

INSIGHT ON Hospital & Healthcare Management

Vol. 5 Issue 3 Jun. 2016

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Trends Assert New Opportunities To Connect With Consumers.

How is Healthcare Performing?

The Future Of Digital Healthcare

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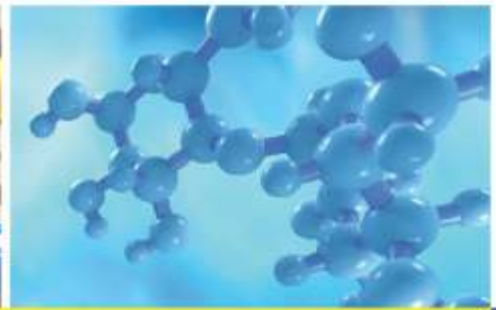
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Foreward

Dear Readers,

Performance driven modules which are based on customer experiences are the key to success for any business. After years of glaring disparities in the healthcare sector, it is now the time that the sector is streamlining to bring personalised care into focus.

This also brings an exceptional opportunities within the industry and, with the increasing use of the new technologies and the adoption of digitalisation we look forward to a healthcare reform.

Keep Performance Driven Opportunities at our top priority, we introduce the latest edition of Hospital & Healthcare Management presenting the view of various authors, case studies and trends on this topic making the magazine an interesting read. Fundamentally, consumers are changing like never before and thus understanding the consumers are more important than ever before. Our foremost article spotlights on the trends that reveals new opportunities for the federal agencies to connect with the consumers in order to meet their diverse and demanding goals.

Mitchell Morris, Global Healthcare Sector Leader, Deloitte, in our next article stamped Analytics to be the most essential element for value-based care. The US Hospital & Health System Analytics Survey consequently resulted in yielding a tabulated response in favor of permissible portion of investment on Healthcare Analytics mandatory for corporate sustenance.

The next is an intrusting report by Siemens focusing on managing cost, risk and financing to shape an economically sustainable business. Agreeing to the arguments on medical technology and the need of aggregation and analysis of patient data, it also makes us think on economic, regulatory uncertainty and market volatility bring in the need to develop new business models.

Moving forward are the three case studies from different parts of the world, focusing on how with the use of technology and digitalisation the hospitals were able to enhanced quality care, save time and money as well as sets a benchmark for the hospitals of the future.

We often discuss about Information Technology, Big Data, Digitalisation to be the future of healthcare, but in our next read Dr. Michael Dahlweid of GE Healthcare highlights an interesting point of view stating that "Digital Healthcare is already here" which makes us to stop and notice the marked around to analyze whether have we reached to the talked about.

After years of glaring disparities in the healthcare sector, it is time that the healthcare providers have also started to take the initiative to move towards and think about patients behaviour.

We, at **Hospital & Healthcare Management** have also identified the need for a change to establish a better connect with our readers and aim to give you a new experience in our next issue.

We would keep accessible and effective healthcare at our top priority.

Until we meet again!!



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Hospital & Healthcare Management Magazine is a free of charge subscription, though the logistic expenses might be charged. The subscription is subject to approval. For bulk order, reprints minimum order required is 50 copies, POA.

Avni Media Private Limited.
HHM Global Department
104, Padma Palace - 86,
Nehru Place, 110019,
New Delhi, India.

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TRENDS ASSERT NEW OPPORTUNITIES TO CONNECT WITH CONSUMERS.

THE HEALTH SYSTEM MUST RESPOND WITH ENHANCED CAPABILITIES THAT MEET CONSUMERS' NEEDS WHILE ALSO IMPROVING OUTCOMES AND MINIMIZING HEALTHCARE COSTS. DIGITAL TOOLS CAN HELP FEDERAL HEALTH AGENCIES ACHIEVE THESE MISSION GOALS, AND THEY BRING THE ADDED BENEFITS OF IMPROVING THE HEALTH AND SATISFACTION OF US HEALTHCARE CONSUMERS.



The US federal government plays many roles in healthcare-it provides healthcare to millions of veterans and their families, is the largest healthcare payer in the country and is responsible for building healthy communities. In addition, federal agencies are also policy influencers that connect directly with citizens to provide health and human

services. To meet these diverse and demanding mission goals, federal health agencies must understand the consumers they are serving. However, consumers are changing like never before.

