Engaging with the board:
Five ways for Chief Information Officers to stand out
Tips for effective boardroom interaction, and how to put them into practice.

May 2018

Touching lives, improving health
“It’s more than our responsibility. The chance to make a difference—to improve healthcare quality and access, create better patient experiences, and find faster cures—is the reason we do what we do.”

—Kelly Barnes
At PwC, healthcare is more than a business. Our practice is filled with people who are passionate about helping others—about building healthier communities and creating better experiences for patients. We take satisfaction in knowing that the work we do each day can make a real difference in people’s lives.

Our society faces enormous healthcare challenges. So many people lack access to quality healthcare, or can’t afford the care they desperately need. We want to be an active participant in finding solutions. We work closely with businesses, governments and individuals, helping them adjust to the New Health Economy—a fast-changing healthcare environment that’s marked by continuous disruption. We serve as a convener and innovator, working to improve health and wellbeing, increase trust in health organizations, and build sustainable systems.

PwC’s purpose is to build trust in society and solve important problems. That purpose guides everything we do in our Health Industries practice. We strive to achieve that purpose with each interaction with our clients. As we strive to achieve that purpose, one of the most compelling things we do is give back to the community. We work side by side with health organizations and community residents, to improve health and wellness in areas where the needs are greatest.

The stories featured in this report demonstrate our commitment to making a difference. All of the stories stress the importance of working together to solve the complex health challenges we face. When we collaborate, our strengths are amplified.

We feel privileged to assist our health clients—public and private organizations, payers, providers, pharmaceutical companies, government agencies, NGOs and more—in tackling today’s healthcare challenges and contributing directly to the communities we serve and in which we live. The chance to make a difference—to improve healthcare quality and access, create better patient experiences, and find faster cures—is the reason we do what we do.
The PwC Boston office participates in the annual Pan Mass Challenge, an annual bike-a-thon that raises money for the Dana Farber Cancer Research. Annually, thousands of cyclists and volunteers come together to participate in the AIDS/LifeCycle, a 545-mile, 7-day bike ride from San Francisco to Los Angeles to raise money and awareness in the fight against HIV/AIDS. This event raises more money in the fight against AIDS than any other annual event and funds life-saving programs and services. In 2017 the PwC team consisted of: 47 Cyclists, 4 Virtual Cyclists, and 18 Roadie volunteers, and was the #1 corporate fundraising team. PwC’s corporate team has raised over $444K in the two years it’s participated in the event.

A combined team of 16 clients and PwC team members spent the afternoon giving back to our client’s community by packing food at the Channel One Regional Food Bank.

PwC’s overall purpose is to build trust in society and solve important problems.
Institute. Between 2011 and 2016, the PwC Team has raised over $2M to support cancer research.

Sonia Singh

Ran the Chicago Marathon with World Vision to raise awareness and funding for access to clean water in African communities. Personally, raised $3K and the Team World Vision Chicago runners (~2,000 runners) raised over $2.5M collectively.

PwC New York, Chicago and San Francisco offices

Supported Help for Children’s run2heal 5k events. In his quest to raise $1 million for child abuse education and prevention by running from New York to San Francisco this summer, Christian Griffith navigated his way from Ohio to Indiana. PwC staff turned out to support Christian in major cities across the U.S.

From Houston providers with RMH Sleeping Rooms adjacent to their Neonatal ICUs including Texas Children’s Hosp, Children’s Memorial Hermann Hosp and MD Anderson Pediatric Cancer Center.
Easing the journey of cancer patients

Redefining life with cancer

Pfizer Oncology has an ambitious and worthy vision: to “redefine life with cancer.” In pursuit of this goal, the company strives to accelerate advancements and deliver breakthrough medicines to patients as quickly as possible. Pfizer focuses on developing therapies for a range of cancers, and its robust pipeline includes biologics, small molecules, immunotherapies, and biosimilars.

