



# **KHUSHI FINDINGS**

## **Employee Engagement Survey 2016**

**Confidential & Restricted Circulation**

# Relationship between Employee Engagement and Business Performance

Employee Engagement Drives business growth



Eighth meta analysis of Gallup study confirms the well-established connection between Employee Engagement and following performance outcomes:

S No.	Description
1	Customer ratings
2	Profitability
3	Productivity
4	Turnover
5	Safety incidents
6	Absenteeism
7	Patient safety incidents
8	Quality
9	Shrinkage

*\*Gallup conducted its eighth meta-analysis on Engagement using 263 research studies across 192 organizations in 49 industries and 34 countries*



# **KHUSHI Employee Engagement Survey 2016**

1	<b>Survey Methodology</b>
2	<b>Executive Summary</b>
3	<b>KHUSHI Survey Findings</b> <ul style="list-style-type: none"><li>MHC Level - Examining Trends</li><li>Unit Wise - Examining Trends</li><li>Category Wise - Examining Trends</li></ul>
4	<b>Focus Area &amp; Action Planning</b>
5	<b>Annexure</b>





Administered across **10219** employees

Online Survey through **People Strong – Each One, Take One**

A **five point likert scale** based feedback

**% Satisfaction** is a proportion of **top 2** ratings

**>=70%** satisfaction is considered **good**

*An approximation based on industry benchmark charts the satisfaction % can be read as shown above*

Satisfaction %*	Interpretation
>=70%	Very Satisfied employees
60-69%	Satisfied employees
50-59%	Not a concern, could become one if neglected
<50%	Matter of concern

*Customization upwards by 10% to leverage internal responses*

Satisfaction %*	Interpretation
>=80%	Very Satisfied employees
70-79%	Satisfied employees
60-69%	Not a concern, could become one if neglected
<60%	Matter of concern

**\*\*Presentation is color coded per above**

# Executive Summary

Response Rate	75% participation (of 10219) - an excellent score	Overall Satisfaction	80% satisfaction (Healthy Score as per industry benchmark)	
Response Rate	Overall Satisfaction %	Top Satisfiers	Indicative Improvement areas	Demographics Inputs
<ul style="list-style-type: none"> <li>• More than 50% units have &gt; 80% participation</li> <li>• <b>Maximum participation from Front Office (91%)</b> department followed by Nursing <b>(87%)</b></li> <li>• Lowest participation from Physicians <b>(38%)</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Highest satisfaction (83%) Paramedics followed by FO</b></li> <li>• Lowest (78%) is Nursing</li> <li>• Amongst locations, <b>Patparganj leads @ 85%- (Mohali LY @ 88%)</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Strong Brand Presence</b></li> <li>• <b>Vision &amp; Value awareness</b></li> <li>• <b>Sense of pride</b> associated with Max</li> <li>• <b>Customer Centricity</b> and Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership connect &amp; functional collaboration</li> <li>• <b>Trust and Confidence</b> to voice opinion</li> <li>• Objective Performance assessment</li> <li>• Continuous <b>recognition / appreciation</b> of work</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Highest satisfaction% at PL &amp; lowest at ML &amp; LL band</b></li> <li>• Higher satisfaction in male workforce</li> <li>• Satisfaction lower in early years of career with MHC</li> </ul>

# Focus areas : Action planning

## 1 Engagement with Organization

### Talent Utilization & Recognition

- Build a culture of continued **behavioural skill development**
- Clearly define roles and **career progression**
- Outline & implement a **leadership development program**
- **HIPO identification & upskilling** Gaps for the stated population for a sustained & work ethic focused culture
- **Manpower Planning** and allocation - Deep Dive & assess workload in consultation with Functions

## 2 Engagement with Manager

### Create a Transparent & Rewarding workplace

- **Standardized & market aligned** –designations JDs & goals
- Institutionalize & strengthen **reward & recognition program**
- Mandate regular 1:1 post training Managers on do's & don'ts on such conversations
- Involve employees in **cross functional teams** by providing platforms for effective collaborations

## 3 Focus on Competencies

### Employee Engagement and Trust

- **Increase employee touch points** with a multi pronged common engagement practices
- Internal & External Branding
- **Regular refresher courses** and policies to enhance awareness

