

Fiona Nicholas

EMEA Healthcare Network Leader (UAE)

E mail: fiona.nicholas@ae.pwc.com

Sally Jeffery

Partner (UAE)

E mail: sally.jeffery@ae.pwc.com

Dinah Rowe-Roberts

Director (UAE)

E mail: dinah.roberts@ae.pwc.com

Fida Ghantous

Senior Manager (UAE)

E mail: fida.ghantous@ae.pwc.com

Hani Ashkar

Partner (KSA)

E mail: hani.ashkar@sa.pwc.com

Ronald Chidiac

Partner (Lebanon)

E mail: ronald.chidiac@lb.pwc.com

Ryder Smith

Partner (Qatar)

E mail: ryder.smith@us.pwc.com

David Chin

Health Research Institute Leader (US)

E mail: david.chin@us.pwc.com

pwc.com/me

PricewaterhouseCoopers provides industry-focused assurance, tax, and advisory services to build public trust and enhance value for its clients and their stakeholders. More than 155,000 people in 153 countries across our network share their thinking, experience and solutions to develop fresh perspectives and practical advice.

© 2009 PricewaterhouseCoopers. All rights reserved. 'PricewaterhouseCoopers' refers to the network of member firms of PricewaterhouseCoopers International Limited, each of which is a separate and independent legal entity.

Design Services 23076 (01/09).

Delivering distinctive advisory services for the healthcare sector*



*connectedthinking

PRICEWATERHOUSECOOPERS 

PricewaterhouseCoopers (PwC) provides industry focused assurance, tax and advisory services to build public trust and enhance value for its clients and their stakeholders. More than 155,000 people in 153 countries across our network share their thinking, experience and solutions to develop fresh perspectives and practical advice.

Established in the region for over 30 years, PwC's Middle East network covers 15 jurisdictions: Bahrain, Egypt, Iran, Iraq, Jordan, Kuwait, Lebanon, Libya, Oman, Palestine, Qatar, Saudi Arabia, Syria, the United Arab Emirates and Yemen and has over 2,000 people.

Complementing our depth of industry expertise and breadth of skills is our sound knowledge of local business environments across the Middle East.

PwC clients range from the world's largest and most complex organisations to some of its most innovative entrepreneurs. Our clients in the Middle East include public and private companies, governments, banks and private equity houses, family businesses and non-profit organisations.

pwc.com/me
pwc.com/healthcare

Introduction

In a world in which economies are globally interdependent and the productivity of nations relies on the health of its citizens, the sustainability of the world's health systems is a national competitive issue and a global economic imperative.

Globally, healthcare is threatened by a confluence of power trends – increasing demand, rising costs, uneven quality and misaligned incentives. Moreover, pharmaceutical and life sciences companies have entered a difficult period where shareholders, the market and regulators have all created significant pressures for change within the industry. The Middle East and GCC region is facing many of these challenges and others unique to an emerging market.

PwC has an internationally experienced Healthcare Advisory Practice that has been established for more than five years, working with organisations across the industry and across the region. We understand the critical linkages and forces affecting our clients' operations and have aligned our practice with

the market to ensure that our people are deeply knowledgeable about how these relationships should be considered when optimising strategy, operations and business decisions.

Our Healthcare Advisory Practice serves as a catalyst for change and the leading advisory to organisations across the health continuum, including regulators, payers, providers and medical product manufacturers and distributors in the public, private and academic sectors. With a distinctive approach that is collaborative and multidisciplinary, PwC draws from its broad perspective and capabilities across and beyond the health industries to help solve the array of emerging complex problems which health organisations face. Our teams lead cultural and clinical transformation, and create new, sustainable models for care delivery that are quality driven, patient centred and technology enabled.

At PwC, our focus is to enhance value for our clients by providing a distinctive client experience. We want to help our clients to achieve personal success and to make a positive impact on their business.

Contents

PricewaterhouseCoopers Healthcare Advisory Practice	2
Our Middle East Healthcare Advisory Practice	2
Our value proposition	3
How PricewaterhouseCoopers can help you	4 - 6
Thought leadership for the global healthcare industry	7
PricewaterhouseCoopers research publications	8 - 9



PricewaterhouseCoopers' healthcare practice

We have dedicated a large portion of our global Advisory practice to serving the healthcare industry's many stakeholders. Our dedication to this industry is profound: we invest heavily in recruiting, training and retaining healthcare professionals with advanced qualifications and hands-on experience to offer you the most valuable insights to your business.