In the quest for better cancer therapies, the company collaborates with the world’s top researchers and scientists to tackle complex medical challenges that no one organization can address by itself. Through these partnerships, Pfizer believes it’s well positioned to lead in the fight against cancer.

Developing breakthrough treatments is only part of Pfizer’s mission. Another critical component is supporting cancer patients as they move through their treatment. To do that, the company works closely with patient advocates, policymakers, and others to better understand the needs of patients and the friends, families, and caregivers who support them. Pfizer also offers millions of dollars in grants annually to programs and services that help patients to cope with cancer.

Helping patients to navigate the “new normal”

Pfizer was searching for innovative ways to strengthen its engagement with cancer patients, to better support their needs. Many patients are frustrated with their experiences as they move...
through their cancer journeys and struggle to navigate the “new normal.” Often they are bewildered by the many challenges—from small tasks to major decisions—they must handle after the diagnosis of cancer, at a time when they’re feeling the most vulnerable.

Pfizer sought to develop a strategy and tools to enable cancer patients to have a better experience and continue to live as normal a life as possible in spite of their disease. There are many wellness apps on the market, but few tools that address the unique needs, both clinical and non-clinical, of cancer patients, in an integrated and comprehensive way. Pfizer wanted to fill the gap, and asked PwC to help.

Understanding patient needs, designing solutions

A multidisciplinary team from PwC worked closely with Pfizer to develop and execute a patient engagement strategy and tools. The first step was to understand cancer patients’ needs. The team analyzed a wealth of research, including, more than 15 studies Pfizer had commissioned and PwC’s survey of 705 cancer patients globally, to better understand the patient experience. Then the team analyzed the landscape of existing tools and resources for cancer patients and identified gaps that new tools could fill.

From the research, two solutions emerged, including an interactive mobile “connected app” for Apple devices that provides personalized support to cancer patients and their supporters. The connected system, dubbed LivingWith™, serves as a “companion” by providing relevant personalized support in the moment, throughout a cancer patient’s journey. Among other things, LivingWith™ provides a patient with the ability to create and manage a private friends and family network for communication and helps patients to coordinate daily tasks like meal preparation and transportation; organize important documents, such as insurance cards and prescription; access relevant resources, such as articles and local events; and securely store text notes and audios of doctor visits. The app also tracks steps, sleep, mood, and pain over time, and it can connect to other health wearable devices.

The PwC team supported Pfizer at every step of the way, from strategy development through implementation of LivingWith™. During the design phase, the team and more than a dozen Pfizer professionals met at the PwC Experience Center in Florida, where they translated strategic priorities into mock-ups of potential solutions. Pfizer then developed prototypes of a visually engaging app. Beyond the prototypes, PwC continued to support by helping to define functional and technical requirements and acting as a program manager as all the parts of development and launch came together.

Throughout the design and build phases, the patient experience was kept front and center, to help that the app would be user-friendly. During the execution phase, patient panels tested the app and provided feedback around specific features. Before launch, the PwC team helped Pfizer to plan for future releases, including identifying potential features that might be added to later versions. LivingWith™ was released in September 2017 and is available free of charge to all cancer patients.

Improving lives around the globe

The LivingWith™ app has been well received, and is helping Pfizer to achieve its goal of significantly improving the lives of cancer patients around the globe. By focusing on non-clinical as well as clinical needs, the app helps address important everyday challenges that the healthcare system often over looks. By giving cancer patients easy access to resources, 24/7, LivingWith™ helps patients maintain a sense of normalcy in the midst of disruption.

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3 PwC also contributed to NHIT layout, Pfizer Oncology Together, a web- and phone-based system designed to help cancer patients who use Pfizer therapies to deal with their acute needs after being diagnosed, but the bulk of PwC’s work focused on LivingWith™.

Building a better patient experience through digital technology

Watch the video: www.pwc.com/us/improvinghealth

“eHealth Initiative convened top digital healthcare executives for a retreat to discuss the steps needed to improve the patient experience. Working in the PWC “sandbox” was a unique experience. PWC facilitated a powerful and influential discussion to help us envision and plan our strategic next steps.”