In fact, consumers are changing in multiple ways that significantly influence the future mission of federal health agencies. Accenture conducted extensive research on the healthcare

consumer, which highlighted the most important consumer trends:

They desire digital services from healthcare providers.

Consumers (75 percent) want digital capabilities and access to their electronic health records, but half say their providers don't offer it.¹

Forty-one percent of consumers without online EMR access would consider switching providers to get access.²



They want cost information when shopping for care.

Consumers want accurate and objective estimates when researching care options. Eighty-three percent would be satisfied if a 10 percent pricing accuracy threshold were met.³

They want to use technology to improve their health.

Consumers are using wearable technology, along with health apps, to track their fitness and get data by which to make better choices. A majority (70 percent) of patients think that technology is important in managing health.⁴

These trends highlight the fact that consumers have changed, and they are increasingly important decision makers in healthcare today. However, many federal agencies are interacting

FIVE OPPORTUNITIES TO CONNECT WITH CONSUMERS

These trends reveal new opportunities for federal agencies to connect with consumers by broadening services and embracing emerging technologies. Here's how:

with consumers in the same ways they have for decades. To best meet their mission goals, federal agencies must adapt and find new ways to connect with today's consumers.

1. Increase transparency

Consumers want access to quality and pricing information so they can make informed decisions-and the federal government can help provide it. As the world's largest payer (through Medicare and Medicaid), the federal government has vast data on

the cost of services, and it sets the standards for interoperability for sharing information. In addition, the Centers for Disease Control tracks data about disease outbreaks and disease management and the Centers for Medicare & Medicaid Services has data on health trends.

By making this data available to consumers in a usable format, either via agency websites, on mobile apps, or through third parties, individuals can use this information to make choices about their health and where



they go for care. The private sector is increasing transparency with the help of consumer-driven provider reviews. For example, Piedmont Healthcare uses a 5-star ranking system that allows consumers to easily compare patient feedback and the provider experience.⁵

When people make better choices, it can lead to better outcomes, ultimately helping to contain the growing cost of healthcare.

2. Empower consumers

Healthcare consumers expect the same type of digital services and interactions that they experience in other aspects of their lives. For instance, they want to be able to schedule appointments with healthcare providers just as they would make a restaurant reservation online 77 percent of consumers believe the ability to make appointments online is important.⁶

Services like ZocDoc empower patients by allowing users to schedule their own care appointments. ZocDoc currently serves more than 6 million

patients making monthly health appointments in more than 2,000 cities.⁷

Consumers want to have greater control, and they want to interact digitally. The U.S. Department of Veterans Affairs (VA) is responding to this need by modernizing its Veterans Health Information Systems and Technology Architecture (VistA) clinical application and enterprise core services to enable web-based access to patient records.

The single interface for physicians to manage patient care and records will help improve the quality of care and patient outcomes. The system



upgrade will also include a medical appointment scheduling solution that will better meet veterans' needs.⁹

Consumers value choice and control, and self-service is one way to provide both. Agencies can empower consumers by offering tools to navigate their own healthcare journey, for example, learning about veterans' health benefits, connecting with a provider on their schedule, getting information about diseases or processing a payment. Handing the reins to the consumer through digital tools enhances the experience and improves customer satisfaction.

3. Build multi-channel connections

Consumers want options for how they interact with agencies. A Social Security Administration member may want his/her benefits questions answered via phone or in person, whereas a millennial just joining the workforce may want to conduct every transaction online. In light of this, federal health agencies must consider how they can improve interactions to appeal to what consumers want. This requires having flexible capabilities that enable interactions across channels and a seamless continuation of high-quality experiences across all digital touch points.

Improvements may include making the same information and services offered via a federal website available through a mobile app. Self-service features, such as e-scheduling or telemedicine, are leading-edge approaches used in the private sector that have just as much relevance for federal health agencies. Self-service



can reduce the cost to serve and make it more convenient for consumers to interact with government 24/7.

