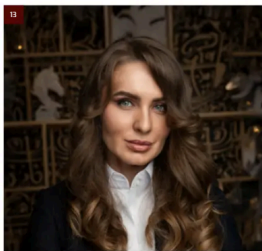


# DCL INSIGHTS

DIGITAL HORIZONS 01



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# WHY HOSPITALS THAT LOOK FINE ON PAPER BLEED MARGIN, TIME, AND TRUST?

How Leadership Misreads Digital Success and What It Really Takes to Fix It



**RALUCA BERCHIU**  
Founder & CEO of CXM

## "TRANSFORMATION ADVANCES IN HOSPITALS THAT DESIGN IT THROUGH DISCIPLINE, NOT SPEED."

- Building leadership teams capable of leading transformation, not just surviving it.
- Expanding services and markets with operational clarity.

Research shows that hospitals with tightly aligned operational systems see up to 30% higher EBITDA margins compared to fragmented peers (McKinsey, 2023).

**"The hospitals that will define the next decade are building operational excellence as their growth engine."**

**Hospital Patient Experience: Patients Feel Systems Long Before They See Brands**

Patient experience doesn't survive system weakness. It collapses inside it, silently, before any survey catches it. Patient Experience is the real-world measure of how well or how poorly your hospital's systems work.

- You don't fix experience with another app. You fix it when:
- Information moves without friction
  - Labs deliver results fast
  - Staff aren't fighting disconnected platforms
  - Patients don't have to chase care through a maze

Patient experience is built inside the operational bloodstream, not layered on afterward. When systems break, experience fractures first long before surveys or dashboards catch it.

- At one hospital we supported:
- Every handoff between appointment, lab, and results created silent delays.
  - Discharge coordination left patients anxious and vulnerable.
  - Post-visit communication forced patients into frustration instead of recovery.

Here, the leadership instead of layering more tools onto broken pathways, they made a different decision: they re-engineered the flow with discipline, not distraction. Over the next few months complaints

dropped sharply, staff engagement rose as friction disappeared, patient satisfaction surged not because new technology arrived, but because the system itself started working as it always should have.

According to The Beryl Institute, hospitals delivering strong patient experiences see loyalty rates more than 60% higher than peers even when clinical outcomes are comparable.

Digital transformation succeeds when systems align beneath the surface not when appearances improve. Hospitals that engineer operational clarity across flow, decisions, and execution extend trust, protect margins, and scale without disruption. Where clarity fractures, complexity multiplies silently until outcomes fail. Systemic clarity sustains more than operations. It sustains leadership's ability to adapt, to command growth, and to lead under pressure.

Transformation advances in hospitals that design it through discipline, not speed. Hospitals that master this will define not only their recovery but their future leadership in care delivery.

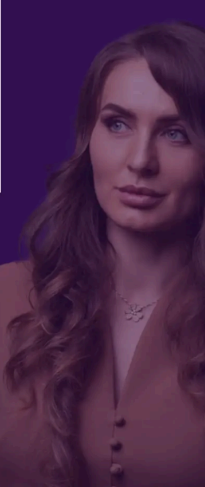
### Raluca Berchiu BIO

What started as a childhood principle—always keep your word—became the foundation for everything I've built. For me, success isn't a metric, it's personal. Whether supporting those close to me or leading mission-critical transformations, my mindset has never wavered: **FM ALL IN.**

For 15+ years, I've led transformations across industries, proving that no goal is too ambitious. From digital reinvention and global sales growth to reimagining customer journeys, I live by one belief: **ANYTHING IS POSSIBLE.**

