Deloitte Life Sciences and Healthcare
Your partner in an age of reform
Doctor’s appointment
• Book OT or Bed
• Estimated charges including doctor’s fees

Advance Scheduling
• OT provides OT listing in advance
• Back-office staff receive list for initial patient contact

Pre-admission centre
• Back-office staff calls and briefs patient on necessary activities and documentation required for admission
• Provided accurate estimation of charges
• Performs financial clearance

Verify Third-party payer
• Checks eligibility
• Provides feedback to admission staff within 24 hours for completion of financial clearance

Patient arrives and check-in
• Guide new patients through the process
• Admission staff perform financial counselling and admission

Patient is welcomed at ward
Deloitte is a global professional services firm with over 170,000 people in 150 countries, rated No. 1 in the world in management consulting and No. 1 in Life Sciences and Healthcare*.

*Kennedy Information, Global Consulting Marketplace 2010-2013
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Deloitte footprint in Africa
The Deloitte Life Sciences and Healthcare team provides services to healthcare and life sciences clients in both the public and private sectors. We support our clients across a broad range of business competencies from business growth and innovation to crucial strategic and operational disciplines.

The South African team is part of the Deloitte global Life Sciences and Healthcare practice, which has been independently rated as a leading global Healthcare management consulting practice, spanning both developed and developing economies by Kennedy. This provides our Southern African clients with access to the expertise and experience of:

- Up to 7 600 practitioners in 76 countries
- We work with over 80% of the 2012 Fortune Global 500 healthcare companies.

Deloitte industry specialists can help you refine your business models through innovative partnerships, improved processes and effective compliance through:

- Expert industry knowledge in South Africa and the African continent
- Specialists who work closely with private and public healthcare organisations
- Access to global healthcare best practice

It’s this mix of global depth and local relevance that makes Deloitte Life Sciences and Healthcare such a valuable resource for our clients.
eHealth has been the buzzword in healthcare for the last two decades. “eHealth is the overarching term for the range of tools based on information and communication technologies used to assist and enhance the prevention, diagnosis, treatment, monitoring and management of health and lifestyle. – European Union”.

The Internet revolution has witnessed the development of exciting new systems to improve healthcare; from clinical decision support systems, to electronic medical records and genome sequencing systems. Science has always had the luxury of generous investments in computing power but with the birth of eHealth it has become possible to transfer this high-power computing into the hands of nurses doing remote monitoring, pharmacist using robotic dispensing and managed care providers proactively managing their members using gamification.

Technology-enabled programmes are emerging in all lower-income countries. India in particular leads in terms of the absolute number of technology-enabled programmes, but the percentage of such programmes is relatively uniform across regions.

Technology solutions appear to be emerging across all areas of health, with HIV and AIDS, general primary care and maternal and child health in the lead in terms of absolute numbers. However, Technology is more likely to be adopted in certain areas of healthcare. For example, the majority (65%) of emergency programmes are technology-enabled, whereas only 31% of HIV and AIDS programmes use Technology.
eHealth is the overarching term for the range of tools based on information and communication technologies used to assist and enhance the prevention, diagnosis, treatment, monitoring and management of health and lifestyle. – European Union

eHealth is the use of information and communication technologies (ICT) for health. – World Health Organisation
More recently there have been significant developments in mHealth. mHealth is similar to eHealth; however, the differentiating factor is the channel through which eHealth can be delivered using mobile devices. Typical characteristics evident in mHealth:

The majority (75%) of mobile healthcare deployments focus on improving the efficiency of the healthcare workforce and systems while a smaller portion of services (20%) are dedicated to distributing prevention and awareness messages. South Africa and Kenya lead African countries presently in mobile health deployments. Over the next five years, there is an expectation that the mHealth market will grow largely in terms of diagnosis and monitoring applications.

