

Healthcare People Management Association

Strategy 2022-25

With you, for you
Improving Health through People



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Foreword



Dean Royles
President



Nicky Ingham
Executive Director

Our HPMAs Strategy 22-25 sets out the future direction of the charity. It details our five key ambitions for the future, building on the work themes from the past 3 years.

Our strategy has been developed with key stakeholder engagement during what has been an unprecedented time across healthcare, with the pandemic and the challenges this has brought to our profession. The people profession has been at the heart of organisations, supporting the workforce through the challenges that have been emergent throughout this period, it has supported the positioning of the profession at its rightful place at centre stage.

Members have lost colleagues, loved ones and the impact of Covid19 is still being felt today, it is something we are all learning to deal with as part of our day-to-day living. Everyone across healthcare has learnt so much from this challenging period and had to learn to adapt and respond to unprecedented needs. There is significant pressure within all aspects of the healthcare system and change is required to continue to provide excellent, world class services for our patients, service users, their families, and their carers. The workforce challenge is immense with services carrying a number of vacancies, recruitment difficulties and staff choosing to leave the service.

Never has it been so important to support the people who have hands on the people who deliver care, as a charity we need to ensure our offer is fresh, continually reflecting the changing landscape we are working in. Our profession needs to lead on the integration and innovation agenda, ensuring that the workforce is prepared and ready for the changes ahead.

We have set out five key ambitions:

- Continually develop our people
- Engaging our members
- Provide leading-edge practice and research
- Lead talent management for our profession
- Provide support for our members

Each of these ambitions has HPMAs commitment to build a more diverse and inclusive people profession, supporting everyone who works, volunteers, studies in this area to be provided with opportunities to develop and grow.

As a strategy for the charity, successfully achieving our ambitions relies upon strong collaborative working with our members, our Trustees, our Vice-Presidents, key stakeholders across healthcare and our commercial partners and sponsors. Our success depends on people and organisations working together harnessing the knowledge, skills, effort and passion. We will continue to put our people first, engaging and continually learning and adapting to the changes ahead, continuing to build relationships and have great conversations that develops our offer and support to our members.

Introduction

Healthcare People Management Association (HPMA) has a history of supporting people professionals for over 48 years, from when the first personnel roles were created in the UK health sector.

Despite several name changes since its beginnings in 1974, the focus has remained strong and clear: providing support to our members - the people who support those striving to provide the best healthcare possible.

HPMA has always been about People professionals from across the service coming together regularly, in a supportive and safe way to listen and learn from one another, to share ideas, innovations and challenges to improve our people profession; our expertise and our ability to improve the quality of health and care services right across the UK; England; Scotland, Northern Ireland and Wales).

We are proud to be an organisation lead by experienced people professionals, both within our Executive and the volunteers who take on the Vice President roles for the branches across England, and in Scotland, Wales and Northern Ireland. The collective HPMA team brings an important range of knowledge and expertise to the strategic direction and practical work that we do in service of over 16000 People Professionals, in the NHS alone. Our approach is inclusive. We welcome all areas of people services, as part of our growing membership, and we are committed to actively extending our reach into those disciplines that often operate on the fringes of the more traditional workforce team. The effective management of our UK workforces, our teams and our people requires competency across data, processes and policies driven by values and culture.

We want to be front and centre of improving the lives of people across the UK through excellence in people management.

We will do this through listening to our members and listening and working with our partners.



Our 2022-25 Strategy is focused on how we support our members' professional development in the context of unprecedented uncertainty and emotional demands.

