







**Building Human Competencies – Leveraging Human Assets**Rajiv Kapoor, Chief People Officer, Fortis Healthcare Limited





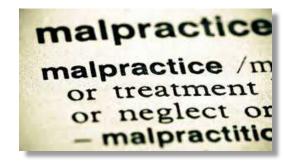






# Healthcare Today.....

- General Perception Not very positive
- Private Healthcare Providers only profiteering
- Doctors not empathetic
- Only chasing targets
- Patient comes last in this scheme
- Totally commercial setups
- Losing Human Touch
- Getting distanced from the Patient









# TOWARD TALENT BASED COMPETENCY MANAGEMENT



### **Towards Competency Based Talent Management**

Recruitment & Selection

Performance Management

Compensation & Organization Development

Career & Succession Planning

## Competencies

- Competencies are at the heart of Talent Management
- Defining competencies in a consistent manner helps to integrate the organization's talent management processes with competencies as a common denominator

# How they Help.....

#### Competencies help improve **recruitment** by:

- Providing a consistent competency-based specification for each job
- Facilitating competency-based interviews thereby improving quality of hire

#### Competencies help improve **performance management** by:

- Comparing people against known competencies for each role
- Providing a common language for assessment, thereby avoiding appraiser bias

#### Competencies help improve compensation & benefits by:

Associating merit increases with improved competency-based performance ratings

#### Competencies help improve learning & development by:

- Ensuring that L & D programs are aligned to business requirements
- Increasing the effectiveness of learning by measuring impact on competency scores

#### Competencies help improve career planning by:

- Facilitating assessment for future roles
- Identifying competency gaps and hence learning requirements for future roles
- Using competency-based profiles to identify future roles for each employee



### To summarize...

Successful implementation of a **competency management system** helps organizations to:

- **Execute business strategy** by developing competencies that support business objectives
- Stay competitive by developing and retaining a well skilled workforce
- Optimize costs by focusing on real training needs
- Avoid Third Party costs by identifying existing internal competencies
- Maximize workforce ROI by developing and utilizing employee competencies effectively
- Improve recruitment processes by providing clear role requirements
- Mitigate operational risks by identifying competency gaps
- Retain employees by identifying employee development opportunities

It also builds **Transparency** and **Objectivity** into talent management processes, thereby reducing employee dissatisfaction.





# BUILDING HUMAN COMPETENCIES –WHY IS IT RELEVANT FOR THE HEALTHCARE INDUSTRY



## Perception and Experience of care

#### Creating compelling Service Experience



- Critical gains in medical care quality quality improvement, regulatory and competitive pressure
- Patients' Power to choose increases
- Quality of the overall experience becomes an even more important differentiator
- Healthcare organizations now have to compete on perception of care
- For 75% patients perception of care rather than objectively measurable clinical factors, important factor for their judgment of hospital quality
- Nearly half of patients have switched or considered switching providers based on negative service experiences



#### A Human Process



- Receiving healthcare as a patient is fundamentally a human process
- At the center of effective care delivery is a connection between the provider and patient
- Empathy, Care, ability to listen, ability to connect, responsiveness, understanding emotional needs while providing patient care is the key
- Presence of human attributes, attitudes, competencies are crucial in healthcare services
- Enhancing these human competencies in healthcare professionals essential
- To provide value-based care Attitude of Service-'meaningfully contributing to the lives of others', a Service mindset of alleviating patient suffering essential



### Enhancing / Building Human Competencies at Fortis



Service Excellence - One Fortis Training Curriculum

- Committed to Clinical Excellence and Compassionate Patient Care
- 'Service Excellence One Fortis' Capability Building initiative, which is a transformational step in "Building a Patient centric Organization"
- Training & Skill building of front line employees
- Focusses on reinforcing mind-sets (Care, Compassion and Commitment to best outcomes) & enhancing behavioral skills (communicating with empathy, listening and providing solutions).



## **Enhancing / Building Human Competencies at Fortis**



- Ethos of connecting with care & compassion formulates the framework of our Leadership Development programs
- Structured training programs to enhance skills of emotional intelligence, listening, empathy & responsiveness towards patients, teams, peers & self in our leaders
- Over 700 managers in diverse clinical & non clinical roles in the organization part of Leadership Development programs







## Need of the Times......

- Competencies to handle
  - Ambiguity
  - State of Flux
  - Frequent changes
  - Understanding the 'Unsaid'
  - Ability to smell 'Opportunities



"An 'ability to smell fear' is a quality I've never seen listed on a resume before."







# Leverage Human Assets - Manage human competencies - a strategic capability



- Human competencies critical factor in creating a compelling customer experience
- Empathetic customer care is driven by both employee behaviors and leadership decisions
- An organizational capability that must be cultivated and reinforced
- Build on these essential human competencies & create an institutional ability to sense and respond empathetically.



## **Thank You**



**Fortis Healthcare Limited** 

