

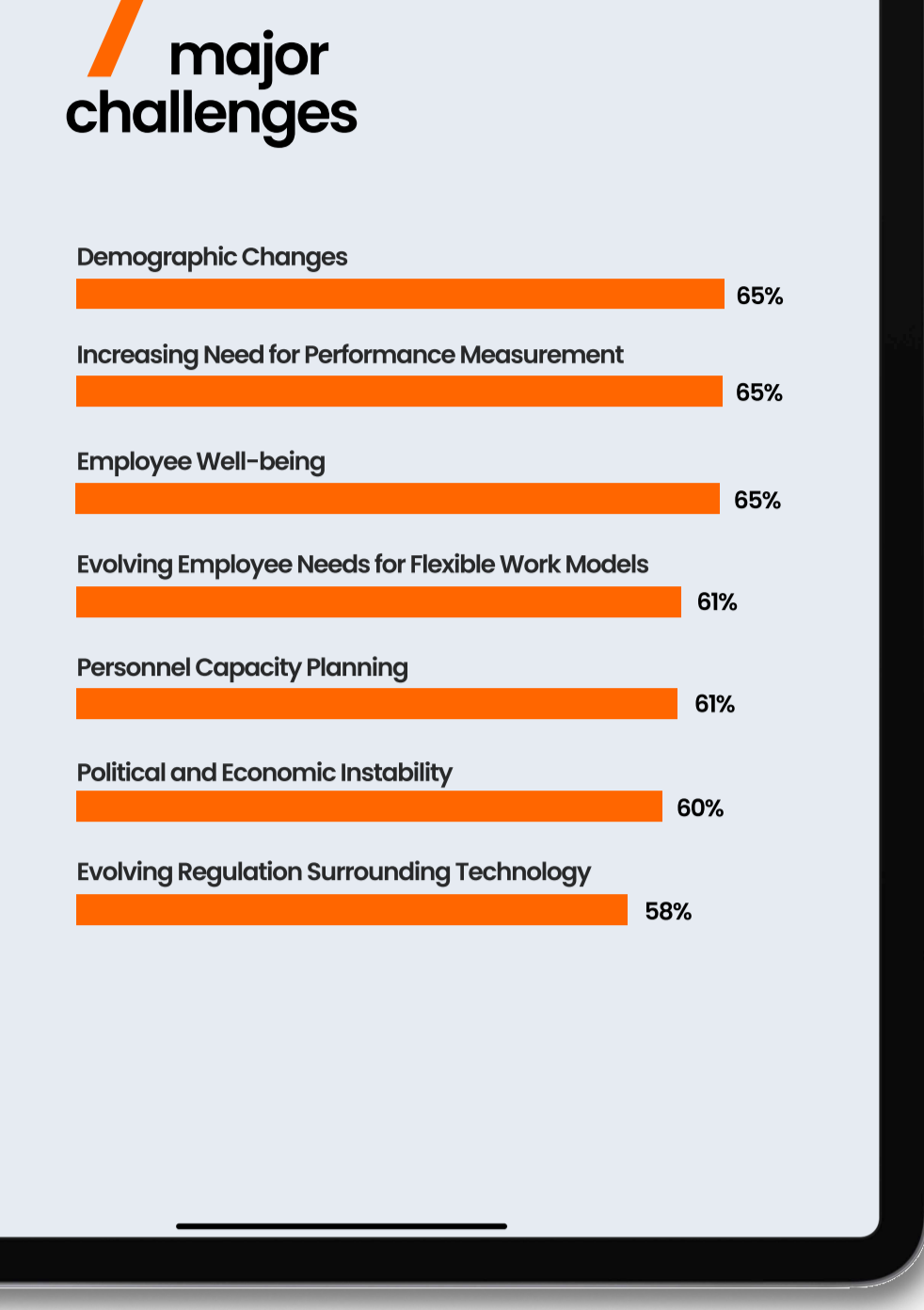


RESILIENCE BY DESIGN
HEALTHCARE

Preparedness Gap
Adapt or Fall Behind

European organizations are navigating an unprecedented era of simultaneous disruption, from digital transformation and demographic shifts to geopolitical instability and economic volatility. In this environment, resilience is no longer a nice-to-have; it is the decisive factor between thriving and becoming obsolete.

The ATOSS FutureWorks study examines the interplay of challenges, preparedness, and strategic measures in an age of multi-transformation, with a closer look at Healthcare & Social Services. For this purpose, more than 60 decision-makers from the industry were surveyed.



