



Healthcare:

Top 3 Trends in Human Capital 2017

Direct. Personal. Fast.

The constant advance of digital technologies and smart data makes direct, personalized and fast patient experience an expectation. It is time for healthcare leaders to take the same approach to their workforces.

From digital pioneers to corporate titans, many healthcare leaders are expanding their relentless focus on patients and external shareholders to include their own employees' overall experience. The war for top talent is in full swing; healthcare companies either adapt their talent strategy or lose top talent to the competition. With Gallup reporting that less than one-third of US employees are fully engaged at work¹, expectations are clearly not being met.

This year's top three human capital trends center on the employee, each revealing that leaders who focus on an innovative employee experience and talent strategy get productive workforces, better customer and patient interactions, and reduced turnover costs. To improve the employee experience—and business performance—companies must reshape their cultures and workplaces for an ever-changing, on-demand world.

1. Amy Adkins, "Employee Engagement in U.S. Stagnant in 2015," <http://www.gallup.com/poll/188144/employee-engagement-stagnant-2015.aspx>

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Apple lets you **monitor your health** from your mobile device.



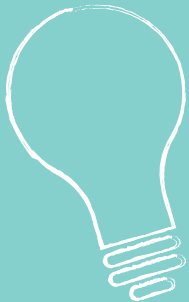
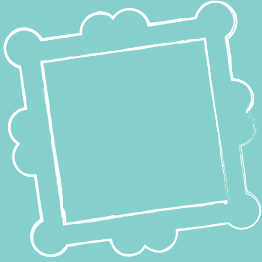
Kaiser Permanente lets you **see your doctor from home.**



Oscar Health connects to your Fitbit to help you **save on insurance premiums.**

TREND 1

Direct: "I need to know."



The big picture

Always plugged-in, we go right to the source to get what we want. Medtronic allows users to access medical information from their mobile device. IBM's supercomputers decipher medical records in seconds. Boehringer Ingelheim uses data analytics to connect physicians and patients across the country.

Employee experience impact

Employees want a direct and open communication line at work. They expect clear, frequent messaging about where the organization is going, direct access to leadership, leaders who welcome and act on employee feedback, and tools for collaborative work every day.

— 47 percent of working age
Americans do not know or are not
sure of their company's core values. —

Eagle Hill Consulting Core Values Survey, 2016

Meet the innovators

- **Diverse Opinions Welcomed.** St. Jude Medical relies on its diverse workforce to communicate across different business segments and find the best ideas for saving costs while delivering excellent services to internal and external clients.²
- **Technical Goodness.** Alivacor allows its employees to have customized work stations and provides them with a generous allowance to buy high-end computers to enable creativity, connectedness, and encourage communication across different levels.³

Move forward

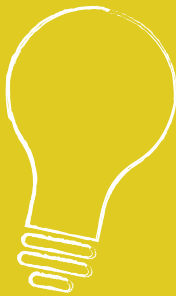
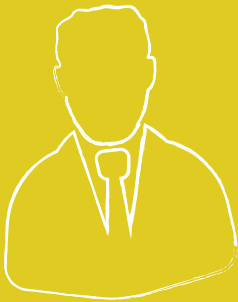
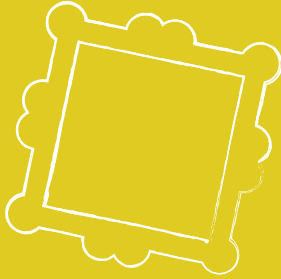
- **Make core values the compass.** On a daily basis, find ways to bring core values to life beyond words on a page so that employees integrate them into their everyday experiences.
- **Roll out the red carpet for ideas.** Foster a "no-bad-ideas" culture by actively collecting ideas using idea management platforms like Idea Drop. Create feedback loops so employees see that their contributions don't end up in a bureaucratic black hole, but are considered and acted on.
- **Strike up the conversation.** Provide a direct line for two-way communication with leadership. Spur employee-to-employee dialogues through internal social media like Slack, Salesforce Chatter, and Yammer so people can easily stay connected, share thoughts and recognize accomplishments.

2. <https://www.sjm.com/en/careers/working-at-sjm/culture-and-careers>

3. <https://www.alivacor.com/en/about/#team>

TREND 2

Personal: "I do it my way."



