



# Transforming Recruitment at Peterborough and Stamford Hospitals NHS Foundation Trust

“The Stepchange programme transformed the Trust’s recruitment processes and has ensured that we are in a position to respond to the constantly changing and complex demands of delivering this service to our Foundation Trust”.

**Nigel Hodkinson**

Assistant Director of Human Resources  
Peterborough and Stamford Hospitals NHS Foundation Trust

## SUMMARY

### Background

Peterborough needed to transform the recruitment service.

### Challenge

Develop and deliver a programme of improvements.

### Solution

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

### Benefits

- Road map for a Strategic Recruitment Service
- Lean and Efficient
- Effective & Compliant
- Best use of technology

To find out more contact:

Stepchange Partnership Ltd  
Surrey Technology Centre  
Surrey Research Park  
Guildford  
Surrey  
GU2 7YG

[www.stepchange.co.uk](http://www.stepchange.co.uk)

Tel: 01483 68 58 50  
Fax: 01483 68 58 55

Email:  
[information@stepchange.co.uk](mailto:information@stepchange.co.uk)

## From transaction processing to service delivery

### Background

Peterborough and Stamford Hospitals NHS Foundation Trust is one of the country’s top performing NHS acute Trusts in England & Wales.

It employs more than 3,000 members of staff and provides acute medical, surgical and day surgery services to the people of Greater Peterborough and the surrounding districts.

The Trust is leading on the Greater Peterborough Health Investment Plan (GPHIP), a £335 million project to build Peterborough City Hospital, the City Care Centre (community health centre) and the Cavell Centre (mental health unit) in Peterborough by 2010.

As part of the Trust’s 2013 Strategy - To be a major healthcare provider in eastern England that is best for patients and great to work for – the Trust initiated a comprehensive review of its recruitment processes. Its goal was to improve the level of service provided by the resourcing team, improve the efficiency of the process and reduce the time to hire.

### The Challenge

To review and redesign the entire recruitment process and develop a comprehensive improvement programme supported by a justifiable business case. Key goals:

- Best practice recruitment process
- Lean & efficient
- Effective - to attract and secure the very best talent
- Represent value for money
- Modern – make effective use of technology

The recommendations had to ensure that all stakeholders bought into the changes and were positive and enthusiastic in implementing the change management programme.

### The Solution

The Stepchange recruitment process improvement programme is designed to capture, analyse and re-engineer NHS Trust recruitment processes.

Using Stepchange’s specialist knowledge of the recruitment process across the NHS the current process was challenged, step by step, to develop a comprehensive schedule of improvements.

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

The existing process was compared to the Stepchange best practice model to develop an agreed programme of improvements, appropriate to the Trust and supported by a business case.

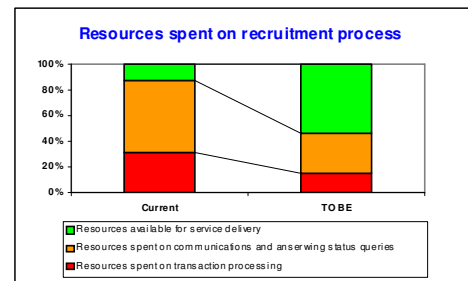
This enabled the Peterborough & Stamford to invest in the improvement programme which was carefully structured to enable the Trust to deliver the improvements.

### Transformation Programme

Implementation of the recommendations will transform the recruitment team from one which largely processes transactions to one which will, in addition, provide a resourcing expertise to the Trust.

### 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.



One of the key goals was to reduce the time spent on transaction processing and responding to and dealing with queries from hiring managers.

The new processes and online guide combined with the Recruitment Service Level Agreement ensure that everyone understands their responsibilities in the process.

Commenting on the programme Nigel Hodkinson said “I’m delighted with both the process and the results achieved. We were looking for a comprehensive programme that would deliver practical improvements and enable the Trust to transform recruitment and this is exactly what Stepchange helped us deliver”.

## 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](mailto:information@stepchange.co.uk)

Stepchange deliver Process Transformation Services to the Public Sector