

Scaling Clinical Excellence Globally: Building Everlight Radiology's South African Operations with Human Xperience

A strategic expansion into South Africa to enable "follow the sun" capability and long-term global growth.



Project Overview

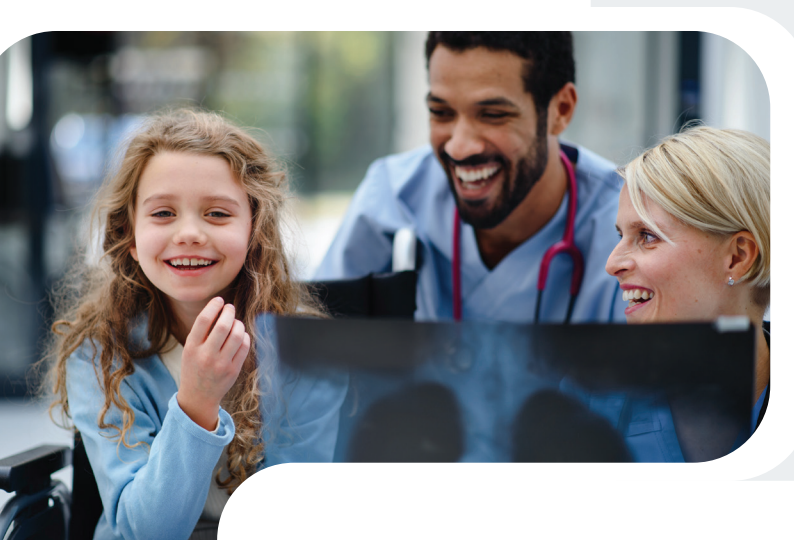
As global healthcare providers expand their operational footprint, the challenge is not simply about accessing talent in new markets. It is about building an operational environment that supports clinical excellence, regulatory compliance and cultural alignment across international teams.

For Everlight Radiology (Everlight), one of the world's leading providers of teleradiology services, the opportunity to establish an offshore capability in South Africa formed part of a broader strategy to strengthen global service delivery.

Everlight partnered with Human Xperience (HX™) to support the design and establishment of its Cape Town operations. The objective was to create a high-performance environment capable of supporting the organisation's global "follow the sun" model, enabling continuous radiology coverage across multiple time zones.

Through a carefully structured market entry approach, HX™ helped Everlight move from concept to operational capability in South Africa, ensuring that both the physical environment and operational infrastructure were ready to support clinical teams from day one.

“ Co-creating a purpose-led clinical operation integrating strategy, people, brand and infrastructure. ”



Beyond Access to Talent: Building Global Clinical Capability

Everlight Radiology (Everlight) sought to establish a South African operational capability to strengthen its international service delivery across the United Kingdom, Ireland, Australia and New Zealand.

This followed an extensive period of global research and due diligence, where multiple markets were evaluated to identify a location capable of supporting both immediate operational requirements and long term strategic growth.

The objective was twofold.

First, to enhance global radiology reporting coverage by supporting hours that are traditionally more challenging, particularly in the United Kingdom and Australia, strengthening the organisation's "follow the sun" model. Second, to build a scalable and sustainable capability aligned with Everlight's clinical standards, cultural values and long-term growth strategy. Entering South Africa was a deliberate decision, not driven purely by cost, but by the opportunity to establish a high quality, resilient operational environment.

Everlight partnered with Human Xperience (HX™) to design and deliver this market entry, including location selection, vendor ecosystem development, operational frameworks and recruitment and onboarding aligned to clinical excellence and a human-centred culture.

Challenges

Establishing a new operational presence in a different geography presents a range of strategic and operational considerations.

For Everlight, several factors made the journey particularly complex:

Market entry and regulatory requirements

Operating within South Africa required careful navigation of local governance frameworks, including B-BBEE and Employment Equity requirements, as well as compliance with health and safety and information governance regulations.

Operational infrastructure and vendor coordination

Building a fully functioning operational hub required the coordination of multiple local suppliers, including facilities management, transport, office infrastructure and workplace services.

