

PREFACE

There is no doubt that after Covid, the world will never be the same again.

Since March 2020, healthcare has become the number one priority for governments and businesses, “no matter what the cost”, to avoid the deadly consequences of the pandemic, but also to keep the French economy – and population – alive.

Crises are powerful catalysts for change. They accelerate burgeoning transformations; they propel new practices and new benchmarks into common usage that would normally have taken years to emerge. Health care is no exception.

This is the eleventh book in the NEOMA Alumni collection, and it deals with how health care is managed. Its chapters are a wonderful kaleidoscope highlighting the issues and challenges facing health care and its main players in this rapidly changing world.

The first part of the book largely covers innovation and digital and looks at how essential they are in transformation.

Telemedicine, which seemed to be gradually emerging on a distant horizon, suddenly became part of our daily lives in just a few weeks after lockdown measures were introduced, and this upheaval led to many possibilities, such as how to improve healthcare services in medical deserts and how to provide access to cutting-edge medical techniques to as many people as possible.

Digital and communication technologies have been used to connect healthcare professionals, to the benefit of patients. It has become easy to imagine that we will soon be able to completely overhaul care pathways, provide real-time monitoring for chronic diseases and implement effective prevention projects, despite today’s medicine being focused on treating known diseases.

These developments call into question the role of many healthcare players and how the system is organised. For example, public hospitals and insurers are forced to adapt to an environment where patients are now the cornerstones of the system and have begun taking a proactive approach to their health care.

In the business world too – and this is covered in the second part of the book – health has become an essential, even strategic, issue.

The Covid crisis has unsettled business managers, who found themselves on the front line in a battle to keep their employees healthy.

An entire chapter is given over to the legal obligations they face, but beyond red tape, there is a whole new paradigm to which business leaders or managers must adapt: not only must they preserve their employees' health, but learn how to enhance their well-being and quality of life at work as well.

How do you protect yourself against stress and environmental pressure?

People in the business world are pulled in many different directions. Managers are looking for effective team performance and stand-out individual skills; their employees are working from home more often but need to find ways of enhancing their social connections. How can managers create the working conditions and the right environment to get their employees motivated and achieve the company's goals? How can they give everyone the opportunity to find meaning in their day-to-day tasks and ensure that their business is an integral part of their own salutogenesis?

The topics covered in this ambitious book are complex and do not call for unequivocal answers. However, readers can rest assured that the relevant insights put forward by its authors will leave them better informed and more able to express their own opinions about the issues it tackles.

Hugues Lecat
Chairman of the Etypharm Supervisory Board
PGE 1979

FOREWORD

The healthcare sector dominated the news in 2020 with the Covid-19 pandemic. The industry's entire value chain sprang into action in a bid to:

- Prevent: developing measures to stop the spread of the disease, informing people about key areas or at-risk populations, tackling the question of vaccines.
- Diagnose: identifying patients to monitor so the epidemic could be contained, managing data about the disease.
- Treat: varying care provision according to the impact of the disease, the patients and their state of health.
- Follow-up: debates on tracking positive cases, developing telemedicine, dealing with the question of how to monitor chronic diseases during the pandemic.
- Improve: managing hospital resources, providing, training for healthcare personnel, managing the impact of collateral effects, particularly for low-income populations.

The players in the healthcare economy (research laboratories, pharmaceutical laboratories, pharmacies, hospitals, clinics, nursing homes, independent doctors, equipment manufacturers, testing and analysis laboratories, insurers and private insurance companies) were of course impacted, but the crisis also shed light on how the issues faced by society as a whole applied to companies as well. The idea of managing health care in the workplace is nothing new; from accidents in factories to burnouts in offices, the subject has been on the table for years. But with Covid-19 it took on a new dimension. Businesses were required to follow a company-wide healthcare policy, while respecting confidential personal medical data.

Three phenomena have emerged in recent years:

- The growing weight of healthcare costs in public, household or business accounts. There are of course major differences between developed and emerging countries (17% of GDP in the United States, 11% in France, 9% on average in OECD countries, 4% in

China, 3% in India), and financing methods vary depending on whether there is a public system of financing and/or social security, and a private health insurance or mutual aid system in place. Even emerging or developing countries are seeing healthcare budgets grow, whether directly or via international funding [over the past five years, amounts allocated to health care by the Agence Française de Développement (AFD) have increased tenfold].

- An accelerating rise in innovation triggered by digital transformation. Contributions from genetic research and artificial intelligence have undoubtedly played a role in recent progress. The way that patients are treated is also impacted by telemedicine, mHealth and shared data. Some of the most recent advances come from Africa and Asia, where eHealth is further along in its development process than it is in Europe.
- There is a real willingness to focus the healthcare system on the patients themselves, moving away from empty promises and towards concrete actions, whether in patient care pathways in hospitals or new digital pathways (appointment taking, shared medical record, insurance, etc.). These pathways include treatment (hospital), more general health care (medical and welfare), as well as life pathways, with schools and workplaces.