The big picture

From selfie obsession to social media oversharing, the “me generation” thrives in the digital era. One-size-fits-all is out. We consume information, experiences, content, and products on our own terms. Apple designs products that let us monitor our overall health through our mobile device and help us create tailor-made exercise and diet plans. What we like. How we like. Where we like.

Employee experience impact

Employees want the freedom to design “choose your own adventure” work experiences that allow them to deliver on expectations while supporting their personal and evolving definition of work-life balance.

Employees say financial security is the #1 factor for maintaining work/life balance.

Eagle Hill Consulting Work/Life Balance Survey, 2016

Meet the innovators

- **Empowerment.** Apple encourages its employees to hold informal brainstorming sessions with colleagues from other functional departments to foster collaboration and creativity. Employees at all levels of the company have the opportunity to attend elite training courses at no cost.⁴
- **Paid Time Off.** General Electric (GE) does not have a limit in the amount of employee time off. Leadership at GE believes that trusting their workforce will in turn mean increased productivity and happier teams.⁵

Move forward

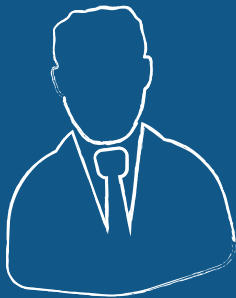
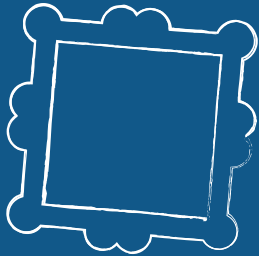
- **Know employees like IBM does.** Fuse new world data analysis with old school goal setting to understand what matters to people in their daily work environment and for their career path over time.
- **Be flexible with flexibility.** Go beyond flexible work arrangements to provide employees with creative ways to individualize their work experiences such as options to define their own career paths, student loan repayment, and paid educational sabbaticals.
- **Let them go with their gut.** Loosen the reins where possible to support and reward employee autonomy, self-direction, and entrepreneurial spirit that supports business goals. Help people channel their passions and pet projects, rather than stifle them.

4. <https://www.nytimes.com/2014/08/11/technology/-inside-apples-internal-training-program-.html>

5. <http://money.cnn.com/2015/07/13/pf/general-electric-unlimited-paid-time-off/>

TREND 3

Fast. "I want it now."



The big picture

Waiting is a lost art. It is the era of now, of immediate gratification. Messages are instant. Food is fast. Paying takes a tap. We get content, products, services and answers on demand. In real time. We watch shows on Netflix by entire seasons, not individual episodes. Amazon Prime Now delivers packages in hours, not days. And behind the scenes, data is being collected and analyzed at lightning speed.

Employee experience impact

Employees are impatient for anything but real-time responsiveness at work. They want to be in a forward-thinking, forward-doing atmosphere where action is swift and smart—and calculated risk-taking is encouraged.

55 percent of employees
say they want feedback on their
work on a daily or weekly basis,
according to Eagle Hill Survey.

Eagle Hill Consulting Feedback Survey, 2015

Meet the innovators

- **Their voice counts.** Oscar Health employs people with diverse industry experiences, ranging from IT to finance in order to provide their workforce with a fresh view on healthcare issues and create a collaborative space that enables creativity.⁶
- **Recognize their expertise.** Kaiser Permanente's senior leadership communicates accomplishments directly to all employees on a weekly basis and recognizes teams for their outstanding work.⁷

Move forward

- **Explore uncharted territory.** Encourage experimentation, prototyping and piloting of new ideas in human capital—from market-leading compensation structures for high performers to on-site health and wellness activities.
- **Up the frequency on feedback.** Replace annual performance reviews with daily, weekly or monthly check points to solicit employee feedback. Have casual conversations and/or measure engagement easily and frequently with tech tools like TinyPulse, WooBoard or HappyMeter.
- **Bring HR into the digital age.** Ensure that the HR department has the data and capabilities necessary to stay ahead of the market. Apply what works in understanding customer and market trend data to employees and workplace data. Make bold changes—and quickly—when necessary.

6. <https://www.hioscar.com/careers>

7. <https://hbr.org/2013/07/the-culture-to-cultivate>