

Coping with digitization:

## Change Management within the AMEOS Group



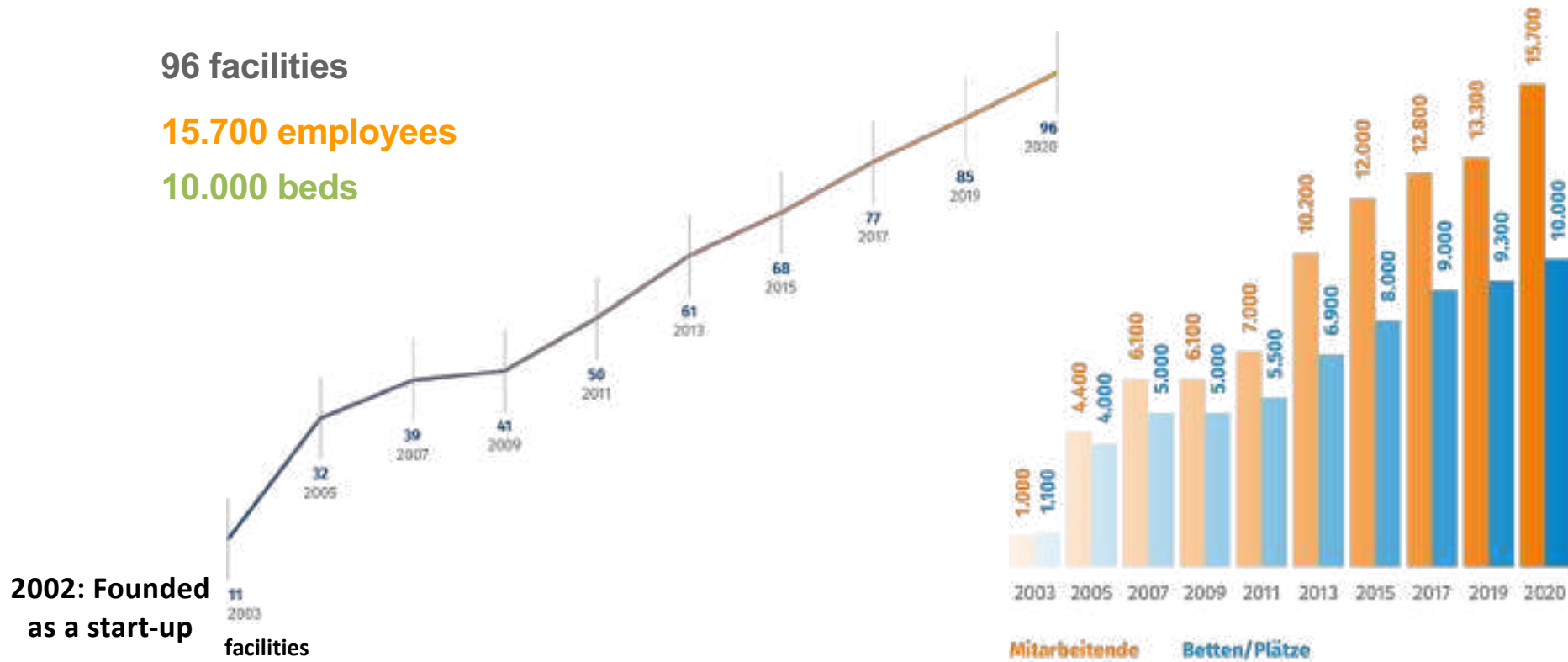
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# Development of the AMEOS Group 2002 - 2020

96 facilities

15.700 employees

10.000 beds



## AMEOS is growing ...

According to the magazine  
"Gesundheitswirtschaft" AMEOS  
– with 33% p.a. - has been the  
strongest growing health care  
company in recent years



## The AMEOS Group 2021

- 
 AMEOS is the only big operator of healthcare facilities in the three DACH countries (German-speaking Europe).
- 
 is one of the biggest private hospital operators.
- 
 is biggest hospital operator in two states as well as in most AMEOS regions.
- 
 is biggest operator of psychiatric hospitals and forensic facilities.
- 
 CHF 1 billion in revenues



## AMEOS operates



## What makes AMEOS unique in the hospital market?

- Broad and comprehensive medical offering – acute somatic, acute psychiatric, elderly and mental care homes with a public supply contract for the general public thereby completely covering regional care needs of the population.
- AMEOS operates the big hospitals in the agglomerations and in the countryside guaranteeing efficient regional health care services.
- Regional organization with currently 80 facilities providing state-of-the-art medical services for the population locally and market lead in the region
- Highly competent and experienced in turning around loss making facilities thereby securing jobs and local patient care
- Balanced focus on cost-cutting, productivity and organic growth opportunities for all facilities
- Well established and highly efficient regional management organization with focus on process development
- Solid financing structure provides basis to realize investment opportunities quickly