—Jen Covich, Chief Executive Officer, eHealth Initiative and Foundation (eHI)

The quest to improve health through information technology

eHealth Initiative and Foundation (eHI) convenes executives across the healthcare continuum to explore how to transform healthcare delivery through technology and innovation. eHI and its coalition of members—providers, payers, patient advocacy groups, pharmaceutical companies, and technology vendors—focus on harmonizing new technology and care models in a way that improves population health, enhances the patient experience, and lowers costs. As the only neutral, non-profit coalition dedicated to improving healthcare through information technology, eHI is in a unique position to drive this shared vision. Since its founding in 2001, eHI has “pushed the envelope” with healthcare executives nationwide, leading groundbreaking research and advocacy efforts. In the early days of the non-profit, eHI led a national initiative and report on ePrescribing that helped to drive rapid adoption of the technology and a framework for developing health information exchanges that’s been widely embraced for more than a decade. More recently, eHI launched an Executive Advisory Board on Privacy and Security in 2013 that provided a forum for over 40 Chief Privacy Officers and Chief Security Information Officers.

1 https://www.ehidc.org/pages/our-mission-vision
from payer, provider and pharmaceutical organizations to gather quarterly and discuss key concerns with policymakers. In 2017, the group introduced the Electronic Medication Adherence Collaborative that brings together innovators to create new ways to improve patient outcomes and reduce costs.

Throughout almost two decades of strategic work, eHI has brought stakeholders together numerous times. In 2007, 2010, 2014 and 2018, the non-profit created groundbreaking “roadmaps” that represent a consensus on a shared vision and a set of principles, strategies and actions for improving health and healthcare.

eHealth Initiative works closely with executives from across the spectrum of healthcare, and produces developments in interoperability; cybersecurity, value-based care, data use and access; and patient/provider technology adoption. The group develops national surveys and publishes groundbreaking reports on data exchange, mhealth, social media, accountable care, data and analytics, telemedicine and chronic care technology.

Exploring how digital technology can deliver better patient experiences

eHI’s executive leadership team wanted to understand how the organization could help the healthcare industry to deliver better patient experiences using digital technologies. Specifically, the leaders wanted to learn more about the digital space in healthcare and opportunities to improve the patient experience. One goal was to clarify the role that eHI could play in this area and identify where to focus the organization’s efforts in 2018. The leaders asked PwC to help in translating the vision of a better patient experience into tactical actions that eHI members could take.

Translating the vision into action is an enormous challenge, despite the wealth of patient data and health IT already available. Creating a better experience requires going beyond patients’ one-off interactions with the healthcare system. But connecting these “moments of care” to create a seamless patient experience is difficult for a host of reasons, including a lack of standardized electronic health records, which makes sharing data difficult; regulations that limit sharing of health data; disparate devices that can’t “talk” to each other; and care facilities that operate in silos. PwC’s role would be to help eHI understand these hurdles and find ways to overcome them.

A “sandbox” approach to exploring new technologies

The day long session dubbed “Insight Day,” for eHI’s executive leadership team was held at PwC’s Experience Center in Hallandale, Florida, a digital accelerator where a “sandbox” approach is used to help clients explore potential technologies and envision new approaches.

To spark their own imaginations, participants were rotated through a series of chatrooms featuring demos of digital and analytical solutions for healthcare developed by PwC. One demo featured a mobile app that aggregates patient data, allows patients to manage chronic conditions, and connects them with their care teams, personal care circles, and community resources. Another focused on a machine learning tool that can help providers and payers to identify individual and social drivers of consumer health behaviors, to inform targeted interventions. A third explored the use of analytical tools to correlate symptoms and behavior with treatment protocols so that patients and physicians can jointly make better decisions about treatment options. The solutions illustrate the potential of health IT to created connected healthcare experiences.

