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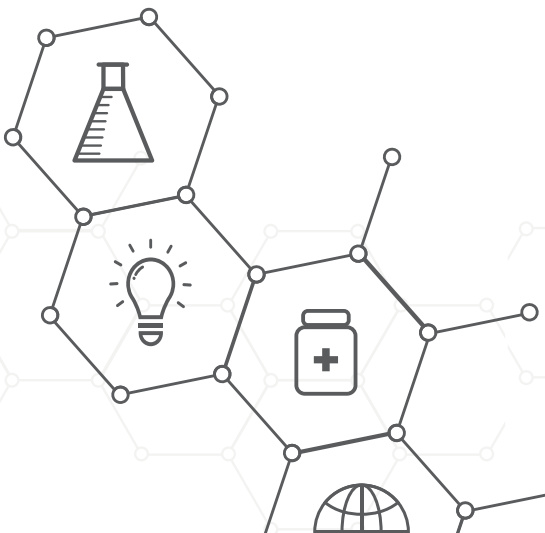
2024 Global Health Care Sector Outlook Perspective

Navigating transformation with Oracle

As health care costs continue to escalate globally, the accessibility and affordability of care remains a critical concern. At the same time, the health care workforce is under strain. Health care providers worldwide face deep clinician shortages, even as they implement innovative approaches to improve pay, reduce burnout, and build trust in the workplace. Meanwhile, evolving patient demographics, new care delivery models, and growing sustainability demands are confronting clinicians and administrators alike with the imperative to adapt.

Many of these challenges may sound familiar since they have persisted for some time in the wake of the COVID-19 pandemic. What has changed; however, are the tools health care providers now have at their disposal to effect profound transformation. As detailed in the Deloitte 2024 Global Health Care Sector Outlook, the sector is poised to get a much-needed boost from advanced technologies. For many organizations, the way forward in 2024 will be shaped by innovation, sustainability, social care integration, cost management, and workforce adaptation—and many of these innovations will be driven by the integration of artificial intelligence(AI) and machine learning(ML) technologies.

This perspective examines the Deloitte 2024 Global Health Care Sector Outlook through an Oracle lens exploring how organizations could capitalize on each theme by applying connected, intelligent technology platforms. We hope it sparks ideas for harnessing the power of the Oracle ecosystem and Deloitte's deep sector experience to create data-driven, human-centric health care experiences—and ultimately reimagining the future of health.



Transforming health care with AI

More than three years after the COVID-19 pandemic, many health care systems globally are still struggling with its lingering effects. The need to reduce costs and improve access to care—while confronting a shortage of skilled workers and clinicians—has driven some health care systems to adopt emerging technology to fill the gaps. New systems and tools offer health care organizations a chance to personalize patient interactions and treatment, taking pressure off clinicians for routine care and enabling them to focus on the procedures that require their expertise and training. AI, including generative AI, and other forms of intelligent technology have the potential to further streamline both administrative and care processes for health care providers.

The potential for financial benefits, improved care delivery, and more efficient uses of resources is fostering great enthusiasm for AI in 2024. AI's largest and most immediate impact may be its role in streamlining administrative processes and reducing expenses. Hospital CEOs face three core business challenges: 1) reducing costs; 2) recruitment and retention of staff; and 3) staff burnout. AI has the potential to address all three by easing documentation burdens, supporting pre-op workflows, and simplifying insurance claims, for example. In addition to streamlining services, predictive AI could forecast patient volumes and help hospitals adjust staffing and resources by anticipating future resource needs, analyzing detailed data, and identifying high-impact patterns and trends. Meanwhile, Generative AI can leverage the various datasets that contribute to medical diagnoses and treatments, including electronic health records (EHRs), sensors, and wearable devices, to help detect illnesses, interpret test results, and prioritize patients with the most urgent needs.

Oracle perspective

AI has the potential to indelibly transform health care by optimizing both administrative functions and care delivery. Companies that invest in AI early and identify opportunities for applying it across the value chain will likely gain a competitive advantage. AI offers the opportunity to deliver more personalized care to patients, reduce time to treatment by augmenting processes like patient referrals and prior authorizations, managing repetitive tasks within clinical and front office workflows – as well as the opportunity to improve access to care while reducing the cost of care delivery. With this potential, comes the acknowledgement that AI is a tool to support health care transform-- not the sole driver. Health care organizations should take steps to ensure AI is deployed responsibly and its use and processes are transparent and auditable.

