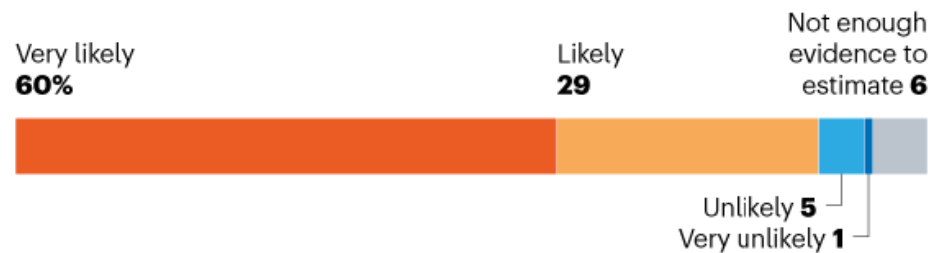# Mental Health

In Remote Working

Dharma Syahputra
Direktur Human Capital & GA PT Kimia Farma, Tbk
Sekretaris Jenderal Forum Human Capital Indonesia (FHCI)
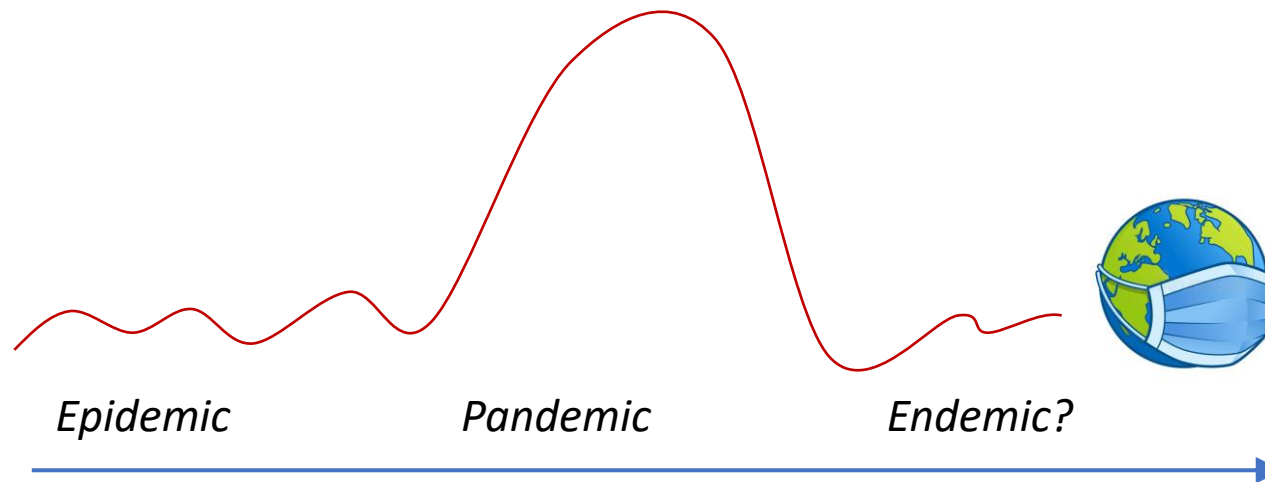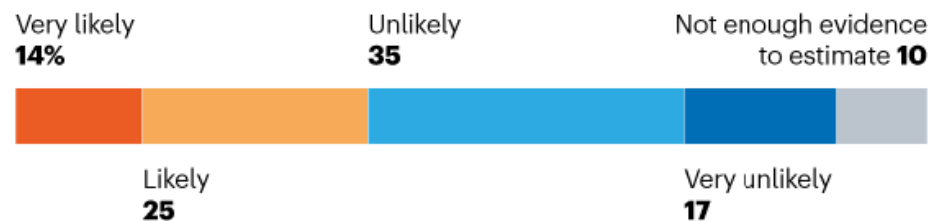Ketua Satgas Adaptasi Kebiasaan Baru BUMN

The end point shift: from herd immunity to endemic?

