

HR: Changing Paradigm

Day & Date: Friday, 6th May 2016
Time: 4:15 pm to 5:15 pm
Venue: Auditorium, Symbiosis International University, Lavale campus, Pune
Speaker: Dr. Joy Chakraborty
Report prepared by: Dr. Harshada Tambe, Student, MBA - HHM (2015-2017)
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Dr. Joy Chakraborty is the COO of Hinduja hospital. He is a member of National Healthcare committee and NABH.

Dr Chakraborty began his speech by describing HR functions as important aspect in the functioning of hospital. He described the issues related to HR describing traditional functions vs transformed functions. Concept of employee- employer relation has undergone a sea change. HR traditional functions are to attract, recruit, train and promote employees. It has now transformed into managing change, talent development, brand promotion and containing attrition among employees. Employees are the only assets who are brand image to their customer. Change management is driven by external forces due to more competitors in the market. The elements of Managing change are-

- Dynamic
- Focused change management
- Flexible
- Attitude

Dr. Chakraborty elaborated the following points-

- Talent management consists of the steps -start on day 1, encourage long term, leadership development, succession planning. Competency based talent management includes recruitment and selection, performance management, compensation and benefits, learning

and organizational development, career and successional planning. He explained this by giving example of a salesman. Satisfaction of employees is essential. Brand and culture believes that HR is the face of organization. High rate of attrition increases cost. Eg nurses and doctors leaving for foreign countries like US. He emphasized to develop packages like incentives and monetary compensation, flexible work hours etc. Fresh talent should be hired for optimum organizational success.

- Strategic HR management- Integral part of an organizational vision and strategy. Occupies centre stage. Aim at developing people and their potential for growth by examples.
- Leading SHRM practices- Master administrative or transactional aspects of HR. Make human capital investments. Training and development of both managers and front line staff. Make innovation and inspiration a top corporate priority. Some hospitals added home healthcare and converted some into daycare to give successful outcomes.
- Communication- Develop and implement long term strategies to improve employee motivation and productivity.

Why relevant for healthcare industry- it involves human factor. It's all about perception- patients have power to choose has increased. Quality of overall experience is an important differentiator. Competition is based on perception like feedback received. 75 % patients judge hospital quality based on hospital perception rather than objectively measurable clinical factor. Nearly half patients switched because of negative perception. Healthcare is a human process. Empathy, care, ability to listen, ability to connect, responsiveness are the qualities essential in healthcare providers. Top companies practicing good HR policies are Tesco, Coca-Cola, Lego, Subway etc.

Few examples discussed are-

- Google is rated as best company to work for in the world. 7 acres sports complex, 3 wellness centers, indoor roller hockey rinks etc are few of the recreational facilities for employees. Each employee generates \$1 million revenue and \$200,000 in profit each year. It is worlds only data driven HR function company.

- Cadbury- It boosts housing, schools, hospitals, museums, reading rooms etc. For health of employees' outdoor sports and swimming facilities are available. The company is built on altruistic belief system that makes people a priority.
- SAS- High trust environment which leads to low turnover. HR practices are innovative and creative.
- Among healthcare industry Mayo clinic is consistent.
- Brigham and Women's hospital focuses on working parents.
- P.D Hinduja hospital also ranks amongst the best HR practices. Parivaar culture is practiced which focuses on each employee as an asset to the hospital. Benefits paid leave, healthcare benefits, subsidized meals etc. Healthy workplace award gold 2015, AHPI healthcare excellence award are some of the awards received by Hinduja hospital. Samvaad open interactive session about work, cooperative credit society for loans to the employees at 2 % interest rate.

Among good HR practices include "Back to office" implying no need to work from home. HR goes soft on performance rating. Accenture has abolish this practice of performance rating. Individualization of each employee should be identified and nurtured. Artificial intelligence, engage employee, focus on employee well being and resilience are the various programs carried out in good HR practices.

He concluded the session with answering the queries about attrition among junior doctors. The amount of expenditure on employees is 4.5 crores in Hinduja hospital for excellent workplace environment. The lecture provided an insight about HR importance in healthcare industry.