



Healthcare

Advisory Middle East



PwC Advisory healthcare and life-sciences service offerings at a glance:

- Productivity & Operational Improvement;
- Strategy & Planning including Opportunity Assessment, Go-to Market Strategy, Feasibility Studies, Diligence, Business Plans
- Regulatory Development, Design & Implementation;
- Financing & Strategic Procurement –PPPs;
- Funding Strategy Design & Reform;
- Workforce Development;
- Clinical Costing for Provider Organisations;
- eHealth; and
- Health Analytics

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Productivity & Operational Improvement

At PwC, we work with our healthcare clients to create and deliver practical solutions that help you address the challenges of cost increase and patient satisfaction.

Perform is PwC's approach to operational improvement that delivers increased productivity through an investment in people and a change in ways of working. Perform provides people with the **capabilities, methodology and tools** to deliver a **step change** in operational performance.

What is Perform?

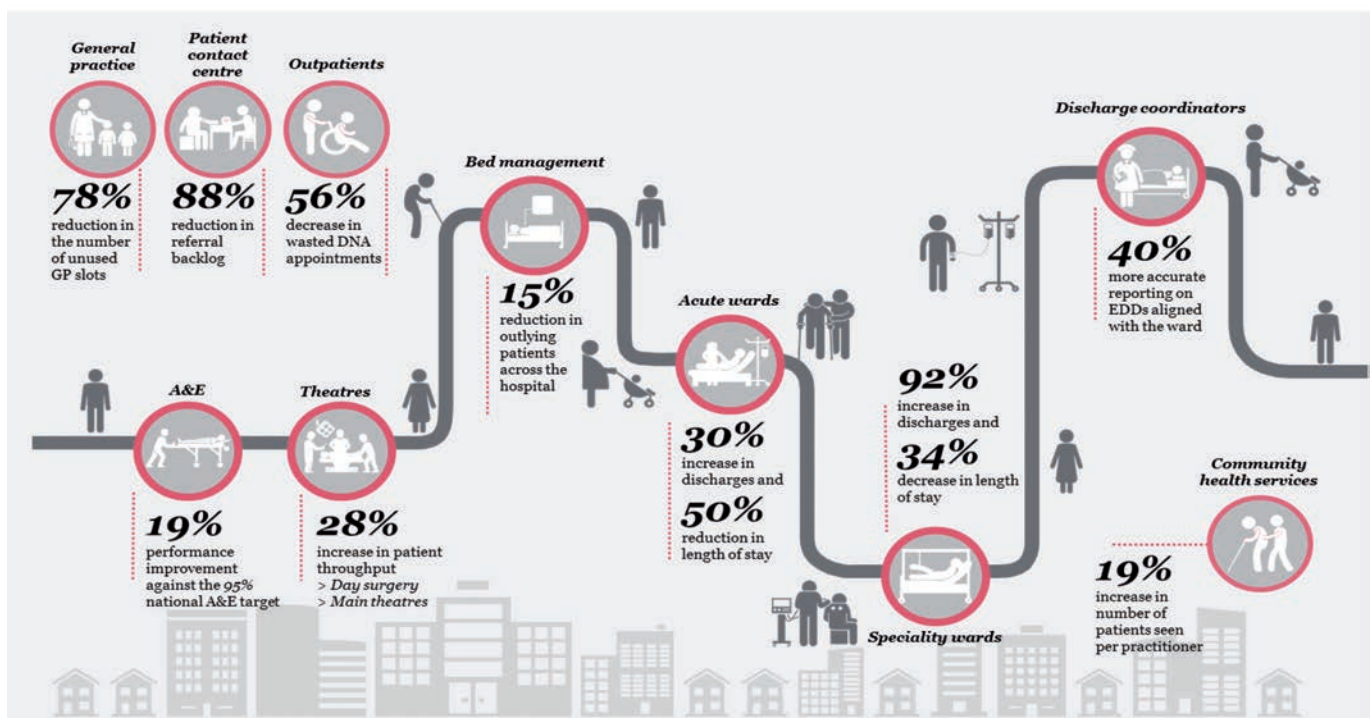
Perform is a ten element performance management system. It helps organisations to act and behave differently from the past and better equips them with the internal management capabilities to **channel resources effectively and efficiently** towards accomplishing their vision. The approach focuses on managers and team leaders, coaching them to adopt new working practices, and providing them with the capabilities, methodologies, and tools to deliver a step change in performance within their organisations.