Dalam Survey Nature, 89% ilmuwan merasa bahwa SARS-CoV-2 sangat mungkin atau mungkin menjadi virus endemik

Seberapa yakin SARS-Cov-2 (Covid-19) akan menjadi virus endemi? Yang akan terus berada diantara populasi manusia

Very likely **60%**

Likely **29**

Not enough evidence to estimate **6**

Unlikely **5**
Very unlikely **1**

Seberapa yakin SARS-CoV-2 (Covid-19) dapat dihilangkan pada beberapa wilayah?

Very likely **14%**

Unlikely **35**

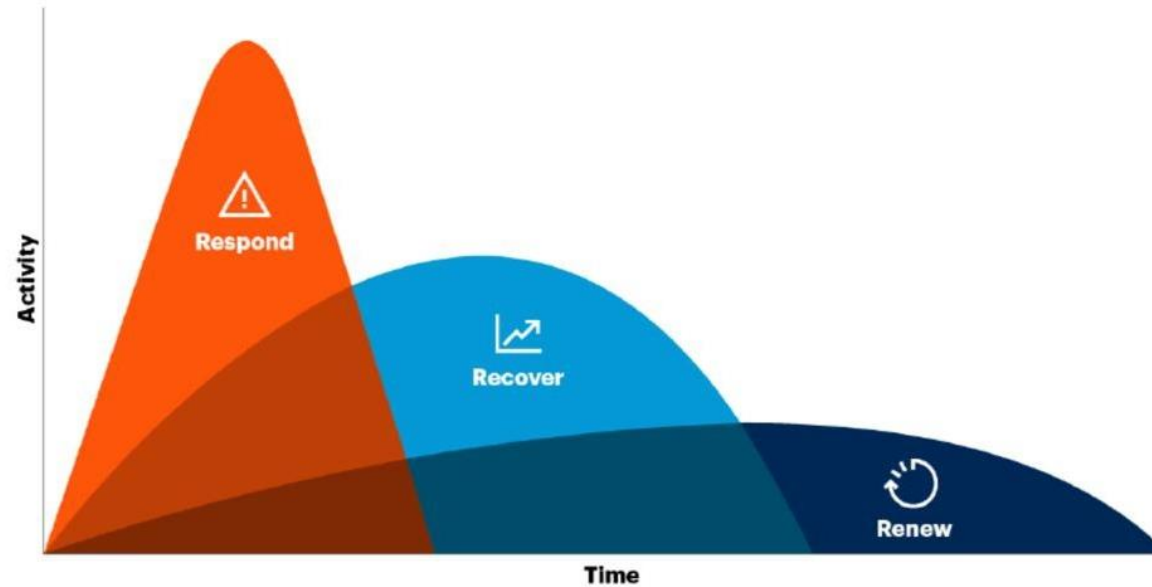Not enough evidence to estimate **10**

Likely **25**

Very unlikely **17**

119 immunologists, infectious-disease researchers and virologists from 23 countries. Percentages do not add up to 100% because of rounding.

©nature

Epidemic   *Pandemic*   *Endemic?*

Strategi Utama AKB #CovidSafe BUMN

3 Level of Compliance

I. Self Declare
COSMIC
Cosmic Index Internal Assessment

II. Audit "Covid Safe"
SAFE GUARD — RESTART YOUR BUSINESS WITH SIBV
SafeGuard By SIBV

III. Certification
SUCOFINDO
Certification By SUCOFINDO

EXCELLENT PROTOCOLS
Excellent in managing COVIDSafe Protocols by Ministry of State Owned Enterprise
verified by
cosmic

Target I : Penurunan Penambahan Kasus Harian

Target II: Peningkatan Recovery Rate, Penurunan Fatality Rate & Percepatan Vaksinasi

Target III: Adaptasi Kebiasaan Baru

Monitor 12 Klaster BUMN

Strategi I : Memastikan tersedianya Protokol Kesehatan, Satuan Tugas Penanganan, dan Sistem Monitoring