THE RESILIENCE DRIVERS

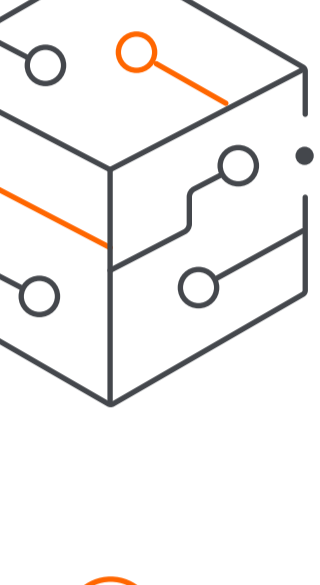
Preparedness Gap

Organizations are aware, but readiness lags

Organizations in Healthcare face 7 major challenges simultaneously, all perceived as major or severe:

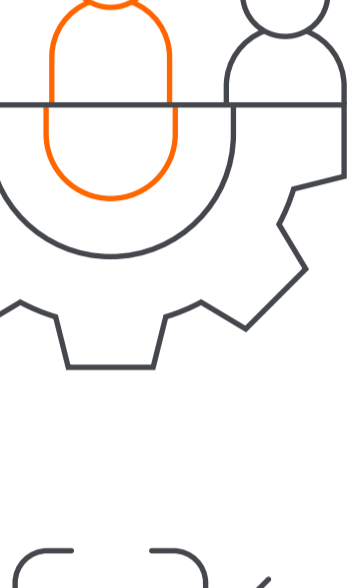
18%

on average feel completely prepared across these major challenges.



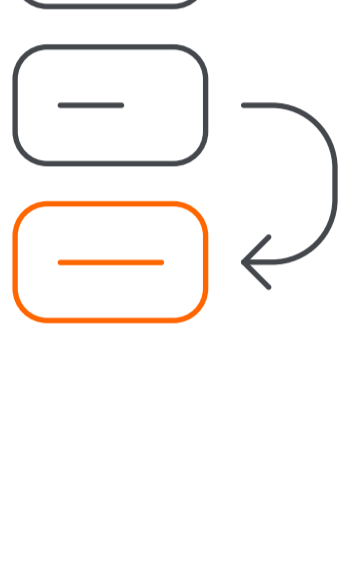
Technology

Drives business transformation and enhances organizational capabilities through automation, digital innovation, and AI. Technology serves as the enabler of efficiency, competitive advantage, and future-ready business models.



Workforce

Focuses on people as the core driver of resilience through strategic talent development, flexible engagement models, and inclusive structures. This dimension strengthens organizations by enhancing employee retention, well-being, and their capacity to navigate change.