## 4 Strategic Alignment

### Supervisor Connect & People Synergies

- **More top down communications** through town halls, quarterly focus , group discussion
- Mandatory **Skip sessions and HR connect**
- **Plan CBI** to empower managers to get the right talent into the organization
- Leverage current Learning offerings with focus on **Functional Trainings**
- Leadership Development programmes

### Work Environment & Culture

- Campaign around Vision and Values to build strong **value based culture**
- Continued **Behavioral skill development & Team Building Programs**
- EVP creation
- Identify our key business drivers and benchmark internally & /with the industry

# MHC Top 10 Satisfiers & Dissatisfiers - 2016

Top 10 Questions	Satisfaction%	Theme
I am aware of the vision and values of Max Healthcare	92%	My Company
Max Healthcare has a good Brand image in the Industry	92%	My Company
I know what is expected of me at work	90%	My Work
I have a sense of pride in working in Max Healthcare	89%	My Company
Customer/Patient Satisfaction takes top priority at Max Healthcare	87%	Customer Satisfaction
My work makes good use of my skills and abilities	86%	My Work
Customers/Patients can rely on Max Healthcare to deliver quality service and value	86%	Customer Satisfaction
My safety at workplace is adequately protected	86%	My Work
Max Healthcare is able to adapt rapidly to challenging market demands	86%	My Company
Max Healthcare listens well and responds quickly to customer/patient feedback	86%	Customer Satisfaction

Bottom 10 Questions	Satisfaction%	Theme
My salary is fair for my level of responsibilities & experience	51%	Compensation & Benefits
My last performance appraisal was an accurate assessment of my performance	60%	Perf Feedback & Recognition
I am satisfied with my perquisites / benefits	66%	Compensation & Benefits
In the last 30 days I have received recognition / praise for doing good work	67%	Perf Feedback & Recognition
In the last six months, someone at work has talked to me about my career progress	69%	My Career
If I perform well I can count on getting compensated accordingly	71%	Compensation & Benefits
Max Healthcare respects my need to balance my work and home life	74%	Work Culture
Senior Leadership at Max Healthcare is well informed about what employees think and feel	75%	Senior Leadership
It is safe to voice my opinions in Max Healthcare	75%	Work Culture
I believe my Company is committed to employees	75%	My Company

**Strong Brand image ,Vision & Values awareness, Customer centricity, Role Clarity - Strength  
Compensation & Benefits, Performance Management, Culture, Career Growth - Opportunity**

## Top things that are working well in MHC

### BRAND

- Brand Presence & Pride
- Progressive & Growing Organisation
- Visibility & recall

### CUSTOMER

- Patient Safety
- Patient Care
- Quality of Service
- Customer Focus

### Others

- Strong Clinical Processes
- Market aligned business strategy
- Quality Focus
- Good Infrastructure

## What can help make MHC a better place to work?

### Development

- More focus on learning & Development Opportunities
- Career Planning and growth avenues

### PMS Process

- Transparent & objective PMS process
- Fair Compensation & Benefits
- 360 degree approach during appraisal