Realizing the promise of digital technology

The Insight Day encouraged frank discussions among eHI’s executive leadership team. It helped the team rethink its assumptions and explore how to view and tackle old challenges in new ways. With PwC’s help, by the end of the day eHI’s leadership team reached consensus on three major initiatives to help achieve their key goals for 2018:

• Share best practices and pilots happening across the industry to drive broader adoption of digital technologies that improve the patient experience;
• Advance eHI’s Medication Adherence initiative by fostering use of digital technologies to enhance compliance; and
• Promote development and use of a patient-owned electronic health record and shift the focus of the industry from creating business models that rely on proprietary data to models that call for sharing data more freely. Such collaboration could improve the patient experience while still allowing health organizations to innovate and compete at a higher level.

By helping to align eHI’s leadership on how to achieve its key goals, PwC’s work ultimately may help the industry to realize the promise of digital technology to improve care quality, reduce costs, and enhance the patient experience.

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Tackling complex global issues through public-private partnerships

PYXERA Global facilitates public-private partnerships to tackle complex global issues, with the goal of enriching lives and livelihoods worldwide. Since 1990, the organization has worked in more than 90 countries, finding common ground among development agencies, local governments, multinationals, and non-governmental organizations.¹

To help achieve its goal, PYXERA Global partnered with the Global Health Corporate Champions program of the U.S. Agency for International Development (USAID).² The program recruits corporate professionals in multiple disciplines, across companies and industries, to participate in intensive, one-month projects to address global health problems. In 2016, PYXERA approached PwC about participating in the program in Ghana.

Optimizing scarce healthcare resources

Ghana is facing a severe shortage of healthcare services, with one doctor for every 9,043 patients as of 2014.³ The country struggles with a high rate of diseases such as malaria and HIV/AIDS, two of the top ten causes of death in the country, accounting for 13.2% of the total in 2012.⁴ The high rate or teen pregnancy is another critical challenge.

¹ https://www.pyxeraglobal.org/our-work/
² https://www.pyxeraglobal.org/global-health-corporate-champions/
³ Global Health Corporate Champions is an activity of USAID’s Global Health Fellows II program: https://www.ghfp.net/
challenge in Ghana, where 14% of women age 15-19 had already given birth or were pregnant with their first child in 2014, according to the country’s Demographic and Health Survey.5

Two of the organizations targeted by the Global Health Corporate Champions Program are the Ghana Coalition of NGOs in Health6 and HealthKeepers Network (HKN).7 The Coalition works with its nationwide network of more than 250 members to promote and deliver standard public health services to underserved communities in Ghana. HKN empowers women in rural Ghana to sell health products and provide education in hard-to-reach areas with limited or no access to healthcare services. The objective is to address critical healthcare issues in a sustainable manner while helping families to build a better future.

Both organizations face challenges in providing access to quality healthcare in Ghana. The Coalition recognized an opportunity to increase its engagement with members and better communicate its value to funding organizations and the media, to strengthen its operations and enhance fundraising. HKN also sought to improve its fundraising efforts by communicating its powerful story more effectively. The organization was nearing the end of a major contract with one of its large funding sources, and wanted a five-year plan to help ensure long-term sustainability.

Building a five-year strategic plan

Two PwC professionals in the firm’s Health Industries Advisory practice arrived in Accra, Ghana in July 2016 to provide pro bono services as part of the Corporate Champions program. One member was assigned to the Coalition project, and the second assisted HKN. They were each part of a three-person team that also included professionals from other organizations.

The Coalition team developed a business and communication strategy for engaging more effectively with members and better communicate its value to funding organizations and the media, to strengthen its operations and enhance fundraising. HKN also sought to improve its fundraising efforts by communicating its powerful story more effectively. The organization was nearing the end of a major contract with one of its large funding sources, and wanted a five-year plan to help ensure long-term sustainability.