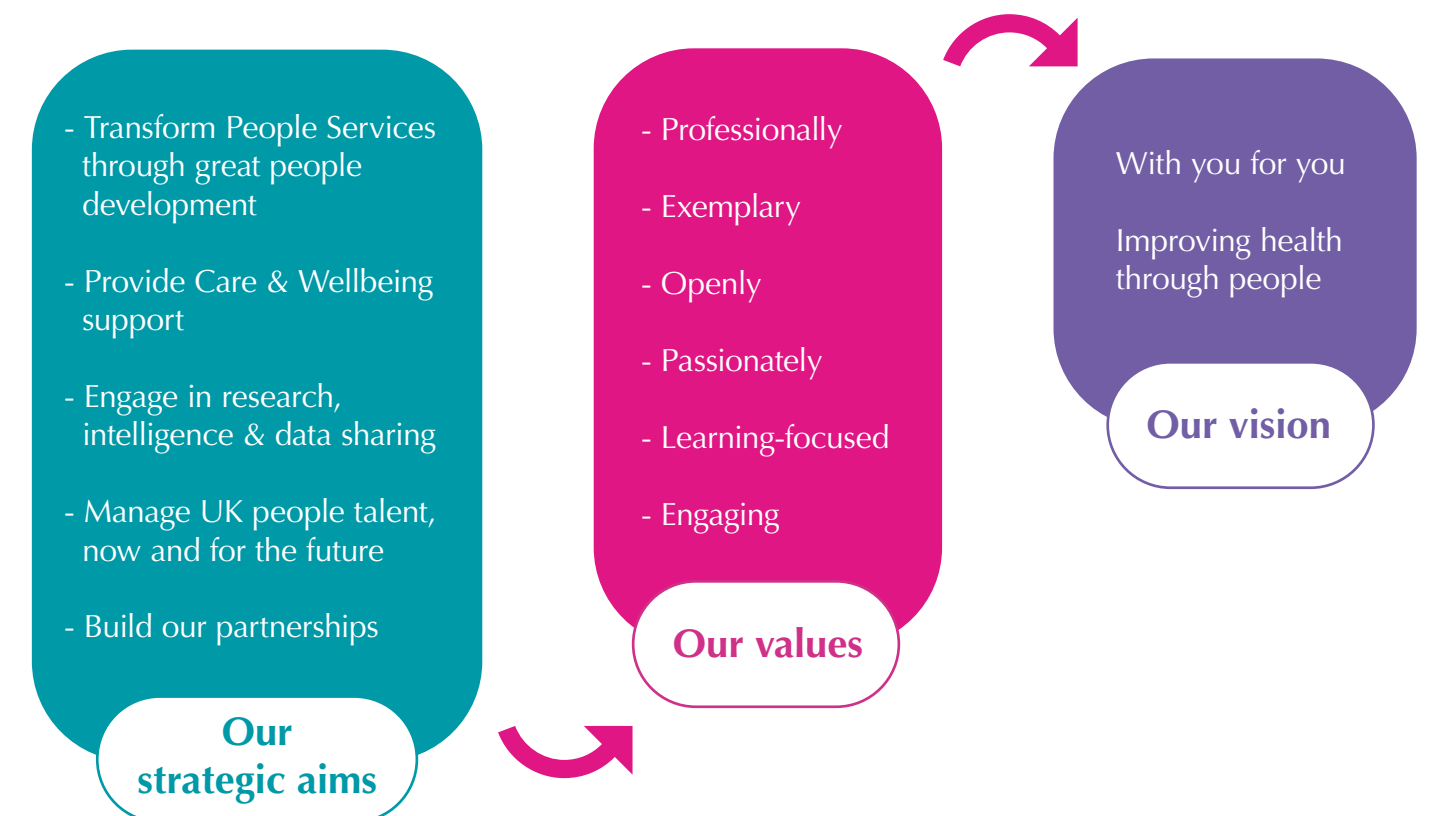
Our current working environments, much like our home lives, are barely recognisable in light of major incidences that have occurred and impacted on the service without respite. The way that we conduct ourselves as individuals in work, and out of work, has changed. As people professionals, our daily work has become more varied, wider ranging, more innovative and transformational. It has become more intense and more collaborative; it embraces new ways of working and new values.

HPMA wants to support People Professionals throughout the transformation of People Services.

Our strategy has 5 key ambitions that are directed at providing a wrap-around offer to all of our members and partners in achieving our Vision which is:

With you, for you:

Improving health through people



Our core purpose is to provide:

- Professional development supporting our members with pioneering knowledge & expertise.
- Facilitate networking of the profession at every level and across the diversity of portfolio.
- Celebrate success and share the excellent practice that is undertaken within the profession
- Lead research and development within the profession.
- Support career development and succession planning within the profession, nurturing talent.

Who are we?

HPMA is a Charity. We are a Charitable Incorporated Organisation (CIO) which is overseen by our Board of Trustees. The Trustees have overall responsibility for the financial and operational management of the HPMA. The National Council continues to play an important role in guiding the priorities and activities of the HPMA.

The Executive Director role has been in place since July 2017 and provides the day-to-day leadership of the charity, support to the President, Deputy Presidents, and Vice-Presidents, supported by the Membership and Engagement Manager. As HPMA begins to grow, it will be important to review our structure ensuring that we are wholly equipped to support the expansion of membership and growing presence within the healthcare setting.

Who do we serve?

We serve our members.