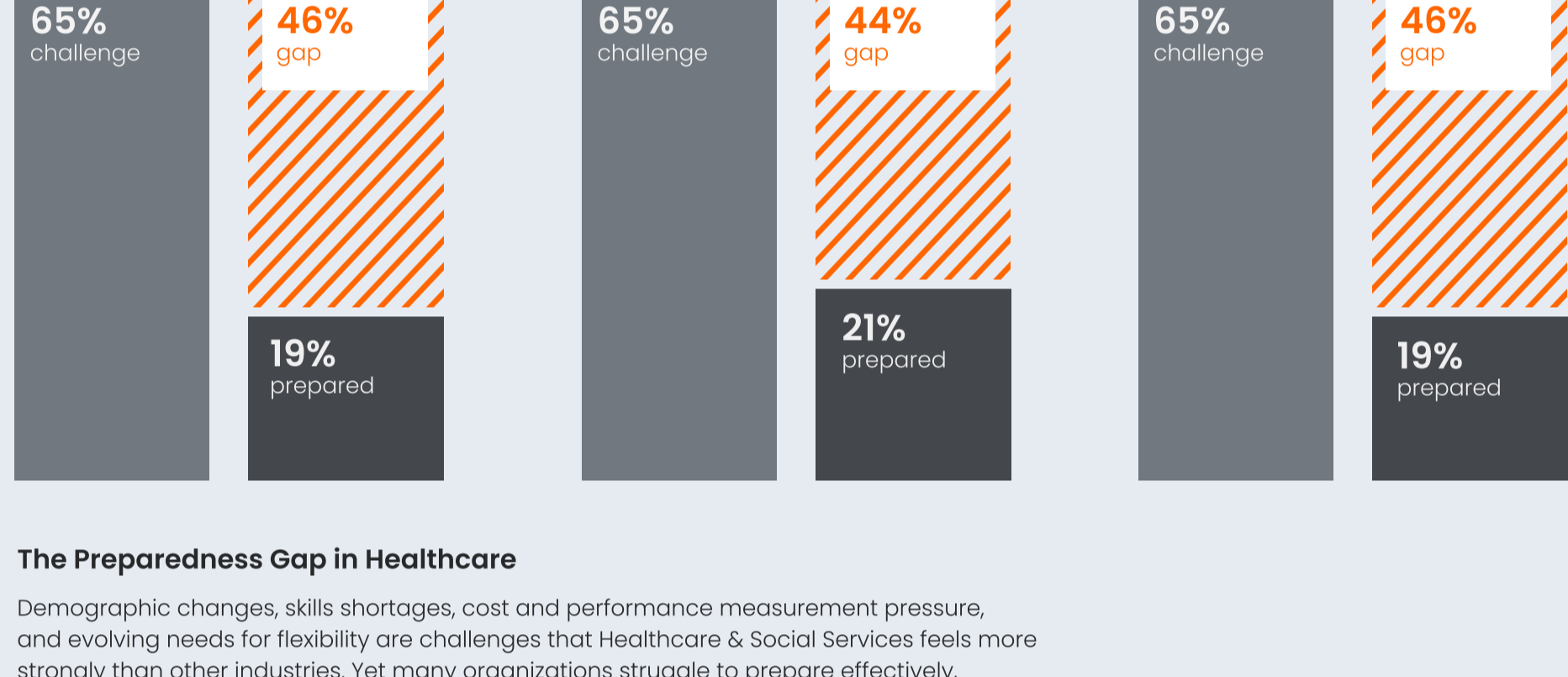
Organization

Establishes the strategic framework for agility through proactive planning, performance measurement systems, and leadership development. Organizational capabilities determine an enterprise's ability to anticipate, respond to, and grow from disruption.



Demographic Changes are the Largest Challenge with the Least Preparedness

Top 3 challenges vs. feeling completely prepared:



The Preparedness Gap in Healthcare

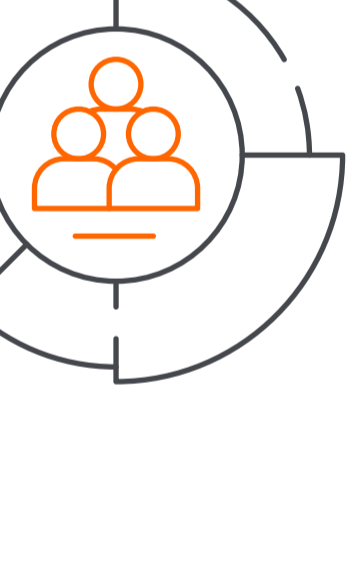
Demographic changes, skills shortages, cost and performance measurement pressure, and evolving needs for flexibility are challenges that Healthcare & Social Services feels more strongly than other industries. Yet many organizations struggle to prepare effectively, creating a dangerous gap between strategic intent and future readiness.

PROVEN LEVERS THAT MULTIPLY ORGANIZATIONAL PREPAREDNESS

Closing the Gap

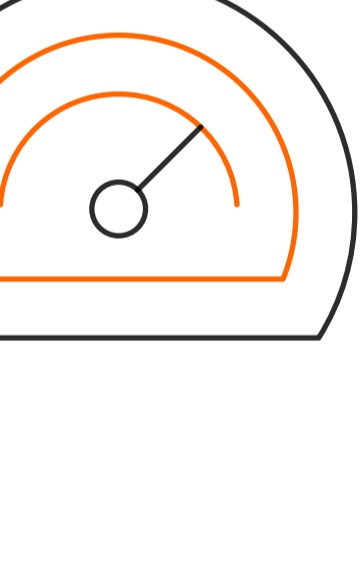
The Most Effective Measures for Healthcare

Organizations in Healthcare & Social Services that invest in the right workforce management measures can significantly improve preparedness. Different measures, applied individually or in combination, lead to above-average preparedness gains, and some can be implemented immediately.



