

HEALTHCARE HR OPERATIONAL EXCELLENCE FUNDAMENTALS™

ASSESS • UNDERSTAND • STRENGTHEN • PERFORM

Building Operational Maturity & Readiness
for a High-Performing Healthcare HR Function



Assessment-Led Professional
Development for Healthcare HR &
Workforce Leaders



Using our
Human Resources Operational
Maturity Assessment
(HROMA™ Express)



STRATEGIC
CONSULTING NETWORK
PASSION • EXPERTISE • IMPACT

5th-9th October, 2026
School of Public Health
University of Ghana, Legon

PEOPLE
PERFORMANCE
PURPOSE

STRONGER
TOGETHER



HR

PROGRAMME OVERVIEW

Building the HR Function Behind a High-Performing Healthcare Organisation
Healthcare performance depends on people—and people depend on effective workforce systems.

A high-performing healthcare HR function must do more than administer recruitment, personnel records, leave, training and performance processes.

It must be capable of planning the workforce, deploying people effectively, developing capability, maintaining workforce readiness, using reliable information, managing workforce risk and continuously improving its operating systems.

The Healthcare HR Operational Excellence Fundamentals™ programme is designed to help healthcare HR and workforce leaders develop the knowledge, perspective and practical capability required to understand and strengthen the operational maturity and readiness of the HR function.

The programme focuses on three fundamental questions:

MATURITY	READINESS	PERFORMANCE
How developed and dependable are our HR operating systems?	Are the people, processes, information, systems and capabilities required for HR to perform effectively in place and functioning?	Can the HR function consistently support the workforce requirements of a high-performing healthcare organisation?

HOW WELL DOES THE HR FUNCTION ACTUALLY WORK AS A SYSTEM?

Consider your own HR function.

Are your workforce systems clearly defined—or dependent on individual effort?	Are they consistently applied—or do they vary across departments and facilities?
Are workforce planning and deployment responsive to actual healthcare service demand?	Can you see workforce availability, capability and critical gaps when decisions need to be made?
Are HR processes connected—or operating as separate administrative activities?	Are your systems digitally enabled—or still dependent on fragmented manual processes?
If demand changed tomorrow, would your HR function be operationally ready to respond?	Does workforce information provide leaders with timely management intelligence?
	And most importantly—are your HR systems becoming stronger, more dependable and more mature over time?

THIS IS THE SHIFT.

The question is no longer simply: “Does HR perform this activity?”
The question becomes: “How mature, ready and dependable is the system through which HR performs it?” Because a high-performing healthcare organisation requires more than a busy HR department.

IT REQUIRES A MATURE, READY & HIGH-PERFORMING HR FUNCTION.
And strengthening it begins with understanding where the function stands today.

WHY THIS PROGRAMME MATTERS

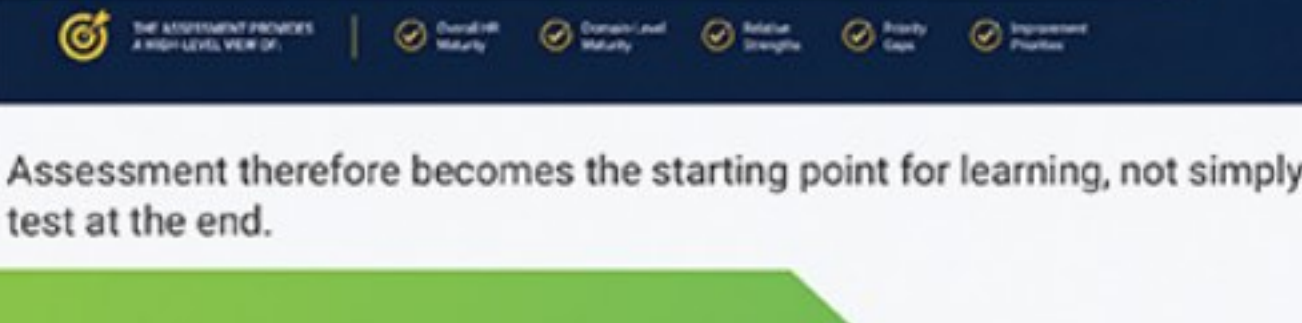
A Busy HR Function Is Not Necessarily a Mature HR Function.

Every day, the HR function is busy.

- People are recruited.
- Rosters are prepared.
- Training is delivered.
- Performance reviews are completed.
- Policies are developed.
- Workforce reports are produced.

ASSESSMENT-LED FROM THE BEGINNING

Understand Your
Starting Point.
Focus Your Learning.



Assessment therefore becomes the starting point for learning, not simply a test at the end.

13 OPERATIONAL EXCELLENCE DOMAINS

The 13 Operational Excellence Domains provide an integrated view of the healthcare HR function—from leadership, governance, workforce strategy and planning to recruitment, deployment, performance, learning, engagement and HR operations.