In order to extract the inherent value of eHealth, Africa must find solutions to enable skills development and infrastructure investment to support and enable eHealth initiatives, both in the public and private sector. This is currently augmented by entrepreneurs in Africa who are driving initiative to enable eHealth on a commercial/enterprise level. This allows for innovation relating to how services are packaged and delivered.
## Deloitte views on eHealth

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<tr>
<td>Kamal Ramsingh</td>
<td>Reinhard Arndt</td>
<td>Jaco Pretorius</td>
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For an organisation to implement mHealth it requires:
- Mobile strategy that coordinates the organisation initiatives for mHealth
- A strong back office: mobile health rarely exists in isolation and needs to be integrated with existing systems
- Mobile device management to support interoperability and portability across different technologies

For an organisation to successfully implement an ERP system it requires:
- A clear IT strategy and roadmap, detailing the types of technologies required and how these are to be implemented
- A current maturity assessment and commitment to the maturity level the organisation wishes to progress to. This may require some initiatives upfront, such as the creation of shared services.

For an organisation to successfully implement workforce management and clinical information systems it requires:
- Executive management support to lead the implementation
- The implementation to be carried out by the firm’s top employees
- Processes to be standardised where possible
- Buy-in from all stakeholders, for example doctors
Deloitte Life Sciences and Healthcare offering
Deloitte Life Sciences and Healthcare offering

The Deloitte Life Sciences and Healthcare team is assigned to provide high-quality, value-added services. The Deloitte network of professionals will be available at all times to provide subject matter expertise and field experience in designing and executing solutions.
Our Strategy and Innovation (S&I) teams bring deep industry experience, rigorous analytical capabilities and a pragmatic mindset to our clients’ most complex business problems. Our strategy capabilities span corporate and business unit strategy, M&A strategy, sales & marketing and operations. Our operational capabilities reflect the unique issues faced by manufacturing organisations, service businesses and infrastructure operations. These are joined with capabilities in finance, performance management and business restructuring.

Adopting a unique approach of amalgamating traditional and non-traditional mechanisms to business strategy development, The Deloitte S&I practice is at the forefront of leading the global healthcare industry into the next paradigm in achieving a nearer state of demand–supply equilibrium.

The S&I practice works with clients across industries and sectors to drive business value through end-to-end delivery of solutions based on “Heart of the Business” operational improvements. We improve our clients’ profitability and business productivity by enhancing core elements of the business model, creating value through process simplification, operating cost reduction and service improvement.
Our professionals are aligned with an S&I service line to promote the development of deep functional skills and experiences and to maximise our ability to tailor solutions to solve our clients’ business issues. Our S&I service lines include:

- Corporate Strategy
- Programme Management Office Services
- Supply Chain
- Clinical Trials/Comparative Effectiveness
- Globalisation and Market Entry Strategy
- Clinical Services/Medical Management
- Clinical Effectiveness
- Hospital System Organisation Redesign
- Performance Improvement/Turnaround & Restructuring

- Growth and Innovation services
- Strategy
- Planning and design
- Economic Advisory services
- Enterprise cost reduction and transformation programs
- Shared Services
- Customer transformation programs
Actuarial and Analytics solutions
The healthcare environment is a complex industry faced with common challenges across the globe. The impact of rising healthcare costs and the shortages of resources places healthcare at the top of many government and leading business institution’s agendas. In particular, the two-tiered system of the South African environment creates significant challenges from rising healthcare costs in the private sector due to the lack of tariff regulation, lack of risk equalisation within an open enrolment and community-rated environment which is compounded by the fluidity of the legislation governing the private sector. At the other end of the spectrum, the public sector is plagued by a different set of problems, mainly, the insufficient quality and quantity of resources ranging from skilled labour, medical equipment and the basic necessities.

Thus, across the globe, there are a number of questions that keep healthcare shareholders and trustee members awake at night. These include how to:

- Provide access to affordable and quality healthcare
- Support economic growth and development
- Improve bottom-line, etc.

Our actuarial healthcare practice goes beyond the traditional realm of consulting to deliver strategic insights into healthcare challenges for both healthcare and non-healthcare organisations. At a strategic level, we believe that the provision of high-quality information is necessary to provide both direction on potential courses of action to pursue and the possible impacts of those actions.

