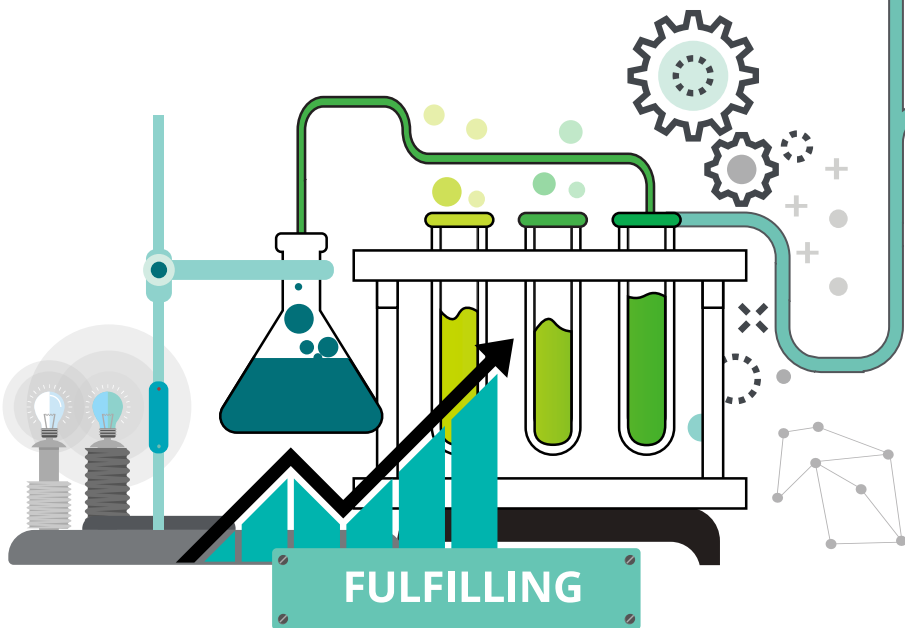


Order Fulfilment Ecosystem



SETTING THE SCENE

- Patients are no longer passive participants in their health care, they are demanding transparency, convenience, access, and personalized products and services. The creation of a digital health ecosystem can improve patient outcomes through the adoption of digital tools, solutions, and business models.
- Patient safety is key in the evolving digital healthcare landscape towards these mature solutions, especially where devices are increasingly integrated with drugs and as part of broader health solutions.

Achieving this with the patient at the centre of design choices will require an enterprise approach enabled by:

- REGULATORY STRATEGY** • Regulations defined with industry guidance to catalyze the future of safety in a dynamic landscape of integrated health solutions.
- NOVEL TECHNOLOGIES** • Next-gen technologies will drive the shift towards skilled resource focus on the science of safety. Data aggregated across the healthcare ecosystem with infrastructure to support interoperability.
- ADVANCED ANALYTICS** • Data insights generated beyond human capabilities coupled with expert scientific opinion to aid in patient safety decisions.



BUSINESS RESULTS

The health care delivery landscape and the behaviours of consumers it serves is pivoting dramatically amid COVID-19 driven requirements.



Benefits

- Allows development of deep insights needed to be adaptive for better clinical decisions.
- Improved product design.
- Increased clarity around value creation with patient centric engagement models.
- Deliver patient centric safety risk management.
- Improving the HCP and patient experience.
- Reduction in overall healthcare costs.



Gabriele Vanoli
Partner
+41 58 279 9161
gvanoli@deloitte.ch



Robert Hankey
Partner
+44 20 7007 0274
rhankey@deloitte.co.uk



CONFIGURING FOR SUCCESS

VISION

- Transformation at its core will keep the patient at the center of ecosystem design
- Health care systems can link digital offerings to a strategically segmented customer experience and invest in core analytics to create a 360-degree view of the consumer, thus eliminating any operational barriers



OPERATIONS

- Improving the health of a population requires new care models and technologies that address the drivers of health, enable early diagnosis, and monitor response to treatment
- Design of a comprehensive operating model for an integrated portfolio of drugs, drug-device combinations, and medical devices