"AI is here. If you're a health care organization and you don't know how you're going to address and tackle it, you're already behind."

-Marc Perlman
Managing Director
Global Digital Care Leader
Deloitte Consulting LLP

A bold digital transformation plan centers around a robust and agile technology to seamlessly connect the systems record and disparate sources of data to eliminate silos. An open platform that is vendor agnostic, capturing information from any EHR, database, data source or format, and location with the scalability to grow with your organization's strategic goals. Oracle Cloud Infrastructure (OCI) is an open, agile, and scalable platform that is purpose-built to be effective, efficient, and secure. World-class security is built into the bedrock and ensures secure bidirectional data flow; access permissions according to your established organizational guidelines. OCI's integrated AI/ML provides seamless application of predictive analytics and delivery of actionable clinical and financial insights in near real-time, supporting mission-critical decision making, your business goals, and your

Deloitte AI Dossier

No matter how you look at the landscape, AI is rapidly becoming a competitive necessity in the health care sector. They key is understanding what AI can mean for your organization. The Deloitte AI Institute created the AI Dossier to give leaders in different industries summaries of key issues and opportunities, and how AI can help achieve them. The AI Dossier includes top application of AI in every major industry, along with considerations for trustworthy AI and risk management.

success. No code low code capabilities mean the ability to build native apps serving your unique challenges with confidence. OCI also offers services to support or augment your workforce's cloud build initiatives.

Further, Oracle Health Data Intelligence consolidates data from disparate sources, such as payer systems and EHRs, etc., to provide a single source of truth delivering a comprehensive view of patient and population health. Oracle Health products, including its clinical digital assistant*, ehr, and care management solutions, work to help solve administrative challenges, assist clinicians, and reduce costs. These and other Oracle Health solutions feature natively embedded AI capabilities built on trusted algorithms. These capabilities can help accelerate the provider's workflow and assist with a variety of processes to combat the shortage of workers across clinicians, researchers, administrators, facilities managers, and everyone in between. From a clinical perspective, use of AI is still in its early stages, but it is beginning to help clinicians be more proactive in their care. The ability to integrate from multiple sources, collecting data such as hospitalizations, out-patient records, financial information, and health plan benefit information can lead to better AI models, which can be used to answer questions across the entire spectrum of health care—from how do you keep somebody healthy to how do you take care of them when they are sick.

Addressing cost and affordability

The cost of health care continues to define the quality, access, and affordability of health services worldwide. Some developed countries, such as the US, Canada, and UK are facing rising health labor costs driven, in part, by worker shortages and reliance on contract staffing firms that often raise prices in the face of surging demand. Many countries are also dealing with inflation and commensurate increases in the price of drugs, consumables, and other materials. While workforce expenses and inflation are major drivers of rising health costs, other factors also contribute, such as aging populations and the cost of maintaining care facilities. In response, health care organizations globally are beginning to implement innovative technologies, such as virtual wards and AI-enabled diagnostic tools, to reduce costs for treating chronic diseases and providing age-related care. And, this is likely the start of a larger technology trend. With pressure coming from all sides, traditional cost-cutting may no longer be enough. The current cost environment requires new strategies to transform the organization through digital enablement.

Oracle perspective

The Oracle Health suite of solutions is built on an open health care platform with intelligent tools for data-driven, people-centric health care experiences. With an open architecture, Oracle Health brings together disparate technologies, integrates data from multiple sources, and helps enable organizations to reduce administrative costs by automating workflows and operational processes.

"To withstand the multifaceted pressures facing the health care sector, leaders will have to start thinking in terms of a holistic platform with unified data instead of disparate point solutions that may solve one problem but create another."

-Bharat Sutariya
Senior Vice President
and Chief Health Officer
Oracle Health

But, it is one thing to cut administrative expenses; it is entirely another to bend the utilization curve in the right direction, which also needs to happen to effect lasting change. Accordingly, more and more organizations are extending beyond the four-wall care delivery model of treating patients inside hospitals and clinics by embracing telehealth and other virtual solutions. In-home or virtual visits can be more cost effective for the health care provider as well as more convenient for the patient. A data-driven approach is key to determining the most appropriate venue of care for patients and guiding them toward it.