Our value proposition relies on considering medical service delivery management in a holistic sense. Our understanding and experience in the above challenges (coupled with the ability to quickly respond with integrated, comprehensive solutions) put us in a unique position to help.
Our strength lies in our ability to combine our actuarial, financial and management capabilities with clinical and operational expertise.

Our strength lies in our ability to combine our actuarial, financial and management capabilities with clinical and operational expertise. This enables us to provide both holistic and practical advice to all our clients. Deloitte consultants and solutions build capacity of the institutions that make delivery of quality healthcare possible in areas including: organisational development and capacity building, financial management, healthcare policy and financing, healthcare operations, supply chain management, actuarial and econometric modelling. Our service offerings for the various healthcare organisations are summarised below:

Pricing:
• Service provider tariffs – Activity-based Costing
• Contribution rates for existing or new medical schemes

Risk Management:
• Fraud services through OCR – Optical Character Recognition
• Enterprise Risk Management policies and modelling
• Risk-based Capital Assessments

Valuations:
• Medical Scheme valuations
• Benefit Design
• Post-Retirement Medical Assistance valuations
• HIV/Illness modelling

Strategic and Business Advisory
• Business plans for health insurers
• Recovery plans for medical schemes
• Operational plans for non-healthcare providers
• Contract and procurement consulting
• Corporate Governance design and review
• Monitoring and evaluation functions for healthcare and non-healthcare providers

• Funding levels for Donor Organisations, Occupational Funds, National and Social Health Insurance systems
Auditing

We are the appointed auditors to various healthcare providers and funders ranging through the full spectrum of healthcare locally and globally.

In addition, we are engaged to perform various special purpose engagements as directed by client and regulatory requirements, for example:

• Factual findings engagements
• Regulatory return audits
• Accounting opinions

Corporate Finance

The Corporate Finance team offers “one point of call” encompassing every aspect of a transaction from identifying potential acquisition targets to providing transaction support services such as advising on JSE compliance.

Our understanding is that many healthcare companies are considering growth strategies involving potential acquisitions and/or disposals of businesses or divisions that are no longer wanted. As Deloitte Corporate Finance, we are able to provide the following:

• Identify potential acquisition targets, interested parties and investment parameters (financial and non-financial parameters)
• Develop transaction pricing models, deal information, project plans and deal considerations
• Suggest tactics and manage negotiations between parties
• Manage the entire transaction process from start to finish
• Coordinate legal documents
• Assist with capital raising, both debt and equity, for financing the approved acquisitions

In addition to the above, Deloitte can offer transaction support services in:
• The valuation of potential targets/disposals in pricing the transaction or for making an offer for approved targets
• Buy side due diligence reviews in respect of approved targets or seller/vendor due diligence for potential disposals
• All stages of the listing process
• Compliance with the JSE and other regulatory bodies

Functional specialists, coupled with Deloitte M&A teams, provide a centrally coordinated multidisciplinary team capable of delivering real value to the transaction process. Deloitte leverages this expertise across its extensive network to provide independent, objective and focused advice and analysis to assist in timely decisions in M&A.
Human Capital

South Africa’s healthcare spending is forecasted to grow steadily through 2014, driven by a high disease burden and rising per capita income. This growth has implications for the healthcare workforce and requires effective Human Capital Management.

Additionally, a number of key trends have a bearing on the Human Capital requirements of the Life Sciences and Healthcare (LSHC) industry, including: an aging population and increasing life expectancy which is driving demand; the shortage of healthcare professionals; spiralling costs and overwhelmed health systems; cost containment drivers and the need for alternative delivery models; and finally the role disruptive innovation plays on current strategies.

The challenges posed by this dynamic environment necessitate specific responses intended to: support the creation of market responsive engagement channels; increase the focus on Talent Management; leverage resources more effectively; leverage economies of scale through efficient structures and the sharing of back-office infrastructure in particular, and to enable the design of functions which are flexible enough to scale for growth.

