PUTTING TRUST TO WORK

Healthcare organisations are using vast amounts of new data on the workforce, focused on outcomes like read, suicide or social/collaborative contact trends and more. While such data can help them harness the full potential of their workforce, they also should understand that the amount of data that employees are comfortable sharing varies widely. Unilateral actions to gather data on employees may cause significant damage to employee trust. Here are ways healthcare providers can responsibly gather workforce data:

This data is both a goldmine and a minefield. The top areas where healthcare leaders expect greatest improvement from the use of workforce data are:

- Improving the employee experience
- Enhancing productivity and performance
- Enhancing succession and talent management

But just because they can, does not mean they should always do so. A framework for responsible use of workforce data:

- **Learn to opt out.** Empower people with greater control of their own data. Only 26% of employees say that the right to opt out of data collection is critical to their trust in their organisation. And 50% of employees say that empowering them to opt out of data collection is important.

- **Respect your worker's human judgment.** Not all data is equal. Respect the value that employees place on the personal and sensitive data they share.

- **Think twice before you gather.** 57% of employees say that new use of their personal data would make them concerned that their data is less secure. 69% say that they have little or no confidence that their organisation is using their data in a highly responsible way.

- **Put place to protect.** Safe place to understand what data on employees is being used, for what purpose, and for how long.

- **Guard against unintended consequences.** 68% of employees say that if a company collected more data on them and their work, it would help them do their jobs better. But just because they can, it does not mean they always should. 66% of employees say that they are not open to allowing their employer to gather data on them.

Elevate people. Use tech responsibly. For the unusual consequences that tech creates.

Value at stake

<table>
<thead>
<tr>
<th>Percentage points of revenue growth versus billions of dollars</th>
<th>Potential gain</th>
<th>Potential loss</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 370 bn</td>
<td>8.4%</td>
<td>-7.9%</td>
</tr>
<tr>
<td>$ 634 bn</td>
<td>10.0%</td>
<td>-5.0%</td>
</tr>
<tr>
<td>$ 1,391 bn</td>
<td>8.4%</td>
<td>-7.9%</td>
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About the research

Accenture has modeled the financial impact of adopting responsible or automated actions by applying analytics, artificial intelligence or other new technologies and sources of workplace data, mined from a variety of sources—including employee work applications and personal data, like email, calendars or social collaboration tools and other new technologies. This research involved an analysis of the attitudes and readiness of workers and C-level executives regarding use of workforce data and modeled the effects of collecting this data on employee-employer trust. The research was conducted by Accenture using data gathered from a survey of 1,000 C-level executives worldwide (Healthcare: 104). These were carried out in Australia, Brazil, China, France, Germany, India, Italy, Japan, Netherlands, Spain, Switzerland, UK and the USA), and a survey of 10,000 workers across 13 industries (Automotive; Banking; Communications & Media; Consumer Goods & Services; Energy; Healthcare Providers; High-Tech; Insurance; Public Service; Retail; Software & Platforms; Travel; and Utilities) and 13 countries (Australia, Brazil, China, France, Germany, India, Italy, Japan, Netherlands, Spain, Switzerland, UK and the USA). This research was carried out through a quantitative approach as well as semi-structured interviews of healthcare leaders worldwide.

Find out more at: www.accenture.com/workforcedata

Accenture and its predecessors have received compensation from the companies surveyed. These companies and other organisations may have paid Accenture for services other than the research presented above. The responses provided by the respondents are their own and do not necessarily reflect those of Accenture or any other organisation.

The results of this survey may not be representative of the workforce at large, as the sample size is small and the survey was confined to specific industries, countries and companies. In addition, the survey was conducted by Accenture and the results were not validated by third parties.