Worldwide we have nearly 2,000 professionals dedicated to the healthcare industry offering both business and clinical expertise in the full range of healthcare issues. Our healthcare practice includes physicians, nurses, pharmacists, bio-medical engineers, information system specialists, health policy analysts, actuaries, financial advisors, health economists, strategists and data analysts who provide our clients with unmatched industry expertise.

Each year, our healthcare professionals deliver over two million hours of client service. We serve more than 4,000 healthcare organisations and audit more than 1,000 hospitals in the United States alone. Our client base includes healthcare organisations representing top tier leadership across the healthcare spectrum: providers, insurers, governments, manufacturers, employers and service suppliers.

"PricewaterhouseCoopers is one of the few management consulting firms that have identified the potential opportunity and growth for a robust and future healthcare market in the Middle East; this is shown through their investment in people and resources as a company in the area of healthcare."

Zaid Al Siksek
Chief Executive Officer,
Health Authority Abu Dhabi (HAAD)

Our Middle East healthcare practice

Our ME healthcare practice consists of more than 20 professionals fully dedicated to delivering advisory services to the healthcare, medical products and lifesciences industries. Our team is highly diverse, including both commercial and clinical professionals from a range of backgrounds. The team's academic qualifications include life sciences, biotechnology, environmental science, accounting, corporate finance, business administration, healthcare administration and public health. In addition, the team includes the clinical expertise of medical doctors, nurses, a physiotherapist and pharmacists. Our practice has produced thought leadership on a variety of topics including Middle East healthcare growth opportunities, public private partnerships, medical products supply chain optimisation and regulatory compliance.

We leverage our global healthcare expertise both through the composition of our team, our regional network of specialist advisors, and our close contacts with our international colleagues and PwC's Health Research Institute. We employ people from all around the world; our local team can collectively provide insights based on personal experience in all leading developed and developing markets including the Middle East, Europe, the US, Australasia and the Indian sub continent. We also bring a range of language skills that, in addition to English includes Arabic, French, Swedish, Dutch, German and Hindi.

Our diversity results in a team with unrivalled Middle East expertise and depth of industry knowledge. We are well equipped to provide a broad range of advisory services including: strategy development and business modelling, feasibility studies, financial and operational performance improvement, organisation design and human capital, regulation and compliance, digital health and technology enablement, commercial advisory and master facility planning.

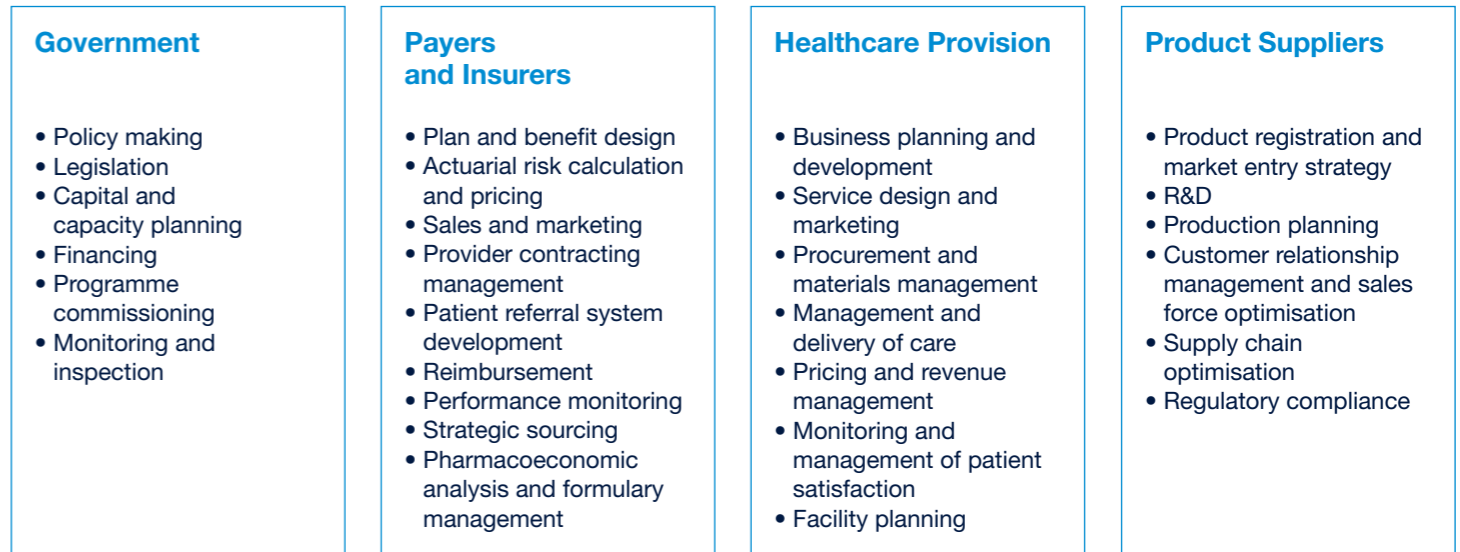
In addition to these services, through the experience of our senior team members, we are able to address a number of emerging issues in the Middle East, for instance: research and development, patient relationship management, wellness programmes and health system payment policies and procedures.