## The AMEOS IT in numbers

### AMEOS administers every day:

- 4 800 thin clients
- 1 800 fat clients
- 800 laptops
- 3 000 printers
- > 6 000 e-mail mailboxes
- 3 500 active SAP users
- > 8 000 active AD users
- ~ 1 000 applications/installations
- > 500 servers (physical)
- 1 300 servers (virtual; local)
- 210 servers (virtual; RZ)
- 4 000 firewall rules

### The AMEOS IT Resources:

- 3 countries (DACH)
- 80 facilities (hospitals/long-term elderly care/long-term mental care)
- 44 locations
- ~ 100 FT equivalents



## Two impact categories of Digitization in Healthcare

cat# 1: The “Big Impact Applications”:  
they can save life and influence mortality  
like e.g.

- 👁️ 24-hour surveillance
- 👁️ digitized knowledge  
for personalized medicine





Digitization within this category is typically inter-institutional, i.e. it cannot be implemented by a single healthcare institution alone.

At the same time this kind of digitization is going to be a quantum jump for health and life expectancy.



## Two impact categories of Digitization in Healthcare

**cat# 2:** The “Many Little Improvements”:  
they optimize the way healthcare is delivered like e.g.






-  an app for patients that enables them to get an appointment online
-  an app for doctors that enables them to make better decisions or to document more easily and accurately



Digitization within this category can typically be implemented by and within a single healthcare institution.



These little but many improvements are going to optimize the processes how medicine is delivered significantly.

## Essentials of the AMEOS Digitization Strategy

-  Internal focus on category #1
-  Being involved in network projects for category #2
-  Digitization takes place in the head, not through apps and software.
-  Whatever future digitization potentials will be developed, the organization must be ready to quickly adopt them.
-  Core of the AMEOS Digitization Strategy is to innovate processes and make them “digitable”.





## Potentials of Digitization for Improving Processes (cat# 2)

- 
 Physicians on the ward (“residents”) spend about 30-40 % of their time being occupied with tasks they would not have needed to study medicine for.
  
- 
 Nurses on the ward spend about 20-30% of their time being occupied with tasks they would not have needed to be educated as nurses for.







Huge portion of **no-/low-value** adding employment time in a typical hospital

## Reality in too many hospitals: no or low creation of value

- 
 No creation of value: on the third day after the patient's admission a medical resident spends two hours to search for the patient record.
  
- 
 Low creation of value as related to education or profession: a medical resident spends one hour to make phone calls and organize a patient's EKG, x- ray, and ENT consult the same day.



## AMEOS has implemented a DigiLab for the “Many Little Improvements” (cat# 2)

-  The DigiLab is a companywide coordination project for digitization.
-  Apps and softwares are continuously evaluated in use cases.
-  Most use cases are assessing the benefit for process improvement and/or process innovation.
-  Strategy on the process level is to make processes “digitable”.

Day 1	Day 2	Day 3
1. H & P		
2. PrevMedRec; Echo, Muga, CXR, EKG	2. PrevMedRec; still available	
3. Telemetry	3. Discuss D/C Telemetry	
4. CXR		4. CXR
5. EKG		5. EKG
6. Echo		
7. ABG or Pulse Oxim.		7. ABG or Pulse Oxim.
8. Chemistries	8. Drug Levels	8. Chemistries
9. CBC		
10. Cardiac Enzymes Q8	10. Cardiac Enzymes	
11. Thyroid Studies		
12. Nursing Assessment		12. Disc Progress
13. Vital Signs, I&O		
14. Cardiac Drugs		14. - 16. D/C Med
15. Diuretics		
16. Anticoagulant	16. Anticoagulant	21. Holter
17. Oxygen	17. Discuss O <sub>2</sub>	22. Echo/consult
18. Bed Rest	18. Activity	23. Muga
19. Diet	19. Discuss Diet	24. Cardiac Cons
20. Disc SW, HH, FS c Dr	20. SW Intervention	20. Disc D/C if non-resp.

Cardiac Insufficiency Pathway

## Innovating processes for digitization requires strong leadership

A leader must be able to manage this ....



## Emotional Affinity

It is important to AMEOS to develop an emotional affinity to the chances and opportunities of digitization and to create a positive attitude.