1. Tersedianya **protokol kesehatan** kembali bekerja.

2. Terbentuknya **Satuan Tugas Penanganan Covid-19**

3. Self assessment **Implementansi Protokol Kesehatan**

Strategi II : Penanganan kasus Covid-19

1. Identifikasi karyawan terdampak, pemantauan **Recovery Rate** dan **Fatality Rate** di BUMN
2. Memastikan BUMN mempunyai akses **Supporting Facilities** spt RS Rujukan, Rumah Isolasi yang memadai, dan hal lain dalam penanganan
3. **Vaksinasi** karyawan & keluarga serta masyarakat melalui CSR

Strategi III : Penyesuaian Cara Kerja & Operasi Bisnis

1. Pemastian **BUMN CovidSafe workplace**

2. **Tracing, tracking karyawan & verification** lokasi BUMN Covidsafe linked w/ Peduli Lindungi

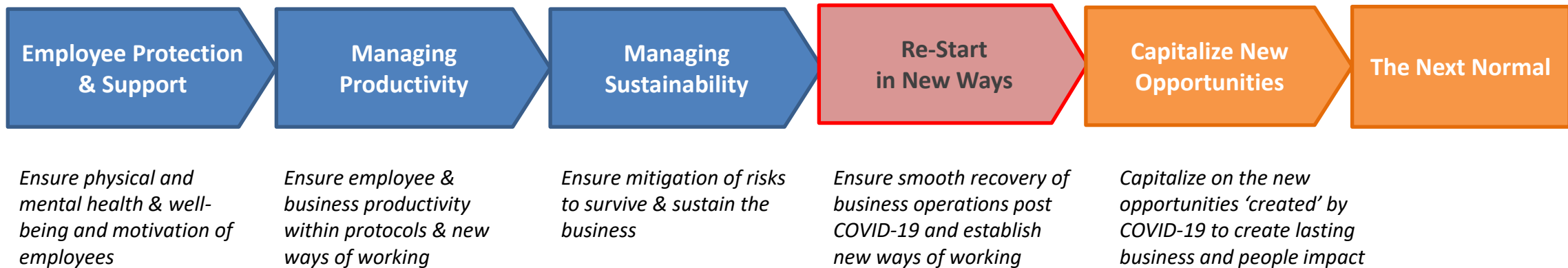3. Pengaturan cara kerja dan operasi business post pandemi: pengaturan Flexiwork WFH/WFO, PMS, digitalization.

Leading through the Pandemic & Navigating to the The Next Normal

Source: Gartner, 2021

kimia farma **Navigating to Next Normal Model**

Employee Protection & Support	Managing Productivity	Managing Sustainability	Re-Start in New Ways	Capitalize New Opportunities	The Next Normal
Ensure physical and mental health & well-being and motivation of employees	*Ensure employee & business productivity within protocols & new ways of working*	*Ensure mitigation of risks to survive & sustain the business*	*Ensure smooth recovery of business operations post COVID-19 and establish new ways of working*	*Capitalize on the new opportunities 'created' by COVID-19 to create lasting business and people impact*	

©Dharma Syahputra, 2021

Key Priorities in Managing Mental Health & Wellbeing

Potential triggers

- Fear and anxiety to pandemic spreading & impact

- Information flooding & disinformation (inc. hoax)

- Job insecurity & economic pressure

- Physical distancing, social isolation & lose of connection

Addressing
Employee well-being, stress & resilience

Increasing
access to mental-health treatment

Improving Employee
Productivity & Engagement

Resilience   **Adaptation**   **Productivity**

Employee Wellness

Estimation if patients were treated in ICU for 8 days and non ICU for 7 days, and the rest of inpatients according to INACBs, so the cost of COVID-19 treatment for 14 – 28 days estimated at 75.7-77.3 million rupiah/patient. Whereas if the patient treated in ICU for 14 days and non ICU for 14 days, the rest of inpatient according to INACBs, the cost for COVID-19 treatment estimated at 130.4- 133.2 million rupiah/patient. (*Sutopo Patria Jati* , Budiyono, Rani Tiyas Budiyanti, Suhartono, Praba Ginandjar, Ayun Sriatmi, Nurhasmadiar Nandini Faculty of Public Health, Diponegoro University, Semarang, Indonesia*)