CAPABILITIES

- Take a long-term view on data strategy, eliminating barriers to data across drugs and medical devices to enhance understanding of patient sub-populations and unmet needs



ORGANISATION

- Balancing centralization vs. specialization of key activities at the right levels of the organization
- Organizational structure and role re-design to ensure responsibility for strategy & execution to meet customer needs



A CLIENT REFERENCE STORY

- A leader in iron deficiency and nephrology TAs wanted to enhance their product strategy for a well established iron infusion with value added services to improve patient care, outcomes and its competitive position.
- Home infusion was as a solution to overcome the barrier of limited capacity for infusions in outpatient clinics/hospitals. In the context of COVID-19, home care is also a way to recapture patients that avoid medical institutions because of the virus.

APPROACH

- Feasibility & business viability assessment of home care solutions landscape and potential barriers (regulatory, reimbursement, legal) in each country.
- Identification of potential 3rd party homecare service providers and the go-to-market approach in each country.
- Prioritization of providers to partner with both for digital services and home care.
- In-country execution support to accelerate activities around stakeholder engagement, contracting, field force training and engagement.

OUTCOMES

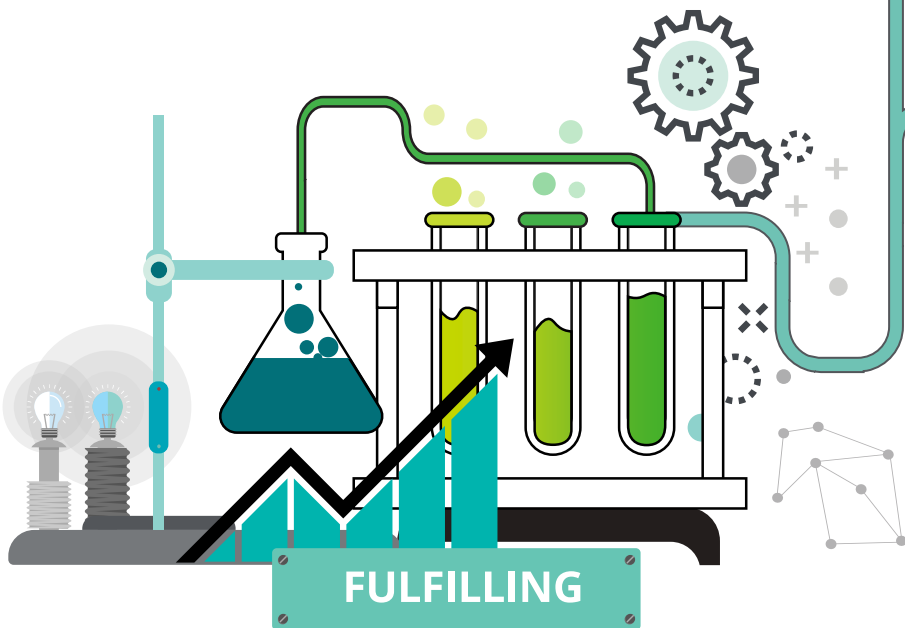
- As a result, 3 EU countries were selected to further pursue deployment and detailed scale-up plans to implement home infusion services by Q1 2021 in those markets were designed.
- Estimated potential patient upside of 41.2k and additional yearly revenues of 6.3m€ for the three markets combined.

This publication has been written in general terms and we recommend that you obtain professional advice before acting or refraining from action on any of the contents of this publication. Deloitte AG accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

Deloitte AG is an affiliate of Deloitte NSE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NSE LLP do not provide services to clients. Please see www.deloitte.com/ch/about to learn more about our global network of member firms.

Order Fulfilment

Care Model Innovation / Virtual Care Delivery



SETTING THE SCENE

- Health delivery organizations (HDOs) are struggling to address challenges of affordability, access, quality, and efficiency. Existing care models can impede efforts to evolve, even as COVID-19 accelerates the imperative to transform current models to virtual consults and tele-home health.
- Virtual health is becoming a standard in care delivery. A virtual health strategy will help drive home care solutions to address limited capacity in outpatient clinics/ hospitals, and allow for future scalability, while having impact on patient engagement, all driven through digital transformation.

