

**CHANGE & TRANSFORM**

# Increasing profitability and improving customer journey

In healthcare / pharmaceutical  
& medical devices organizations



**Bee'z**  
consulting

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# A challenging and turbulent business environment

The healthcare domain is ever-evolving and multifaceted, necessitating continuous innovation and flexibility to address patient and provider demands. In today's rapidly changing and unpredictable business environment, healthcare organizations must be able to adapt to change quickly to remain competitive and thrive or face the risk of being left behind.

Despite the critical need for change within health organizations, it can be a complicated process.

Adaptation can take many forms, from changing products or services to meet new market demands, to implementing new processes or technologies to increase efficiency and productivity. It may also involve changes to organizational structure, culture, or leadership to better align with the company's goals and values.

How do health care leaders navigate these complex challenges to improve their organization's efficiency and efficacy?

They must create a culture of continuous learning and development, encourage creativity and experimentation, and foster collaboration and communication across teams and departments.

Ultimately, organizations that are able to adapt to change are more likely to succeed in the long term, as they can respond quickly and effectively to new opportunities and challenges.

And to be successful, to be able to “make it”, they need to be agile and flexible. They must be able to quickly respond to changes in the market and adapt their strategies and operations accordingly while securing a smooth transformation for their employees, customers, and processes alike.

The success of effective change management strategies in healthcare will translate into successful patient safety, service quality, and operational efficiency.

Poorly managed change can disrupt service provision, demoralize staff, and ultimately,

compromise patient care. Conversely, well-orchestrated change initiatives can result in better improvements by fostering environments that are receptive to innovation and open for the future.

# How can your organization prepare and be ready for the change?

Change is an intricate part of life : we are changing from the moment we are conceived. It's the same for organizations. In their case, change translates into evolution, progress, and adaptation.

If you look at the dynamic world of healthcare, the ability to successfully navigate and implement change can mean the difference between enhanced patient outcomes and stagnation.

## Why is Managing Change So Important in Healthcare?

In today's fast-changing world, healthcare organizations need to keep up to offer the best care and experience to their patients.

Change management is like the guiding star for these transformations, helping ensure that new strategies and technologies make healthcare better,

not just different. It's all about preparing, supporting, and helping everyone involved to understand and embrace these new ways of working .



## Leadership and the Courage to Drive Change

In the dynamic healthcare landscape, effective evolution requires bold leadership. Obstacles such as change resistance and 'change fatigue' are common, but not insurmountable.

Leaders can surmount these challenges by nurturing a culture of learning and innovation. Adopting structured, evidence-based approaches can systematically dismantle these barriers, ensuring smoother transitions and wider acceptance across the organization. By fostering an environment where learning is integral to the organizational fabric, leaders set the stage for sustained change and continuous improvement.

**Organizational Culture influences every facet of healthcare delivery, namely:**



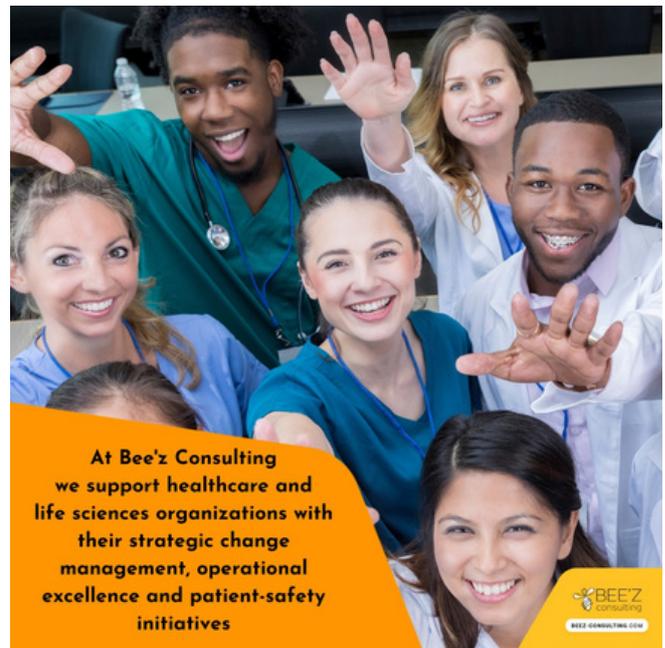
# How we transform pharma / medical / health organizations

Bee'z Consulting is a team of organizational transformation experts who believe that people are both the key ingredient and the best investment for business growth and success.