Employee Health Support
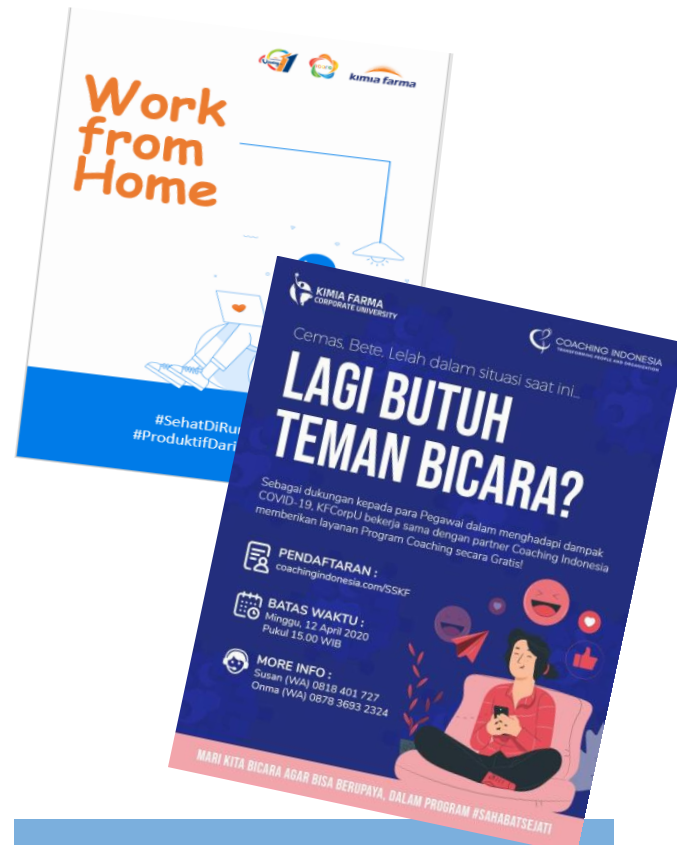
Health protocols & EAP

Vaccines
and workplace herd immunity

Employee Wellbeing

While the shift to working from home in 2020 has provided much-needed flexibility for professional workers during the COVID-19 crisis and shown that a <u>remote workforce can maintain productivity</u>, negative aspects of the experience—isolation, diminished collaboration and burnout—have emerged (SHRM, 2021).