Healthcare is primed for the expanded adoption of virtual services. Factors driving innovation in health care delivery include:



Cost pressures on traditional models



Patient demand for transparency, convenience, and personalized products and services



Physicians prioritizing a shift to prevention and well-being



Continued growth in advanced technologies



BUSINESS RESULTS

Virtual health and innovation in delivery can help increase treatment capacity and enhance transparency.



Benefits

- Remote consultation and monitoring
- Increased patient access in remote areas, in both developed and developing countries
- More effective and satisfying patient and clinician experience
- Scheduling of interventions
- More convenient and cost-efficient to monitor, diagnose, intervene, and treat conditions
- Improve value / reduce costs and operational efficiency
- Increase clinical capacity
- Treat non-urgent cases



Gabriele Vanoli
Partner
+41 58 279 9161
gvanoli@deloitte.ch



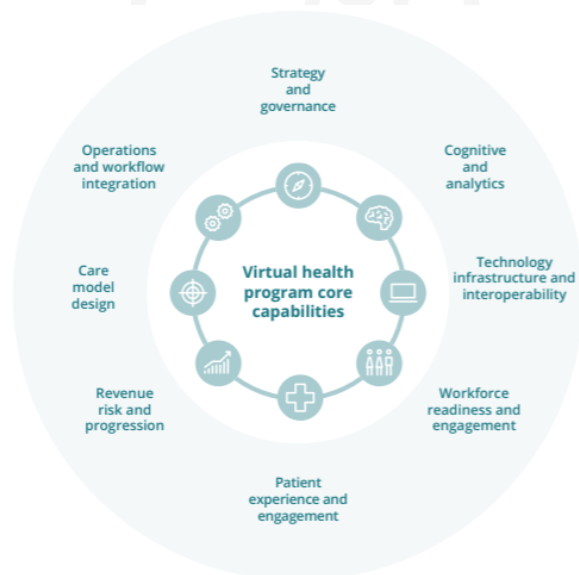
Robert Hankey
Partner
+44 20 7007 0274
rhankey@deloitte.co.uk



CONFIGURING FOR SUCCESS

Organisations interested in building or advancing a virtual health program should consider key factors and capabilities:

- Identifying two to three priority virtual health use cases
- Initiating an enterprise-wide strategic planning process to build consistency in experience and to maximize investments
- Developing a business case for each use case
- Uncovering gaps in operations or technology infrastructure to support use case and long-term vision
- Defining the virtual health program's governance structure to help accelerate progress and create a consistent experience



A CLIENT REFERENCE STORY

- A leader in iron deficiency and nephrology TAs wanted to enhance their product strategy for a well established iron infusion with value added services to improve patient care, outcomes and its competitive position.
- Home infusion was as a solution to overcome the barrier of limited capacity for infusions in outpatient clinics/hospitals. In the context of COVID-19, home care is also a way to recapture patients that avoid medical institutions because of the virus.

APPROACH

- Feasibility & business viability assessment of home care solutions landscape and potential barriers (regulatory, reimbursement, legal) in each country.
- Identification of potential 3rd party homecare service providers and the go-to-market approach in each country.
- Prioritization of providers to partner with both for digital services and home care.
- In-country execution support to accelerate activities around stakeholder engagement, contracting, field force training and engagement.