Human Capital Management is increasingly important for business success – in the era of client-oriented organisations, employees determine the quality of the customer value proposition and significantly influence company profits. Not only are they the most difficult form of capital to secure but also the most crucial factor for business success.

Deloitte Human Capital is South Africa’s largest Human Capital advisory and solutions team. Our vast experience and global expertise across the Human Capital value chain enable us to draw on a vast repository to create targeted and tailored solutions to address specific client needs.
Our core Human Capital services are driven by industry, and often integrated with complimentary Deloitte services in Strategy & Innovation, Technology, Tax, and Enterprise Risk. Our Human Capital capabilities and solution suite supports our clients to develop fit-for-purpose, end-to-end Human Capital solutions.

**Risk advisory**
As a result of today’s competitive business environment, risks and uncertainties have become prominent topics for all organisations.

Fast-growing industries and a shifting landscape have created a gap in the market for many organisations to prosper, and this inevitably creates a platform of risks. Managing these risks has become an intricate part of everyday business for organisations and Risk Advisory offers clients end-to-end solutions for all their risk management needs.

Risk Advisory is committed to protecting and creating value for organisations by taking a risk-intelligent approach towards managing financial, regulatory, technology and business risks, including:

- In-depth perspectives based on years of experience serving top clients in a full range of industries
- A micro-approach that provides insight at both the sector and sub-sector level
- Proprietary research and cutting-edge thought leadership
- Targeted benchmarking and competitive analyses

Please consult the individual industry pages to learn more about our offerings.
Tax Services

The South African tax environment is complex and dynamic, which makes accurate and professional advice on tax matters imperative. Our objective is to provide tax services that integrate business objectives with tax saving opportunities. Deloitte Tax is able to meet this demand in a proactive manner.

The Life Sciences and Healthcare (LSHC) industry has certain specific features which require careful consideration from a tax perspective.

From our experience, the majority of tax exposures at our clients result not from errors by the tax department. Rather, it is from the lack of awareness by the operating divisions of the tax implications of their decisions.

In addition to solving specific challenges, our objective is to assist clients to implement systems and processes that result in optimal management of their tax issues.

Our team of highly specialised lawyers and accountants, who comprise the Tax practice of Deloitte in South Africa, provide our clients with access to a synergistic combination of world-class technical skills. It is this combined skill set – bringing two different perspectives to our clients’ business challenges – which helps us to assist clients to meet their local and international tax challenges successfully. Deloitte Tax clients can be assured of receiving thorough, robust, reliable solutions.
Our Tax practice in South Africa is set within the global Deloitte framework and regularly contributes to, and shares in, the firm’s international resources.

Our team can provide assistance in the following areas:

- Tax Management Consulting
- Tax Strategy and Risk
- Tax-enabled ERP
- Company re-organisations
- Incentives
- International Tax
- Transfer Pricing
- Value-added Tax (VAT)
- Employees’ tax
- Tailored tax training
- Importing of goods
Technology
Deloitte provides a deep technology competence to assist our clients in aligning their technology initiatives to their chosen business strategy. Given today’s challenging business context and the inextricable entwinement between strategy and technology, any technology initiatives that are not tied to specific, measurable goals are nothing more than an empty promise. Deloitte operates in the critical juncture where IT and business meet.

This intersection is crucial to the competitive advantage and financial health of a company. Our methodologies, tools and best practices are continually reviewed, refined and updated, and our direct access to the global Deloitte network of specialised resources and experts gives us a strong competitive advantage.

