



Building Human Competencies – Leveraging Human Assets

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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
& Benefits

Learning &
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."

HOW ARE YOU DOING ON YOUR UNSPOKEN OBJECTIVES?

MY WHAT?

I'M REFERRING TO THE GOALS I HAVE IN MY MIND THAT I'VE NEVER MENTIONED.

HOW ARE THOSE GOING?

I'M TOTALLY NAILING THEM.

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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



Others said "can't be". We said "will be"

Saving and enriching lives through 1000+ pathbreaking surgeries last year.

Fortis Healthcare Limited