Ultimately, making health care sustainable and affordable comes down to: 1) investing in wellness so healthy people stay healthy for a longer period of time; 2) making sure people get the care they need when they need it in the most suitable and appropriate place; and 3) achieving the best outcome for each care transaction. Oracle helps facilitate all three of these objectives by incorporating intelligence into its solutions so health care providers do not have to manually sift through data from multiple sources to make informed care decisions. The Oracle platform has the built-in data integration and AI capabilities needed to empower the workflow across patients longitudinally throughout all phases of their care journey-- and their lives.

Responding to the looming global shortfall in health care workers

The shortage of health care workers during the COVID-19 pandemic added a new dimension to the global public health crisis. Several factors contributed to the shortage of professionals, including burnout, high vacancy rates in health care facilities driven by a limited talent pipeline, changing demographics, and increased migration rates. Even with labor-saving technology, such as AI, demand for health workers globally is expected to surge by 29% in the next decade. Meeting that demand requires the industry to transform care models, redesign jobs, and rethink employer-employee interactions, including how to stem burnout and retain workers. In addition to building trust and paying clinicians more, technology can ease some of the biggest contributors to burnout, such as administrative tasks. AI has the potential to ease documentation burdens, handle pre-op workflows, and assist with insurance claims, for example.

Implementing technology can be an expedient way to give time back to workers. For instance, optimizing clinicians' workflows by removing low-value activities, such as reducing the number of EHR clicks, can be a quick win. New work modalities, such as virtual nursing, which take advantage of remote work possibilities and can lessen demands on bedside nurses, are longer-term investments.

Oracle perspective

Health care providers today are straining under a cognitive burden created by a deluge of data, increasingly complex rules and reporting requirements, and check-the-box administrative activities. To combat burnout and attract and retain workers, organizations need to consider how to decrease this burden and uplift the employee experience. Through its suite of Oracle Health solutions, Oracle is focused on helping health care providers to do just that through advanced automation and by organizing and presenting information in a highly consumable, but pertinent and contextual manner. With Oracle technology, a clinician can view a patient's chart and understand the issue at hand. Oracle Health Seamless Exchange makes this possible by de-duplicating and integrating multiple internal and external information sources into the patient record, which the clinician can then use to make informed decisions.

From a personnel perspective, Oracle's supply-and-demand mapping capabilities can be used to help facilitate available health care professionals "working at the top of their licenses," meaning they are appropriately matched with patient demand so they can supply the highest level of skills they are permitted to provide. To further enhance the clinician experience, Oracle is focused on creating advanced predictive workflows.

For instance, clinicians need to ask patients about smoking. Where is the best place in the workflow to do that? Does a doctor have to ask about it every time?
No, a medical assistant can probably do that earlier in the process. Oracle Health Clinical Digital Assistant* can help providers by capturing information at an appropriate place in the workflow, thus helping limit repetition and save time. Overall, Oracle Health's suite of solutions supports ease of use, predictive workflows, and autonomy for health care providers, which ultimately helps foster enhanced employee experiences by enabling clinicians to spend more time with patients and less time doing administrative work.

"You can't underestimate the potential for AI to help transform health care, but you also can't underestimate the complexity of the journey. It's not the technology that will determine success or failure; it's bringing clinicians and business decision-makers to the table to sort out the thorny aspects of ethics, compliance, and change management so everyone feels comfortable using it."

-Dr. Sarah Matt
Vice President,
Healthcare Markets
Oracle Health

The role of social care

Rather than taking social determinants, such as environment or economic stability into account, the global health care sector has traditionally focused on treating illnesses through medical specialists and health centers post hoc. To address rising health care costs, health care providers, governments, and stakeholders around the globe are shifting to models that incorporate various types of care—integrating health and social care services with the private and nonprofit sectors to achieve a prevention focused, "whole health" model. To move to a health care system that prioritizes social determinants, a number of countries are embarking on partnerships to build a more resilient roster of social care talent- and increase the attractiveness of these careers. Many governments are also looking to ensure investments in the social determinants of health are equitably distributed across underserved populations. Technology is key to achieving these goals, ranging from tools to support social care workers, to digital delivery of social care services, to analytics to identify risk factors and to promote wellness.

