



Transforming Recruitment at East Kent Hospitals University NHS Foundation Trust

“Stepchange has helped us to break the cycle of constant demand on the recruitment team enabling service delivery approach to providing recruitment services.”

Jacqui Siggers
Head of Human Resources
East Kent

SUMMARY

Background

East Kent needed to transform the recruitment service.

Challenge

Develop a programme of improvements

Solution

A full analysis of the process, benchmarked against best practice with recommendations tailored for the Trust.

Benefits

- Reduced time to hire.
- An efficient recruitment service for less cost.
- Improved Hiring Manager satisfaction and improved morale in the recruitment team.

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From transaction processing to service delivery

Background

East Kent Hospitals University NHS Foundation Trust is one of the largest hospital trusts in England, with five hospitals and several outpatient facilities across Kent.

The Trust has always recognized the importance of the recruitment process in attracting the best candidates to the Trust.

The recruitment process evolved over time to meet the incremental needs and requirements of the Trust as well as adapting to the demands of technology and statutory requirements.

However the impact of increased recruitment activity combined with considerable change resulted in the recruitment department struggling to manage the workload.

The Trust needed to redesign the recruitment processes to enable the recruitment team to provide a first class service and engaged Stepchange, the NHS recruitment specialists, to lead the programme.

The Challenge

To redesign the recruitment processes and implement a change programme reducing the transactional burden and enabling the recruitment team to deliver a first class recruitment service.

Using a Lean Six Sigma approach, Stepchange conducted an end to end analysis and evaluation of the current permanent recruitment process including General and Medical Staffing.

The analysis was compared to the Stepchange best practice model to develop an agreed programme of improvements to the process supported by a business case.

The Solution

The Stepchange programme is designed to rapidly capture and analyse the recruitment process.

With over 10 years experience in helping NHS Trusts to improve their recruitment processes the Stepchange team was able to very quickly capture and analyse the existing processes.

Specially designed process mapping workshops and interviews minimized the disruption to the recruitment team and hiring managers.

The maps, data and evidence were analysed using the iGrafx Lean Six Sigma 2007 software and the Process Improvement Toolkit developed by Stepchange.

The end to end process was challenged, step by step, and compared to the best practice model to develop a comprehensive schedule of improvements tailored for the Trust.

The analysis revealed that the Recruitment process had evolved over time to meet the frequent changes and demands placed on it and confirmed that there were considerable inefficiencies.

The recommendations were developed with the support of service users and include making the best use of available technologies.

The Benefits

The recommendations provided included some fundamental changes to the process, but also many quick wins which alone saved the Trust time and money.

The business case enabled the Trust to invest in the improvement programme which was carefully structured to enable the Trust to deliver the improvements.

The improvements will reduce the risk that patient services will be impacted due to lack of appropriate staff and enable full compliance with Trust and statutory recruitment policies reducing the risk to the Trusts reputation if there is a failure.

Subsequent implementation has enabled the Trust to kick start the continuous improvement programme towards best practice recruitment processes with improved levels of quality and compliance.

Jacqui Siggers, Head of Human Resources for the Trust was delighted with the programme. “We were looking for a fast, efficient review that would deliver practical improvements to recruitment, supported by a strong business case which is exactly what Stepchange delivered”

“Stepchange worked with the recruitment team, and the hiring managers to ensure that service users bought into the recommendations. The review provided a road map that is transforming recruitment from reactive transaction processing to a proactive service delivery function

Stepchange provides the solution

Please contact Stepchange to discuss a review of part of your recruitment process: Tel: 01483 685850 or email information@stepchange.co.uk

Stepchange deliver Process Transformation Services to the Public Sector