to focus on their delivery.
- TCP Homecare HR wishes to ensure a good balance of focus on both clinical and non-clinical staff, and our HR policies and practices should ensure this is the case.
- The HR Services Plan will include a clear description of our purpose (mission) statement and we will strive to ensure that our annual plans are aligned with that purpose and with our vision for the future.
- Our HR Services Plan and each of the elements within it will be designed to deliver valuable HR support and expertise to the TCP Homecare's Leadership team and to reflect their needs and those of all our stakeholders.



Feedback & Analysis

A key requirement of our HR Services Plan is that it meets the identified needs and expectations of the various groups we support and the comments below are an outtake from various engagements with those served by HR across the organisation.

- Proactive HR advisory support – closer to the community and patients we support
- Provide meaningful HR support to Management team on a regular basis
- HR to provide support with change management and realignment of services
- Develop, attract, grow and retain our talent (Talent Acquisition, Learning, Development, Training)
- Need for efficient and effective HR processes
- Greater support in managing poor performance
- Deliver a seamless and responsive HR service

This input clearly points to a number of key focus areas for TCP Homecare's HR team.

These will include:

- Enhancing HR Service delivery SLA's, response timelines and more
- Continued enhancement of TCP's employer brand (social media management)
- Continued commitment to seamless resourcing and talent acquisition service delivery
- Skills and competence development of the HR function
- Clear performance management process, training and support (managing remote workforce of the future in the context of COVID-19)
- Talent management practices
- Leadership and staff development
- Clear career pathway development, linked to transparent promotion practices
- Succession planning processes
- Change management capability development



HR Mission, Vision and Plan

Our purpose as a HR function, that is, the reason we exist as a function is “To deliver best in class practices that attract, retain and develop people who will enhance, support and deliver upon TCP Homecare’s mission and vision to bring hospital care home”.

We have identified three core HR focus areas that will support the delivery and achievement of our HR Mission and Vision. These, in turn, are supported by nine key focus areas that will steer the content of our plan.

Focus Area #1 : iLead Service Ethic

Strategic Initiative 1

- Lean Administration and Back Office Support
 - Supporting the organisation to enhance administrative processes and back office support functions in an effective and efficient way. Supporting re-modelling of services, succession planning and workforce redesign
 - Lean Administration: Conduct review of all HR processes & implement process re-engineering

Strategic Initiative 2

- Workforce Planning
 - Data Analytics: Complete data gathering process, support nurse and clinical rostering
 - Workforce Planning: Enhance and support strategic workforce planning to safeguard service continuity, increase staff morale and wellbeing and to meet organisational objectives

Strategic Initiative 3

- HR Processes, Services & Capability
 - New HR Structure: Embed new operational model
 - HR Competency Framework: Design & implement
 - IT Workstream: HR Service Desk

Focus Area #2: TCP Homecare Talent Capability and Leadership

Strategic Initiative 1

- Leadership & People Development
 - Implementation of McKesson Career Framework
 - Coaching Framework: Establish, Pilot, Embed & Evaluate
 - Leadership & Management Programme: Design, Roll-Out & Evaluate
 - Induction Pack: Design & Build Pack; Evaluate Induction Programme; Broaden to deliver on-boarding programme

Strategic Initiative 2

- Talent Management
 - Strategic Staffing Plan: Complete, Align with Talent Acquisition/Development Plan & Implement
 - Design, Develop & Implement a clear progression pathway
 - Identify clear career paths for clinical and administrative support
 - Resource Transformation: Implement resourcing review recommendations & Embed new model
 - Promotion & Probation Processes: Review existing processes and roll-out revised model

Focus Area #3: Inspiring Workforce through iCare Values

Strategic Initiative 1

- Feedback and Recognition
 - Employee Engagement Survey: Design, Evaluate & Deliver
 - Design, build and implement a Feedback and Recognition programme for all staff incorporating the development of detailed and diverse KPIs to reflect the broad range of roles in TCP Group.
 - Diversity and inclusion project and initiatives support;
 - Recognition: Identify non-monetary opportunities to reward staff: Build pilot recognition programme; Evaluate & Review

Strategic Initiative 2

- Appropriately Aligned HR Policies
 - Policy Review & Gap Analysis: Conduct review; Launch revised policies; Complete implementation of new policies; Review
 - Job Evaluation: Conduct pilot; roll out to administrative support functions; Evaluate

Strategic Initiative 3

- Change Capability: Design & build framework; Evaluate framework; Redesign & Build framework



How will the HR Services Plan be measured for performance?