Our value proposition

PwC's Middle East Healthcare Advisory Practice possesses in-depth experience and influence across the healthcare value chain. Our team has well-developed relationships with the key players who shape the region's healthcare industry and contribute to the policy, regulatory and provision debates.

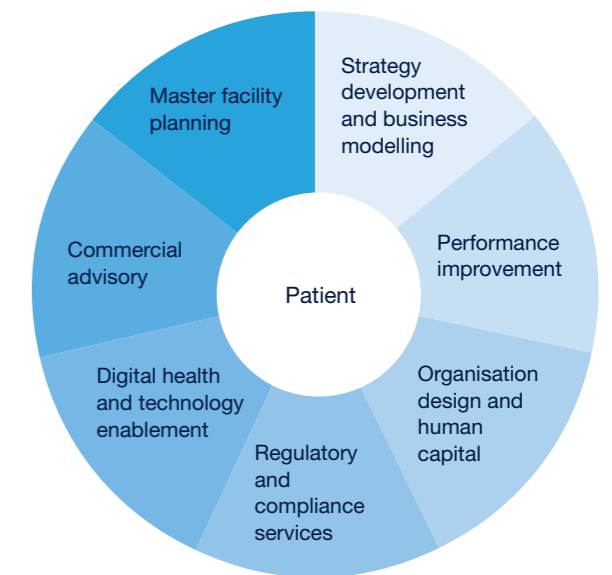
"We chose to work with PricewaterhouseCoopers's Healthcare Advisory Practice because of its extremely dedicated team of professionals that show a strong commitment to responding to our needs and completing the work on time."

Saif Bader Al Qubaisi
Managing Director,
Abu Dhabi Health Services Company (SEHA)



Our work is focused on your biggest investment; the patient.

We take a multidisciplinary approach, integrating our specialist industry networks across the globe, to deliver value added service experiences for our clients. We deliver by understanding the connections that make your business work and bringing fresh perspectives that challenge conventional thought and solutions. We call this approach *connectedthinking.



How PricewaterhouseCoopers can help you

Strategy development and business modelling

Whether you are an emerging company seeking venture capital to fund research or advice on a collaboration to commercialise a product, or an established healthcare company looking to improve or expand operations, you can count on our insight and experience to find the best approach to achieve your financial, operational and strategic objectives, including:

- Developing growth and cost management strategies
- Evaluating strategic agreements with healthcare partners
- Developing strategic plans and long-term operating plans
- Developing cost and revenue models for new business ventures
- Conducting feasibility studies including market assessment, competitor assessments and financial modelling
- Identifying capital investment priorities
- Evaluating capital and operating expenditure
- Designing new operating models, governance and organisational structures

We apply our local industry knowledge and economic skills to provide our clients with clear insights into the markets that they wish to enter, enhancing their ability to launch and sustain a successful business. Our approach is hypotheses led, supported by solid analysis and derived from our client's commercial objectives. We work closely with leading market research agencies on large scale surveys and handle the majority of the in-depth industry and desk research internally. As a result, we have developed a unique database of market intelligence for healthcare in the Middle East.