Our vision is **‘improving health through people’** by providing you with relevant, up to date information, that challenges and stretches you to continually improve your skills and knowledge ensuring you remain agile in an ever-changing and complex healthcare landscape. At HPMA, we recognise the impact the wider staff experience has on our patients and service users experience and the delivery of high quality safe and effective care.

Supporting the development of great places to work we strive to ensure that you experience excellence, positivity, ambition and that we are putting you, our members at the heart of everything we do. Our strategy outlines how we aspire to achieve this aim. It recognises that it is a great time to be in People functions within healthcare and our time is now for our membership in improving health through people and in taking our rightful place at centre stage. We have a pivotal role in leading the implementation plans of the National People Plans across the UK.

We speak for the wider people profession, including HR, OD and wider workforce functions across UK healthcare, including the ever-expanding range of workforce functions, such as payroll, workforce planning, diversity and inclusion, temporary staffing, resourcing. Our membership and the influence we have is growing exponentially, demonstrating the importance of our voice across healthcare in all four UK countries.

We continue to support members during unprecedented times, nurturing and being the voice for the profession ensuring our visibility and profile for the profession in healthcare continues.

We play a key part in the review of national people strategies and underpinning reviews of the profession to ensure that the whole picture is considered and supports the profession.

We are reviewing our offer to members by supporting branches and developing our national programme, to ensure it remains relevant and responsive to the needs of members. A blended delivery approach has been facilitated more recently, with the emerging use of numerous digital platforms. This has facilitated a significantly larger reach, supporting a greater number of members to access support and development.

Who do we work with?



- We work with and for our members. There are over 17000 NHS people professionals across the UK.
- We work with our commercial members to support benefits for our members alongside the current thought leadership, latest thinking, and practices.
- We work with our key partner Liaison to continually develop our membership hub.
- We work with the profession to develop a resource hub that supports career development conversations and direction across the profession.
- We work with key providers to respond to inclusivity and diversity and run anti-racism programmes for the people profession.
- We take responsive action #inclusiveHR to increase diversity across all levels of the profession.
- We work with other organisations that share common underpinning values and principles.

We continue to work collaboratively with many key partners across the sector and beyond, including Public Services People Managers Association (PPMA), University HR (UHR), and CIPD and have framework agreements and Memorandums of Understanding in place to support these relationships. We also remain working closely with organisations across the NHS and the UK. We will build upon these formal arrangements and ensure a stronger voice for People professionals across the UK healthcare sector and look to establish new arrangements ensuring that we become more UK representative by developing specific relationships with national organisations and government in Scotland, Wales and Northern Ireland.

What we know: *The national contexts*

We are proud to serve all of the 4 nations and work with them cohesively to support the different systems and ways of working that are diverse in all 4 areas. The strategic intent of the nations is continually developing with a core common purpose which centres upon developing the profession.

England:

The NHS people plan states a number of practical actions that employers and systems will take, and these are:

- Looking after our people – with quality health and wellbeing support for everyone.
- Belonging in the NHS – with particular focus on the discrimination that some staff face.
- New ways of working – capturing innovation, much of it led by our NHS people.
- Growing for the future - how we recruit, train and keep our people and welcome back colleagues who want to return.

People Promise



Northern Ireland:

Health and Social Care Workforce Strategy 2026 highlights 10 key themes arising from consultation with the workforce, these are:

1. Attracting, recruiting, and retaining
2. Sufficient availability of high-quality training and development
3. Effective workforce planning
4. Multi-disciplinary and inter-professional working and training
5. Building on, consolidation and promoting health and wellbeing
6. Improved workforce communication and engagement
7. Recognising the contribution of the workforce
8. Work-life balance
9. Making it easier for the workforce to do their jobs
10. Improving workforce business intelligence.



Scotland:

National Workforce Strategy for Health and Social Care in Scotland sets out:

- The changing demands on Health and Social Care and the workforce.
- The workforce vision, values and principles.
- The five pillars of the workforce journey (see below).





Creating our *strategic vision*

Wales:

A Healthier Wales: A Workforce Strategy for Health and Social Care – this strategy is underpinned by 7 key themes which have been shaped by engagement and consultation undertaken. These are:

1. An Engaged, Motivated, and healthy workforce
2. Attraction and recruitment
3. Seamless workforce models
4. Building a digitally ready workforce
5. Excellent education and learning
6. Leadership and succession
7. Workforce supply and shape



As a charity we have undertaken a full review of our strategy, continuing to engage with a wide variety of stakeholders across all areas of healthcare within the UK. In addition, we have continued to engage our branch Vice Presidents to test out the current work streams within the strategy ensuring the strategy is for you, our members, and continues to meet your ambitions. We have held several engagement events to listen to our members' hopes for the future and how we can take this forward.