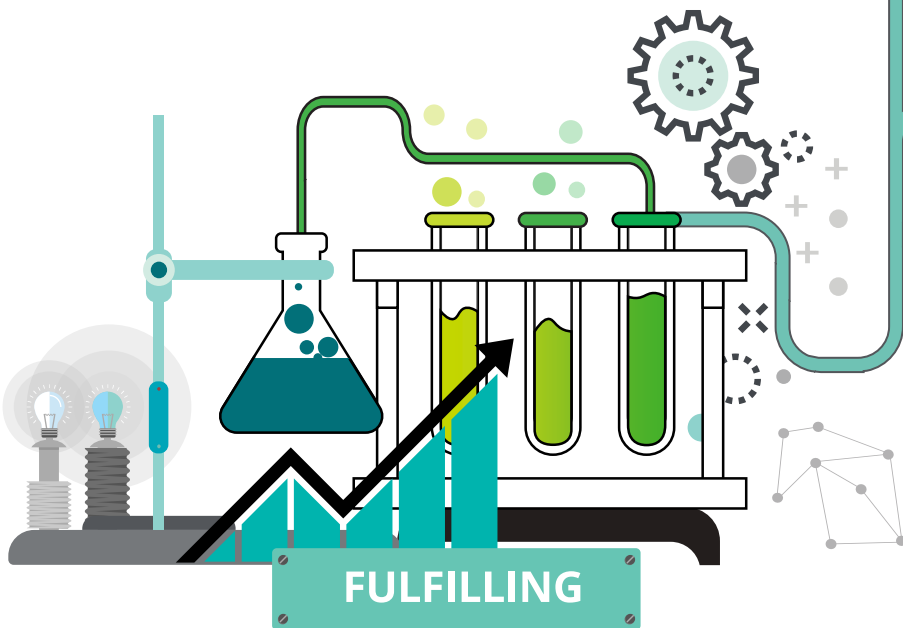
OUTCOMES

- As a result, 3 EU countries were selected to further pursue deployment and detailed scale-up plans to implement home infusion services by Q1 2021 in those markets were designed.
- Estimated potential patient upside of 41.2k and additional yearly revenues of 6.3m€ for the three markets combined.

This publication has been written in general terms and we recommend that you obtain professional advice before acting or refraining from action on any of the contents of this publication. Deloitte AG accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

Deloitte AG is an affiliate of Deloitte NSE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NSE LLP do not provide services to clients. Please see www.deloitte.com/ch/about to learn more about our global network of member firms.





Order Fulfilment Finance and Cash Collection



SETTING THE SCENE

- Given the cost of new capital, no business can afford to let existing capital go to waste.
- Organisations are now aware of how much cash is trapped on their own balance sheets. Freeing up that cash delivers more than improved operational efficiency.

The lack of planning, poor processes and limited enforcement of accounts receivable policies can result in lost payments. These often arise when companies:

-  Fail to follow up with customers in a timely manner when payments are past due.
-  Allow sales reps to override credit limits – and end up suffering losses from bad credit risks.
-  Neglect to provide staff with appropriate training on how to deal with late paying customers.
-  Don't pay sufficient attention to allocation of payments or accuracy of their bills, invoices or credit terms.

BUSINESS RESULTS

★ Benefits

- Businesses can realize increased cost efficiencies by centralizing accounts receivable processing, through a **centre of excellence** which develops and enforces the sharing of common practices and standards.
- By **automating** processes, manual data entry errors can be eliminated and transaction times reduced.
- Adopting and tracking **key performance indicators (KPI)** and defined metrics, a business can get a clear picture on items like days sales outstanding (DSO), the percentage of customers who pay late, the number of invoices or customers passed through the system, unreconciled items or accounts, the monthly percentage of write-offs, collection rates on bad receivables and collection efforts made.



Gabriele Vanoli
Partner
+41 58 279 9161
gvanoli@deloitte.ch



Robert Hankey
Partner
+44 20 7007 0274
rhankey@deloitte.co.uk



CONFIGURING FOR SUCCESS

There are five activities within AR function that, if optimized, can help strengthen your working capital:

Customer credit approval

- Set responsibility
- Determine when to access credit limits
- Commit to approving or rejecting credit applications within a certain time period
- Regularly review the credit approval process



Customer master data should indicate what the customer is allowed to purchase, any dollar limits that apply, payment terms, whether they get volume discounts or advertising credits, and any other relevant terms. Getting this wrong is more than a data entry glitch.



