

***PwC Strategic
Transformation***
Solving the Most Complex
Problems of Providers and
Delivery Systems



Today, providers and delivery systems face challenges that are different from those faced just five years ago. PwC predicted many of the changes that have recently come to fruition—and the pace of change continues to rapidly accelerate. More than ever before, you need to address competitive pressures, advances in medicine and technology as well as increasing expectations from consumers and purchasers.

PwC has a dedicated team focused on Strategic Transformation. The Strategic Transformation team is made up of clinicians, strategy, operations and technology professionals who came to us from the health care industry. Together, they bring unmatched depth in expertise and deliver highly integrated solutions that enable our clients to achieve sustained growth and performance excellence.

In this changing landscape, where can you turn for sound advice, strategy and practical solutions?

PwC can help you confidently find your way, grow your business and manage risk. We've helped create many of the innovations that are transforming health care today. You'll find us in some of the best hospitals in the world, working to solve their toughest problems.

Transforming your business from strategy through execution

We partner with you to transform your business, beginning with strategy formulation through execution.

You can expect a fact-based, collaborative and personalized approach. We'll work with you to implement practical solutions customized to address your most complex problems.

You won't have to settle for strategies that never see the light of day or implementations that break every timeline and budget. We stake our reputation—and our fees—on our ability to identify and realize opportunities for growth and efficiency, from end to end—a claim no one else can honor.

Being a strategy through execution firm means delivering both better strategy and better execution—from pragmatic recommendations to design and implementation that advances your overall goal and mission.

A seamless, end-to-end experience

Clients tell us that they value our unmatched breadth of experience, which benefits you in these key ways:

- The team you meet has worked together many times and will be the team that does the work.
- There are no hand offs at the partner level, so you experience continuity in the intellectual and delivery relationship.
- Your PwC team includes physicians, nurses and allied health professionals—all with real-world experience leading organizations across the nation.

Where will you find PwC? PwC provides services to:

15 All 15 hospitals listed in the U.S. News & World Report Honor Roll of Best Hospitals¹

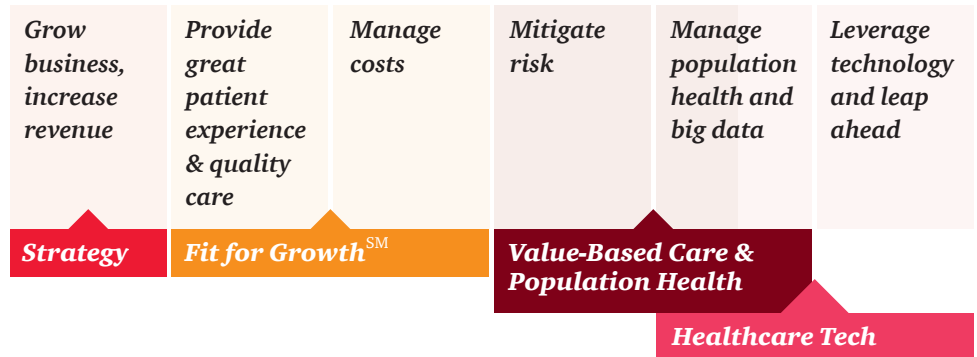
9 All 9 health insurance companies in the Fortune 500²

6 of the 8 6 of the 8 hospitals in the Fortune 500²

PwC Capabilities Address Your Priorities

What are your priorities?

Maybe you're looking to transform part or all of your organization, be more competitive, serve your mission or grow. At PwC, we have designed our capabilities around your priorities. PwC helps payers, providers and new entrant companies—from strategic planning to securing company buy-in, to executing and delivering on results.



Providers Want to Know...

How much scale do we need to survive?

How can we take out 8-12%+ of cost or operate at the top quartile of our peers?

We've taken cost out before, but we are seeing slippage. How do we drive sustainable change?

Our EMR install is off track and over budget. What should we do?

How do we build capabilities to take risk without sacrificing near-term revenue?

We aren't growing—how do we change that?