Our vision: *improving health through people*

Our vision is 'improving health through people'. We believe that every healthcare organisation should excel in the way they manage their people. Great people management leads to improved health outcomes and quality of care, resulting in a healthier and more cared for nation.

Our aim is to support the development of the right conditions that embrace world class people management, leading to great care for our patients and service users. We aim to do this through supporting all professionals

involved in leading and managing people to deliver proactive and responsive people management every day. Supporting our people to deliver the best possible healthcare. Our priority is to support and develop the wider people professionals who are working hard in very challenging systems that are constantly changing, we need to be prepared and confident. We will support the diverse people profession in realising their full potential and developing their careers.

Branches across the U.K. will be involved at a local level in contributing to the national strategy and its delivery.



Strategic ambitions

We are ambitious in our thinking and want to ensure we strengthen ourselves as a charity and as people professionals.

Following engagement with our members and discussion at our 2019 conference, five key ambitions emerged for our charity. Since then, during the uncertain times of Covid19, we have been working towards these ambitions and have made steady progress.

These ambitions are long term and there will be an annual strategy delivery plan to support monitoring and implementation.

Branches will be involved at a local level in contributing to the national strategy and its delivery.



A closer look at our strategic ambitions



Provide support for our members

We want to ensure that all our members feel supported in their roles at every level and wherever they are in their career journeys. We wish to connect our members to each other to relevant stakeholders to

save time and share good practice. We want to provide a bridge, enabling connections across our systems for sharing, coaching, mentoring and peer support.



Continually develop our people

We continually review what our development offer is, which will include a blended approach to development in relation to how we deliver events and information, which will be broad ranging and

linked to the outputs from our annual development needs survey ensuring that the offer continues to be relevant to healthcare People professionals. We want to become the natural home for all development.



Provide leading edge practice and research

Encouraging the sharing of information, articles, policies, and other information is continually encouraged and celebrated through events and our

annual awards. Undertake research with sponsors and academic institutions into current and emergent themes that our members can use in practice.



Engaging our members

We continue to improve how we engage with the diversity of our membership ensuring we offer an inclusive offer to members at every level and across all aspects of the

People function. We want all people professionals to know who we are and actively engage with us.



Lead talent management for our profession

To support succession planning and talent management for our profession being the go

to place for organisations looking for their next people professional.

Our HPMA values

The work of HPMA is about working with our membership and for our membership in all that we do, using an approach that is underpinned by our core values that represent the key purpose of the charity too. Our values, developed by our members, speak to how we will work together, with each other, as employees, as ambassadors, and as members.

People are at the heart of everything we do.

Our P.E.O.P.L.E values drive our day-to-day working as a charity, guiding our decision making as we focus on what is important to our members and stakeholders.

Our values underpin our charity by providing our moral compass, helping us to grow and develop whilst creating a healthy future for our People professionals.



PROFESSIONAL

Professional in everything we do



EXEMPLARY

We are the best at what we do



OPEN

We are open, honest and kind



PASSIONATE

We are passionate about our profession



LEARNING

We are always willing to learn



ENGAGING

We are engaging and inspiring

A closer look at our HPMA values



PROFESSIONAL

Professional in everything we do

- We hold ourselves, and others, to account to continuously improve every day.
- We deliver what we have said we will deliver, and lead by example.
- We are committed to being knowledgeable and up to date, using world class research to inform our work.



EXEMPLARY

We are the best at what we do

- We strive to be the best we can be, each day, doing the right thing.
- We will get involved at the earliest opportunity possible to influence the people agenda both nationally and locally.
- We celebrate success and be proud of the achievements of the People profession across the UK.



OPEN

We are open, honest and kind

- We are transparent, open, and welcoming of ideas, challenges and suggestions.
- We create a psychologically safe space for our members to find support.
- We treat other with respect and dignity, creating an atmosphere of belonging.



PASSIONATE

We are passionate about our profession

- We strive to accomplish evidence-based and world-class people solutions.
- We will engage with people as their whole self, both intellectually and emotionally.
- We will be a positive voice when representing the voice of the people profession.



LEARNING

We are always willing to learn

- We respect difference in all that we do and adopt a blended and inclusive approach to development.
- We support the learning and development needs of all people.
- We drive inclusive and diverse learning.



ENGAGING

We are engaging and inspiring

- We use what we hear to influence our plans.
- We proactively involve others in developing and delivering what we do.
- We promote and advocate for the excellent work of the charity and the service.