Operational Excellence throughout the patient journey

We work alongside your people and focus heavily on coaching and the introduction of operational tools to bring out the best of your teams. Typically this approach releases 15%-25% capacity improvements

By continually focusing on coaching throughout the deployment, the new ways of working become habits, delivering enhanced performance that is sustainable.

- **Effective planning and utilisation of staff** – match staffing and tools to demand patterns, ensuring that they are not overburdened or underused
- **Process and tool efficiency** – reduce interruptions and delays, and increase effective use of tools
- **Operational management capability** – team leaders to reduce 'firefighting' and increase time coaching team



Strategy & Planning

Our approach to strategy and planning:

PwC has a team of experts that cover all main aspects of Strategy and Planning including:

- Developing national level strategies
- Developing organisational level strategies
- Portfolio strategy and planning
- Capacity planning
- Investment thesis development

Our team of experts can carry out rigorous analytics to unlock the potential of available data and lead to practical recommendations on geographic/service growth, opportunity identification and monetisation, revenue and profitability improvement, costs optimisation and efficiency enhancement.

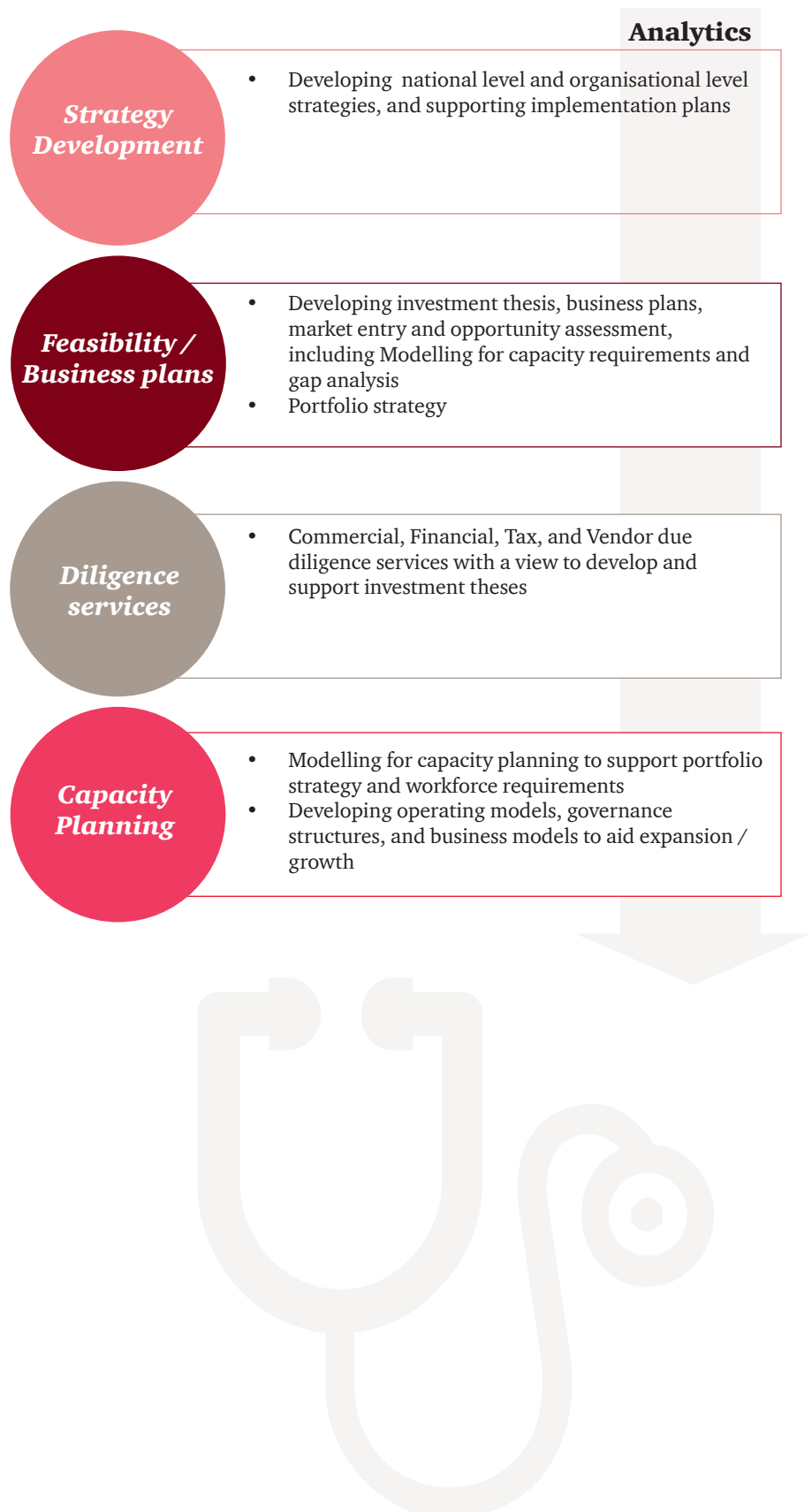
Our approach:

PwC is currently leading on numerous strategy and planning projects to address many of the challenges present in the GCC.

With a global, regional and local presence in each of the GCC countries, PwC is able to take advantage of a global network of expertise in developed and emerging markets and to zoom into the specific requirements of the unique contexts of each country in the GCC.

We adopt a collaborative approach on all of our engagements. We are therefore keen on partnering with you to effectively transfer knowledge to your staff.

Overview of PwC's Strategy and Planning Capability



Regulatory Development, Design & Implementation

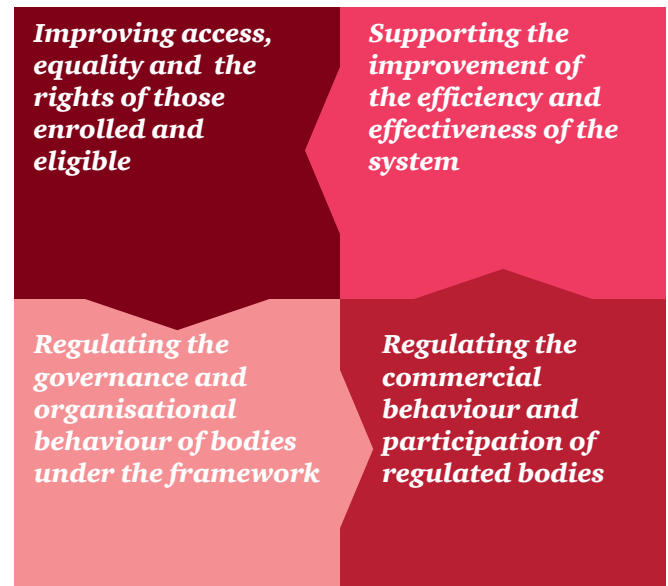
Our approach to regulatory development, design and implementation :

At PwC, we successfully work with our healthcare clients to develop:

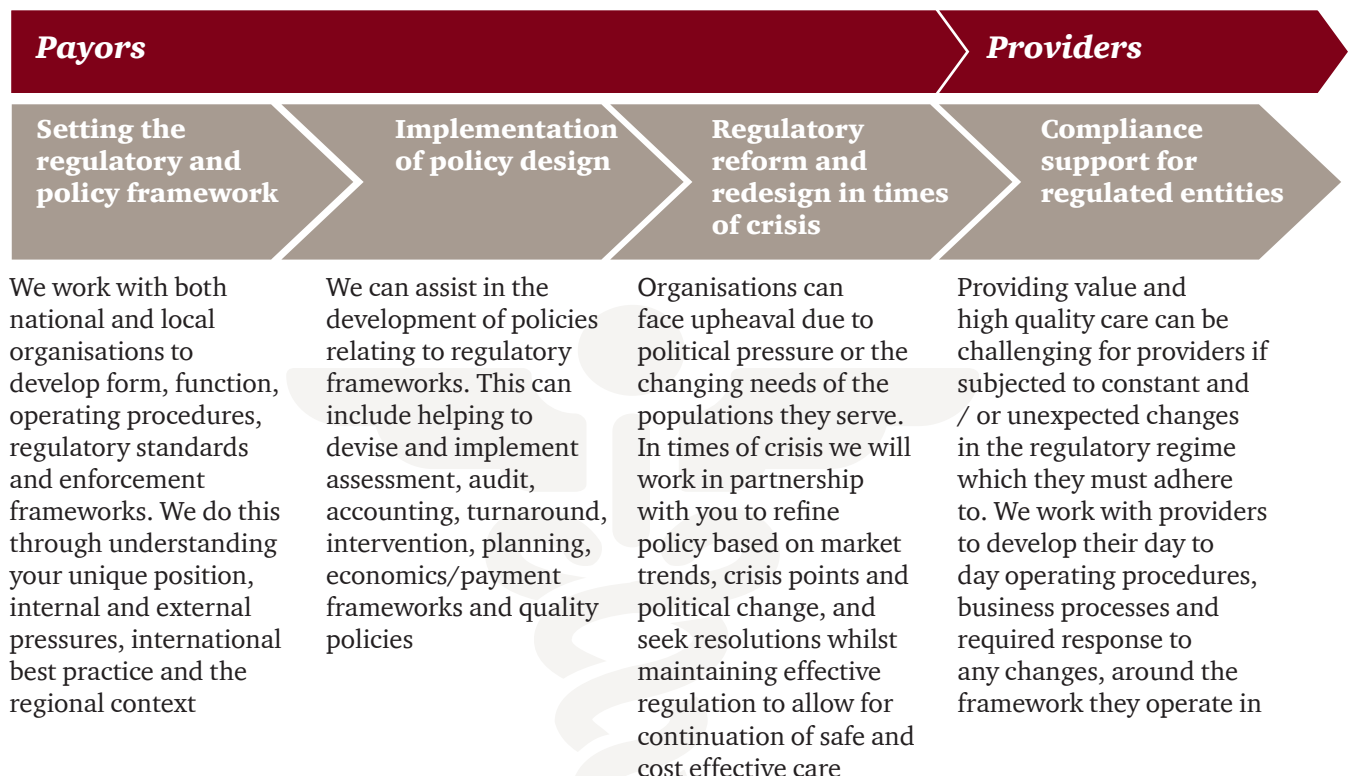
- Regulatory frameworks
- Design the working practices and processes
- Implement the above on a national and regional levels

We also work with providers who look to effectively function within the regulatory framework in which they operate

We believe the development of regulation for healthcare should have four key interdependent objectives:



What we can do for you



Financing & Strategic Procurement-PPPs

Our approach to financing and strategic procurement –PPPs:

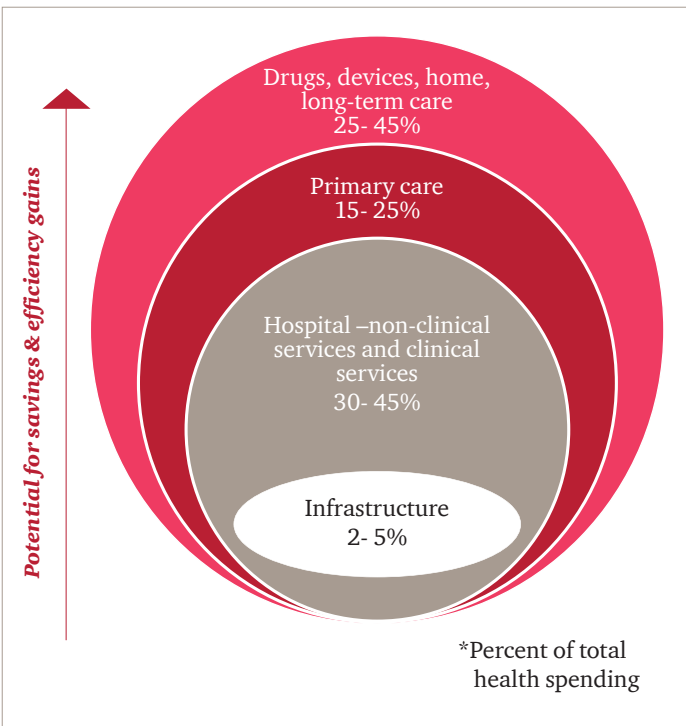
Government spending on healthcare around the world is growing at a pace that is likely to be unsustainable unless new funding sources are found and more efficient delivery methods are sought. As this reality dawns governments are increasingly looking to PPPs to solve the larger problems in care delivery that are driving spending.

