

Digital HR Survey 2020

Health Sector in the Middle East

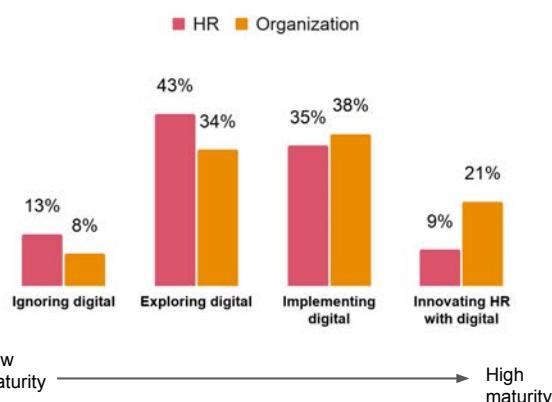
This Health Sector cut of PwC's Middle East Digital HR Survey released in Q4 2020. It is based on survey responses and interviews with Healthcare representatives from across the Middle East¹



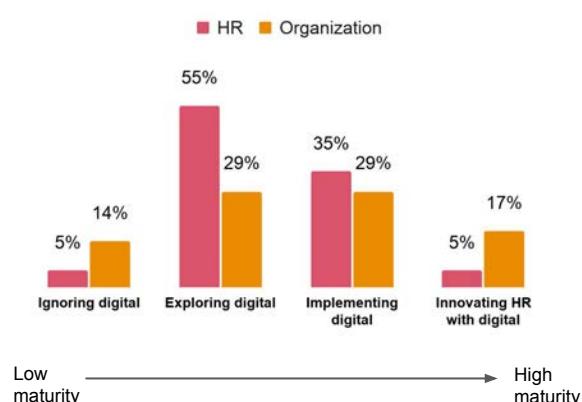
HR Digital maturity in the health sector: living the impulse momentum

46% of health sector organizations in the Middle East are either implementing or innovating with digital technologies vs. 59% across all sectors. HR functions in health organizations in the Middle East are also slightly lagging (40% implementing or innovating) in the digitization journey vs. other HR functions in other industry sectors (44%). Momentum, however, is building in HR organizations in health towards digitization, with only 5% "ignoring digital" vs. 13% for HR functions across all sectors.

Average digital maturity level of the HR function vs other functions: (All Sectors)



Digital maturity level of the HR function vs other functions: (Health Sector)



HR, whether we look at health or all sectors overall, continues to lag digitization vs. other organizational functions. Typically advances in digitizing HR functions are driven forward by private sector entities, that make use of digital HR technologies more than government providers do. Majority of the health sector responses were from public providers, this indicates that the public sector domain is leading the digital HR momentum in the health sector.

(1) For further information on the wider PwC Digital HR Survey study please visit www.pwc.com/m1/en/publications/digital-hr-survey-2020-challenges-opportunities-middle-east-companies.html

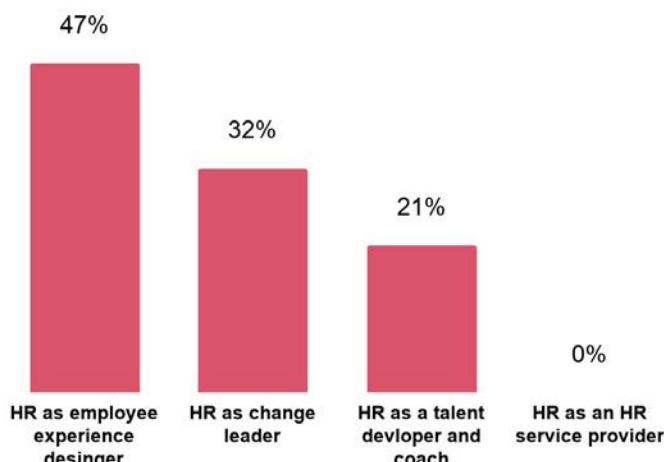


Health Gig Economy: organizations are planning different approaches to manage digital workforce

45%

of the health sector believed that HR should invest in advanced recruiting tools and opening the company up to the gig ecosystem in order to cope with the emerging gig economy labour market. This is consistent in a more dynamic, health-crisis-prone world we live in now.

In what direction do you believe the HR function should change in the future?

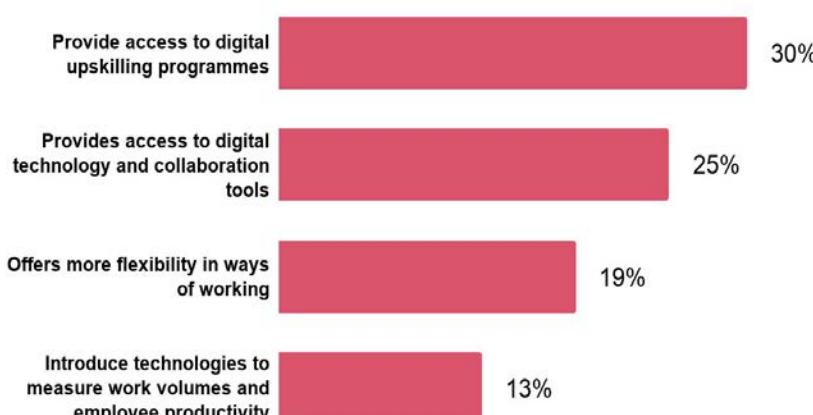


“Employee Experience Designer” was chosen as the role that HR function should take to facilitate the digital transformation by healthcare organisations. The other sectors focused more on the more traditional “Talent Developer” and “Change Leader” categories as the preferred roles.

As the health sector can have a significant number of contingent workforce, it is important for organisations to focus on employee experience and journey, as attraction is more important than retention.