Our experience has allowed us to work with Pharmaceutical, Medical Devices and Health organizations through their organizational and cultural transformations, supporting them to put their employees and their customers at the heart of the transformation and to secure unforgettable experiences.

We can assist your organization in the following areas:

- Digital and Cultural Transformation
- Change Readiness and Enablement
- Enhancing Operational Excellence



Silvina Layani, Founder and Managing Director at Bee'z Consulting, is a certified change management practitioner and senior partner to C-level executives.

For more than two decades, she's helped Pharmaceutical, Medical Devices, Medical Centers and several other organizations navigate complex organizational transformations in response to shifting marketplaces and consumer expectations.

In a world where change is the new normal – and enterprises that do not keep up will likely be outpaced by those who have – Silvina's passion for helping organizations become agile and adaptive, empowers them to overcome resistance and achieve the cultural change and profitability improvement results they envision.

In addition, Silvina's unique focus on people engagement and employee and leadership development ensures that her clients' employees are onboard and ready to change behaviors and adopt new processes.

This willing preparedness of all concerned parties is a key area of focus for all of Bee'z Consulting's staff and partners, and it's why clients reach out to us again and again for our expert support whenever a change is on the table.

# How can your organization prepare and be ready for the change?

Firstly, they need to invest in understanding the market evolution, developing strong partnerships with other companies and healthcare providers, and leveraging technology to improve efficiency and patient outcomes.

In addition, it is key to tackle several challenges that can impact your operations and your organization's ability to provide high-quality care to patients, such as:

**Increasing costs:** Healthcare costs continue to rise across the world, driven by factors such as an aging population, increasing demand for healthcare services, and rising prices for medical technology and drugs. Medical establishments are under pressure to provide high-quality care while keeping costs under control.

There is a shortage of qualified healthcare professionals, particularly in specialized fields such as nursing and radiology. This can impact the quality of care provided, increase workload for existing staff, and lead to burnout and turnover.

**Digitalization challenges:** The healthcare industry is becoming increasingly digitized, with electronic health records, telemedicine, and other technologies becoming more prevalent. However, many medical centers are struggling to keep up with these changes, due to lack of resources or expertise.

**Increasing complexity of treatments:** Medical treatments are becoming increasingly complex, requiring specialized knowledge and expertise. This can make it challenging for medical centers to provide the level of care needed to meet patient needs.

**Regulatory compliance:** The healthcare system is heavily regulated, and medical centers must comply with a range of regulations related to data privacy, patient safety, and quality standards. This can be challenging and time-consuming, particularly for smaller medical centers with limited resources.



## **Navigating a Volatile, Uncertain, Complex and Ambiguous business environment**

Is your organization prepared for rapid change?  
Can it anticipate uncertainty and ambiguity, and be flexible and adaptable in the face of complexity?

To address these challenges, healthcare establishments must focus on improving efficiency, reducing costs, and investing in digitalization and other technologies to improve patient care. They must also prioritize staff development and retention, and develop strong partnerships with other healthcare providers and organizations to share knowledge and resources.

Finally, they must focus on providing a high level of personalized care to meet patient expectations, while also complying with regulatory requirements and maintaining a focus on patient safety and quality standards.

The risks to the financial stability, reputation, and legal standing of medical centers and pharmaceutical companies that do not prepare for change can have significant and long-lasting consequences for these organizations and their stakeholders.

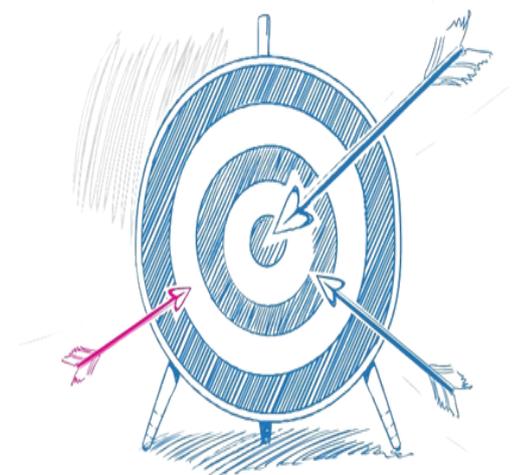
For example, financial instability can lead to reduced access to capital, and a lower ability to attract and retain talent. This can impact the ability of medical centers and pharmaceutical companies to develop and deliver innovative treatments and therapies that improve patient outcomes.