Issues

- Social issue (isolation & community)
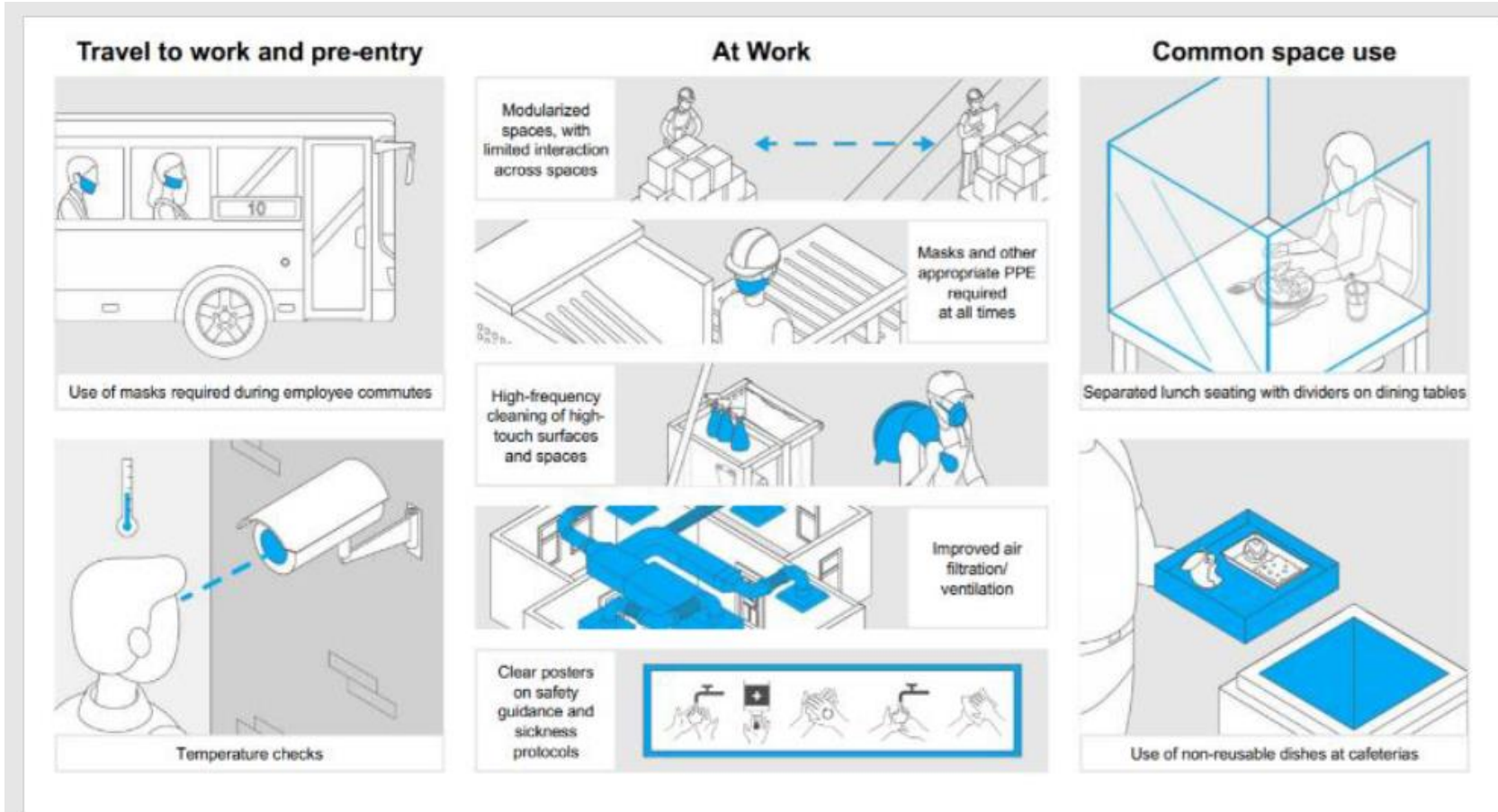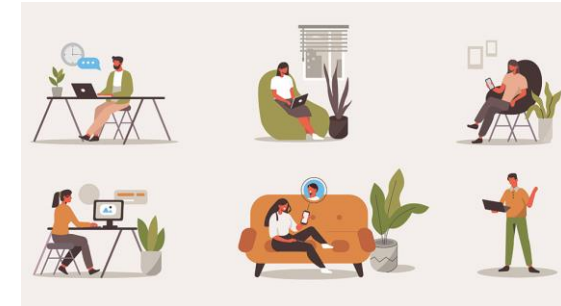- Balance personal vs professional life
- Communication
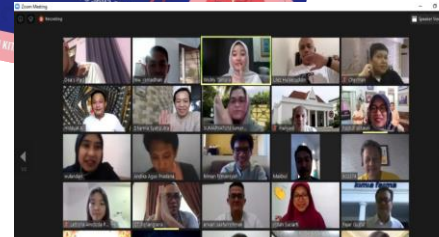
- Communication, Caring, Empathy
- Flexi place, flexi time,
- Maturity, clear expectation vs micro-manage

Adapting Workplace

- The potential for remote work is determined by tasks and activities, not occupations
- Remote work potential is higher in advanced economies
- Lessons from PPKM, identify critical industry and business functions

Picture adopted from McKinsey

Hybrid work

Open work place

Managing Productivity

Remote working challenges

Infrastructure & Technology

Challenges		Solutions	
	▪ Internet connection ▪ Information Security ▪ Unfamiliar tools		▪ Fast, stable, and secure internet connection ▪ VPN, safe & information security SOP & practices ▪ Knowledge & training on productivity tools

