CONCEPT

Healthcare Change Management and Transformation: Clinical Engagement and Service Line Redesign

8 – 12 February 2027
Paris - Right Bank business hotel



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Ref: 895_21092 **Date:** 8 – 12 February 2027 **Location:** Paris - Right Bank business hotel **Fees:** 23500 SAR

Introduction:

Healthcare change management fails in hospitals when transformation programmes are designed like corporate restructures: physicians see threats to clinical autonomy, nurses absorb initiative overload and safety concerns stall redesign. This Core Concept course equips hospital executives, clinical leaders and transformation office staff to lead service-level change that clinicians own, from a data-based case for change through care pathway and service-line redesign, improvement-led delivery and transformation office governance. Participants produce a Service Line Transformation Plan with stakeholder engagement and measures for a case hospital.

Course Objectives:

- Explain how clinical autonomy, patient safety duties and regulatory accountability shape the pace and design of hospital transformation
- Build a case for change that combines clinical variation, outcome, patient experience and cost data for executive and clinician audiences
- Mobilise physicians and nurses through clinical champions, change networks and co-design of new care pathways and models of care
- Deliver service-line redesign through improvement methods such as rapid test-of-change cycles, lean process mapping and performance excellence reviews
- Diagnose resistance and change fatigue in clinical teams and adjust pace, sequencing and communication with staff and patients
- Govern a hospital transformation portfolio through a transformation office, benefit measures and sustainment controls

Target Audience:

- Executives accountable for hospital strategy, service performance and large-scale transformation programmes
- Senior clinical leaders who sponsor pathway, service-line or model-of-care redesign
- Nursing executives responsible for workforce, practice standards and nursing-led service change
- Heads of quality and performance excellence who steer improvement portfolios across divisions
- Transformation and programme office leads who coordinate, track and assure hospital change initiatives

Course Outline:

Day 1: Why Healthcare Change Is Different

- Clinical Autonomy and Professional Identity as Forces in Hospital Change
- Patient Safety Duties and Clinical Governance Constraints on Service Redesign
- Regulatory and Licensing Limits on the Pace of Clinical Service Change
- Lewin, Kotter and ADKAR Viewed Through a Clinical Lens
- Transformation Readiness Diagnostic for a Hospital Division

Day 2: Case for Change, Clinical Engagement and Change Networks

- Clinical Variation Analysis: Length of Stay, Readmissions and Outcome Spread
- Cost-per-Case and Service-Line Contribution Data for the Case for Change
- Physician and Nurse Engagement Mapping by Specialty and Professional Group
- Clinical Champion Selection, Role Charter and Protected Time
- Change Network Design Across Wards, Shifts and Clinical Directorates

Day 3: Redesigning Care Pathways, Service Lines and Models of Care

- Care Pathway Mapping With Multidisciplinary Clinical Teams
- Pathway Variance Tracking and Iterative Pathway Refinement
- Service-Line Operating Model: Scope, Budget Ownership and Performance Reviews
- Model-of-Care Shifts: Nurse-Led Clinics, Ambulatory Care and Community Integration
- Rapid Test-of-Change Cycles and Lean Process Mapping in Clinical Units

Day 4: Resistance, Change Fatigue, Communication and Transformation Governance

- Clinician Resistance Diagnosis: Evidence Concerns, Workload and Loss of Control
- Change Fatigue Indicators and Initiative Load Heat Map for Clinical Teams
- Staff and Patient Communication Plan for Pathway and Service Changes
- Transformation Office Charter, Portfolio Prioritisation and Stage Reviews
- Outcome, Balancing and Sustainment Measures for Clinical Change

Day 5: Case Hospital Service Line Transformation Plan

- Case Service Line Data Packs: Orthopaedics, Cardiology and Maternity
- Stakeholder Engagement Map and Clinical Champion Network for the Chosen Service Line
- Future-State Pathway and Operating Model Design for the Case
- Transformation Measures Dashboard: Clinical, Process, Patient and Financial Indicators
- Service Line Transformation Plan Presentation to a Hospital Executive Panel

Skills You Will Gain:

- Clinical Case for Change Building
- Clinical Champion Network Design
- Care Pathway Redesign
- Service-Line Operating Model Design
- Change Fatigue Management
- Transformation Portfolio Governance
- Clinical Change Measurement
- Patient and Staff Change Communication

Why Attend This Course:

- Leave with a Service Line Transformation Plan tested before a simulated hospital executive panel
- Turn clinical variation and cost evidence into an argument that physicians and finance leaders both accept
- Recognise when clinical teams have reached initiative overload and resequence the portfolio before safety or morale suffers
- Compare transformation choices with executives and clinical leaders from public, private and academic hospitals

Conclusion:

Hospital transformation holds only when clinicians shape it and governance keeps it visible. The course moves from what makes healthcare change distinct, through a data-based case for change, clinical engagement and change networks, to redesign of care pathways, service lines and models of care delivered with improvement methods, then resistance, change fatigue, communication and transformation office governance. The final day applies these elements to a case hospital and produces a Service Line Transformation Plan with stakeholder engagement and measures.