Similarly, damage to reputation can lead to a loss of trust and credibility among patients, healthcare providers, regulators, and other stakeholders. This can impact an organization's ability to attract and retain customers and employees, and can result in negative media coverage, public scrutiny, and regulatory action.

## **Are you fostering a culture of innovation within your organization?**

Fostering a culture of innovation can help your organization thrive in our modern world by enabling it to adapt quickly to changing conditions, develop new products and services, and remain competitive in a rapidly evolving marketplace. Did you know that a culture of innovation can result in some or all of the following benefits?

1. Encouraging experimentation and risk-taking, which can help identify new solutions and approaches to complex challenges
2. Driving continuous improvement
3. Enhancing employee engagement and retention of your empowered staff members
4. Strengthening competitive advantages and further differentiating your organization from your competitors, building brand equity, and driving sustainable growth.



Effective leadership is especially important in times of change, where the direction, tone, and resilience of an organization are tested.

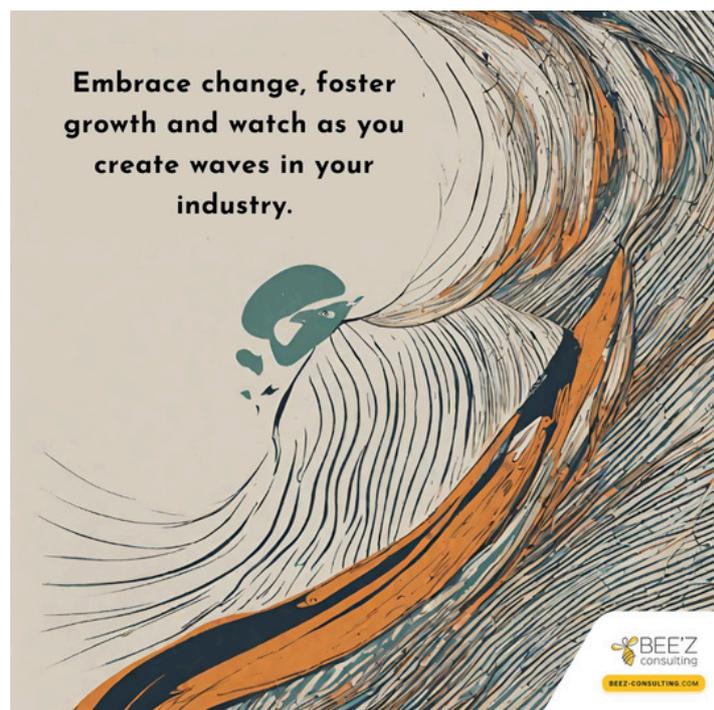
The journey of change in healthcare settings begins and sustains with visionary leadership. Leaders are the architects of change, crafting the vision, setting the pace, and ensuring the organization's alignment with strategic goals.

Furthermore, advancing professional development and cultivating an adaptive organizational culture are pivotal in today's healthcare environment. Human Resources leaders are instrumental in this effort, driving initiatives that not only attract talent but also ensure their growth aligns with organizational change.

Creating a workplace that values innovation and agility encourages employees to embrace and lead change, fostering a community where continuous learning becomes the norm. Such an environment not only retains talent but also transforms them into ambassadors of change, ready to navigate the complexities of the healthcare sector.

Ultimately, the risks of not preparing for change can have a significant impact on an organization's ability to achieve its mission, to deliver value to its stakeholders, and to create long-term sustainability.

As such, it is essential for medical centers and pharmaceutical companies to invest in the resources and capabilities needed to adapt to a rapidly changing environment, to mitigate risks, and to seize opportunities for growth and innovation.



# How to enable your organization to thrive in turbulent times

In the ever-evolving healthcare landscape, transformation is not just desired; it's essential for survival and success.

However, the journey towards a successful healthcare transformation is paved with challenges, including resistance from those resistant to change and the pervasive change fatigue within healthcare settings.

To navigate this complex terrain, healthcare leaders must adopt a comprehensive change management approach. Utilizing proven change management methodologies and tools can help in systematically addressing these challenges.

It's about embedding a culture of learning and accountability, where change management is not just an initiative but a core aspect of management practices.

So how do you get those changes through?

Developing Organizational Change Readiness is a key ingredient of success.