The Big White Wall proves that consumers want options in terms of how they connect for care and also connect with others with similar healthcare needs. The Wall allows consumers suffering from mental health concerns to interact online and anonymously via a community that is available 24/7. People who are anxious or feeling depressed can connect with others who are feeling the same. Professionally trained “Wall Guides” help to ensure the safety and anonymity of members.¹⁰

4. Provide greater access

Consumers want digital access to records and care from federal health agencies. Right now, only one in three patients are using electronic medical records (EMR) to manage their health.¹¹ Connecting consumers with information creates new possibilities for improved care. Imagine the soldier who is being treated by a variety of clinicians, from VA doctors to private providers. What if that soldier’s EMR could be more portable, enabling them and their caregivers to have real-time access to integrated health information. The soldier 100 miles from a VA hospital could, through

telemedicine, enjoy convenient, quick access to the specialized care they need.

Providing access to patients is more important than ever considering the fact that over eight million more Americans now have healthcare coverage due to Medicaid expansion.¹² With the increase in the number of those accessing government systems for healthcare information, agencies must be able to keep up with consumer demand. By expanding the capacity of systems, agencies can provide consistent, quality service - even amid spikes in volume.

Healthcare.gov has enabled 11.4 million consumers to select plans or be automatically re-enrolled through the HealthCare.gov platform or state-based marketplaces in the second year of open enrollment. Of the 11.4 million, 8.6 million consumers selected a plan or were automatically re-enrolled in the 37 states that use the HealthCare.gov platform.¹³

5. Enhance personalization

Today’s healthcare market has become a segment of one. Consumers expect services tailored to their needs. They want and expect agencies to make use of the data they have available to them. With in-depth consumer insights, agencies can provide information that can be used to design prevention, treatment and management plans around patient needs and preferences.

Walgreens is helping consumers take greater control of their health through its digitally enabled rewards program.

Consumers receive rewards for healthy behaviors, such as checking their weight. By making consumers more engaged and accountable, and targeting an individual’s specific needs, this program is helping thousands to lose weight and live a healthier lifestyle.¹⁴

Connecting with consumers

The population is aging, with increasing healthcare needs and complexities. With the Affordable Care Act, there is greater access to care—so more people are using federal health services. The health system must respond with enhanced capabilities that meet consumers’ needs while also improving outcomes and minimizing healthcare costs. Digital tools can help federal health agencies achieve these mission goals, and they bring the added benefits of improving the health and satisfaction of US healthcare consumers

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Analytics unlocking value-based care & proving to be the most essential element.

Findings from the Deloitte Center for Health Solutions 2015 US Hospital and Health System Analytics Survey

As health systems continue to face shrinking margins, tightening budgets, and evolving payment models, analytics are being touted as the missing key to unlock new sources of value.

Author -
Mitchell Morris
Global Healthcare Sector Leader
Deloitte

Mitchell Morris is the Vice Chair and Global Leader for the Health Care Sector at Deloitte, including Consulting, Audit, Tax, and Financial Advisory Services. Dr. Morris has more than 30 years of health care experience in consulting, health care administration, research, technology, education, and clinical care. Earlier, he served as a Senior VP of health systems and CIO at MD Anderson Cancer Center where he was also Professor in Gynecologic Oncology and in Health Services Research.

Talk of analytics and “big data” is everywhere in the health care industry these days. Many stakeholders agree that analytics provide insights that can enable organizations to improve quality and reduce costs, a combination that is essential to implementing effective value-based care programs. As health systems continue to face shrinking margins, tightening budgets, and evolving payment models, analytics are being touted as the missing key to unlock new sources of value.

But, do adoption and investment match the hype? Results from the Deloitte Center for Health Solutions 2015 US Hospital and Health System Analytics Survey indicate mixed results. The survey shows that health system spending on analytics aligns with reported success in analytics and respondents agree that analytics investment is essential for value-based care. However, many organizations still lack a clear strategy, an effective data governance model, and effective budgeting models.

