





# How Businesses Can Pivot to Success During Times of Rapid Change

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**C**OVID-19 has thrust the entire world into a turbulent socioeconomic uncertainty. And while nearly every company, large or small, has been affected, no impact has been greater than on the healthcare industry, particularly skilled nursing facilities.

With hopes of returning to a more normal environment soon, there are several best practices that may be applied to the broader population to teach us all lessons on how to enable a sustained economic recovery.

By focusing on shareable values, seeking out change management opportunities, staying receptive to new relationships, and embracing technology, businesses can more easily pivot and remain viable during this time of disruption.

## Recenter on Values That Can be Shared with the Community

As CNBC reporter Maggie Fitzgerald reported, nearly 200 CEOs from major US corporations met in what they call the “Business Roundtable” to redefine the purpose of a corporation. “Investing in employees, delivering value to customers, dealing ethically with suppliers and supporting outside communities are now at the forefront of American business goals,” they said in a recent statement.

When reviewing our company’s values and examining the needs of our own community at Sun Mar Healthcare, one thing we learned is the value employees place on keeping their families safe. These essential, frontline workers value their jobs but also know there is the risk they could possibly bring home the virus to their families.

To alleviate fears, we’ve introduced a number of technologies, such as CDC-approved disinfectants deployed by our new environmental Strike Team that treats our 25 facilities on a quarterly basis—all

designed to keep our employees and their families at home safe and healthy.

## Seek Out Opportunities for Rapid Change Management

Our lifestyles, habits, and livelihoods have all been disrupted in fundamental ways, providing an opportunity for corporate change management that might have been difficult in years past. Because of this disruption, industries and businesses are now embracing changes that will create a better environment, service, and experience for their employees and customers alike.

“Organizations today must simultaneously deliver rapid results and sustainable growth in an increasingly competitive environment,” states a McKinsey and Company article by Boris Ewenstein, Wesley Smith, and Ashvin Sologar. “They are being forced to adapt and change to an unprecedented degree: leaders have to make decisions more quickly; managers have to react more rapidly to opportunities and threats; employees on the front line have to be more flexible and collaborative. Mastering the art of changing quickly is now a critical competitive advantage.”

At Sun Mar, we have also experienced growth from adapting more quickly to change. Before 2020, we typically evaluated, changed and updated our company policies annually. But when the country shut down in March, our resource team worked closely with Centers for Disease Control, Centers for Medicare and Medicaid Services, and California State health department to make required changes on a daily and even hourly basis. We had to make the best decision with the information we had at the time, even though we weren’t given fully vetted directives. There were a lot of unknowns, but we trusted we had the right leaders with the expertise to move forward decisively.

## Stay Open to New Relationships

While some businesses have unfortunately suffered

during the pandemic, other businesses that may have floundered over the years are now experiencing a resurgence. Take, for example, the explosion in puzzle sales. Or the resurrection of the drive-in movie theater. There are also companies and organizations that you may not have considered who are innovating in ways that may be complementary to your business.

One company that impressed us was a light company that manufactured a lighting system with antibacterial rays and an antiviral circulation system. This product didn’t exist last year. The manufacturer believed it was their mission to contribute a solution for society based on what they knew—lighting technology. When they reached out to us looking for ways they could contribute, we quickly saw the synergy and have greatly benefited from the relationship.

## Embrace Technology That Can Facilitate a ‘New Normal’

Disruption is forcing every industry to embrace connective technologies even faster. In fact, Accenture reports that 76 percent of companies today are investing in emerging technologies. And a Gartner survey reported that 56 percent of CEOs said digital improvements have led to revenue growth.

Skilled nursing facilities have traditionally been slow to embrace new technologies. In fact, only recently have electronic medical records become the standard. It wasn’t until in-person medical visits were discouraged, replaced by telehealth check-ups, that nursing facilities recognized and adopted the many benefits—such as infection prevention and physician availability—found in a virtual environment.

Today’s successful companies are pivoting during the pandemic in important ways. They are focusing on shareable values, embracing opportunities for change management, staying open to new relationships, and embracing technology. As we continue to adapt to the new normal, following these lessons learned will allow us to transition successfully to our new reality.]

# Sun Mar Deploys Strong, Swift Response to COVID-19

**M**oving a loved one into a skilled nursing or post-acute care facility can be challenging and stressful under normal circumstances, and that anxiety has only been magnified by the threat of COVID-19.

Sun Mar Healthcare, has developed an innovative way to protect their patients and staff as they completely and safely disinfect all 25 facilities they manage throughout Southern California. By using a three-pronged approach of (1) using powerfully effective disinfectants, (2) deploying a dedicated disinfecting team and (3) regularly consulting with an infectious disease expert, Sun Mar has deployed a strong, effective response to coronavirus.

## Powerful Disinfectants

Sun Mar Healthcare utilizes a product called Shield, a CDC-approved solution and whole-room disinfection technology, within all 25 facilities. It is an invisible surface coating that prevents pathogens from existing on surfaces for at least 90 days. Organizations like The Pentagon, the Mayo Clinic and other leading institutions have also been using this product safely and effectively.

## Disinfecting Team

Sun Mar created a dedicated environmental Strike Team to assist with deep cleaning and disinfecting throughout all 25 facilities on a quarterly basis. Led by a COVID survivor with a passion for this initiative, the Strike Team will also assist in deploying a whole-room disinfection technology, utilizing hydrogen peroxide and silver “fog” that permeates the space and kills microorganisms.

## Infectious Disease Expert

Even before the pandemic, Sun Mar had partnered with leading infectious disease expert Dr. James A. McKinnell, who has published over 40 papers and is a leader in antimicrobial and antibiotics resistance. In addition to advising local and state health officials in providing support, advice and direction, Dr. McKinnell is also offering advice to Sun Mar Healthcare on how to operate most safely during the pandemic.

By using approved, powerful disinfectants, creating an environmental Strike Team and tapping into the advice of an infectious disease expert, Sun Mar Healthcare continues to keep the health and safety of patients, their families and staff top of mind.



## Sun Mar Safety at a Glance

Sun Mar Healthcare is actively seeking to protect patients, staff and facilities from infectious diseases. To that end, they ensure the following steps, trainings and amenities are readily available:

- Employee health temperatures/assessment upon start each day
- Hand hygiene training/observation
- Proper PPE supplied and used
- Additional sanitizing stations
- Hospital-grade sanitizing on surfaces throughout
- Decolonization activities like nasal betadine swabbing