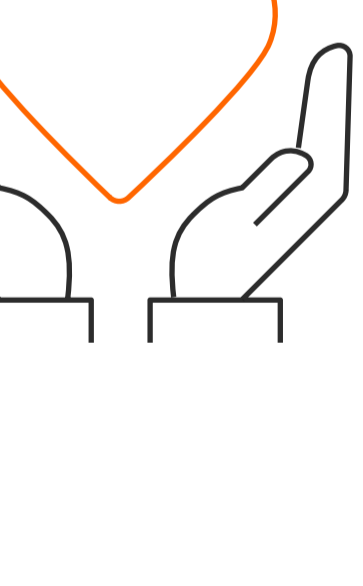
Demographic Changes

- Processes to retain institutional knowledge from employees nearing retirement
- Diversity, Equity and Inclusion (DEI) awareness and leadership training
- Advanced digital tool training programs
- Cross-functional teams working on strategic projects
- Succession planning, i.e. identifying and preparing future leaders



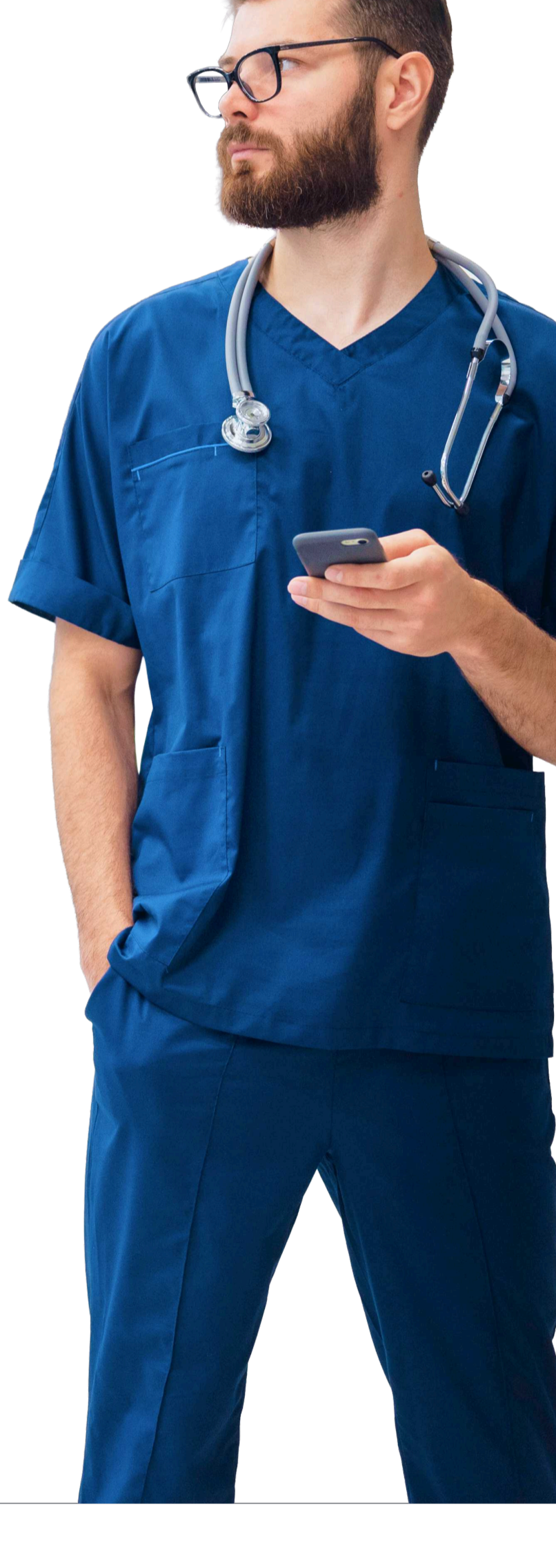
Increasing Need for Performance Measurement

- Training on performance measurement analytics and prediction tools
- AI-powered forecasting tools
- Technology policy and regulation courses
- Data-based forecasting



Employee Well-being

- Reverse mentoring
- Sharing hybrid best work practices
- Technology policy and regulation courses
- Mental health and well-being training
- Remote working policies



WHAT DO HIGH-PERFORMING ORGANIZATIONS DO DIFFERENTLY?