For new business ventures in innovative markets, we can provide 'top-down' analysis that considers broad economic factors, to build a model of market demand, revenue forecast and operating considerations. For expanding or more mature markets, we can take more of a 'bottom-up' analytical approach and develop models based on current and potential customers' expressed preferences, incorporating opportunities to optimise or re-define current operating models.

Performance improvement

Our performance improvement services can assist in translating your strategy into measurable targets to monitor and evaluate how you are doing. Our approach enables organisations to integrate their financial and operational systems and processes to achieve sustainable improvements in performance.

We provide a range of services that include:

- Implementing new operating models, organisational structures and business infrastructure components such as: governance frameworks, policies and procedures and performance management mechanisms
- Assessing and reengineering core business processes
- Implementing patient-centred care models
- Assisting in the achievement of Joint Commission International Accreditation
- Strategic sourcing and supply chain optimisation
- Assessing budget and performance management
- Integrating technology and clinical performance
- Identifying the most appropriate measures of financial, operational and regulatory performance
- Improving the reliability and efficiency of reporting mechanisms and budget management
- Creating effective corporate performance management tools
- Achieving sustainable performance improvement through culturally sensitive communications and change management programmes

"We have worked with multiple local and international healthcare consultants and have found PricewaterhouseCoopers' healthcare team to be very competent. They are knowledgeable about international best practices and have a unique ability to effectively apply this knowledge in their analysis of the local and regional healthcare market. The PricewaterhouseCoopers consultants are exceptionally customer service focused and strongly supportive of client goals and objectives. They are practical, hands-on experts in their fields who managed the unique requirements of our project, managing changing dynamics and nuances in a very professional manner."

Lauren Arnold - Chief Nursing Officer
Sana Younis - Project Manager
University Hospital Dubai Healthcare City

Organisation design and human capital

We believe that business performance is not only driven by solid strategies, processes and technology, but that it also calls for people to accept, adopt, drive, and sustain the change to realise a tangible impact. We can help you achieve the strategic agility and the ability to execute your goals through:

- Organisational restructuring and redesign
- Change management
- Employee performance management systems
- Job evaluation and grading
- Compensation and benefits analysis

Regulatory and compliance services

We work alongside the regulators across the healthcare continuum in the Middle East and are advising on the establishment of critical regulatory frameworks. In an ever-changing regulatory environment, we help ensure that you identify, manage, and control any existing and future regulatory risks.

A proactive rather than a monitoring approach to regulation is now a full time strategic necessity. Regulatory compliance and reporting needs to be viewed as a natural extension of the governance duties shouldered by top management and corporate boards. Only good governance can ensure that compliance is aligned with the company's business objectives and risk management strategies — and is thereby adding real value (and not just cost) to the organisation. Ultimately, the goal is to ensure that the spirit of compliance, as well as the letter of the law, is embraced in every corner of the enterprise.

Our team can help you at the strategic level — by maximising any competitive advantages from regulation, through to the operational level, by minimising the costs and disruptions to your business, thereby freeing up management time in the process.

Digital health and technology enablement

Better use of technology and electronic networks accelerates integration, standardisation, and knowledge transfer of administrative and clinical information. Harnessing the speed of technology and communication to improve care depends on building the shared infrastructure to use all these resources.

To assist organisations in maximising their value from technology investments, we bring together the skills that allow for:

- Integrating technology and clinical performance
- Developing the necessary IT strategies for health information systems deployment
- Performing vendor evaluation services during complex implementations
- Providing objective programme office and vendor management services
- Health insurance system optimisation
- Network and equipment planning

"PricewaterhouseCoopers have a strong presence in the Middle East and a wide range of local and international experts in their healthcare team. PricewaterhouseCoopers have shown themselves to be at the forefront of the regulatory changes on multiple levels in the region. Their strong relationships with local authorities and active involvement in the healthcare reform process in the gulf makes them a good partner in preparing ourselves for the challenges ahead."

Werner Rooseboom
Head Marketing and Sales
Middle East Cluster and Africa, Novartis Pharma

How PricewaterhouseCoopers can help you (continued..)

Commercial advisory

Our team understands that different economic objectives and political landscapes mean new challenges. Governments stake their credibility on the outcome of transactions or restructuring. Corporations recognise the attraction of entering new markets but are also aware of the risk if they do not get their proposals right.