The framework extends into digital HR, workforce analytics, organisational development, change, workforce risk and continuous improvement, helping professionals understand how the complete HR function works together to strengthen workforce readiness, operational maturity and performance.



FROM ASSESSMENT TO HIGH PERFORMANCE

OPERATIONAL MATURITY Defined • Standardised • Integrated • Measured • Dependable • Continuously Improved	OPERATIONAL READINESS People • Capability • Processes • Information • Systems • Tools • Controls in place and functioning	PROFESSIONAL CAPABILITY HR professionals capable of managing, interpreting and improving their systems
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A High-Performing Healthcare HR Function

PROGRAMME OBJECTIVES

- By the end of the programme, participants should be better able to:
 - Understand healthcare HR through an operational excellence lens.
 - Interpret HR operational maturity across the 13 assessment domains.
 - Distinguish operational maturity from operational readiness.
 - Recognise the characteristics of increasingly mature HR operating systems.
 - Identify workforce systems and capabilities requiring development.
 - Connect HR systems more effectively with healthcare service requirements.
 - Use workforce information and operational intelligence more effectively.
 - Recognise workforce and HR operational risks.
 - Prioritise opportunities for strengthening HR maturity and readiness.
 - Understand how reassessment can support continued development.



- ASSESSMENT-LED: Understand maturity. Identify priority gaps.
- PRACTICE-FOCUSED: Real-world scenarios. Practical application.
- APPLIED LEARNING: Apply insights. Strengthen performance.
- ENROLMENT OPTIONS:
 - INDIVIDUAL PROFESSIONAL: Invest in your growth.
 - HEALTHCARE ORGANISATION: Build a stronger HR function.

THE ASSESSMENT-LED LEARNING EXPERIENCE

From Assessment Results to Development Priorities
The programme connects assessment directly to professional learning and application.

- 01 - ASSESSMENT: Establish a structured view of current HR operational maturity.
- 02 - UNDERSTAND: Establish a structured view of current HR operational maturity.
- 03 - TEST READINESS: Consider whether the critical conditions required for effective HR performance are in place and functioning.
- 04 - LEARN & APPLY: Engage with expert-led learning, healthcare HR cases, practical frameworks, digital HR, workforce intelligence and applied exercises.
- 05 - PRIORITISE: Identify the systems and capabilities requiring greater attention.
- 06 - STRENGTHEN: Translate learning into professional and functional development priorities.

SIGNATURE APPLIED LEARNING EXPERIENCE

HROMA™ MATURITY & READINESS LAB
Participants work with a 13-domain HR maturity profile to explore the relationship between assessment results, operational maturity, readiness gaps and development priorities. The objective is not simply to achieve a score.

- 1 It is to understand where the HR function is
- 2 What greater maturity looks like
- 3 What needs to develop next.

VALUE FOR PARTICIPANT

Learn to See the HR Function as an Operating System.
Participants gain:

- A structured whole-function view of healthcare HR.
- Greater understanding of operational maturity and readiness.
- Experience interpreting an HR maturity profile.
- Greater ability to recognise system and capability gaps.
- Broader understanding of healthcare workforce operations.
- Exposure to digital HR and workforce intelligence.
- Practical approaches to prioritising development.
- A stronger strategic and operational HR perspective.
- Advanced professional certification.