Today, we are witnessing a trend and expansion in the scope of health PPPs from a primarily infrastructure-oriented model to a clinical services delivery model. The momentum in the expansion of health PPPs is mostly driven by **investment need** and **budget constraints**.

Our Perspective:

We believe the GCC healthcare sector is an attractive proposition for partnership between the public and private sector as well as further direct involvement of the private sector.

There is no health system where healthcare is financed entirely by the Government. While the provision of health is widely recognised as the responsibility of the government, private capital and expertise are increasingly viewed as sources to induce efficiency and innovation. Hospitals, and healthcare more broadly, are unrecognisable today compared to 30 years ago and health PPPs and private sector engagement must continue to adapt to keep up with the accelerating pace of change.



There are a number of consistent success factors across private sector programmes and involvement which include:

Role of the Government

Transparency and objectivity

Investment in skills and resources

Be flexible

PPPs and private sector involvement provide a way to harness the **skills, knowledge, and capacities** of the private sector to achieve public goals. This in turn paves the way for a shift in the Government's role from provider to regulator.

Funding Strategy Design & Reform

Our approach to funding strategy design and reform:

PwC has developed a structured approach to developing and/or redesigning the funding system at the national level to drive reform and can assist throughout the funding strategy design & reform journey. Services we offer include:

- The development of a national funding strategy and guiding principles
- The design of the funding scheme
- The development of the core funding system elements and pilot strategy
- The operationalisation/ implementation of the solution



Implementing funding reform is a multi-year journey that transforms critical aspects of how healthcare services are accessed, classified, reported, and funded. Under our approach, there are four key phases that will help you drive your funding reform programme. Irrespective of your system's maturity in this area, we can support you in designing your entire programme, phases, or developing core components within them.

1. Develop national funding strategy and guiding principles

We can support you in first developing the national funding strategy at the highest level and determining and agreeing the nature and model by which to run the system; examples of models to follow include:

Social/ universal health insurance

Mixed private/ government model

Purely privatised model

2. Design the funding scheme

Based on the chosen model and developed strategy, we will help you design the elements of the funding scheme and its characteristics around:

Legal framework

Coverage

Classification/ coding

Governance

Accessibility

Financing

Regulation

3. Develop core funding system elements and pilot strategy

We will develop the core elements of the funding system:

Reimbursement model

Classification/ coding

Reporting

Fee schedule

Funding policy development
Insurance premium

4. Operationalise/ implement the solution

This phase entails support in setting up the entities, organisations, or units that will be responsible for regulating, managing and operating the developed/ revised funding system/ solution.

The implementation of the solution will require the development of significant administrative and operational infrastructure including: governance, back office functions, IT solutions, claims management, communications and physical infrastructure.

Workforce Development

Our approach to workforce development:

PwC can help you develop and optimise healthcare workforce requirements through:

- A multidisciplinary People and Change Team with input from PwC's Health Industries Team
- A local presence with an understanding of where frontline human capital resources are now versus where they should be
- Access to a network of global expertise in both healthcare and workforce development
- A wide portfolio of new generation workforce development capability coupled with a deep understanding of healthcare global trends and national challenges



Rebalancing

Optimisation

Planning

Analytics

► Degree of value-added

Understand workforce trends to make informed allocation decisions

- Maps the workforce profile, including demographics, and hiring, turnover and movement patterns
- Builds capabilities that provide data to address healthcare capacity challenges

Employ the right people with the right skills to drive strategy

- Develops workforce projections, replacement need scenarios, estimates of costs, and runs gap analyses for healthcare workforce by specialty or category
- Links patient volumes to staffing requirements
- Identifies skill mix requirements