In the LSHC industry, there has been a gradual move towards electronic healthcare solutions, with most organisations focusing on the back-office. However, with recent advances in clinical decision support solutions and the sophistication of health informatics, many organisations are looking to implement electronic healthcare solutions as a mechanism to start either growing or guarding their revenue base. Today, technology transformation is clearly seen a source of competitive advantage both in relation to differentiation in the market and cost efficiency. It serves as:

- An enabler for timely new service launches (based on capabilities in billing, customer care, service fulfilment, service assurance and delivery platforms)
- A vehicle to enable business rationalisation, both within and across organisational entities
Our Technology services relevant to Life Sciences and Healthcare include:
• IT Strategy
• Technology-enabled Business Transformation
• Application Management Services (AMS)
• Core Administrative Systems Implementation
• Systems Integration
• Lean IT
• Products/Exchanges (HIX)
• Clinical Information Systems (CIS)
• Health Information Exchange, Health Information Technology (HIE/HIT)

We recognise that in the Life Sciences and Healthcare industry, technology transformation programmes carry an above-average complexity. It reaches and impacts almost all parts of an operator’s infrastructure, people and processes. Deloitte has a proven track record globally with implementing large-scale solutions for clients like global pharmaceuticals and a range of hospitals operating in Europe, America and Asia. And a range of public and private healthcare insurers.
Deloitte Signature Solutions
Corporate strategy in an age of Global healthcare reform

The growing unsettlement in the markets in which Life Sciences and Healthcare (LSHC) operate has driven organisations to reconsider their strategic planning process. The traditional strategy planning process does not cater for the wide range of needs of different firms and entities. With the extensive experience in designing and executing business strategies for a range of organisations, Deloitte has developed its own strategic planning methodology, that encompasses four key steps: 1) Think, 2) Design, 3) Execute and 4) Measure.

The Thinking process entails framing the environment in which the organisation operates, and it focuses on the organisation and its environment, future ambition, current trajectory and incumbent strategy process and practices.

The Design phase revolves around designing the strategy process, the strategy and the strategy plan – all in a collaborative manner to ensure leadership alignment and stakeholder buy-in. Once design is complete, Execution commences, which includes business planning, aligning projects to the strategy and identifying initiatives developing and linking budgets and resources to the plan, and if required, setting up an office to manage the strategy and its execution. The final phase is about developing performance measurement criteria that can be used to evaluate the performance of the organisation against the strategy and identify corrective actions.
Given current global healthcare reform, advancement in technology and healthcare consumerism, there is pressure on businesses to ensure that they are strategically agile and that strategies are multi-dimensional – focusing on both the business of today, as well as the business of tomorrow.

Deloitte works with clients to enable them to remain strategically agile and develop executable strategies through a broad range of strategy planning and development tools and frameworks. The Deloitte team combines multi-disciplinary strategy perspectives with the deep experience in the LSHC industry, operations in global markets and a sound understanding of regional and national challenges.
Innovating Life Science and Healthcare business

The convergence of technology, increasing competition between out-of-hospital service providers and a growing and dispersed consumer base intent on curbing costs have created a pressure cooker environment for incumbent service providers. Traditional business models are less effective and demands to offer more, but integrated services to buyers of out-of-hospital services (including patients, medical aids and doctors) has opened market spaces for new or incumbent players to enter and change the competitive environment.

The Deloitte Innovation practice leverages a combination of practical experience into local markets in Africa, with insights into global trends affecting healthcare provision, to advise clients on how best to structure their approach to developing new revenue streams derived from addressing buyer needs. We pride ourselves in having created tangible benefits to our clients, though seamless execution of our recommendations from strategy to business launch.

The impact of Deloitte interventions have provided our clients with:

• New ways to access previously inaccessible markets by leveraging technology and new business models that address previous unmet needs
• New channels and approaches to interact with clients, resulting in increased customer loyalty and lower cost of service
• Deeper insight about their customers, resulting in improved packaging and servicing of current solutions to buyers
**mHealth**

Deloitte was recently involved in assisting a large African Telco, in building a capability for an mHealth platform.

Having set the African mHealth landscape, a deeper Deloitte embarked on a deeper level of analysis, focusing on assessing revenue models for current mHealth deployments and assessing the industries’ maturity in respect to these models was undertaken. This was enhanced by an ideation process focused on developing a health solution premised on the current client footprint in Africa and leveraging their membership base.