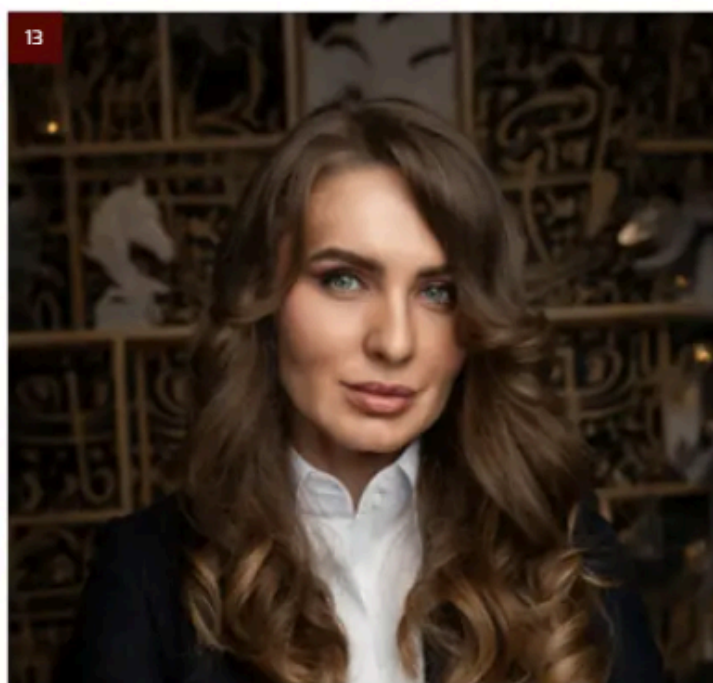
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**If you're ready to lead, not follow, let's build what others think is impossible.**



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**B**udgets are tighter. Patient expectations are sharper. Technology is everywhere, but true results often trail behind the promises. Digital transformation was meant to make healthcare smoother, faster, more human. Instead, in too many hospitals, it has burdened staff, fragmented systems, and made trust harder to earn, not easier.

Fixing it doesn't start with another system. It starts with a full operational diagnosis and a leadership commitment to address what technology alone cannot repair.

### Digital Complexity in Hospitals: How Systems Fail Frontline Care

A nurse. Five systems. One patient. Zero clarity.

She's trying to check a lab result. She logs in, switches screens, hits refresh. The patient's in pain. The doctor's waiting. The tech is "in place". But the flow? Broken.

This is what hidden hospital inefficiencies look like: a system bleeding value silently, draining resources just to stay functional.

And the worst part? It rarely shows up on dashboards until it hits patient trust, staff morale, and the bottom line.

### Hospital Diagnosis Before Technology: How Real Transformation Starts

In every hospital project we've led whether we started in the Lab, the ER, or the boardroom, we've seen the same pattern: Technology adoption without systemic clarity only accelerates chaos.

Transformation doesn't start by deploying new tools. It starts by uncovering the invisible fractures leadership prefers not to see:

- Why are lab results delayed even with new systems installed?
- Why are clinicians still compensating for workflows that should empower them?
- Why does every "solution" seem to add complexity instead of clarity?

System redesign doesn't start with technology. It starts with an objective, uncomfortable, necessary diagnostic. No assumptions. No surface fixes. Only a clear map of where the system bleeds and why.

And, the real change demands ownership from the people who live the system every day: clinicians, staff, managers, guided by leadership and a cross-functional steering committee.

Because in hospitals, flow isn't just speed.

## "THE HOSPITALS THAT WILL DEFINE THE NEXT DECADE ARE BUILDING OPERATIONAL EXCELLENCE AS THEIR GROWTH ENGINE."

It's trust. It's resilience. It's survival.

### Hospital Lab: The Hidden Engines Most Hospitals Ignore

The lab is one of the biggest hidden drivers of hospital performance and one of the most overlooked sources of operational leakage.

Every day, slow turnaround times, manual workarounds, material waste, supplier contract inefficiencies... silently erode margins and patient trust. It all adds up quietly until delays grow, satisfaction drops, and revenue stalls.

When we intervene, we don't chase digital upgrades for their own sake. We start with restoring operational flow: smarter inventory systems, automated result reporting, seamless billing integrations.

And critical infrastructure protections must be embedded from the start not patched on later.

Healthcare has become the primary target for ransomware globally, with average breach costs exceeding \$10 million per incident (IBM, 2023).

A system that flows, but doesn't secure data, **isn't a resilient system**, it's a ticking clock.

**Lab performance strengthens the entire hospital ecosystem accelerating diagnostics, reducing avoidable costs, improving revenue cycles, and building operational trust across every department.**

### Hospital Margin Improvement Starts with Operational Alignment

Margins are not a finance department artifact. They are the operational pulse of the hospital visible proof of leadership discipline, system coherence, and organizational clarity.

When transformation fails, it's not technology that collapses. It's operational trust, eroded quietly across fractures leadership failed to close.

When *hospital digital transformation* misses the mark, it rarely fails because of technology itself. It fails quietly across dozens of fractures: disconnected workflows, frustrated staff, security blind spots, poor cross-functional collaboration.