## Must-have capabilities of a transformation leader in the AMEOS group

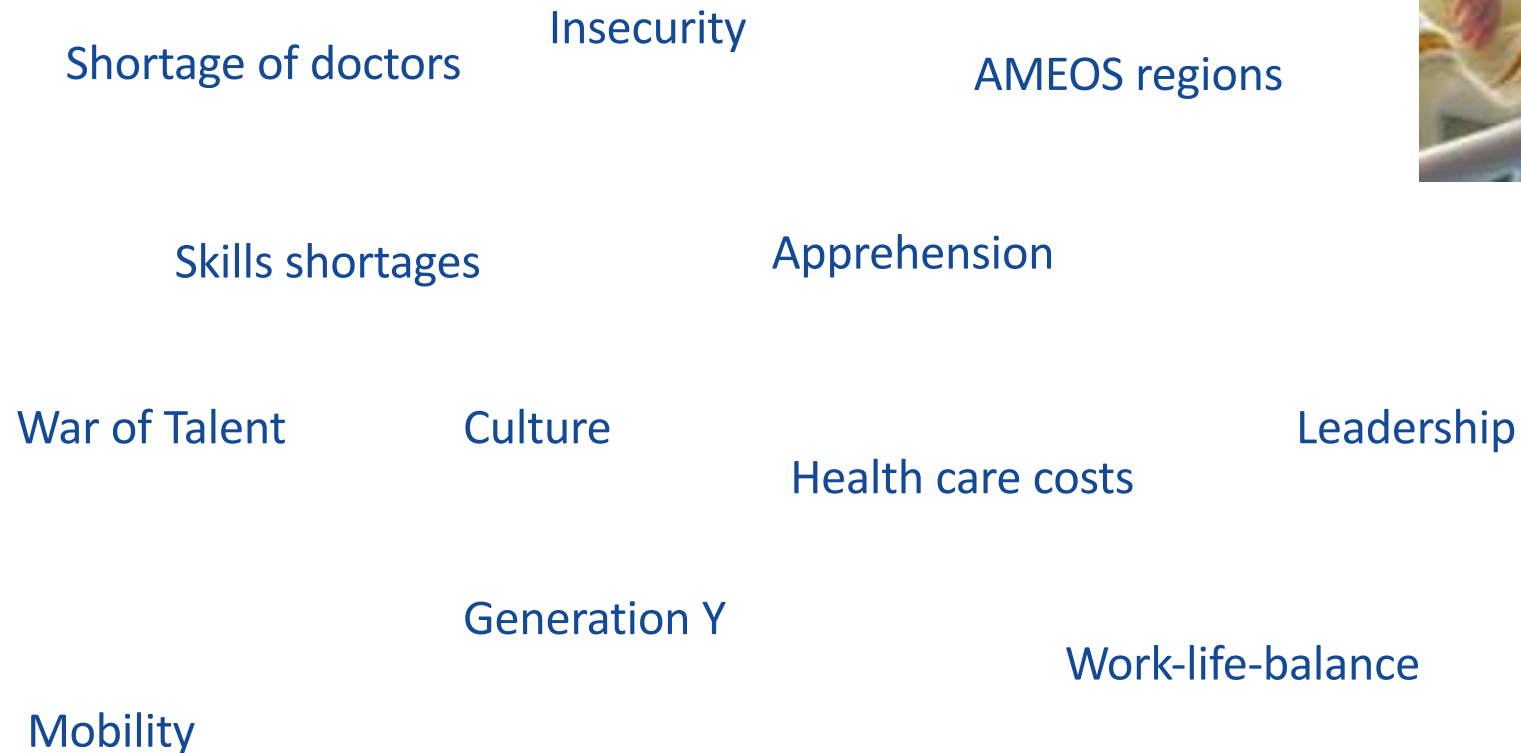
- ability to take responsibilities
- ability to communicate
- ability to keep employees well informed
- ability to be a role model
- ability to have confidence, acceptance, calmness, enjoyment of work...



A transformation leader at AMEOS shall be able to lead a team and be a part of the team!



## Change management has to happen in a challenging environment



## Change management contains a variety of tasks (I)

to build  
confidence

to identify leader

to motivate leader

brainstorming

to guide  
leader



## Change management contains a variety of tasks (II)

to build confidence

to identify leader

to motivate leader

brainstorming

to guide leader



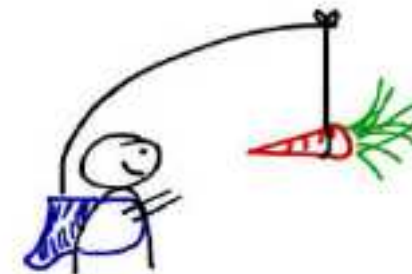
to head the process



to control the process



always keeping the target in focus



sometimes to influence the process

## Change management contains a variety of tasks (III)

to build confidence  
 to identify leader  
 to motivate leader  
 brainstorming  
 to guide leader

to head the process

to control the process



to influence the process

to celebrate success





# Thank You For Your Kind Attention



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