Cultural and leadership integration

Offshore leadership teams needed to understand and adapt to the South African operating environment while maintaining Everlight's global standards and clinical culture.

Speed to operational readiness

The ambition was to establish a facility and operating model that would be fully functional from day one, supporting both clinical teams and operational leadership.

These challenges required a partner with local expertise and the ability to translate global strategic intent into practical local execution.



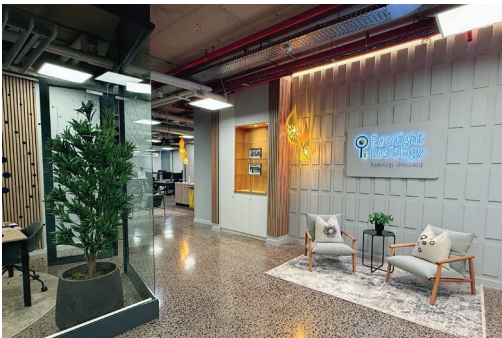
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Our Approach

HX™ approached the engagement as a deeply integrated partnership rather than a traditional advisory engagement. The focus was not simply on establishing an office, but on creating a fully operational environment that could support Everlight's long-term presence in South Africa.

The engagement followed a build, operate and enable model, designed to support the organisation's transition into the market.

Strategic market entry design

HX™ worked closely with Everlight's leadership team to shape the organisation's South African market entry strategy. This included evaluating potential locations, guiding site visits and ultimately supporting the selection of a workspace capable of sustaining both the operational requirements and cultural aspirations of the business.

Operational enablement

HX™ coordinated the establishment of the operational environment, including vendor relationships, facilities management and office infrastructure. This included managing local partners responsible for office design, connectivity, security and workplace services. The team also supported the development of recruitment and onboarding frameworks to ensure the South African workforce reflected Everlight's values and long-term talent strategy.

Leadership and cultural integration

HX™ provided contextual guidance and coaching to offshore leaders to support effective leadership within the South African environment. This helped ensure that leadership practices were aligned with both Everlight's global culture and local workforce expectations. Throughout the process, HX™ maintained close operational alignment with Everlight leadership through structured weekly engagements and detailed transition tracking, ensuring that risks, opportunities and milestones were consistently managed.

Outcomes

The partnership between Everlight and HX™ delivered measurable operational and strategic outcomes.

Key outcomes included:

- ▶ Successful establishment of Everlight's Cape Town operational hub within a six month transition period.
- ▶ Full alignment with South African regulatory frameworks, including B-BBEE and Employment Equity requirements.
- ▶ Completion of office selection, building fit-out and purpose-led workplace design to support operational readiness.
- ▶ Delivery of a fully integrated brand and people experience environment, where Everlight's voice, values, mission and vision were embedded into the physical workspace, from clinical and operational areas to shared environments.
- ▶ Implementation of a regional Business Continuity Plan to support resilience and operational stability.
- ▶ Recruitment milestones achieved within required timelines, enabling the organisation to establish its initial operational capability.

Beyond the physical workspace, HX™ delivered a "day one ready" operational environment, including fit for purpose furniture, clinical and radiology rooms, and a cohesive workplace experience designed to support both performance and culture. This ensured that governance, vendor management, recruitment pipelines and operational processes were fully in place to enable Everlight's teams from the outset.



Adrian Monagle, Operations Director at Everlight

"HX™ has been fundamental in bridging the gap between our global vision and South African operational realities. Their oversight of everything from B-BBEE compliance and vendor management to the day-to-day office environment ensures our hub runs like clockwork. The coaching they've provided our leaders has also been essential in creating an environment where our people can truly thrive."



Adam Atkins, IT Director at Everlight

"Deploying complex technology into remote regions can always be a challenge. HX™ worked closely with us to ensure deployment timeframes were met by leveraging their strong vendor relationships. The result is a cutting-edge operations hub where the technology and physical environment work in perfect harmony."