Health systems analytics adoption and investment is projected to grow, though perhaps not as dramatically or rapidly as some in the industry predict. Only five organizations reported that they expect their analytics spending to grow significantly in the next three years. Also, respondents at several organizations indicated they lack clarity on their current analytics spending, so it is difficult to determine their future spending. Explanations for this pattern may lie in challenges such as culture, operating models, and fragmented oversight. More than half of the respondents mentioned these factors as top barriers for analytics

adoption. Other exacerbating factors may include lack of access to funding; numerous vendor product offerings, which may be confusing; and inconsistent industry definitions of analytics.

As the shift from fee-for-service payment models to value-based care continues including Medicare’s plans for increased value-based payments by 2018 organizations will need to

blend financial, operational, clinical, and other data to achieve their goals of improving quality, providing access, controlling cost, and managing provider networks. A fragmented analytics strategy will not support effective integration of such data. While some leading organizations recognize the importance of committing to a coordinated business model and sufficient analytics investment, others are still figuring out their path.

Key survey findings

While health systems acknowledge the importance of analytics and are investing in them, their approach appears to be fragmented, with limited coordination at the enterprise level

Fewer than HALF reported to have a clear, integrated analytics strategy

About 1 in 3 reported they do not know their organization’s total spending on analytics

About 1 in 4 reported they do not have a data governance mode in place

More than 1 in 5 reported a decentralized model for analytics oversight

Health systems agree that effective analytics programs are essential for success in VBC arrangements

More than 4 in 5 identified VBC as a key analytics driver

More than HALF identified population health analytics as the top investment focus

More than 3 in 5 reported they will invest in advanced analytics capabilities for clinical and population health functions

Analytics is quickly becoming viewed as a competitive differentiator for value-based care and can add value to a variety of other organizational goals, including, consumer experience, growth initiatives, and cost reduction. Organizations with a centralized strategy and governance structure will likely be best positioned to move from the promise of analytics to superior performance.

The impetus for analytics

Health care analytics is growing in importance, fuelled by industry stakeholders' thirst for information; the need to manage large, diverse data sets; increased competition; growing regulatory complexity; and innovation ranging from medicine to value-based care to population health management. It is understandable that many look at health care analytics as "the next big thing"—health systems are undergoing a major transformation in how they are paid and how they are expected to deliver care, and analytics can assist with the transition. Also, as more data becomes available from sources like electronic health records, claims, medical devices, and patients, analytics can help detect hidden patterns in information, delivering actionable insights, and enabling self-learning systems to sense, predict, infer, and conceive alternatives that might not otherwise be obvious. In the future, such



insights are likely to play a major role in helping health systems improve costs and quality, identify at-risk populations, connect with consumers, and better understand performance.

Analysts' estimates vary, but widely publicized numbers for today's global health care analytics market range between \$4 billion and \$5 billion, with the US accounting for about half.¹ At a projected eight-to-eleven percent


annual growth rate through 2020, analysts expect analytics to be one of the highest areas of spending growth for US health systems.² Venture funding for health care analytics reached \$393 million in 2014, the biggest of all digital health funding categories.³ But do health systems' investments in analytics match analysts' expectations? Based upon survey responses, investment are getting there but not as soon as anticipated.

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How is Healthcare Performing?

Managing costs, risk, and financing to shape an economically sustainable business

Introduction

Today's discussion on the future of healthcare revolves less around arguments regarding medical technology, and more surrounding economic challenges. Scarce resources, government budget constraints and limited to no access to the capital market offset various cost drivers.

In addition, a global trend towards population health management exists, an integrated optimization of healthcare that greatly impacts processes and business models and requires the comprehensive aggregation and analysis of patient data. This is Health 4.0, the increasing standardization and industrialization of patient care.

All over the world, top managers of healthcare facilities face scarce resources, economic and regulatory uncertainty and increasing market volatility. Trends such as alternative compensation models, public-private partnerships and new, lucrative patient flows from abroad (medical tourism) cause people to rethink established business models and adapt their investment strategies. Most players will need to develop new business models to win, the consulting firm Bain & Company predicts.¹ Deloitte consulting adds, Many of these new models will require costly infrastructure investments.²

10.6%

of the global gross domestic product (GDP) amounted on global healthcare expenditures in 2013





Investing During Difficult Times

The lion's share of medical costs is incurred during treatment. Rapid, accurate diagnoses and effective therapy management and control can significantly reduce these costs. They point the way to optimal treatments, reduce unnecessary readmissions of patients, and are a valuable aid in prevention. The use of modern diagnostic technologies in imaging and laboratory can help achieving this goal.