High-level delivery plan: *our ambitions*

How will we monitor delivery?

It is important to share how we will deliver our ambitions accepting that the landscape is continually evolving and changing. The Strategy will have an underpinning delivery plan which will be presented to the National Council and Board of Trustees every quarter to provide an update of progress and to identify any related risks to delivery.

This plan will be reviewed and updated in its entirety every year, following the submission of the branch plans each January and prior to the production of the budget. This will be based on our ambitions in relation to what has been achieved and when, as well as areas of potential risk in relation to delivery.



To be the 'go to place' for all people professionals in healthcare

We will:

- Continue to attract new members and engage all members in all that we do
- Continue to build our membership database, adding the details of all staff who are members as part of the corporate membership of their organisations to ensure that we can engage with all members at every level directly.
- Develop social media groups to support the sharing of information/ideas/speakers/good practice etc.
- Develop a professional welcome pack for members, branch committee members, National Council members and Trustees.
- Continue to develop and improve our website providing us with the flexibility to engage with our members proactively.
- Continue to develop the HPMA Hub for our members ensuring up to date and relevant information is provided.
- Develop professional guidelines for use of branding ensuring a consistent and professional approach to all communications across all branches and nationally.
- Continue to produce and circulate a monthly newsletter that is up to date, shares latest information and good practice for members.
- Continue to support our #HPMA family ensuring our values are lived across everything we do.

To continually develop our People

We will:

- Undertake a 4 country development needs analysis to aid our understanding of current needs of People professionals across the wider workforce function.
- Review our current offer and clarify to our members what the offer is.
- Ensure our offer is versatile and embraces all roles that span across the People functions.
- Scope out model and infrastructure to expand the Academy model, developing centres of excellence across the UK.
- Continue to develop competency frameworks integrating where relevant with the CIPD profession map.
- Expand the range of development opportunities and delivery methods across all branches and on the national platform.
- Continue to design, deliver and host world-class events for UK healthcare organisations.
- Review our current fee model to ensure it continues to provide value for money for the improved development offer and supports financial resilience.
- Continue to drive increases in membership to support income generation alongside building funds for future investment.



To provide support for People professionals when they are new to post, promoted or when they need it personally or professionally

We will:

- Engage with all newly appointed Chief People Officers appointed to UK healthcare organisations.
- Offer to meet with them and their deputy to raise awareness of the work the charity undertakes and what support is on offer.
- Develop a mentor model including the required infrastructure, development and potential accreditation.
- Develop a coaching model exploring existing models, required infrastructure to support delivery and potential accreditation.
- Assess the needs of our members in this area and undertake more research to aid our understanding and future plans.





To provide leading edge research, thinking, information and good practice enabling connections across the system to share

We will:

- Develop mechanisms to enable the central collation of information that can be shared with members, signposting other stakeholders to share information more widely.
- Develop branch resources to support their development and sharing of good ideas and practice.
- Utilise the link worker model across branches who see the benefit of this approach.
- Utilise social media to our best advantage exploring:
 - Live twitter feed
 - LinkedIn
 - Podcasts
 - Webinars
 - Blogs
 - Vlogs etc.
- Continue to support events sharing exemplary practice from across all sectors.
- Share and shout loud about the award entries, facilitating the sharing of good practice of shortlisted entries across the UK.
- Continue to share case studies in our monthly newsletter and on our website.
- Continue research in areas of relevance and interest with key academic institutions supporting the development of national thinking and policy.



To be the 'go to place' for employers across UK healthcare who are looking for their next People professional so we can signpost them to our emerging talent

We will:

- Review the current Talent Management model being delivered in the London Academy with a view to improving and rolling out further across the UK.
- Develop a business case and identify funding sources, engaging in key conversations with stakeholders.
- Continue to support our campaign #inclusiveHR in responding to the research led by our London Academy to ensure our people professionals are representative of the community we serve at every level.
- Contribute directly to all UK people professional development strategies supporting the development of talent and ensuring a robust succession plan.
- Utilise the outcomes from the annual development needs analysis survey to inform programmes that support the building of awareness, knowledge and skills that support resilience in People functions.





Contact us

Email:

admin@hpmma.org.uk

accounts@hpmma.org.uk

nationalevents@hpmma.org.uk

Phone:

+44 (0) 300 365 5560

Address:

PO Box 343

Lytham St Annes

FY8 9JF

Social:

@HPMA_National
@HPMAAwards



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management-association