Helping to meet Ghana’s healthcare challenges

PwC’s consulting skills and problem-solving capabilities are helping the Coalition and HKN to address healthcare challenges in Ghana more effectively. The plans and tools provided by the project teams have enabled both organizations to move toward sustainability, giving them the ability to reach more people in need.

The Coalition’s communications plan has enhanced its credibility and is supporting fundraising, which will enable Coalition members to implement additional key healthcare initiatives in Ghana. The strategic plan developed for HKN helped the organization to secure a two-year extension of its major contract with one of its biggest funding sources. The new organizational structure has motivated staff and boosted morale. And with a solid plan in place, HKN has been able to drive improvements in areas such as prevention of diarrhea, sexually transmitted diseases, and unwanted pregnancies. In addition, HKN has deepened its working relationships with key partners and is attracting new collaborators, helping to ensure the organization’s sustainability. Ultimately, PwC’s work as part of the Global Health Corporate Champions program will help to improve healthcare quality and access in Ghana.

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6 http://www.ghanahAngelos.net/

7 http://healthkeepersnetwork.org/healthkeepers-network-ringing-in-health-for-rural-ghana/"
Taking on Diabetesville by reimagining healthcare

Watch the video: www.pwc.com/us/improvinghealth

**A fast-growing epidemic**

Diabetes has become a global epidemic, with the number of adults living with the disease quadrupling since 1980 and the spend on diabetes tripling in the last ten years. Unless changes are made, the rest of the US could be facing similar figures by 2050. This calls for action to alter the very foundation of the country’s health system.

**The burden on minority and underserved populations**

In the US, minority and underserved populations bear the greatest burden of the disease. South Texas is a pointed example of a region with such burdens, compounded further by poverty, a lack of health access, low health literacy, and a shortage of doctors. The result is what the media has dubbed ‘Diabetesville’, a community with an elevated incidence of diabetes and obesity. An estimated 28% of the population are diagnosed with type 2 diabetes, and nearly another one-third are at risk of developing the disease.

**Targeting the diabetes epidemic in South Texas**

In South Texas, where many patients face significant barriers to obtaining quality care, PwC US is working with the University of Texas System to bring care to the consumer.

“We’re breaking down barriers among traditional healthcare stakeholders and new entrants to allow better collaboration and enable solutions for diabetes.”

—Vaughn Kauffman, partner, PwC US
Through partnerships with retailers and community programmes, individuals can now participate in screening and prevention programmes in convenient and affordable locations. They take health status assessments on a mobile app, check their blood glucose and measure blood pressures in a retail store, attend community-based education and lifestyle management classes.

For those at high risk of developing diabetes, or those who are afflicted with the disease, patients are empowered with technology tools such as IoT devices, wearables, and self-service kiosks, to monitor their biometrics frequently in between doctors’ visits, and supported by a care team who engages them virtually to help them better control their disease.

To connect the patient to their care team, PwC deployed the DoubleJump™ Interchange—a business collaboration platform that securely brokers cooperation among healthcare participants. The result is a consumer health ecosystem that connects clinics, pharmacies, retailers, and nonprofits, with technologies like remote monitoring tools and cognitive analytical applications that synthesise vast amounts of information to guide clinical and behavioural treatment decisions.

PwC sits in the middle—facilitating cross-enterprise operations to enable the expanded care team to make better decisions for the patient, when and where needed.

**Improving lives of vulnerable populations**

This novel care delivery approach has the potential to significantly reduce the burden of chronic disease in Texas and serve as a model to manage health spend and improve the lives of vulnerable populations across the globe. In South Texas, the programme is already demonstrating early results, including raising the health literacy of people that did not know they were at risk for chronic diseases, lowering the glycated haemoglobin (HbA1c) of patients with diabetes, and reducing hospital/ER readmissions for the high utilisers.

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“As professional consultants, when we take our expertise and apply it to the benefit of our entire community, that’s our future.”

