The Challenge

Healthcare organizations are facing a perfect storm of rapid and seismic change. Lines between providers and health plans are blurring; as providers take on health plan functions and health plans acquire providers, organizations must chart unknown territory. Acquisitions and affiliations are the order of the day, creating brand new organizations. New delivery and payment models require new leadership roles and experience.

Healthcare organizations need to do things differently in order to survive, let alone succeed. In a rapidly evolving marketplace with new compensation models and relationships, healthcare organizations know they need to redesign their organizational structures, redefine and transform their operations, and enhance their capabilities and talent. This can be a daunting task for any organization, knowing that the changes it makes today will determine its success going forward.

Our Expertise

Point B works closely with our healthcare clients to tackle their most demanding organizational challenges. We believe that organizational effectiveness disciplines provide great leverage and allow our clients to more quickly realize their end goals. Our approach is to focus on the organizational outcomes that clients need and help them carefully consider the impacts of organizational changes. We bring more than 19 years of experience in stewarding healthcare organizations through transformational change, customizing our approach to fit each client’s needs. We partner with our clients throughout the process to solve organizational challenges, increase ownership, jumpstart change management, and help them realize the benefits and value their organization is now equipped to achieve.

We find the right combination of skills and abilities to support the full scope of needs—from individual subject matter experts who can advise on specific strategies or operations to traditional team-based consulting. We can also provide senior staff augmentation to stand up aspects of an organization during times of profound change. Clients who work with us value us for the knowledge we bring and for our ability to “right-size” a solution to meet a particular need. Our expertise includes:

Operating Models of the Future – The changing healthcare landscape requires new operating models. We work closely with organizations to assess their current culture, structure, operations, capabilities, and talent against their strategy. Based on a full understanding of their current state and their goals for the future, we define a new operating model that aligns with their vision. We also develop a maturity model that provides a roadmap toward adopting the new operating model.

Organizational Design – Point B designs organizational structures that empower our healthcare clients to be more effective every day. We redesign the structure of organizational units, ranging from teams to divisions to entire healthcare entities. We define governance and decision-making functions as well as performance metrics to support organizational success. By engaging management and employees in meaningful ways throughout the design process, we jump-start change management and help establish deep and wide buy in.
Organizational Effectiveness in Healthcare

Change Management Planning and Delivery – We introduce healthy change management that enables people to transform processes, launch new services, form new partnerships, and take action with confidence. Drawing on our change management expertise in healthcare, we assess the organization’s readiness to manage the impact of transformational change on key stakeholders. We engage key leaders and stakeholders to take ownership of driving the change. We develop and execute plans to manage resistance, coach change sponsors, facilitate two-way communications, and enable adoption of new work behaviors through engagement, education and training.

Talent Strategy and Management – Getting and keeping the best healthcare professionals has never been more challenging. We assess the gap between current talent and the talent required to achieve the organization’s strategy. We can create and manage a path to develop the talent to advance organizational goals. From recruiting through retention, our perspective and expertise help healthcare organizations to identify, attract, and keep the best people.

Why Point B?

We started our Healthcare Practice in 1995, growing and solidifying our expertise since then through engagements with health plans, providers and life science organizations. Today, we leverage more than 200 healthcare consultants who bring deep industry knowledge, independent thinking, and hands-on experience to every project.

We understand healthcare trends and best practices and, because Point B at its core is a project leadership firm, we excel at making organizational initiatives successful. We deliver our service to healthcare clients by drawing from experts in other industries and disciplines within our firm, ensuring the best approach to achieving each client’s strategic goals. Over the years, our healthcare-focused services have helped clients by:

- Leading the planning and implementation of commercial and government health plans.
- Guiding population-based management efforts for a Centers for Medicare & Medicaid Services shared-savings pilot.
- Developing business plans and implementation roadmaps used to create new accountable care partnerships among providers, health plans, and community agencies.
- Facilitating strategic planning for population health management that enables physician engagement and new practices such as behavioral health management, health coaches, integrated care plans, and reporting.
- Leading complex system implementations such as electronic health records and enterprise data warehouses.