But a fourth fundamental trend, with connections to the three others, should be highlighted: the issues also apply in the workplace. Legally, this is nothing new. Keeping employees in good health has been the basis of employment law since 1841 for minors, since 1893 for all workers, and in the final two decades of the 20th century (workplace accident prevention in 1976, European framework directive in 1989). But the issue is more recent with regards to management. Look at management guidebooks published ten years ago... few mentioned health issues in the workplace. Everything has changed, and in the same three areas:

- Health care is a growing cost for companies, particularly in terms of prevention (accidents, monitoring, vaccinations, etc.), without even taking social contributions into account. There are more legal issues at stake in these areas. Budgets for preventive (screens, seat

backs, desk height, break rooms, etc.) and curative (insurance) health care have continued to rise. Furthermore, good (or bad) management of these practices is highlighted in some CSR reports. Official standards also apply: psychosocial risks, health and safety, the ISO 45001 standard, quality of life at work, the French national interprofessional agreement on occupational health (ANI), etc.

- Companies are also using more and more digital tools to handle these health issues, provide information to employees, and manage the pandemic (an app to let people know you'll be at the office, book a workstation or business trip, monitor vaccines for international travel, and digital tools to monitor screen-free time). It is also not uncommon for companies to use big data and machine learning tools to understand and reduce the risks analysed in accidentology. Working from home (WFH), which became hugely widespread during the Covid-19 crisis, is also a new field in health care.
- The people who work in a company (historically its employees, but there has also been greater consideration for entrepreneurs and employers as well over the last ten years) are becoming more and more involved in how their health is managed at work, and this consideration can even be seen as a way of creating value for the company!

The new importance¹ of occupational health and as a result, the implementation of healthcare measures within companies, are the subject of new discord, with tension rising since the end of the first lockdown period in 2020:

- On the one hand, voices were raised against excessive monitoring of economic performance within hospitals (“too many Excel

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 1 According to the hbr.fr site at the end of December 2020, there were seven forums dealing with major health issues in companies in 2018. This rose to 13 in 2019 and 25 in 2020, though 16 of those articles were mainly related to Covid-19. Between 2014 and 2017, there was an average of one forum per year dealing with burnout, compared to an average of three per year between 2018 and 2020.

spreadsheets”²⁾ with an update regarding the now conventional question of whether a public service should be run like a business.

- On the other hand, the excessive health and safety measures³ sometimes taken by HR directors can also cause disputes.

While the purpose of the book is not to answer these questions outright, it does examine the difficulty caused by the growing porosity between the business world and that of health care: economic rationality, performance and good governance are also subjects for people working in health care, which is not (or is no longer) a separate sector. Conversely, businesses are not immune to healthcare issues and must take them into account when determining their procedures, risks, and even management methods and performance monitoring systems.

So that is the challenge for the next ten years, in addition to coping with the effects of the pandemic: how does one strike the right balance between health and business?

A comprehensive work on health and management

This book is the fifteenth to be written by a group of NEOMA Business School graduates and professors. It follows a series of works covering governance (2016), digital, the social and solidarity economy (2017), international issues, digital in English, risks (2018), companies and business models (2019), logistics, training and entrepreneurship (2020), health, auditing, training and entrepreneurship in English (2021), and finally data (2022). The authors, who include practitioners and researchers in management sciences, provide insight from many

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 2 Martin Dumas Primbault, “‘On voit revenir les tableaux Excel’ : à l’hôpital, des médecins inquiets du retour des ‘vieilles habitudes’”, www.lequotidiendumedecin.fr, 5 May 2020.

3 Julia de Funès, “Notre société a remplacé la vie bonne par la vie saine”, www.lefigaro.fr, 4 May 2020.

angles. Sometimes points of view may differ, but that only serves to enrich the discussion. We decided to keep these divergences of opinion as they are, allowing our readers to decide for themselves. Since the beginning of this collection, ninety graduates and more than twenty researchers have been involved. The network of NEOMA Business School graduates is the leader in France in terms of appreciation by business school graduates and, overall, was sixth in the world in 2019.⁴ In 2017, NEOMA Business School was ranked third in research and the fifth (among fourteen ranked worldwide) French business school in management, according to the Shanghai ranking.⁵ Finally, NEOMA Business School is the fifth best in France and 28th in the world.⁶ These new organisational and company models have been researched by a phenomenal team.

This book covers two main subjects. The first part deals with the challenges of innovation and transformation in the healthcare sector, from telemedicine to the development of Insurtech, including new regulations on patient governance and management. The second part examines the various aspects of health in the workplace.

Jean-Michel Huet and Arlette Petitjean

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- 4 Studies in *L'Express* and *L'Etudiant*, November and December 2018 for NEOMA Alumni for the French ranking; *The Economist*, July 2019 for the world ranking.
 - 5 Ranking by Shanghai (ARWU) published by Shanghai Jiao Tong University in China, June 2017.
 - 6 Ranking by *Financial Times*, September 2020.