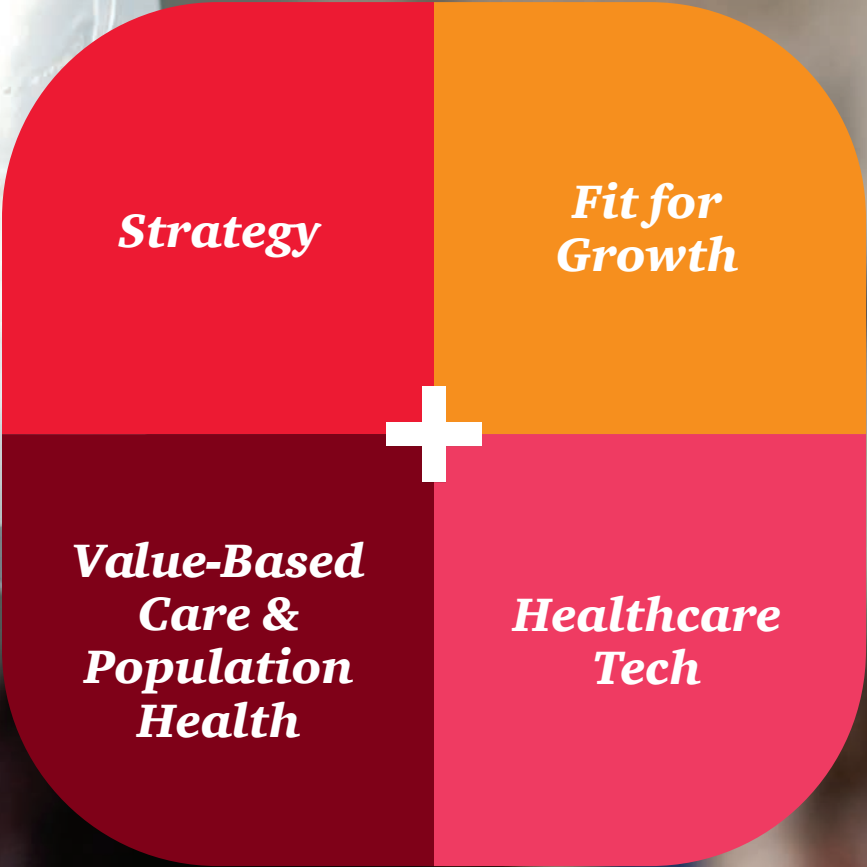
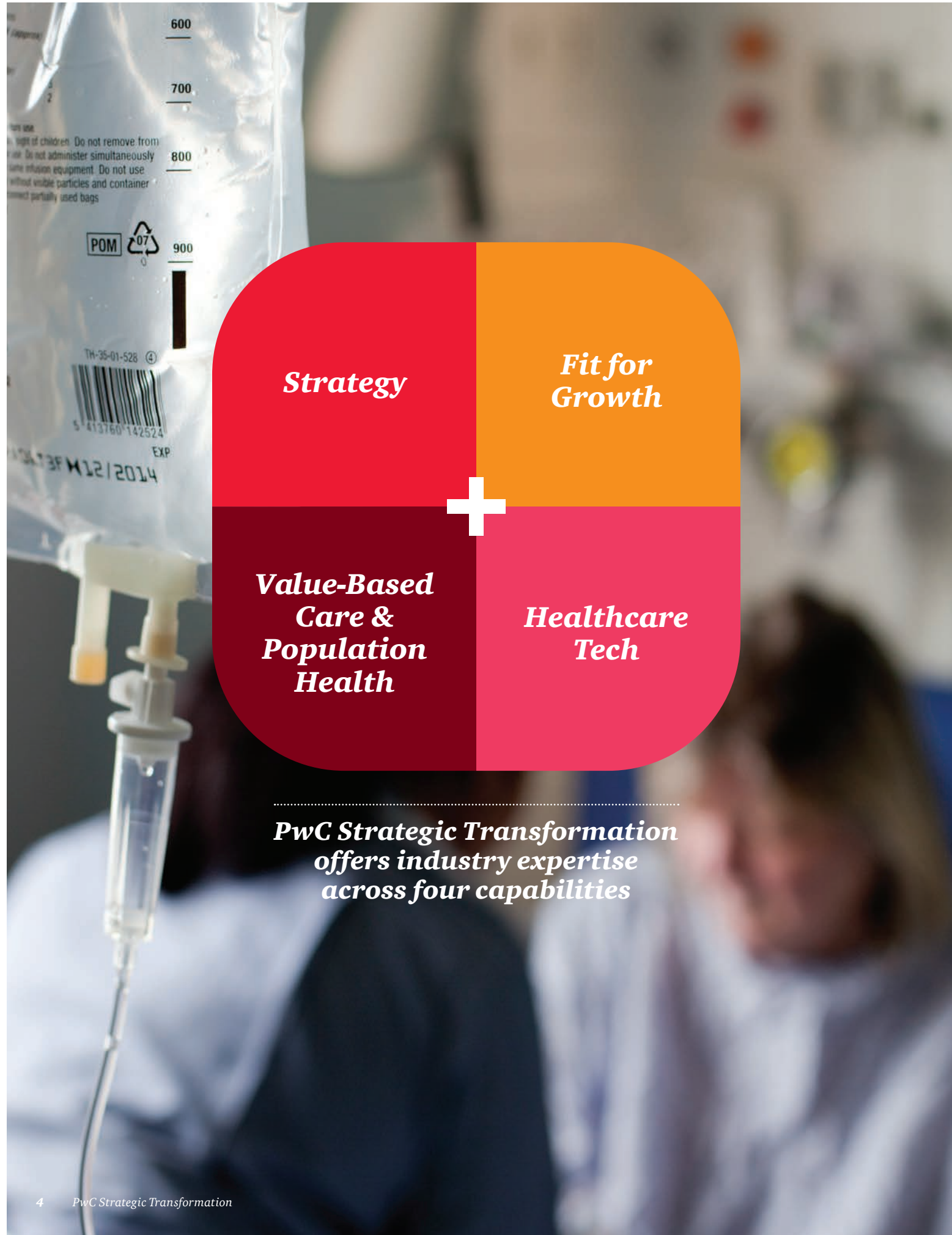
How do we ensure the technology we've invested in actually achieves the ROI we promised our board?