Aptly put, Deloitte had embarked on taking the client through a journey of opportunities through to commercialisation, centering on the various components of healthcare value chain and building a platform whereby healthcare, technology, people and communications converge.

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**Proactive management of medical scheme fraud**

The Medical Aid industry continues to be exposed to fraud and its related activities. There is no accurate data on the extent of healthcare fraud in South Africa; however, it is estimated to cost the industry between R3bn and R15bn annually. This fraud negatively affects not only the medical scheme but also their members through increased member contributions and financial losses.
The South African Medical Association estimated that around R400 of a member’s average contribution in 2010 (up from R150 in 2002) went to combating and covering losses due to fraud. If unregulated, extensive dishonesty [fraud] can place an entire medical scheme and its members at risk.

Until now, provider and member fraud detection involved retrospectively analysing claims to identify patterns, sifting through paper claims identify “different looking” claims or good-old-fashioned luck and tip-offs – all of which are complex and time-consuming; although fraud can be similar in content their appearances are not usually identical.

By using Optical Character recognition (OCR), data mining and expert encoding against our form of rules and algorithms, we are able to recognise clusters and patterns of suspicious behaviour by matching them to practice specifics and given inputs.

The system presents potentially fraudulent items to an agent for final verification, and if the invoice is deemed to be fraudulent the system is updated to be alert to similar characteristics across other invoices – i.e. the neural network learns from suspicious patterns.

Deloitte has been assisting major financial institutions across Europe and the United States in applying similar methods for discovering potential fraud, and is now deploying this solution within South Africa.
Employee Wellness
Wellness programmes typically focus on the prevention of illness and the promotion of a healthy lifestyle. Deloitte believes that broader wellness programmes should consider aspects such as prevention and promotion of health (incl. medical aid, occupational health and employee assistance programmes), safety in the workplace environment (incl. health & safety and group risk functions) and managing ill health (incl. absentee management, rehabilitation, incapacity management and return to work services).

Traditionally corporate/workplace wellness programmes have focused on activities such as healthy eating and promotion of an active lifestyle. However, the fields of “health” and “wellness” are beginning to merge as the body of evidence grows, showing that there are a number of interrelated factors that influence our health and wellness.

Factors (known as the “determinants of health”) are growing to include (amongst others) income and social status; social support networks; education, employment/working conditions; social and physical environments; personal health practices, genetic endowment; health services; gender and culture and coping skills.

At Deloitte, we have a different view: meaningful wellness programmes can help improve organisations in various circumstances and are increasingly essential to position an organisation competitively with regard to productivity, talent management, and operating expense.

However, to achieve this they need to be simple, consistent and actionable. In addition, there needs to be commitment by the organisation and its office bearers to the implementation; and perhaps most crucially, an objective and quantifiable means of measuring the impact of their wellness programmes.
Deloitte has a proven track record in assessing, planning, developing and implementing comprehensive health and wellness services for a range of clients. Our approach has been to understand the current delivery and corporate agenda and to match this with qualitative and quantitative assessments, health and financial drivers, as well as best practice in order to design client-specific health and wellness strategies.

**Clinical Audit**

Clinical audits generally aim to assess the structure, process and outcome of the clinical service provided by an organisation. As part of an internal audit, Deloitte focuses on two of the three elements:

- **Structure**: Looking at the systems within which we work, for example the management structure, accommodation, equipment, staffing and training
- **Process**: Examination of the processes involved in the delivery of care from initial referral to delivery of a radiological report including for example quality management of the processes, justification, waiting times and examination practices and protocols

Clinical audit is a circular process system by which the effectiveness of clinical structures and process are constantly reviewed in a systematic manner in order to drive continual improvement. The clinical audit will compare actual practice to the agreed measures and standards, as well as the level of compliance with standards. Where required, areas of concern will be highlighted and remedial actions recommended for implementation; and they will be re-measured to gauge improvement.