### Work Culture

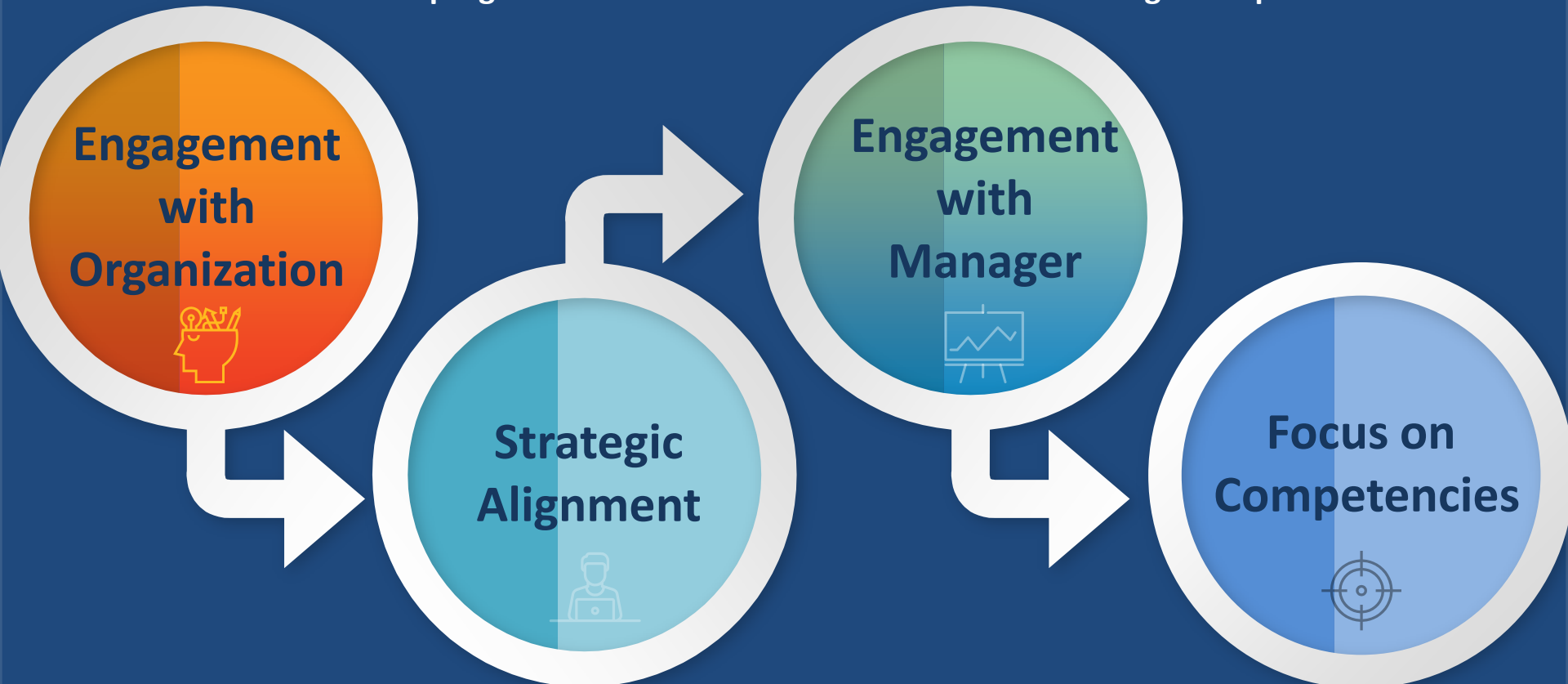
- More empowerment & flexibility
- Building Transparency
- Cross functional Collaboration



# Focus Areas

- Quarterly town hall across MHC
- Build culture of leader & manager connect
- Launch central induction program

- Mandate & train managers for frequent 1:1/ mid year reviews
- Launch structured recognition platforms & schemes



- Provide platforms for effective functional collaborations
- Define clear roles and career progressions
- Build a culture of continued behavioral skill development
- Larger focus on functional training