Metrics and Analytics

TCP Homecare HR has identified three critical performance indicators that we believe will prove worthwhile measures of HR's impact on the organisation's overall effectiveness and will contribute to helping us to assess the achievement of our mission and vision:

1. Critical Talent Retention
2. Recruiting Effectiveness
3. TCP Homecare and McKesson Career Development & Pathway

1. Critical Talent Retention

Rather than focusing on turnover rates we want to ensure that we are retaining critical, top talent.

The competition for top talent is ever increasing, particularly as the country and the globe emerges from COVID-19. Mark Murphy, CEO of executive education firm Leadership IQ and author of *The Deadly Sins of Employee Retention*, calculates that when the labour market rebounds companies that did not stay focused on retaining top talent will see their "turnover rates go from 5 per cent to 50 per cent, and it will happen overnight."

To be effective then, we must be aware of whether our top talent and the vitally important workers in TCP Homecare are resigning, or at risk of resigning, at a greater rate than less crucial employees.

To uncover this critical insight, HR should begin by measuring who is leaving, and related factors such as engagement, career development and compensation. Specific metrics would include:

- **Resignation Rate:** The number of employees who have resigned in a given period, expressed as a percentage of the entire workforce.
- **Resignation Rate of Top Performers:** The number of employees with top performance ratings who resigned, expressed as a percentage of the entire workforce. This is of course linked to the implementation of a performance management process across the organisation.
- **Promotion Rate and Promotion Wait Time:** The ratio of employees who were promoted, and the average time (in years) between promotions.
- **Engagement Index:** The overall level of engagement of employees in the organisation. (this can be measured through McKesson EOS Survey).
- **Market Compensation Ratio:** The ratio showing average direct compensation of employees compared to the average for corresponding market targets.

2. Recruitment and Talent Acquisition

The flip side of retaining critical workers is ensuring that our recruiting strategies are attracting new talent of the same calibre.

Historically, recruiting metrics have focused purely on time to fill, which by itself fails to give a true measure of the basic goal of recruiting—to ensure we have the best people to achieve our goal to bring hospital care to the home.

To adequately understand whether this goal is being met, we will look beyond how fast positions are filled to understand business impact shortfalls in capacity, whether new hires stay on with the organisation, and whether their performance exceeds or lags that of other employees.

Ultimately, the result of recruiting initiatives should consistently increase TCP Homecare's performance through improved talent.

To understand the true recruiting effectiveness, we will look not only at time to fill, but also look to understand quality of hire and business capacity measures. Specific metrics would include:

- **Vacancy Rate:** The average number of vacant positions as a percentage of all positions in the company.
- **First Year Turnover Rate:** The ratio of new hires that left TCP Homecare within the first year compared to the total number of new hires.
- **New Hire Performance:** The ratio of new hires whose performance ratings are above the lowest ranking, compared to all new hires.
- **Time to Fill:** The average number of days from when a position was opened until a new hire accepts an offer of employment.



Recruitment Responsiveness

In order to measure recruitment responsiveness HR Resourcing is putting in place a Service Level Agreement (SLA) between HR and Management Units within TCP Homecare.

SLAs are bi-lateral agreements between two parties, client and service provider, governing the delivery of a service or services. The HR Recruitment SLA covers a number of responsiveness measures, such as time taken to advertise, inviting applicants to interviews and to making verbal offers.

3. TCP Homecare and McKesson Career Development & pathway

TCP Homecare’s career development efforts will be governed by the McKesson Career Development Framework. HR will conduct an analysis across the organisation to identify:

- **Top Talent:** Who are our top performers and how many of them are there?
- **Rising Talent:** Who are up and coming junior staff members who have the ability, potential and attitude to contribute more deeply and or widely in the future?
- **Valued Talent:** Who are our solid performers who consistently deliver value?
- **Less Effective Talent:** Which staff are currently placed in roles that do not play to their strengths?

Gaining a clearer understanding of our talent pool will allow us to more clearly measure the return on investment in staff development, the impact of performance management initiatives as well as supporting the implementation of recognition and diversity programmes focused on key cohorts of staff.

TCP Homecare HR Operating Model

Head of Human Resources

HR SERVICE CENTRE	HR OPERATIONS	HR ADVISORY SERVICES	HR SPECIALIST TEAM	LEARNING & DEVELOPMENT
Similar to United Drug’s ASK IT Service, TCP Homecare’s HR will implement a HR Service desk that will act as a first line response to all staff HR queries and requests.	Payroll, recruitment, probation, on-boarding and contract management.	Expert employment law advice, change management and restructures, HR strategy design, workforce planning and HR analytics.	Designated HR officer for business unit areas.	Responsibility for mandatory training compliance and internal talent mobility and leadership development.