



# TRENDING WORKPLACES

AT THE HELM



**SHAJI RAVI**  
president and managing director  
Access Healthcare



## THE BUSINESS OF GOOD HEALTH

Access Healthcare, a seven-year-old company, provides excellent business process and technology solutions to healthcare providers, and they ensure that the employees providing these services are well-trained, inspired and have ample amount of growth opportunities

The healthcare business process services sector has grown by leaps and bounds and is today playing an increasing role in the delivery of care to patients. Improved business process services delivery skills of the provider along with the improved application of technology are key forces transforming the healthcare sector.

Access Healthcare provides business process outsourcing and applications services, and robotic process automation tools to healthcare providers, payers, and related service providers. Access Healthcare operates from 14 delivery centers in the US, India, and Philippines. With over 8,500 staff members, the company strives to bring revenue cycle excellence to the customers by leveraging technology, emerging best practices and global delivery. The Dallas-based company supports over 1,25,000 physicians and serves more than 80 specialties and ascribes medical codes to over 10 million charts annually.

#### **HOLISTIC EXPERIENCE**

The organisation strives to make a meaningful impact on the lives of its employees by providing best-in-class workplace and enabling them to grow and thrive. Their core values include - excellence, integrity, innovation, respect, courage, compassion, and fun - which define the way they work with their employees and extended families, alumni, customers, suppliers, and

investors while enabling the shareholders and the communities in which they live to grow and thrive. A strong leadership team has been assembled to include people with a demonstrated track record of building large-scale revenue cycle management organisations and applying technology as well as operational excellence principles to create market differentiation, and this inspires the employees to do that much more at work. With attractive pay which is equitable, and other well-rounded benefits such as medical and life insurance, subsidised cafeteria, free access to the gym, recreation zone and wellness room, it has a conducive environment for employees to grow.

The recent awards and recognitions by renowned industry groups - Global Leader in the Healthcare BPO Provider space by Everest PEAK Matrix™, Entrepreneur of the Year Award by CII (for its founder, president and managing director), inclusion in the coveted 2018 IAOP® Global Outsourcing 100® List and Chennai's Best Employer Award by HRD Congress are just some of the awards that demonstrate the company's commitment towards customer services, and people practices.

#### **LEARNING OPPORTUNITIES**

◆ LEAP: Learn, Engage, Apply, and Perform is a 4-level development programme that focuses on preparing employees for next level





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**ACCESS HEALTHCARE STRIVES TO MAKE A MEANINGFUL IMPACT ON THE LIVES OF ITS EMPLOYEES BY PROVIDING BEST-IN-CLASS WORKPLACE AND ENABLING THEM TO GROW AND THRIVE. THEIR CORE VALUES INCLUDE - EXCELLENCE, INTEGRITY, INNOVATION, RESPECT, COURAGE, COMPASSION AND FUN**

- ◆ Access Leadership Programme: A targeted leadership programme for managers and those above that level to inculcate leadership culture
- ◆ Essential Coaching Programme: A personalised coaching programme to give supervisors and first-time managers a high-end coaching on the essentials of team management and development
- ◆ Understanding the need for the employees to have a holistic career architecture, Access Healthcare has designed effective programmes that are built on their best practices, industry experiences, and the drive to create a culture of meritocracy

Among other efforts taken for the growth and development of employees include open house sessions, leadership connect programmes and various clubs to promote interests and hobbies of employees. Happiness Meter, an online app that measures employees' happiness in the workplace and Fun Fridays that helps employees to socialize and display talent are also part of these initiatives.

The organisation also promotes digital workspace through various approaches. One of them is 'arc.in' - a portal with dynamic and customisable workflows that creates a synergy in employees' day-to-day activities with their performance management and rewards system. Right from the attendance system to workflow to employee dashboard to instant allocation of reward points and knowledge assets are a part of this system.

#### **AHEAD OF CHALLENGES**

In the last quarter of 2017, Access Healthcare has announced the achievement of its major growth milestone of employing more than 8000 employees in just six-and-a-half years since inception. As a fast-growing company, the organisation has carefully evaluated the challenges using system-generated analytics to help determine the areas of re-focus. The need for expertise and knowledge became a priority to move to the next

level which spurred the company to invest in up skilling and building future leaders for the company.

Faced with a pressing need for speeding up its hire-train-deploy talent cycle, Access Healthcare came up with a differentiated hiring strategy, choosing Facebook as its preferred social media platform. Access Healthcare has also introduced RPA, artificial intelligence, and machine learning into their day-to-day activities in their customer projects, as well as in people function to enable faster and better service to their employees. With an automation platform of its own, that has been tested over millions of transactions, the company is well equipped to make a positive impact on their customer's business processes.

#### **TOWARDS THE FUTURE**

1. The organisation has invested in developing its people into subject matter experts focused on transforming customer's business outcomes. Therefore, career architecture and learning framework are important. With automated solutions taking away most repetitive tasks, the shift to making learning a part of the day-to-day activities, to be able to reskill and re-organise their workforce around automation complements the new developments in the organisation.
2. The organisation is investing in making people-analytics a new business function under the supervision of the managing director. They are planning to apply advanced analytics in hiring to improve the recruitment effectiveness, utilizing social media platforms better, in succession planning to improve the leadership pipeline, and in people development programmes to bridge the skill-gaps.
3. They are tweaking the performance programme through an in-house developed technology, revamped performance review practices, ongoing feedback, and clarity in goal measurement (KPI tracking) and performance grading.
4. Access Healthcare has already introduced the gamification in the rewards system through a completely automated rewards program. They also have plans to extend this to hiring, performance management, and other areas of HR. Similarly, they have experimented with chatbots successfully in network support, and this will be extended to provide employee support in various HR categories.