Invoicing/billing - Establish a billing process that ensures accurate invoices are sent on a timely basis automatically



Cash application process - As payments come in, it's essential they're applied to the right customers and the specific invoices on a timely basis. A treasury can increase the auto cash application hit rate



Reporting - Proper, timely reports will help to determine which amounts are collectible and which may be in danger of default. Dashboards will support to have accurate view on the whole collecting process.



Predictive and preventative cash collection - Rather than calling a customer that is e.g. always paying 1 day late, it is better to focus on clients that do not pay at all and put preventative measures in place



A CLIENT REFERENCE STORY

- The client's organizational structure did not support leading practice operational priorities or allow for acceptable QA program.
- Competing priorities and initiatives limited management oversight, resulting in non-strategic collection initiatives, staffing inefficiencies and increased write-offs/lost revenue.

APPROACH

- Developed future state organizational structure, role profiles, and training materials for greater focus on quality and efficiency.
- Improvement of AR collections and reduction of select denials.
- Revenue enhancement through charge capture, integrity, and reconciliation improvements.
- Worked with all clinical areas to improve the charge capture process and reduce overall charge lag.
- Developed robust denial management process incorporating effective data analysis and feedback to resolve payer denials.

OUTCOMES

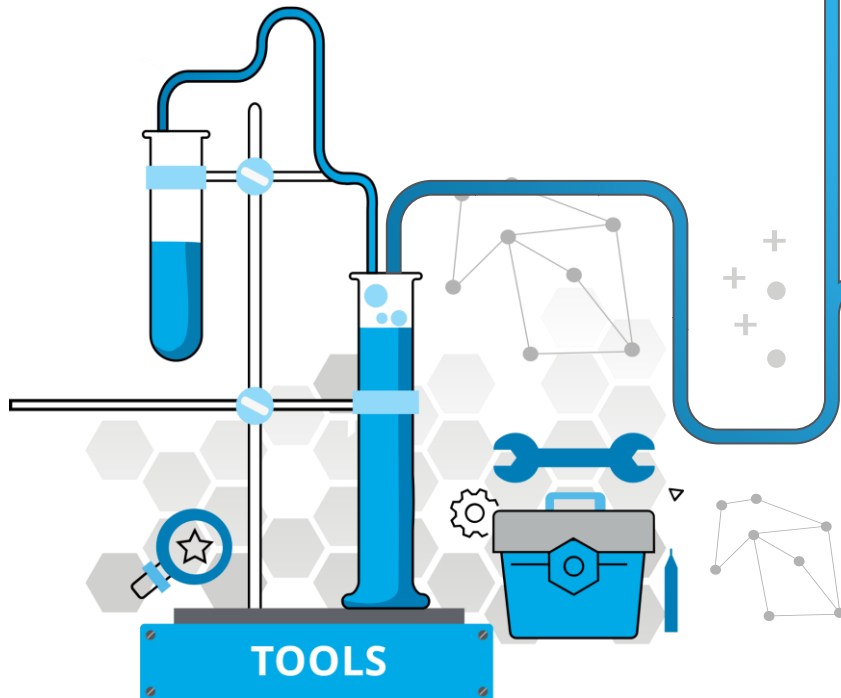
- Recommendations of Deloitte's initial assessment resulted in accelerated cash flow of \$3.08 million.
- **Patient Access Services:** Developed remediation strategies to reduce registration-based denials in selected clinical areas.
- **Middle Revenue Cycle:** Created and implemented a second level review and reconciliation process.
- **Patient Financial Services:** Implemented organization redesign solutions, QA, and outsourcing to monitor and improve performance.

This publication has been written in general terms and we recommend that you obtain professional advice before acting or refraining from action on any of the contents of this publication. Deloitte AG accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

Deloitte AG is an affiliate of Deloitte NSE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NSE LLP do not provide services to clients. Please see www.deloitte.com/ch/about to learn more about our global network of member firms.