At first glance, the required investment may appear to be a financial hurdle. But investing continuously in effective and efficient medical technology, as well as in systematic and continuous training of staff, contributes decisively to the proper management of diagnosis and treatment. This helps hospital operators reduce costly mistakes and opportunity costs, and therefore substantially improve their cost structure for the long term.

The basis for commercial success depends on an accurate evaluation of one's equipment needs, rather than assessing past or upcoming investments primarily based on isolated cost targets. A comparison of the usage behaviour of individual companies can yield salient insights for the effective use and optimum capacity utilization of all equipment.

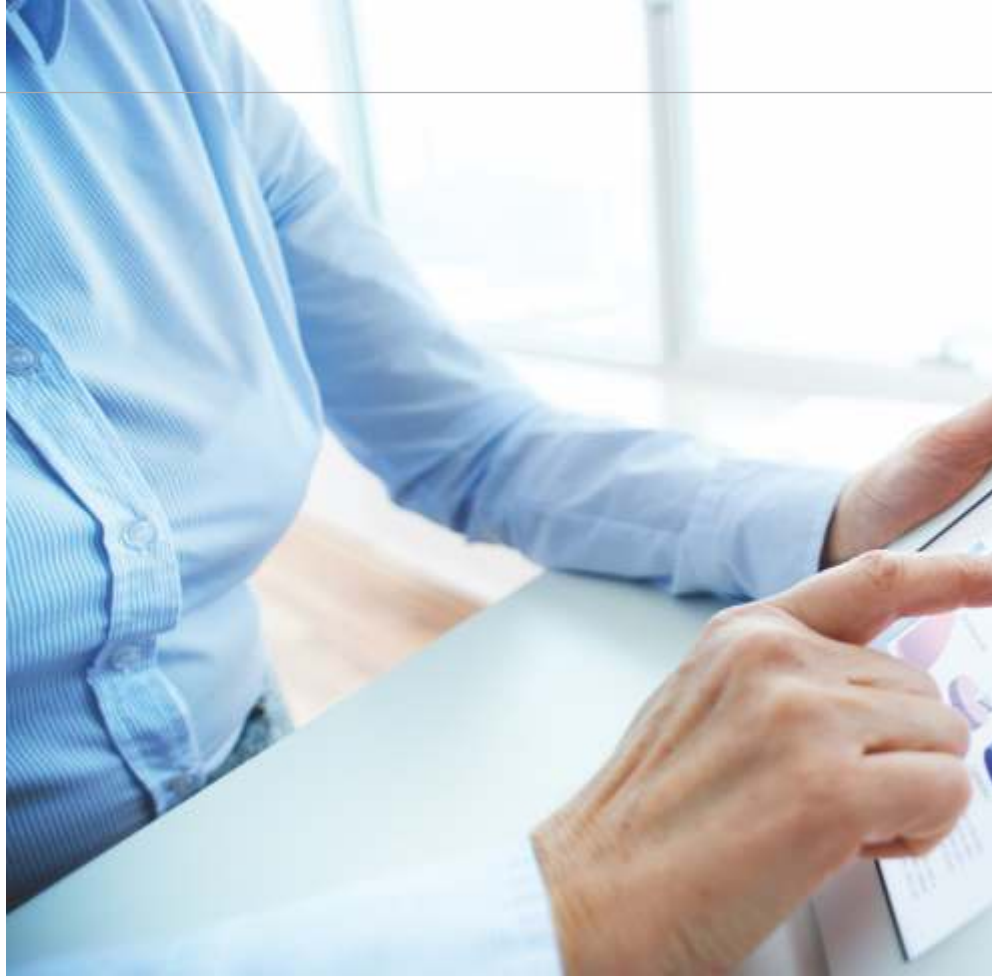
Many hospital operators have no or very limited possibilities to obtain financing from the capital market. Flexible, off-balance-sheet and usage-based financing models such as leasing, hiring, or purchasing increasingly offer the ability to convert Capex to Opex, letting operators realize planned investments promptly and with minimal strain on liquidity.