People & Culture

Challenges		Solutions	
	▪ Social issue (isolation & community) ▪ Balance personal vs professional life ▪ Communication		▪ Communication, Caring, Empathy ▪ Flexi place, flexi time, ▪ Maturity, clear expectation vs micro-manage

Structure & Process

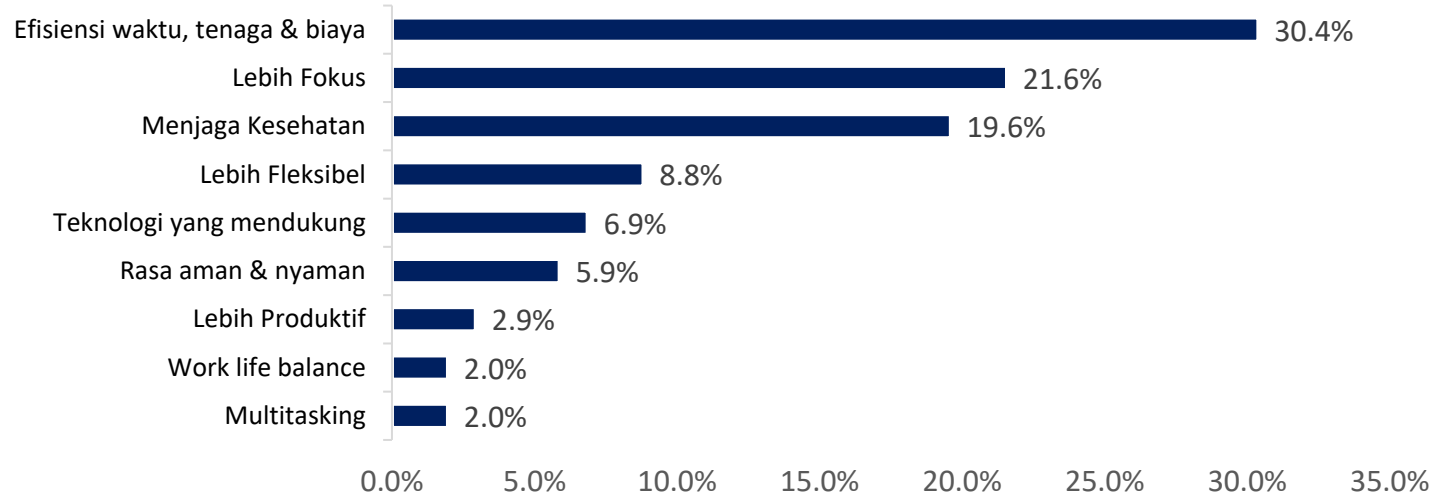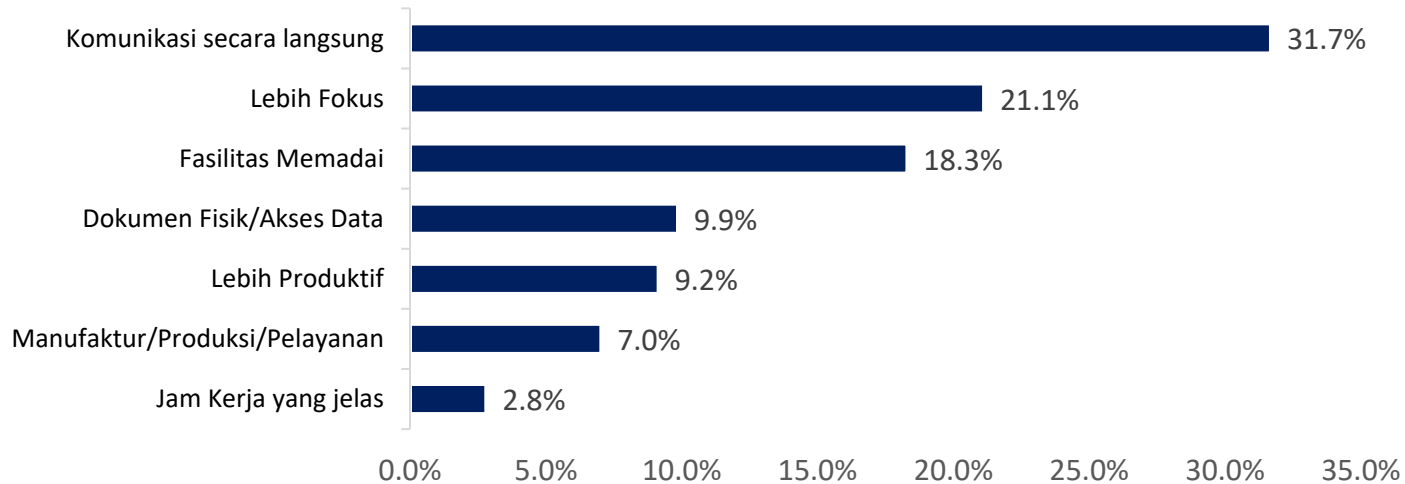| Challenges		Solutions	
	▪ Performance management ▪ Decision Making ▪ Routine & Norms		▪ Clear objectives & KPI, Coaching & feedback, more continuous PMS ▪ Create governance, delegate, feedback ▪ Set up new mindset, define new routine & norms