The interface between the public and private sectors is an area of great opportunity and innovation. Governments across the Middle East are increasingly recognising how much more can be achieved by partnering with the private sector in the healthcare system.

Our focus on privatisations and public private partnerships (“PPPs”), means that we can bring locally-based experience and international expertise together effectively. We are in an exceptional position to advise clients on all aspects of the transaction. We have worked with health authorities and ministries of health, shaping their policy, developing frameworks and helping them to implement PPP strategies. We reconcile investors’ need for profit with the requirements of Government for political and financial transparency.

Our approach focuses on understanding the dynamics of the transaction, its motives, its value drivers, its synergies, its risk and its price in relation to the prevailing healthcare market. We seek to analyse and validate the financial, commercial, operational and strategic assumptions underpinning a transaction. We also look at developments in the healthcare regulatory and legal environment and their implications for the transaction.

Our services include:

- Scoping and developing the project and the implementation of the procurement process
- Identifying the commercial risk and developing a framework for allocating risk to the most suitable party
- Structuring the transaction
- Negotiating through to financial close
- Assisting partnership management post contract award
- Due diligence

Master facility planning

PwC master facility planning integrates strategic, financial, operations and functional planning into facility solutions that are more than just a building programme.

Our team has assisted clients in the development of master site and facility plans and evaluations, service development strategies, functional and space programmes, capital efficiency analyses and activation plans. We also provide second-opinion reviews of operations and space planning, materials and schematic designs.

In addition, our services include:

- Reconfiguring facilities to meet clinical requirements
- Adapting operations to maximise the productivity of space
- Capital asset management
- Programme and design reviews to reduce capital expenditure
- Schedules of accommodation
- Capacity analysis
- Ambulatory strategy implementation
- Multi-facility consolidations or realignment

“As the only company with both in depth regional market knowledge and advisors with unparalleled experience in healthcare, PricewaterhouseCoopers’ Healthcare Advisory Practice was the obvious choice for The Medicine Shoppe Pharmacy® and Al Zahrawi. PwC’s ability to couple their financial modelling and business experience with their knowledge of the prevailing legislative atmosphere governing healthcare in the region, enabled them to give practical and usable advice which has been invaluable to our company.”

Marc-Antoine Zora
Chief Operations Officer
The Medicine Shoppe Pharmacy®

Thought leadership for the global healthcare industry

Global Healthcare Research Institute

To support us in the execution of our engagements, PwC has the global Health Research Institute (HRI) which produces insightful publications for health industry stakeholders. The changing landscape of health policy, technology and operations demands that professionals stay on top of key trends. HRI is a dedicated research group focusing on emerging developments within PwC’s healthcare, pharmaceutical and life sciences practices. It provides new intelligence, perspectives and analysis on major health-related issues.

PwC’s knowledge management leadership was recognised by a panel of Fortune 500 senior executives who ranked PwC as one of the ‘Most Admired Knowledge Enterprises’, above all other professional services organisations. Globally renowned as a thought leader in the areas of healthcare and economics, we have published white papers hosted conferences and roundtable discussions and conducted studies, contributing significantly to the thinking and discussion of issues affecting the industry at a macro-level and companies at the micro-level.

PwC thought leadership and research

The HRI presents its analysis through a variety of thought leadership vehicles designed for different target audiences. Our HealthCast reports, which are updated every three years, consist of the global view of the health industry future. Our HealthReports focus on large scale issues and include major sweeping developments and analysis on health industry trends. Our HealthBriefs programme brings timely, targeted, solution-oriented research from incubator to publication on the hot issues facing the industry.

Client research

Clients contract with the health industries practice for research to support decision-making and strategy. Clients have included large national healthcare associations, private equity funds, policy groups, national vendors and health systems.

Examples of some of our HRI publications are provided on the following page. Please visit our HRI website: www.pwc.com/hri

Arab Business Intelligence Reports

The Arab Business Intelligence Report (ABIR), a survey of nearly 700 Arab CEOs, is the only in-depth research in the region that studies key issues of the business environment in the Arab World through the perspectives of the executives driving it. One of the core objectives of the ABIR report is to provide a comprehensive and independent assessment of the Arab World’s corporate agenda.

