

8-fold path to prevent burn-out

Megha Mattoo, Chief Compliance Officer & Company Secretary, Medi Assist reveals the risk combat strategy adopted by the company:

Ravi Lalwani: Risks associated with WFH – how has been the experience vis-à-vis the expectations?

Megha Mattoo: As a pioneer in the HealthTech and InsurTech space across employers, retail members, and public health schemes, Medi Assist has been an early adopter and a propagator of WFH schemes for our employees. Despite having been through 2 very different covid waves, we could effectively deploy technology to support our employees' well-being whilst ensuring they stay productive and contribute in a more agile manner.

We had over 50% of our workforce working from home during these times and despite the boundaries of time fading between work and life, we ensured a consistent customer experience throughout. We have always used technology to innovate our business models and thus we could effectively leverage tech in migrating to this hybrid model of work. Additionally, our investment in technology such as laptops, phones and network tools has aided this transition for our teams.

Structuring our policies and ways of working to curb the adverse effects of burnout, home distractions, monotony, lack of social interaction, et al, we consciously work on remote engagement and wellness initiatives for our workforce in improving their morale, mental agility, and productivity levels always.

What policies and practices have you adopted to mitigate operational risks?

As an organization, we don't shy away from working at the pace at which we do, and this has allowed us to evolve as leaders in the field. While this 'need for speed' may have certain associated limitations, we have been competent at pre-empting some risks before they arise. We operate in a large people-intensive operations setup with people structures requiring the presence of floor managers, team leads, quality teams, etc. We focus on having the right tools and metrics to measure productivity at the unit



level and ensure that it is available to the right stakeholders and always secure. We have largely invested and developed resources that enable security across areas such as (i) access to digital resources and access restrictions in preventing pilferage (ii) rights on what can be printed, copied, or sent out as an email (iii) invested in collaboration tools and (iv) worked across simplifying analytics and invested in a few business intelligence tools. With these measures enabled, our employees are safe from any external risks or vulnerabilities.

Having mapped the risks associated with emerging technologies like API, RPA, AI, ML, etc, what patterns have you observed?

We have been deploying technology to make customer experience and economies of unit cost better. We have established a transparent process by enabling partners in our ecosystem to access the same data in real-time and hence technology interventions like API, containerization has helped us to scale to higher demands. We have deployed robotic process automation (RPA) at various levels to automate mundane tasks that require zero or minimal human intelligence or interference with a simple basic principle that these tasks can be completed by a machine. If the results are inconclusive, we use humans to review the result. Many operational processes such as data processing or random sampling have completely moved to ML and we now use machines to validate inputs and predict levers that are affecting the outcomes. We have used AI to respond

to customer queries along with OCR (optical character recognition) to assist data entry and processing of claims.

Are you looking at risks associated with emotional issues like frustration, depression, isolation, alienation, resentment, etc? Please give an overview of the mitigation plan.

Unfortunately, we're all facing these risks, and to ensure the wellness and mental health of our employees so they don't suffer burnout, we've implemented an 'employee happiness' strategy to mitigate some of these conditions. A few short- and long-term measures we have adopted include:

- ◆ Flexible working hours like work from home, part-time, telecommuting, etc.
- ◆ Paid and unpaid leaves to allow employees to manage unforeseen events, e.g. sickness, bereavement, etc.
- ◆ Periodic health and wellness related seminars and workshops
- ◆ Employee Assistance Program (EAP) to aid employees dealing with personal and professional issues through confidential 24x7 support hotlines by trained psychologists.
- ◆ Therapy interactions on family relationships, stress management, and similar issues.
- ◆ Continuous IT support.
- ◆ Regular connect through townhalls, informal meetings with team members, regular HR connects.
- ◆ Cloud-based rewards and recognition programs including peer recognition and employee engagement.

What has been your experience with cyber insurance as a risk mitigation tool?

In the current state of unpredictability, managing an incident involving a cybersecurity breach can be very expensive hence cyber insurance is crucial in today's times. Like any other insurance, we have invested in having this cover for a long time and luckily, we've never had a situation where we had to use it.

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