adapted from McKinsey: The future of work: reskilling and remote working to recover in the next normal, April 2020

Perceived Benefit of WFH & WFO

Source: Kimia Farma's Employee Pulse Survey 2020

Work from Home

Category	%
Efisiensi waktu, tenaga & biaya	30.4%
Lebih Fokus	21.6%
Menjaga Kesehatan	19.6%
Lebih Fleksibel	8.8%
Teknologi yang mendukung	6.9%
Rasa aman & nyaman	5.9%
Lebih Produktif	2.9%
Work life balance	2.0%
Multitasking	2.0%

Efficiency, Protection, Flexibility & Work-life Balance

Work from Office

Category	%
Komunikasi secara langsung	31.7%
Lebih Fokus	21.1%
Fasilitas Memadai	18.3%
Dokumen Fisik/Akses Data	9.9%
Lebih Produktif	9.2%
Manufaktur/Produksi/Pelayanan	7.0%
Jam Kerja yang jelas	2.8%

Social interaction, Infrastructure & Operational urgency

Digitalization in Workplace

Agility is the **most effective way to deliver digital acceleration of** post-COVID restart

| Process Efficiency | Process Effectiveness | Information & Insight | New Experience |

Shifting Performance Management

Traditional Performance Management, is an **annual process** of setting goals in the beginning of the year and having them reviewed at the end of the year. In **Flexible Organizations**, teams are defined by **outcomes**, not discipline

Goal Setting

- **OBJECTIVES (O):** Where do I want to go?

- **Key Results (KR)**: How do I get there?

OKRs adopt an agile approach instead of a rigid annual one. Through **defining and constantly tracking against shorter goal cycles**, individuals and teams are informed and empowered to adapt and respond to change

OKRs seek to ensure team members work together with their team leader(s) to **focus their efforts to make measurable contributions to achieve team outcomes.**

Performance Data

- **Continuous & frequent Check-in**

Check-ins are frequent, future focused conversations between a Team Member and a Team Leader about work priorities, performance, and alignment to strengths. The primary purpose of check-ins are to **monitor and fuel performance in a timely manner**.

- **Performance Snapshots**

Performance Snapshots capture a Team Lead or stakeholder's assessment of a Team Member's performance based on first-hand experience at the end of each sprint or when required

Coaching

- **Performance Feedback**

Career Coaching provides Team Members the outlet to explore trends in performance feedback received and to explore strengths and development opportunities in order to fuel performance and align work to career aspirations.

- **Managing vs coaching**

There should be a clear distinction in managing an individual's performance in a team vs. coaching to support their development and achievement career aspirations. Create a Coach role that is a separate role from a team leader.

We are all used to disruption...
But none of us used to the NEW SPEED of disruption