Our payers want a new relationship. What should we do?

10 of the 15 Truven Health Analytics top Major Teaching Hospitals³

17 All of Becker's 17 Largest Non-Profit Hospital Systems⁴

9 of the 11 Largest For-Profit Hospital Systems⁴



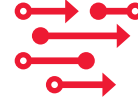
***PwC Strategic Transformation
offers industry expertise
across four capabilities***



**DISTINCT &
SUSTAINABLE
MARKET POSITION**



**COHERENT PORTFOLIO
OF ASSETS &
CAPABILITIES**



**ROADMAP FOR
GROWTH, INNOVATION
AND TRANSFORMATION**

Strategy

Hospitals and health systems are under unprecedented pressure to deliver greater value to consumers, communities, payers, physicians, staff and donors. The only way to survive and thrive under this pressure is to have a focused and coherent strategy. Such a strategy creates alignment between mission, market positioning, service line portfolio, network footprint, and physician enterprise so the impact of every dollar and hour spent is maximized.

PwC has a powerful strategy arm called Strategy&. Our Strategy& team has been at the forefront of industry innovations such as retail, bundled and digital care. We continue to help the best health systems in the world make future-defining choices and discover new opportunities for growth.



**CLINICAL &
ADMINISTRATIVE
CAPABILITY-BASED COST
TRANSFORMATION**



**OPERATING MODEL
DESIGN &
ORGANIZATIONAL
ALIGNMENT**



**CULTURE
TRANSFORMATION &
SUSTAINABILITY**

Fit for Growth

We help you respond to changing market conditions, increase your competitiveness and position your organization for growth. With new reimbursement models, margin squeeze, technology investments and evolving regulations, PwC can help you strategize to not only improve revenue and margins but get ready to grow in a new health care world. From enterprise strategy to organizational design to margin enhancement, we leverage our experience and talent so you can achieve operational excellence and take advantage of the market. Our cultural change and coaching approach engages your staff and empowers your leaders to sustain this performance over time.



**POPULATION HEALTH
STRATEGY**



ACO MODELS



NETWORK STRATEGY

Value-Based Care & Population Health

With the shift from volume to value-based care, innovative business models are essential to “win” in the marketplace. You need capabilities to differentiate and develop a compelling value proposition. PwC helps you transition and transform to address health and wellness for an overall population across the care continuum. We extend your team with our expert strategists as well as clinicians and physicians.



**CLINICAL
INFORMATION
SYSTEMS**



ANALYTICS



**INFORMATION
MANAGEMENT**

Healthcare Tech

It’s likely that you’ve only scratched the surface in terms of optimizing technology and analytics. Every growth strategy requires technology at most every turn. As a result, you may have gaps connecting systems or need new technology altogether. Our custom approach helps you execute the best solution at any point in your system, whether it’s implementing integrated software, launching a new electronic health records system or ensuring your information is private and safe. We can identify areas for performance improvement through clinical information systems, analytics and information management.