—Mark Mynhier, partner, PwC US

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Quantifying and communicating the value of Meals on Wheels

A growing program to meet growing needs

VNA Meals on Wheels program delivers freshly prepared meals to residents of Dallas County, Texas who are unable to provide for themselves because of advanced age, illness, or disability. In addition to meals, the program provides a connection to the outside world for homebound seniors and disabled adults helping them to age with dignity and independence at home.

The Meals on Wheels program in Dallas is one of the oldest in the country, beginning as a pilot in 1957, and is now the largest single-site home-delivered meal program in the country. In 1973, VNA assumed responsibility for the program, viewing it as a logical extension of home healthcare, which is central to VNA’s mission.

When VNA stepped in more than four decades ago, Meals on Wheels was serving 125 meals a day. Since then, the program has grown along with the needs of the community, and today it serves more than 5,650 meals daily. It’s a lifeline for some of the most vulnerable residents of Dallas County.

A competitive fundraising environment

VNA’s Meals on Wheels program is operating in a difficult economic environment for non-profit organizations. There’s been a decline in federal funding for similar programs, and budget cuts for Meals on Wheels have been proposed. As a result, VNA has had to rely increasingly on local donors to sustain its budget. So have other non-profits, making fundraising highly competitive, with many organizations vying for contributions from the same pool of donors.

To ensure a steady stream of funding, VNA sought to demonstrate the impact it’s making in Dallas County, with the goal of differentiating its program in the marketplace—and in

1 https://www.vnatexas.org/i-need-help/meals-on-wheels
“Today, one in seven seniors struggles with hunger. Dallas’ most vulnerable neighbors will continue to age and need more support and VNA must be ready to help them. In an environment of decreasing government funding and rapidly increasing need, it is imperative for VNA to be able to demonstrate the impact of our program—not only on the individuals we serve, but also the tremendous economic impact for the community as a whole. The research provided by PwC is helping to provide our funders with data to support a significant return on their investment.”

—Katherine Krause, VNA President & CEO

the eyes of potential donors. To help quantify and communicate the impact Meals on Wheels and the return on investment for donors, PwC provided pro bono assistance to VNA to conduct the analysis.

Quantifying the impact of Meals on Wheels

A team from PwC’s Health Industry Advisory practice visited VNA in Dallas and spent a day delivering meals, to gain a better understanding of what Meals on Wheels means to its clients. For some who were eager to engage in conversation, the person who delivers a meal may be their only human connection during the course of a day.

Building a model

To quantify the impact of Meals on Wheels, the team used analytics to understand VNA’s client population, supplementing the organization’s data with demographic and zip code level data to create a virtual population that mirrors VNA’s clients as closely as possible. The next step was to leverage Bodylogical®, PwC’s model that replicates human physiology at the individual level to provide analysis of future health and can be scaled up to reflect populations. The model can be used to forecast health outcomes, including the impact of interventions such as the nutritional impact of a meal and various modifications to the program to determine their impact.

Adding research

To understand the impact of Meals on Wheels on the virtual population, the team integrated external research about the Meals on Wheels programs and healthcare cost research with the Bodylogical analysis. The research, which included a study conducted by Brown University, demonstrated the positive impact of Meals on Wheels on health and healthcare costs. Combining the model and the research, the team calculated the impact of the program on VNA’s clients in Dallas County.

PwC’s analysis estimated the value of a VNA meal and estimate ROI of 48% when considering the health conditions analysed. Furthermore, according to the analysis, the program has the potential to reduce healthcare costs in VNA’s client population by 7% annually, or an estimated $10.4 million. The analysis broke out the cost savings by various conditions as well; the biggest savings came in cardiovascular disease, dementia, and a reduction in the use of home health and skilled nursing facilities.

To help VNA communicate the results of PwC’s analysis—and drive donations—the team developed a framework and page schematics for the organization’s website, highlighting what Meals on Wheels means for the community, including the economic impact. A spreadsheet of cost savings data was also given to VNA, which can be “sliced and diced” to tailor messages for different audiences.