# What Next?

Administer Survey

Understand Issues

Share Findings

Implement Actions

Survey

Solutions

Survey



Analysis

Org. Action  
Planning

Communications



Workgroup  
Reporting

Equip People

Strategic  
Performance Metrics



Engagement  
Champions

Align Practices

Culture of  
Engagement

Organizational Cascade

- Identify Focused actions
- Share with employees

Dec 2016



- Unit level / Function level action planning

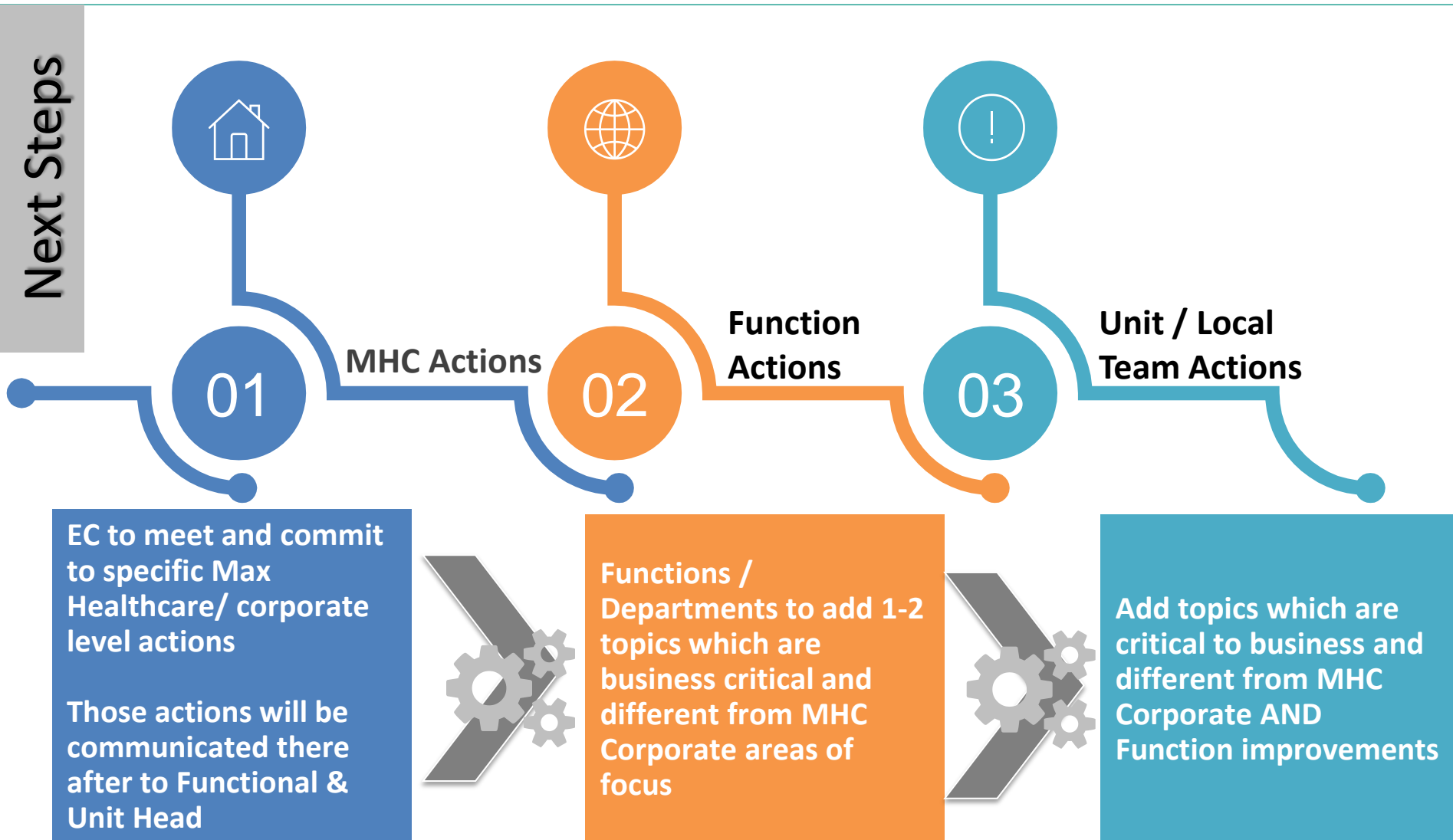
Jan 2017



- Report Progress & Continuous Monitoring

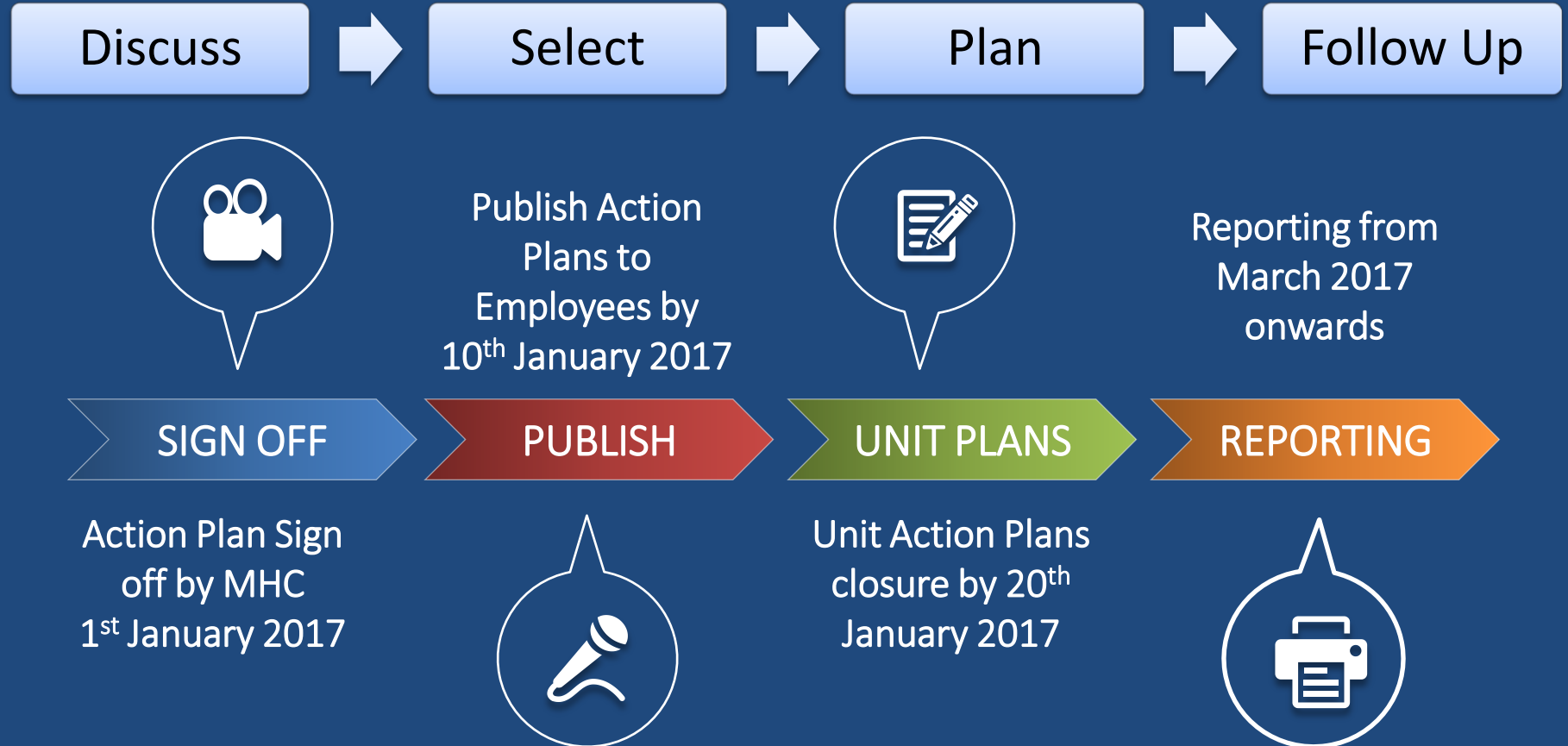
Mar 2017

# Driving ENGAGEMENT: Action Planning



# Action plan

## Timelines



**Effective April 2017 - All Units to present status update in EC meeting once in a month**

# Next Steps for Units

## *Using Survey Feedback To Drive Change*

1

### **Understand & Analyze Results**

Take time to understand your results - discuss these with your HR representative and unit leadership

2