Statistical analysis to shape the workforce to meet future challenges

- Designs a market-driven organisation structure and sustainable HR operations
- Integrates productivity changes into predicted workforce needs
- Builds workforce profiles, and links activities to priorities
- Ensures screening programmes are in place to ensure the right people join the organisation
- Embeds development through sustainable leadership, training, reward and other programmes

Allocate resources between functions and services to balance risk, cost and operational effectiveness

- Advises on policies in line with the model of care, patient flows and evolving scopes of practice
- Anticipates workforce needs of individual functions with a mind to multidisciplinary teams
- Assesses workforce contribution to risk, resilience and revenue
- Produces analytical predictions about performance based on workforce patterns
- Measures and improves employees' productivity levels through performance management

Clinical costing for provider organisations

Our approach to clinical costing:

PwC has developed a structured approach to Patient Level Information and Costing System (PLICS) that leverages deep regional and international healthcare and technical experience required to assess, design, and implement sustainable costing programmes. Our key service offering is the development and implementation of a PLIC framework.

Clinical costing should be viewed as an ongoing programme that is driven by the organisation's strategic and operational requirements.

The end goal is to develop and implement a robust and sustainable PLIC framework.

Key features of our approach

We have insight into funding policy and regulatory changes in the region around coding, classification systems, and funding. We also understand healthcare provider operations, how hospitals operate, and patient and provider behaviour in the region.

We have access to internationally renowned subject matter experts who have implemented costing around the world.

We **assess, design, and implement** your costing framework in line international best practice costing standards which have been co-authored by our SME's in Australia and the UK. Our approach is **flexible** and is **customized** to suit your business requirements and the specificities of the market you operate in. Our view is objective and independent of any particular vendor solution. It focuses on your business requirements and designs the costing methodology and framework with the future in mind so that it evolves as the core PLIC components are developed and improved.



Assessment

Key phases and tasks under our approach

In the Assessment phase, we conduct an assessment of your current (and planned) costing and coding practices, financial recording including the General Ledger's structure and suitability for costing, HIT and data infrastructure, and core operational processes against mandated standards or best practice costing requirements.



Design

In the **Design phase**, first we design the costing methodology and framework. Secondly, we develop the requirements (RFP) for the coding, grouper, and costing software (if not yet completed) and assist you with the vendor selection process.



Implementation

In the **Implementation phase**, we support you in conducting or quality assuring the costing study; this includes:

- Data preparation
- Conducting the costing study using a software of our choice or quality assuring the costing process conducted through your chosen costing software
- Adjusting the results to final outcomes including conducting clinical panels and simulating the impact of funding policies such as the outlier policy



Governance & development

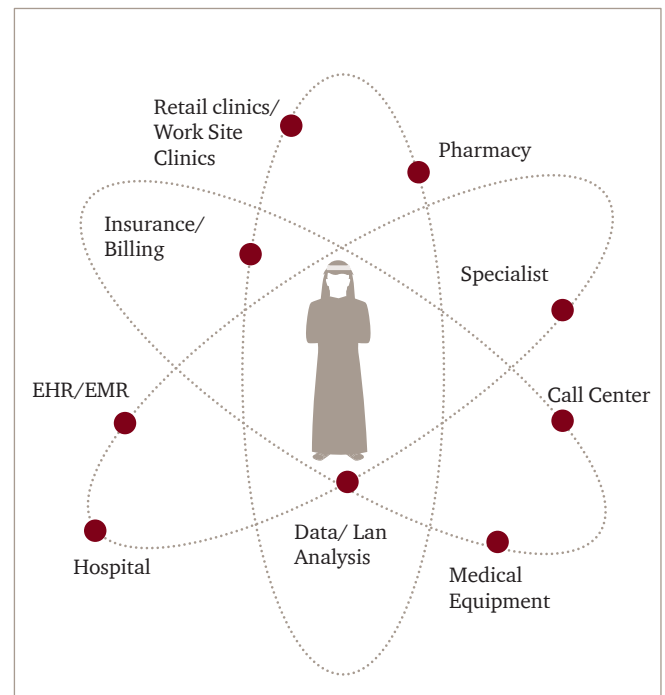
Part of every engagement is the Government and Development component. We conduct organisation-wide awareness sessions on PLIC, conduct coding training on through certified coders, and conduct costing training. We also support with setting up the governance structure for running the programme.