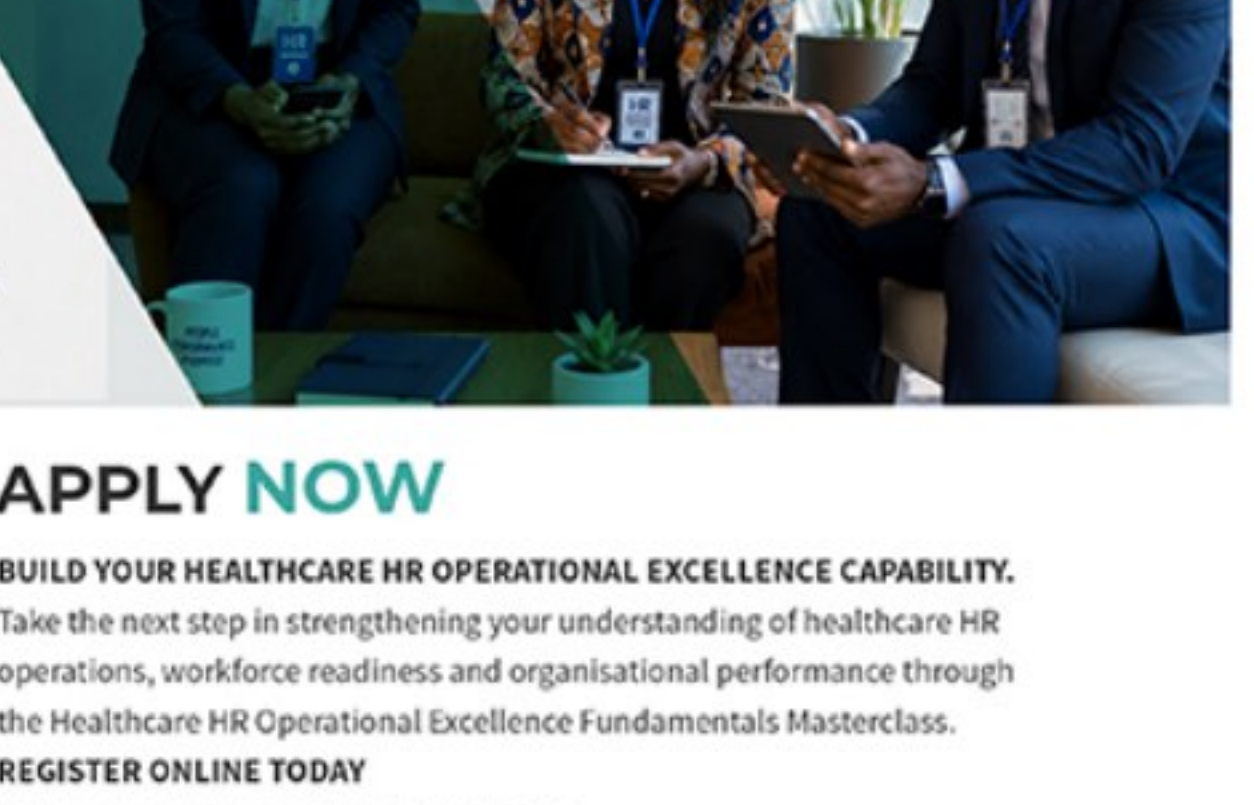
VALUE FOR THE HEALTHCARE FACILITY

- Healthcare organisations develop professionals better equipped to contribute to:
 - Stronger HR Governance
 - Better Workforce Planning
 - Improved Workforce Deployment & Readiness
 - Stronger Workforce Capability Management
 - More Reliable HR Operating Systems
 - Better Workforce Risk Visibility
 - Continuous Improvement
 - Build the internal capability required to progressively strengthen HR operational maturity, maintain workforce readiness and support high organisational performance.

WHO SHOULD ATTEND

FOR THE PEOPLE
BEHIND THE
HEALTHCARE WORKFORCE.

- HR DIRECTORS & MANAGERS
- WORKFORCE PLANNERS
- HOSPITAL ADMINISTRATORS
- HEALTHCARE EXECUTIVES & FACILITY MANAGERS
- CLINICAL & NURSE MANAGERS
- LAC, PERFORMANCE & HEALTHCARE OPERATIONS PROFESSIONALS



CERTIFICATION

Participants who successfully complete the applicable programme requirements receive:

Advanced Certificate in HEALTHCARE HR OPERATIONAL EXCELLENCE FUNDAMENTALS

Recognising professional development in healthcare HR operational excellence, maturity, readiness and workforce performance.

APPLY NOW

BUILD YOUR HEALTHCARE HR OPERATIONAL EXCELLENCE CAPABILITY.
Take the next step in strengthening your understanding of healthcare HR operations, workforce readiness and organisational performance through the Healthcare HR Operational Excellence Fundamentals Masterclass.

REGISTER ONLINE TODAY
Visit www.scnghana.org to register online.

OR Download the Masterclass Registration Form from www.scnghana.org, complete it and submit it online.

APPLY NOW You Can Apply Now as an Individual Professional to Build your Healthcare HR Operational Capability Move beyond managing individual HR activities to understanding and strengthening the systems behind a high-performing healthcare HR function.	SPONSOR YOUR TEAM Develop Professionals Who Can Strengthen Your HR Function Nominate or sponsor professionals responsible for building stronger, more mature and operationally ready workforce systems.	Date 5th-9th October, 2026 (5 days) Venue School of Public Health, University of Ghana, Legon	Early Registration: GHS 4,000 Standard Registration: GHS 4,500 (Excluding Accommodation) Limited Places Available The programme fee includes: • Assessment-Led Training • Training Materials and Learning Resources • HR Management Tools and Templates • Certificate in Advanced HR Management • Membership of the SCN-Ghana HR Community of Practice (HR-CoP)
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01 ASSESS WHERE YOU ARE

CONTACT

For programme enquiries, registration support, institutional nominations, accommodation assistance, or additional information, please reach out to us.

Call: 055 706 5552 | 055 706 5553

WhatsApp: 055 706 5552



STRATEGIC
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EVIDENCE. INSIGHTS. TRANSFORMATION.

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www.training.scnghana.org

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