### **Feedback & Action Planning with Team**

The survey results will not tell you why people responded the way they did. We suggest you have a team (may be MANCO) feedback discussion to share results, and listen to what people have to say to truly understand your results

3

### **Identify 2 to 3 Areas for Action planning**

Discuss identified topics to brainstorm ideas for action

Build upon areas of relative strength as well as areas performing less well

Focus on areas your team can influence and drive business performance

4

### **Implement the action plan**

Put in place performance measures so you can track the progress you make per defined timelines

5

### **Follow-up and Monitor Regularly**

The most effective teams are those that incorporate their survey action plans into their periodic team meetings and assign responsibility across the team. Survey is not an Annual exercise – build it into your everyday business

## Category Wise Cuts

# Physicians

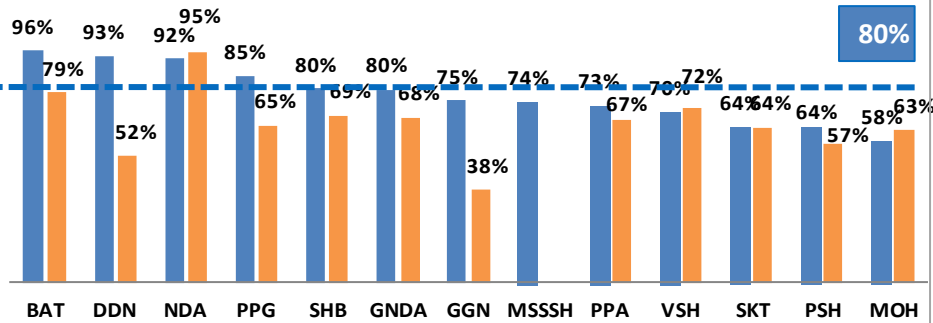
	Physicians 2016	Physicians 2015
Participation %	38%	42%
Satisfaction %	80%	66%