eHealth

Our approach to eHealth:

eHealth is key to transforming the health system

eHealth eliminates the hurdles that exist today in the health system and truly puts individuals in the center of the healthcare system. Resulting in a healthcare system that is effective, efficient, safe, accessible and equitable. eHealth is the transformative and continuous improvement of healthcare through the use of information and technologies that support the delivery of healthcare



How can PwC help you?

Design of eHealth strategy and benefits framework

Design of eHealth Blueprint and architecture

eHealth maturity assessment

Design of eHealth Standards, policies and regulations

eHealth solutions requirements specification

Implementation oversight and benefits evaluation

Key eHealth facts

10%

productivity gained, reported by clinicians, pharmacies and hospital clinics



\$10.5B

Cumulative benefits estimated since 2007



\$81m

diabetes management shows over \$81m (-9%) cost savings if it would be supported by virtual care.



12%

Cumulative benefits estimated since 2007



50%

of visits are performed virtually, through mobile, secure messaging or video conferencing



Quality Matters- Healthcare Analytics

Our approach to Quality:

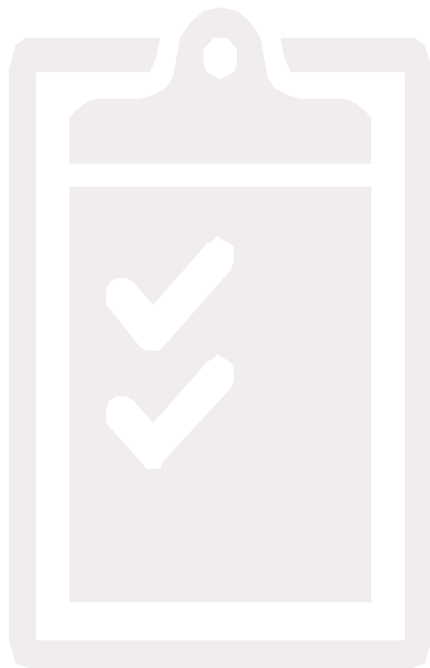
At PwC, we work with our healthcare clients to create and deliver practical solutions that help you deliver high quality care and build a reputation for great outcomes. But to deliver on this vision there are some clear steps that need to be taken:

- Collect reliable and comparable outcome data
- Transparency
- Providers, especially boards, understand the systems and process
- Incentives in place
- Have the right governance
- Develop appropriate regulatory systems, including a proportionate and effective inspection mechanism

Why is measuring your performance important?

We believe that being able to measure performance against peers is key to driving healthcare quality. Benchmarking is critical for you to evaluate your performance, understand which areas you should improve on, maintain a competitive edge, and ensure that resources are not wasted.

More specifically, benchmarking health metrics will help you evaluate how well your clinical and health outcomes, your market strategy, your financials, and your operations are doing.



Our Healthcare Analytics offerings:

The Falcon Institute for Health Quality is a PwC Middle East Health Analytics Team (ME-HAT) initiative.

The ME-HAT is part of an international network of PwC analytics, health, and health analytics teams. Our people include healthcare, analytics, and data experts.

Which metrics matter?

We benchmark quality and productivity metrics that evaluate how well you are doing in six areas that are critical to the success of your organisation.



Examples of metrics that help evaluate these areas are length of stay, mortality rates, staffing ratios, training requirements, occupancy rates, etc.

A dedicated Healthcare Advisory Middle East team



Hamish Clark –Partner

Middle East Health Industries

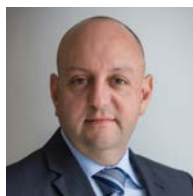
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Healthcare/Life-sciences Strategy

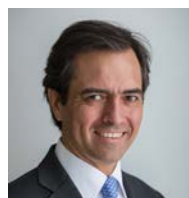
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