By the time the numbers tell the truth, operational cracks have already widened into costly gaps.

EBITDA shouldn't be just a finance department's concern. It's the hospital's operational scoreboard.

Operational alignment drives real growth, not isolated tech upgrades or cost-cutting sprints.

That demands:

- Exposing hidden cost sinks
- Realigning clinical workflows to accelerate patient journeys
- Automating processes intelligently (amplifying people, not sidelining them)

### Streamlining Hospital Operations for Better Care



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## EDITOR'S LETTER

**D**ear Readers, Welcome to the first edition of **DCL Insights**, a publication dedicated to exploring the dynamic landscape of digital transformation within the telecommunications industry. As we witness rapid changes reshaping the way we connect, communicate, and innovate, this magazine aims to provide a comprehensive platform to discuss and analyze the ongoing advancements in digital technologies. We are excited to bring you in-depth insights from global industry leaders, groundbreaking research, and key discussions that will not only inform but inspire new ideas and strategies for businesses and professionals navigating the digital future.

In this inaugural issue, we also proudly introduce our flagship event, **The Elite & Premier DCL (Digital Community Leaders) Global Summit** which is planned to be launched in 2026 at the Global Red Sea in Saudi Arabia. This exclusive summit is designed for top-tier C-level executives and will bring together the region's and the world's telecom leaders, partners, and members of the Leaders Club. This prestigious event offers an unparalleled networking experience, providing a platform for collaboration, innovation, and discussions on shaping the future of the telecom industry.

The **DCL Global Summit** will focus on critical objectives to drive innovation, sustainability, and transformation in the telecom sector. Key themes will include developing new industry standards, fostering sustainable digital infrastructure, integrating AI and automation, and addressing challenges crucial for long-term digital transformation. This event is designed to influence the digital future of telecommunications, not only within Saudi Arabia but across the GCC region and globally.

I invite you to keep an eye on our [events page](#) for the latest updates regarding the summit and to reach out to us for any inquiries. We look forward to welcoming you to this prestigious event that will set the stage for the next chapter in the



telecom industry's digital revolution.

I am truly honored to be featured on the cover of this issue. In this edition, I share insights into some of our latest digital advancements, including the launch of the CC-Connect App and the AI-driven innovations that are transforming member engagement. These initiatives are at the forefront of redefining how Carrier Community serves its members, empowering them to collaborate more effectively and innovate within the telecom industry.

Additionally, we are pleased to feature thought-provoking articles that delve into various aspects of digital transformation.

**Raluca Berchiu**, Founder & CEO, writes a captivating article on digital transformation in healthcare, shedding light on the challenges hospitals face despite their technological investments. **Fuat Tolga Yalcin**, Research Director at IDC Middle East, Turkey, and Africa, takes us through the next frontier in wireless connectivity with his deep dive into 6G and its potential impact on the industry. Lastly, **Jad El Cham**, Senior Public Policy Technical Advisor at RIPE NCC, provides an insightful report on the role of IXPs in unlocking digital growth in the Middle East and the pivotal role they play in the region's internet infrastructure.

This issue is filled with compelling articles, keynote speeches, panel discussions, and expert opinions that will enrich your understanding of the telecommunications industry's digital evolution. We hope you find the content both informative and inspiring as we continue to explore the future of digital transformation.

Thank you for being a part of DCL Insights, and I look forward to engaging with you on this exciting journey.

Warm regards,

Wida Schmidt

CEO, Carrier Community



### ABOUT CARRIER COMMUNITY

**C**arrier Community, established in 2008, is an exclusive global telecom club and industry media, branding and networking platform for wholesale telecom service providers, including Voice, Data, SMS, Mobile, Data centers, VAS, MVNO, ISP, Cable Subsea, Telehouse, and other related sectors. Since its launch, our telecom club has qualified more than 8500+ members, representing 2300+ operators from more than 130 countries. Our members occupy C-Level, VP, Director, and Manager Positions at incumbent, mobile, alternative, and small operators.

Carrier Community offers the industry a meeting place where members can share ideas, contacts, and business information. Members can connect with their peers, have access to latest industry news, publish articles and advertise their companies on the club publications, attend various members' conferences globally and other benefits. Please visit different members' portals to learn more.

To become a member of Carrier Community, please visit:  
[www.carriercommunity.com](http://www.carriercommunity.com)

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