The research, covering 18 Arab countries and 11 industries aims to assess the “health” of each sector and to seek out senior executive views on challenges and opportunities in their countries and within their industries. An analysis that offers the opportunity to highlight future trends and predict future economic performances.

The latest ABIR, to be published in early 2009, will be mainly focused on the Human Capital Challenges. It addresses the mismatch between the supply and demand sides which constitute a major obstacle to companies’ growth in their markets. The report presents collective recommendations from CEOs on how to overcome those critical challenges. The research integrated measurement mechanisms which helped to compare and benchmark the findings regionally and internationally.



HealthCast 2020 : Creating a Sustainable Future

HealthCast 2020, the third in HRI's flagship HealthCast series, looks at responses around the world to the globalisation of the health industry and efforts to create a sustainable health system. Although no one country has all of the solutions, and each country's health system varies greatly, HRI has identified seven common features for sustainability that include: the need for common ground among stakeholders; a digital backbone; incentive realignment; quality and safety standardisation; strategic resource deployment; innovation and process change; and adaptable models of care delivery centered on the needs of patients. Through a survey of more than 580 executives of health industry stakeholders in 27 countries, as well as in-depth interviews with more than 120 health industry leaders in 16 countries, HRI provides transferable lessons of best healthcare practices that cross international borders.



Pharma 2020: The Vision – Which path will you take?

This very recent publication contends that despite unprecedented global demand for its products, particularly from fast-growing emerging markets like China and India, the pharmaceutical industry is at a pivotal point in its evolution. Pharmaceutical companies are suffering a dearth of new compounds in the pipeline, poor financial performance, rising sales and marketing expenditures, increased legal and regulatory constraints and challenges and tarnished reputations. At the same time health payers and providers have recognised that current health care expenditure levels are unsustainable unless they deliver more demonstrable care and cost benefit over the long term. In order to make the most of these future growth opportunities, the pharmaceutical industry must fundamentally change the way it operates and adapt models of care delivery centered on the needs of patients.



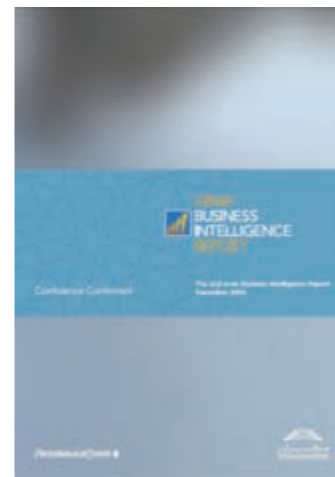
Reactive to Adaptive: Transforming Hospitals with Digital Technology

In this report PwC's Health Research Institute (HRI) and PwC's Global Technology Centre researched digitally advanced facilities to examine their ability to provide patient care and be competitive in the market. This report defines the digital hospital concept and business strategy, examines the resulting benefits, analyses how those benefits are actually realised, discusses the barriers that keep hospitals from becoming more digitally advanced, and highlights the lessons that other organisations can learn from early digital hospital adopters.



Arab Business Intelligence Report I

The first ABIR presents the results of a major independent programme of research published in early 2006 by Moutamarat and PwC. The survey based report of 140 prominent leaders - typically, presidents, chairmen or chief executives, focuses on three of the non-oil sectors, that were contributing most significantly to the region's high growth: financial services, healthcare and travel and tourism. Together with Moutamarat, we created an Economic Confidence Index, following comparable methodology used in The Conference Board Measure of CEO Confidence in the USA. The main purpose of the Index was to establish a benchmark to track and monitor over forthcoming years. By delving into the factors behind the regions' soaring optimism and growth, the report examined the opportunities for greatest revenue generation. At the same time it grappled with some of the challenges facing Arab economies. In addition, industry specific reports were produced on Travel and Tourism, Financial Services, and Healthcare.



Arab Business Intelligence Report II

The second ABIR built on the solid foundation established by the first report by analysing and highlighting the key factors that shaped the region's economy for the year 2006. The report expanded to more countries and more industry sectors, resulting in eight industry-focused studies. The report introduced the Arab Innovation Index and the Labour Market Index, that effectively complemented the Economic Confidence Index of the first report. These three indices combine to form a sophisticated and accurate tool for both Arab business leaders and CEOs on a global scale.

Copies of these publications are available from your Healthcare Practice contact or www.pwc.com/healthcare