Health sector responses show that there are new requirements in relation to Digital Workforce and foresee that new HR management approaches will be focused on **purpose** and **employee experience**.

How can your organisation support the productivity of your employees during and after COVID?



44% of respondents

from the health sector confirm that COVID has accelerated investment in digital transformation

For healthcare workers, flexibility of the workplace is not an option. It is also not an issue of being equipped with more technology. Health sector responses show that in order to improve productivity, during and post this global pandemic, the access to digital upskilling for healthcare workers is key. In addition, the COVID pandemic has highlighted the need to have easy, quick access to workers from across different sectors to support health organisations when required.

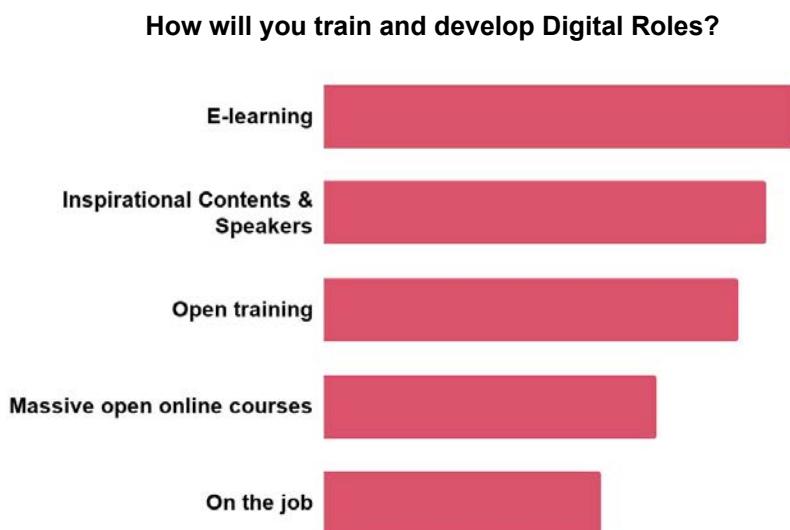


Digital HR talent: development and hiring

To make organization more digital, democratization of access to information was a key response for the health sector respondents, while second to last for respondents for the other sectors. The health sector has many players, which may delay the disintegration of information across the organisation. The delay in democratization of information may be the driver for this response.

The respondents from other sectors said e-learning and blended training were focus areas to enhance digitally-focused employee skills, leaning more towards traditional approaches.

Whereas, health sector respondents aim use less traditional tools, such as inspirational speakers and Massive Open Online Courses (MOOCS). This may be driven by the need for a specific approach to attract and retain the health digital and contingent workers.



It will focus on attracting new roles, with an emphasis on Data Analysts and Digital Communities Managers and how to retain them with non traditional development approaches.

What are the new roles that your organisation is creating?

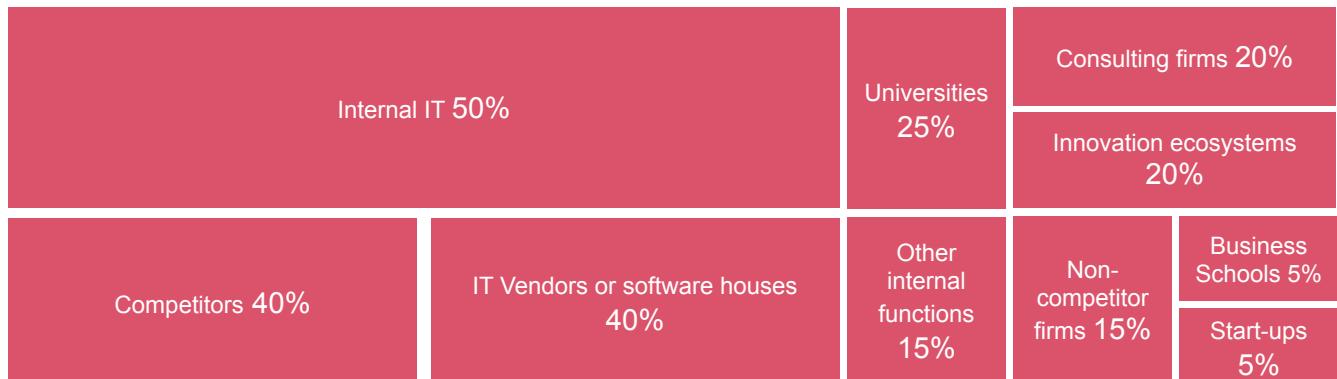
Data Analyst or Scientist	30%
Content designer or community manager	25%
Change Manager	25%
Digital HR	20%

The health sectors focusing on creating digital roles, similar to the other sectors, but additionally driving the development of content designer/community manager roles. Content and community managers will be drivers in the creation of value and monetizing services in this new healthcare landscape, across private and public sectors.





Where do you mostly recruit digital roles from?



Less than a quarter of respondents from the other sectors recruit digital roles from their organisation's internal IT. This may indicate that the IT function in these other sectors are relegated to operational roles and are not considered as the department to grow digital talents.

In comparison, in the health sector, internal IT is the prime source to recruit digital roles. This may demonstrate that IT department are seen as more strategic and digital driven than in other sectors. To fully benefit from this vision, there needs to a focus on upskilling, to enable digital transformation in the health sector.



About the survey

This Health Sector cut of PwC's Middle East Digital HR Survey is based on 101 survey responses and 4 interviews with Healthcare representatives from across the Middle East. The survey was in the field between 16 February and 28 June 2020.

Scan the QR code to read the full results of the Middle East Digital HR Survey 2020.



Contacts



David Suarez

Health Partner, People & Organisation Leader

PwC Middle East
david.suarez@pwc.com



Nicola Spadoni

Health Director, Digital HR Lead

PwC Middle East
nicola.s.spadoni@pwc.com