Deloitte recognises that a clinical audit is a professionally led exercise and is an essential component in clinical governance and the delivery of quality clinical care.
The aim of clinical audit has, and always will be quality improvement. Clinical audit is a team endeavour – nationally, regionally and locally. It is imperative that all key stakeholders are actively engaged in the process.

**Organisation Design**

Organisation Design (OD) is about making organisational strategy into a reality and integrates diverse elements of people, business process and technology. Achieving a successful design is not as simple as it seems. The task is often seen as one of merely “rearranging lines and boxes” to respond to the preferences of senior management. In contrast to some schools of thought around organisation design, our approach is based on sound principles and analytical rigour.

It is an essential prerequisite for transforming other elements of the organisation besides the structure – including systems, behaviours, mind-sets and the skills – so that the new organisation can be designed within the constraints of what is feasible and realistic.

Such an implementation may result in the creation of Shared Services and Centres of Excellence to optimise the use of resources within the organisation and improve delivery. Deloitte utilises skills in establishing the relevant governance structures required to support the operating models to ensure that together with a redesigned operating model leads to organisational effectiveness.

We support clients to organise and optimise resources and employee effectiveness; a well-designed organisational model provides a platform for unlocking the full capabilities of people, processes, systems and channels.
As One
Strategy Execution often fails because there is no common understanding of how people are to work together. As One is a process designed to help organisations interact effectively in order to achieve common goals. As One provides a comprehensive and systematic way of understanding the degree of organisational coherence behind a specific set of strategies. A range of possible levers and targeted interventions enable precise and focused action to enhance strategy execution.

For instance, As One can be used as part of a strategic change process to align business units of the organisation towards the achievement of the goal such as a scalable organisation, augmenting the desired culture and driving the required discipline to enable their growth aspirations and easy integration of new entities. The As One diagnostic is used to support the change management and migration activities of a project, as well as assisting leadership with driving collective action across the organisation.

As One can be used as part of a strategic change process to align business units of the organisation
Deloitte Life Sciences and Healthcare team

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Doctors and nurses focused on patient
- Well-coordinated service between ward and ancillary departments
- Doctor’s remotely monitor patients
- Clinical workflows to support evidence-based medicine

Patient- and family-focused discharge planning
- Clear messaging around discharge plans
- Updating and involving family in discharge planning process and decision-making
- Clearly articulating all post-hospital options for the patient
- Emailing education materials to patients

Improved inhouse charge capture
- Touch screen and natural scribing
- Single point of capture
- Ontology-based Business Intelligence

Seamless discharge process
- Ward sends alerts to back-office and ancillary departments on patient’s discharge
- Doctors receive SMS/call to quickly update their fees and surgical codes
- Ancillary departments updates last-minute charges
- Pharmacy prepares take home medication
- Back-office staff generate bill and print out incidental charges billed to patient
- Patient receives copy of incidental charges bill, pays at cashier through credit card
- Two days after discharge, the patient receives his/her final bill
Proper handover of AR case from LBO to CBO
- LBO staff to submit claims (LOG) to BUPA
- Upon reaching end of credit terms, LBO transfers patient’s case to CBO

Final bill and required documents submitted to third-party payer
- Acknowledgement of receipt from third-party payers

Friendly customer service inquiry
- Customer inquiry staff receives a call from patient to follow up on status

Quick conversion of payment method in the system
- BUPA came back to CBO after 90 days with denial of patient’s claims
- CBO converts patient as a “self-pay” patient
- LBO re-generates the bill
- CBO informs patient of charges due
- Acct Exec reports the case to B2B committee for review

Patient settles his hospital bill
- Payments may also be made online (TT/Credit Card)
- AR aging of Michael’s case did not age more than 90 days

Timely and accurate filing to manage denials
- CBO follows up with BUPA on patient’s claims based on credit terms set with BUPA
- Patient is aware that in the event BUPA did not respond to claims within 90 days from time of submission of claims, he will bear the charges – this is based on the PAF

Pro-active follow up of CBO Collection Team
- CBO staff under Self-Pay team receive patient’s case in the work list, follow up with Patient

Ar Collection
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