Helping VNA to expand services in Dallas County

VNA has begun to use the results PwC’s analysis in its fundraising efforts. The ability to demonstrate the value of its Meals on Wheels program will help to make the organization more competitive in its fundraising efforts. The level of detail we were able to model for a variety of conditions will allow VNA to target discussions with different stakeholders who have specific areas of interest (e.g., diabetes prevention).

Ultimately, the data and analytics provided by PwC will help VNA provide more services for clients of Dallas County and help them age in their home with dignity.

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“Bodylogical™ gives more power to consumers to do more with their health”

Kardias and PwC—Delivering high-quality heart care to underserved children in Mexico

Public-private collaboration to treat pediatric heart disease

As many as 21,000 children born in Mexico each year have congenital heart problems, but it is estimated that less than a third have access to treatment, and the care they receive often is suboptimal.1 Public hospitals often lack the resources to serve this younger population effectively, and private hospitals are, financially, out of reach for many families.

Kardias was launched in 2000 to address this challenge. The nonprofit has developed a unique hybrid model that leverages the private and public sectors to provide surgery to children from underserved communities. The ultimate goal of Kardias is that Mexican children with heart disease have access to excellent care.2

Kardias serves children through a specialized program at two centers, the National Institute of Pediatrics (INP) and the ABC Medical Center (ABC)—one of Mexico’s top private hospitals. High quality, complex surgeries are performed at both sites. The program team has more than 40 specialists in multiple disciplines. Since 2001, the team has performed more than 3,000 surgeries.3

The leaders of Kardias have four main goals: (1) to enable the sustainability of their program; (2) maintain high quality clinical standards; (3) increase the program’s impact by treating a higher volume of patients; and (4) become recognized as a center of excellence for treating congenital heart disease. PwC was engaged to assist Kardias in achieving these strategic objectives.

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2 https://www.kardias.org/

3 Ibid.
Building a foundation for sustainability retail healthcare

A team of PwC professionals provided pro bono assistance to help Kardias define its identity and the capabilities required to help grow and sustain the organization. They also helped restructure the operating and governance models, define a funding strategy and evaluate the physician compensation structure, to align with the overall strategy. They also helped restructure the operating and governance models and evaluate the physician compensation structure, to align with the overall strategy.

In addressing the operating model, PwC and Kardias focused on maintaining quality standards, increasing the number of high-complexity cases, collaborating with leading hospitals, and attracting more private patients in order to become more financially sustainable. They also established a structure to foster collaboration between the administration and physicians, who had been working in silos and had differing objectives. To help enhance governance, PwC recommended a structure that would help position the board to engage more directly with leading institution teams, to improve decision making.

The PwC team in Mexico worked jointly with PwC US colleagues to help evaluate the compensation structure and provide considerations and options to meet physicians’ needs and Kardias’ strategic objectives. They identified ways to help improve the structure, such as increasing transparency and establishing clear expectations and success measures. And they helped Kardias build tools to model the impact of future changes to the compensation strategy on the organization’s performance and sustainability.

Making a difference to children in need

The work of PwC helped Kardias align its members behind a single strategy, while providing the structure and roadmap that should allow the organization to triple the number of surgeries it can provide annually. The Pediatric Heart Center at ABC has expanded from an operating room that was shared with other programs, to a designated operating room and additionally a catheter lab and from three intensive care units to a unit with nine intensive care and step-down beds.

Kardias is positioned to provide a better, more aligned, transparent compensation structure for its physicians, and because of its emphasis on sustainability, it’s viewed as a desirable place to work. The organization is well positioned to attract and retain top talent, and to reach more underserved children while maintaining its high quality clinical standards.

Kardias is on a path to becoming more financially self sufficient, based on PwC recommendations. The emphasis on high standards is also paying off; the organization is leveraging its quality outcomes and scores to help negotiate directly with payers, enabling it to reach more patients and generate more revenue.