Resilience-Preparedness-Index

Only 5% of organizations in Healthcare & Social Services are top performers

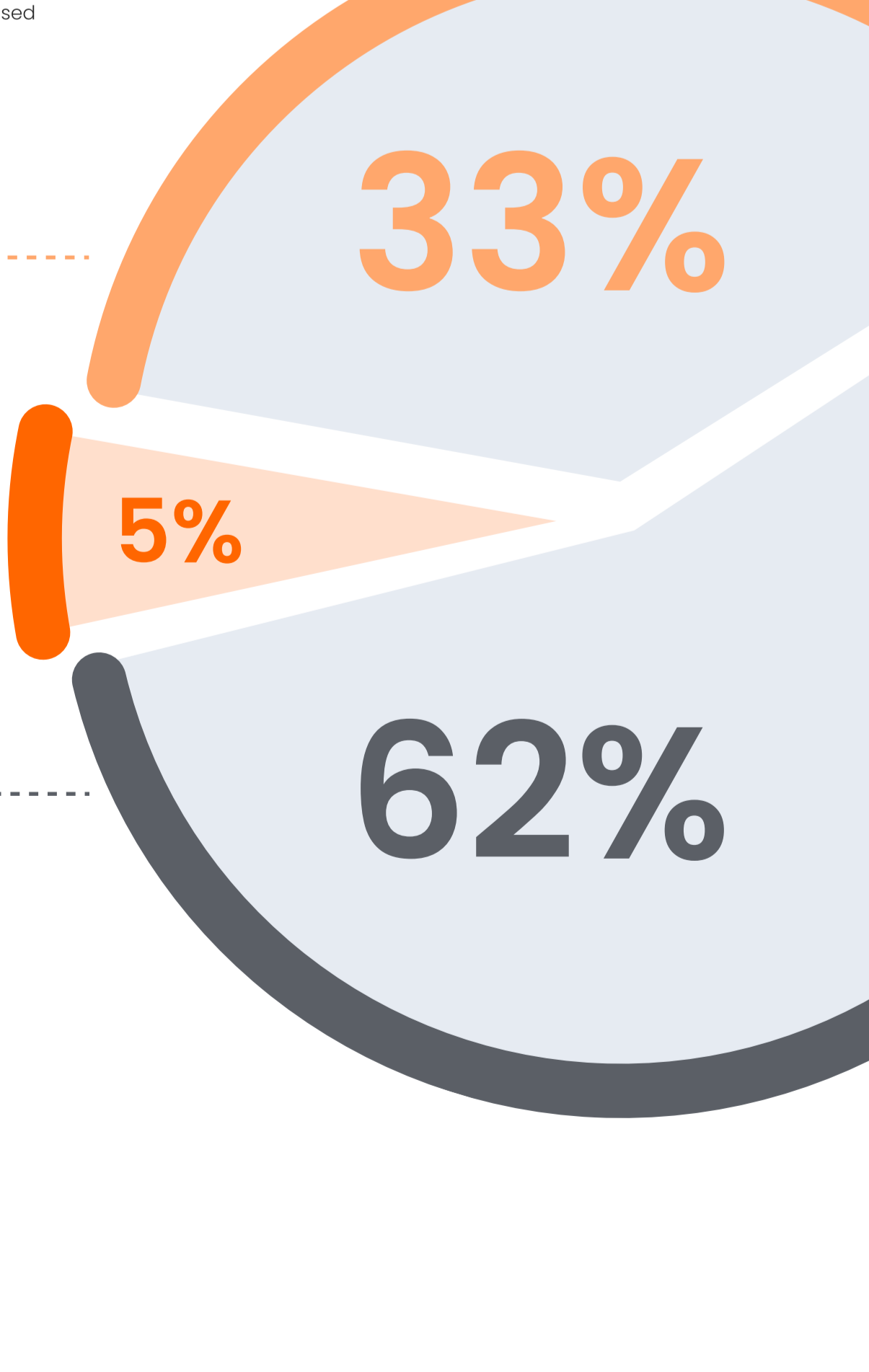
Across industries, top performers are more likely to use data-based and AI-powered forecasting, have a strategic focus on training, and view change as an opportunity rather than an obstacle.

What does this look like in Healthcare?

33% score above 50 points — Only about one-third show strong preparedness

5% are top performers — Only a few organizations in Healthcare achieve exceptional preparedness and score above 90

62% score below 50 points — Nearly two-thirds of European organizations in Healthcare struggle with preparedness



These Measures Clearly Set Top Performers Apart

- Processes to retain institutional knowledge from employees nearing retirement
- Leadership development and future-readiness programs
- Upskilling programs for all processes
- Higher flexibility across all processes
- Industry networking

The Future Doesn't Wait

Preparedness starts with a question: Are you ready? Resilience isn't a reaction. It's a design choice. The time to act is now. And everything you need is already within reach. Take the first step: futureworks@atoss.com

Download the full FutureWorks study [here](#) for free