- Physicians satisfaction% highest in Bathinda while Mohali lags
- Equal satisfaction% for both Male and Female workforce, a healthy trend
- Above senior consultant workforce shows low satisfaction%

# Physicians Satisfaction : 80%

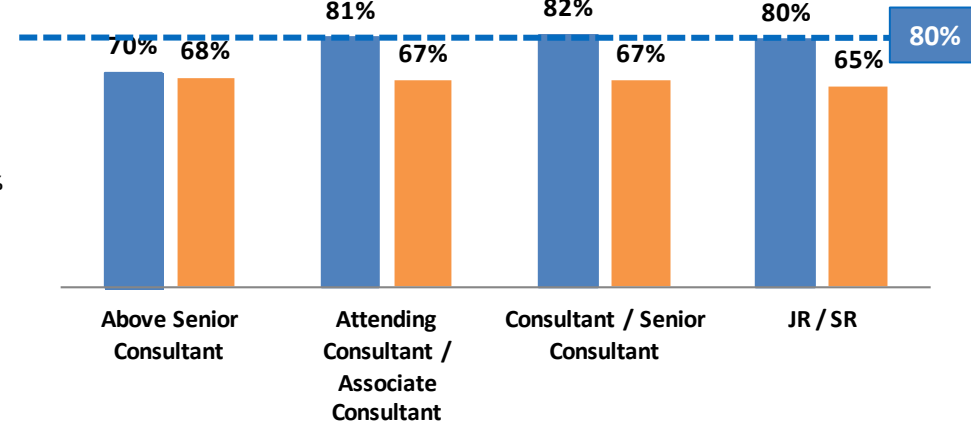
By Location, Role, Tenure & Gender

Location wise satisfaction %



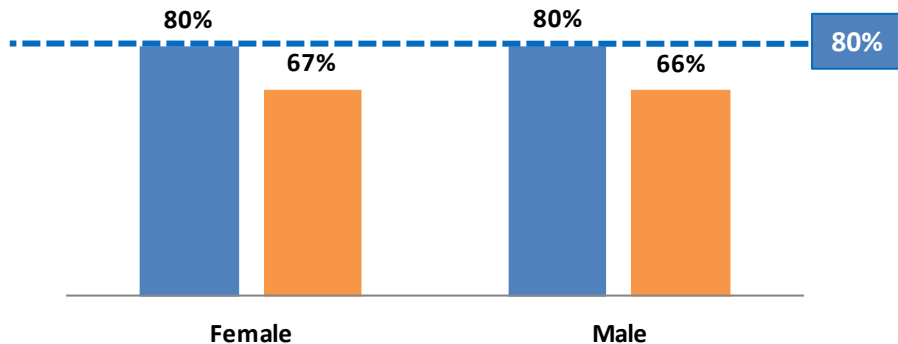
Bathinda leads physicians satisfaction while PSH& MOH lags

Role wise satisfaction %



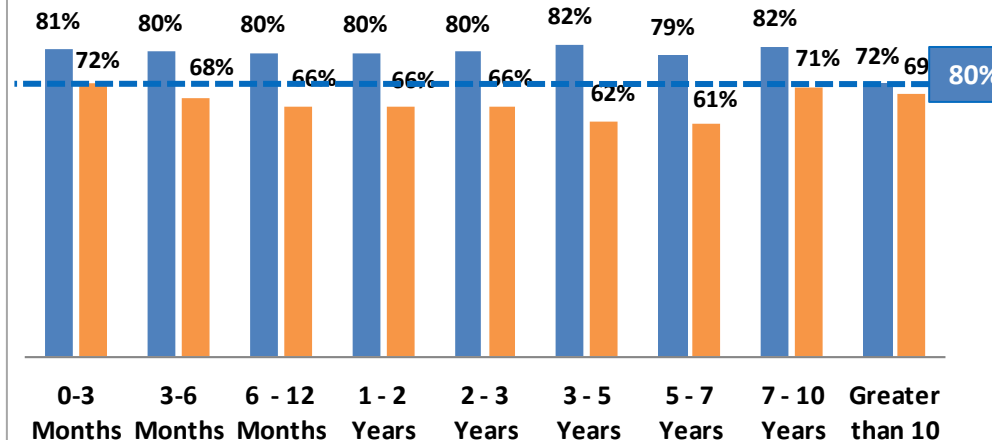
Above Senior Consultant low scores, overall scores shows a leap