Tools – Fulfilment

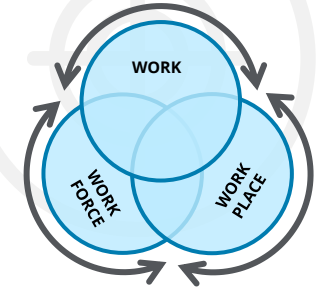
Future of Work (Life Science)



SETTING THE SCENE

The Future of Work is a narrative we use to help our clients recognize the opportunity to strategically reimagine their future work, workforce, and workplace. Two topics that are very current are:

- **Hybrid Work-models:** Workplace dynamics and practices are changing to address capacity and demand challenges, technological advancements and the changing social contract; examples include remote working and virtual delivery, multidisciplinary teaming, and increased automation to reduce administrative burdens. Adopting such practices opens a variety of options in terms of work flexibility. Hybrid work-models help to make strategic and transparent decisions that determine what work can happen where and by who.
- **Future skills:** A widening demand-supply gap of skilled professionals is creating immediate challenges for public and private health systems, which may also have long-term, detrimental consequences in 2020 and beyond. The situation appears to be particularly acute within two pivotal medical professions—physicians and nurses. Skills of the future helps you to deal with current skill gaps as well as thinking about long term capability building.



BUSINESS RESULTS

In shifting to more flexible working models and investing in people, a number of benefits are realised:

★ Benefits

- Enhanced productivity+ across the organization.
- Strengthened access to a wider talent pool.
- Improved employee engagement and wellbeing.
- Greater flexibility to meet customer needs through self managed teams.
- Reduced costs to both the business and employees.
- Accelerated decision making and elimination of routine administration tasks.
- Prepared for up- and down swings in talent market.



Gabriele Vanoli
Partner
+41 58 279 9161
gvanoli@deloitte.ch



Robert Hankey
Partner
+44 20 7007 0274
ghankey@deloitte.co.uk



CONFIGURING FOR SUCCESS

The three major dimensions of work are changing and some examples how to set-up for success

- **The work itself** – what and how business is conducted, looking at jobs that are being augmented by technology but still require essential human skills
- **Who does the work** – the capabilities, capacity, culture, leadership needed in tandem with IOT and bots to better understand employees and enable seamless integration of technology
- **Where work is done**, in terms of facilities, infrastructure and technology, enhancing the workplace experience by providing optionality

Outcome based: Focussing on patient outcomes in a technology-enabled, evolving care model has the potential to change physicians' future roles in health care delivery, infrastructure, and enablement.



Upskilling HCPs for a digital future, remote delivery and a cultural shift. **Re-skilling** employees in declining sectors to healthcare tasks



Talent Options: Considering a wider population of health care professionals and alternative employment models (e.g., virtual, gig/contract) in remote regions or flexible contracts.



Workplace enhancement: Improved working conditions, blending virtual environments, and mixed reality.



A CLIENT REFERENCE STORY



The client launched a FoW initiative focused on further strengthening business performance by shifting to a more agile, customer-centric and innovative culture. They mobilized a central FoW team and identified local "sites" to pilot initiatives across 4 pillars

1. Fostering hybrid work as the standard way of working;
2. Leveraging technology to scale customer engagement;
3. Removing borders to the global talent pool;
4. Modifying workspaces to strengthen collaboration, innovation and wellbeing.

CHALLENGE

The foundational documents to frame and drive FoW corporate direction needed to be established. This included defining a FoW Business Case, global versus local operating models to standardise ways of working, and communications to leaders about the value of FoW.

APPROACH

- Deloitte worked shoulder-to-shoulder with the client to co-create outputs including a global framework for hybrid working to act as best practices for countries and to localise to their contexts and develop policies in-line with corporate guidance.
- This was complemented by an employee and line manager toolkit to support the successful adoption of hybrid best practices e.g., running effective virtual meetings, prioritising wellbeing, remote hiring checklists.

This publication has been written in general terms and we recommend that you obtain professional advice before acting or refraining from action on any of the contents of this publication. Deloitte AG accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

Deloitte AG is an affiliate of Deloitte NSE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NSE LLP do not provide services to clients. Please see www.deloitte.com/ch/about to learn more about our global network of member firms.