Oracle perspective

Amid a workforce shortage, populations that are disproportionately underserved often become even more underserved. Oracle Health has the technology to help governments and health care providers address this perennial challenge. Oracle's open, near-real-time platform can receive and integrate data from any electronic health record (EHR) or health information technology (HIT) system, as well as from external sources, ranging from socioeconomic indicators to government guidance to insurance and pharmacy benefits. This enables health care managers to analyze full populations-- to identify and engage those individuals most at-risk. It also creates a longitudinal health record for individual patients within the population, enabling health care providers to enhance the matching of care programs to those who can benefit from them. Oracle Health also offers solutions for capturing social determinants at the point of interaction, engaging members, and connecting them to community-based care.

A sustainable future

The health care sector is susceptible to many of the effects of climate change- for the patients who receive care, as well as the organizations that deliver it. Climate change can exaggerate an array of problems, such as economic equity, gender equality, and migrant rights. It can also pose operational risks to health care facilities amid extreme weather events and energy security challenges. In response, health care systems around the globe are building more sustainability and resilience into their operations. Some are prioritizing energy efficiency within their clinical care systems. Others have accelerated their decarbonization efforts and are working to improve visibility into their supply chains. A commitment to information sharing throughout the health care ecosystem can support such sustainability efforts as well as influence health outcomes for populations disproportionately affected by social determinants of health.

Oracle perspective

Sustainability starts at home. Oracle is targeting 100% renewable energy use by 2025 within its own operations. It has also made great strides toward zero waste by recycling and reusing 99.7% of its retired hardware in 2023. And, 88% of Oracle's key suppliers have an environmental program in place, targeting 100% by 2025.

With an overall focus on sustainable cloud operations and applications, Oracle innovations can help health care organizations around the world run their own businesses at lower costs and with less energy use. The Oracle Health suite of solutions inherently offers many health care organizations resiliency by helping free them from the burdens of maintaining on-premise systems that are susceptible to disruption from extreme weather events. Oracle's capacity for connectivity and data-sharing additionally offers health care organizations avenues for measuring environmental impact and being able to compare and learn from peers on how to minimize their environmental footprints. New AI models also offer opportunities to analyze supply usage to minimize waste, often helping reduce costs and emissions in the process. For instance, some anesthetic inhalants are potent greenhouse gases. Using information sharing and analysis to understand how to substitute or control them can help the health care sector to improve its environmental performance.

Connecting data with care

Deloitte and Oracle Health are committed to connecting the health care ecosystem and creating a modern, human-centric health operating system. Central to this commitment is offering unparalleled access to data and predictive analytics opportunities that help health care organizations deliver care with greater efficiency and effectiveness—ultimately supporting the shift to a more holistic, wellness-based model and improving patient experience and outcomes.

*All solutions/services under development. Oracle Health makes no assurances that the capacity described herein will be provided in the solution/services.

CONTACTS

Dr. Sarah Matt
Vice President, Healthcare Markets
Oracle Health
sarah.matt@oracle.com

Marc Perlman
Managing Director Global Digital Care Leader
Deloitte Consulting LLP
mperlman@deloitte.com

Sara Siegel
Deloitte Global Human & Health Services Sector Leader
Deloitte MCS LTD
sarasiegel@deloitte.co.uk

Bharat Sutariya
Senior Vice President and Chief Health Officer
Oracle Health
bharat.sutariya@oracle.com

Deloitte.

About Oracle

Oracle offers integrated suites of applications plus secure, autonomous infrastructure in the Oracle Cloud. For more information about Oracle (NYSE: ORCL), please visit us at www.oracle.com.

About Deloitte's Global Health Care Sector Group

Together, evolving health

Creating a health care ecosystem that provides quality, accessible care for all takes innovative leaders. Challenging the status quo requires guidance from a trusted team equally committed to health equity and transformation. Deloitte Health Care stands alongside those who stand for better, improving individual lives and the health of society. We help redefine the care journey by engineering digital strategies based on our deep experience and insights. We help accelerate action and create connections that empower a digitally enabled, equitable future of health.

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