Gender wise satisfaction %



Equal satisfaction% for both male and female workforce

Tenure wise satisfaction %



Satisfaction% improved specially in early stages of employee life cycle

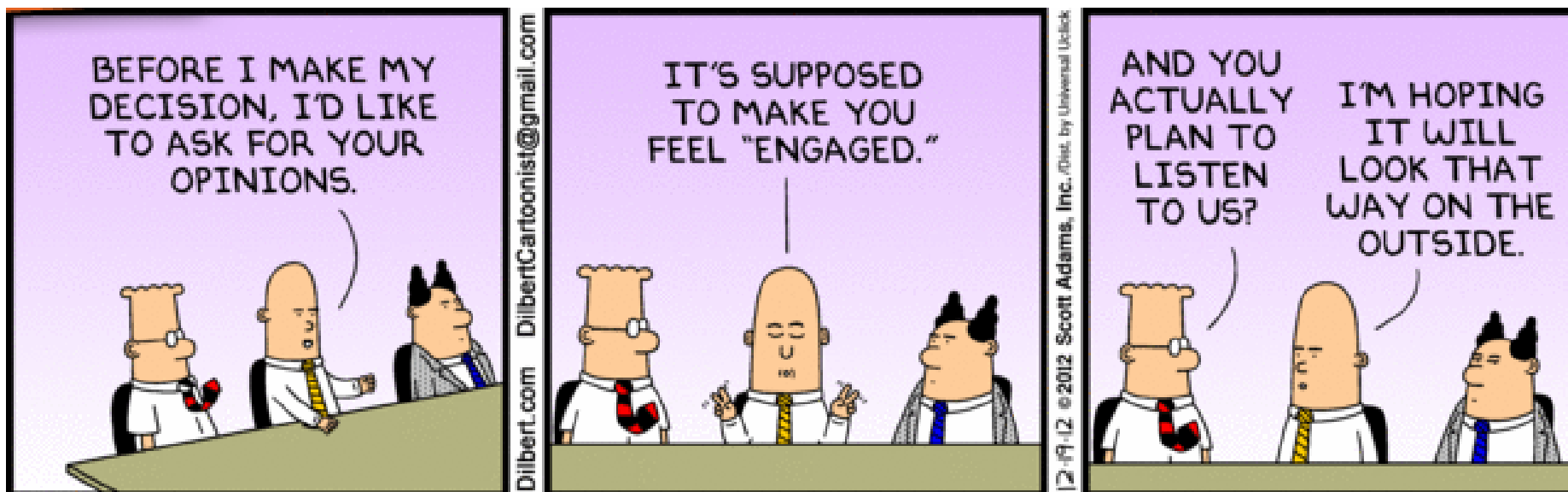


# Physicians : Top 10 Satisfiers & Dissatisfiers

Top 10 Questions	Satisfaction%
I know what is expected of me at work	96%
Max Healthcare has a good Brand image in the Industry	95%
I am aware of the vision and values of Max Healthcare	93%
I have a sense of pride in working in Max Healthcare	91%
My work makes good use of my skills and abilities	90%
I find my work challenging	89%
I feel a sense of ?team? and oneness among my colleagues	88%
Customer/Patient Satisfaction takes top priority at Max Healthcare	88%
Customers/Patients can rely on Max Healthcare to deliver quality service and value	87%
People at Max Healthcare are committed to excellence and high performance	87%

Bottom 10 Questions	Satisfaction%
I get adequate recognition for good work done	76%
Max Healthcare shows interest in my development and provides opportunities for learning	75%
I believe my Company is committed to employees	72%
Senior Leadership at Max Healthcare is well informed about what employees think and feel	70%
In the last six months, someone at work has talked to me about my career progress	69%
In the last 30 days I have received recognition / praise for doing good work	68%
If I perform well I can count on getting compensated accordingly	67%
I am satisfied with my perquisites / benefits	64%
My last performance appraisal was an accurate assessment of my performance	55%
My salary is fair for my level of responsibilities & experience	53%

# Takeaways, Questions, & Next Steps



Thanks