PwC’s work has helped to strengthen the groundwork for Kardias to work towards achieving its mission of providing high-quality heart care to children in underserved communities in Mexico.

“PwC’s support has been the trigger for a profound transformation within Kardias. The support they gave us to define our overall strategy gave us the tools we were long looking for to define the Pediatric Heart Center objectives and strategy.”

—Ana Luz Díaz Smith
Director, Kardias

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Walmart—Making a difference through health

A healthy retailer

Walmart is the #1 ranked company in the Fortune 500 with $500.343 billion in revenue; $50 billion coming from health related products and services annually. Walmart is a multinational retail corporation based in the US that operates over 5,000 supercenters, stores, neighbourhood markets and clubs nationwide and employs more than 1.4 million US associates.

Transforming perceptions of retail healthcare

Walmart understood the growing demand and lack of knowledge surrounding obesity, chronic disease prevalence and health literacy across the United States. They knew that by 2020, nearly 20% of the US GDP is projected to be spent on healthcare and saw an opportunity to make an impact in healthcare while catering to the 150 million consumers that walked through their stores every week. Walmart strived to transform how people thought about retail healthcare and unite the wide range of Health & Wellness products and services they already offered (e.g., pharmacy, clinics, DME, immunizations) while expanding into new programs and products based off their consumers needs’ (e.g., health literacy tools, insurance assistance, screenings, etc.).

Walmart’s goals were to: (1) broaden the assortment of products and services available to customers in the health and wellness space; (2) become a retail heath destination and create a one-stop shop consumer experience in health and wellness; (3) align business units to drive consumer education and engagement online and in-store; (4) stay true to their overall value proposition and deliver exceptional service while being cost effective.

Helping to build a one-stop shop

Walmart engaged PwC to help bring their vision of a one-stop-shop, retail health destination to life. The team facilitated strategy workshops with cross functional internal stakeholders, vendors, and agencies to align on overall brand strategy. This included designing a customer experience and defining content requirements for print/digital educational collateral, while enhancing operational efficiencies through playbooks and supporting execution.

Ultimately, by delivering a tailored and impactful solution aligned to Walmart’s mission, goals and strengths, Walmart leveraged 200 million transactions each week as touch points to help consumers on a journey to a healthier life. The programme resulting from the work was “Healthcare Begins Here”, a campaign aimed at assisting consumers with making smarter decisions on everyday health and wellness needs for themselves and their families.

Living better through health and wellness

In 2014, “Healthcare Begins Here” began as a passport to healthier living event at local Walmart stores throughout the country. Through the programme consumers were provided healthcare information to guide them on their journey to live healthier lives. Consumers also had access to several preventative services such as free blood pressure, blood glucose and vision screenings and access to immunizations and a one-stop-shop health insurance enrolment platform.

Critical to executing an event of this scale, Walmart also successfully managed over a dozen partners and sponsors to make the event a reality. This included mobilizing a successful partnership with a health insurance enrolment platform company, providing informational and enrolment stations at all 2,000 stores not just for the event but for many months following.

To date, the program has received numerous operational excellence awards within health and wellness and a distinctive company-wide merchandising excellence award, positioning the programme for continued growth and relevance. The program also broke numerous records for the amount of consumers who received immunizations, free blood pressure and free blood glucose screenings in an 8 hour period. Within one day, Walmart showed how powerful retail health can be.

The success of “Healthcare Begins Here” proved that Walmart can make a difference in healthcare and has led to other successful initiatives including new supplier collaboration opportunities beyond the pharmacy to reach the biggest winner: the customer.

“Healthcare Begins Here” ultimately reflects Sam Walton’s vision of helping consumers and associates save money and live better through health and wellness. Embracing this vision, Marcus Osborne, Walmart’s Vice President of Health & Wellness Payer Relations, explains: “From health screenings and immunizations to learning about eating a healthier diet and staying physically fit, [this] is just one way that Walmart wants to support [our customers’] efforts to live a healthier life.”

Key team members

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