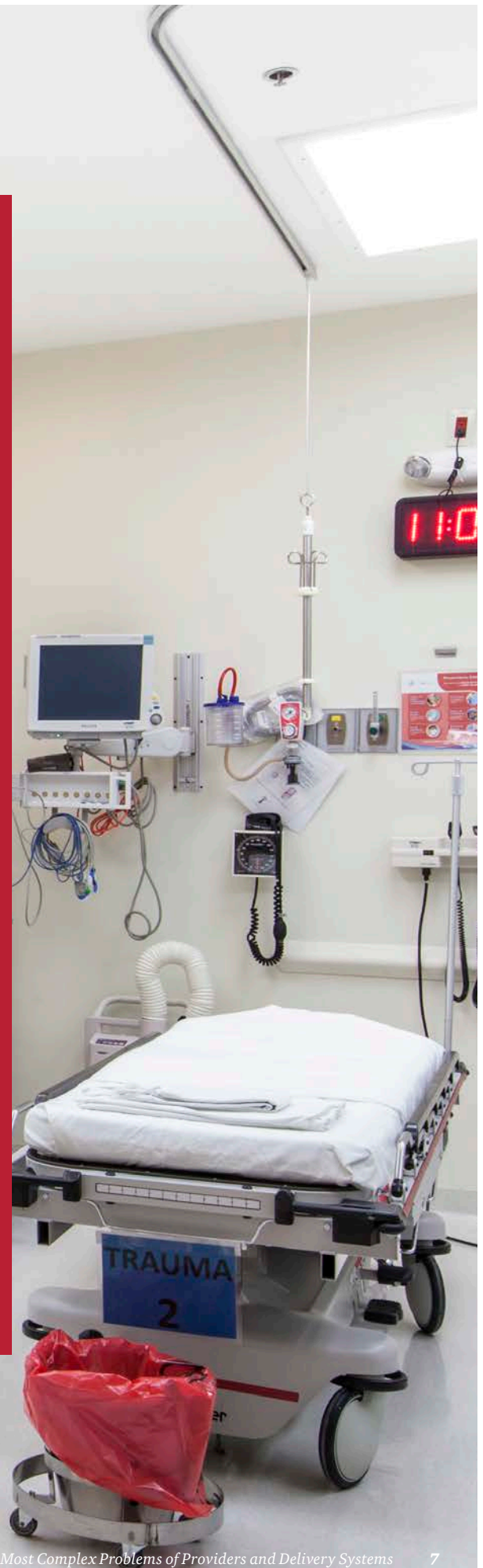
Market-leading analysis

In the process of helping you achieve your goals, we have developed proprietary market simulation technology tools to enhance the value of our analysis for you

- **Strategic Thinking and Research (STAR)** is an online tool that allows us to assess your competitive positioning and discover opportunities for your organic and inorganic growth in real time. It uses simulations across multiple locations, regional and national peer groups.
- **Clinical Analytics for Realizing Efficiencies (CARE)** is an online tool designed to dig deeper into target areas to identify potential opportunities for you to achieve cost reduction, standardization and/or regionalization of services.
- **Risk and Intervention Scoring for Clinical Care (RISCC)** is an online tool that helps describe the health risks of a population and predict the likelihood of an individual patient's response to specific clinical interventions.

*Partner with PwC Strategic Transformation on your most important issues and drive tangible change.
For further information, please contact:*

*PwC Strategic Transformation team
Email us at STTR@us.pwc.com
Call us at 415-498-8495*



PwC Strategic Transformation

Solving Your Complex Business Problems

From strategy to execution, here are some of the services PwC can offer:
(If you have a need that is not listed, please call us as we customize our services to your needs.)

Strategy	Fit for Growth	Value-Based Care & Population Health	Healthcare Tech
<ul style="list-style-type: none"> Enterprise Planning Growth Strategy Payer Strategy Clinical Research Strategy Portfolio/Network Strategy Inorganic Growth Strategy (M&A, PMI) Innovation, diversification and commercialization Business Unit Strategy (e.g., service line strategy, ambulatory strategy, physician strategy, postacute strategy) Identifying and Building Differentiating Capabilities (e.g., customer strategy) 	<ul style="list-style-type: none"> Organizational Design <ul style="list-style-type: none"> Operating Model Assessment and Alignment Management Spans and Layers Analysis Enterprise Margin Alignment & Enhancement (including Post-Merger Integration) <ul style="list-style-type: none"> Administrative and Support Services Strategic Cost Alignment Workforce Strategic Cost Alignment <ul style="list-style-type: none"> Workforce Management Program Optimization Productivity Benchmarking Staffing Deployment and Optimization Clinical Performance Excellence <ul style="list-style-type: none"> Clinical Productivity Acute Care Throughput Optimization Service Line Planning and Optimization Technology Enabled Care Clinical Workflow Redesign Quality & Safety Physician Network Operations <ul style="list-style-type: none"> Network Strategy Operating Model (Strategy, Planning and Optimization) Operational Efficiency Physician Productivity Licensure & Accreditation Strategy and Support (AMC) 	<ul style="list-style-type: none"> Network Design/ Partnerships Product Design (e.g., ACO, bundles, etc.) Population Health Management <ul style="list-style-type: none"> Strategy Capabilities Operations 	<ul style="list-style-type: none"> Core Information Systems <ul style="list-style-type: none"> Vendor Selection Implementation PM/PMO QA/Risk Assurance Optimization and Operating Model Effectiveness Analytics & Information Management <ul style="list-style-type: none"> Strategy Data Governance Operating Models Next Generation Technology-Strategy & Enablement <ul style="list-style-type: none"> Digital Health (including patient/ consumer strategy) Telehealth “Internet of Things” Integration



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References

1. US News and World Report, July 2015 2. FORTUNE, June 2015 3. Truven Health Analytics, April 2015 4. Becker's Hospital Review, June 2015

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