Here are some suggestions on how to do it:

As a leader, you need to set the tone for the rest of the organization. You need to be clear the reason and the purpose of the change and how it will impact the divergent groups of people and stakeholders.

Making sure that your team understands why it is important to change and "why now" will be critical. In some cases you may also need to clarify "what happens if we don't change".

Ensuring that other leaders are acting as visible sponsors of the change and that they can be seen and heard sharing key messages across the organization will be a definitive must. Identifying other key people within the organization who can help to rally the rest will be a good thing.

Setting a communication strategy will also be a key step. This will require identifying impacted groups, understanding where they stand today and what resistances they might have to the change, identifying the key messages, the timing and channels to be used to communicate and, certainly, the content.

Creating a plan does not mean that all is done; you also need to be open to feedback and willing to make changes based on what your employees are telling you.

Once you have set the tone, you need to make sure that your employees have the tools and resources they need to be successful.

# SOME TIPS & TRICKS

- First and foremost, you will need to **secure a leadership coalition**. Leaders need to be bought in to the idea of change and willing to set the tone for the entire organization
- Then, you will need to make sure that they (leaders) are **visibly and emotionally engaged** in the effort, sending a clear message that they are committed to the change and that it is important to the organization.
- They will also need to provide **resources and support** to those leading the transformation.
- We should not forget the importance of **communication**. A clear and concise plan for change needs to be communicated to all employees so that everyone is on the same page.
- Lastly, is a focus on **recognition**. Leaders need to create an environment where employees feel valued and respected. This can be done through things like employee recognition programs, development opportunities, and open communication channels.



# Our Approach

Whether your initiative impacts one part of the organization or several parts, or even the whole organization, leading the change will be a critical ingredient of success.

When supporting our customers, we work on several angles and lead them to design and implement a structured approach that covers the elements listed below:

## 1) Getting Started - Preparing for the Change

Defining the need for change  
Assessment and evaluation of change readiness  
Shaping the vision  
Developing the Stakeholder Engagement Strategy  
Crafting the Communication Strategy.  
Build the Resistance Management Strategy

## 2) Transformation Phase – Leading and Enabling the Change

Raising awareness about the change with the impacted groups  
Building Momentum  
Introduction and exchanges with stakeholders on the new reality  
Building capacity, developing new skills  
Developing coaching and feedback skills with line-managers  
Sharing experiences and learning from mistakes  
Monitoring progress

## 3) Anchoring stage - Strengthening the New Reality

Evaluating and improving the adoption of new processes and/or behaviors  
Establishing recognition and incentive systems  
Anchoring new practices and behaviors  
Ongoing experimentation, analysis, and adjustments

Following a first assessment, we will start to build the vision for change and the strategies. Very quickly, we will support you to raise awareness about the change and build momentum with the impacted groups and/or stakeholders.

**Contact us to start building the roadmap with you.**

# Starting the **transformation** now

You now have a good idea of how to lead and gain buy-in for your change initiative. Here are the two alternatives that are open to you as of now:

1. Identify your quick wins and start implementing by yourself.
2. Get help from experts to benefit from their experience and secure success in a quick manner.

At Bee'z Consulting we have supported +100 organizations in the health, pharmaceutical, medical devices and other sectors.

## **We can assist you to :**

Prepare your teams for different types of changes : mergers & acquisitions, spin-offs, joint-ventures, process outsourcing, technology implementation, change in business model, etc. Improve your governance and communication processes Evolve your organizational culture and ways of working to adopt agile practices and culture Improve staff and leadership accountability and engagement Guide you in process improvement, based on global best practices to improve operational excellence, efficiency and profitability Improve collaboration by reducing organizational silos Positively impact the customer / patient experience Enhancing the risk management processes Review / improve your business dashboard for improved decision-making capabilities Support your leadership upskilling efforts Assess and guide the enhancement of your Human Resources strategy and processes to attract and retain employees

## **The advantages of working with us?**

Deep expertise in healthcare, medical devices and pharmaceutical sectors 25+ years of experience in operational excellence and strategic change management and transformation People-centric approach Experts in Agile, Baldrige Excellence Framework, Lean Management and Strategic Transformation in Healthcare Multi-cultural and multi-language consultants with extensive experience working with people at all levels of organizations.

**Book a call with us to get a first assessment of your situation over the phone.**

# ARE YOU READY?



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