A Growth Market Under Cost Pressure

Global healthcare expenditure amounted to approximately 7.2 trillion U.S. dollars in 2013, 10.6 percent of global gross domestic product (GDP). Global expenditure continues to rise albeit with regional differences (See Growth in healthcare expenditure 2014-2018).

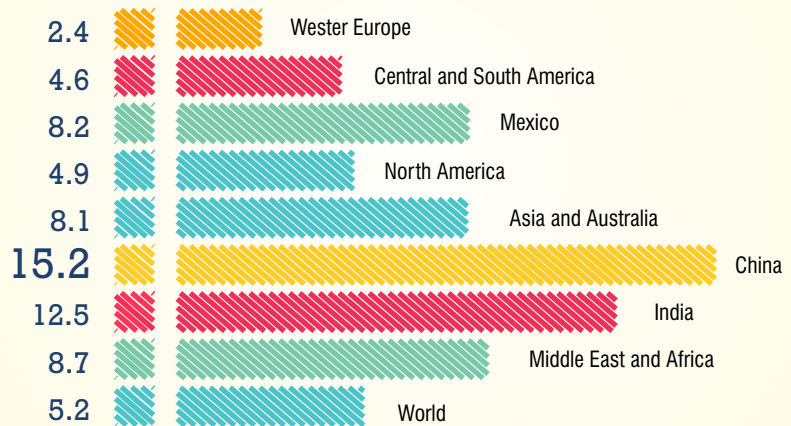
The growing and aging world population, the rise in chronic diseases, a growing middle class in emerging markets and advances in diagnosis and therapy are all key drivers of rising global healthcare expenditure.

However, for hospital operators, rising healthcare expenditures do not automatically translate to an increase in revenues and profits. Rather, faced with higher numbers of patients, they receive pressure to reduce the cost of treatment as health systems



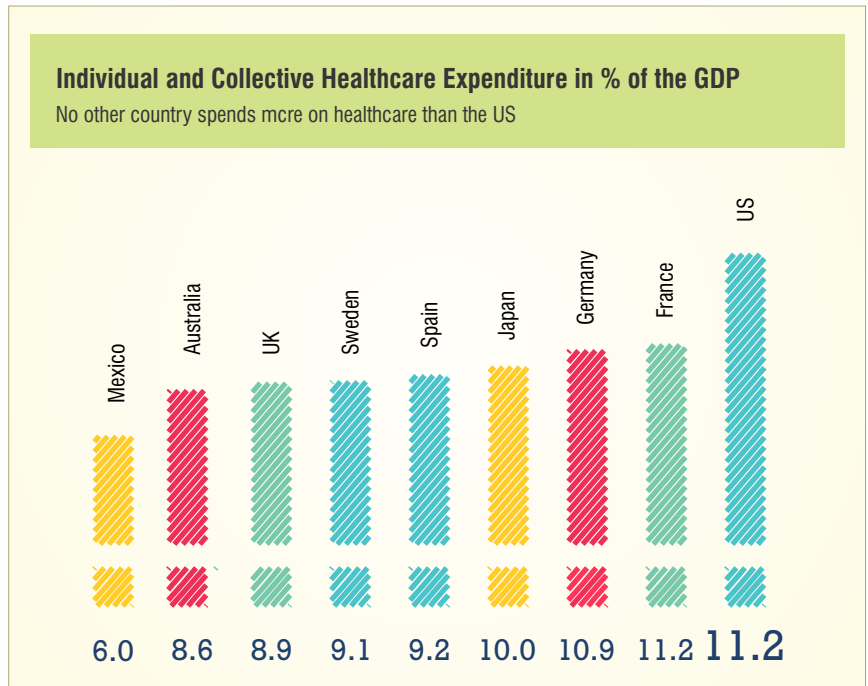
Growth in Healthcare Expenditure 2014 - 2018 in % per year (Estimated)

Expenditures in developing countries are growing well above the global average



increasingly respond to higher overall expenses with cost-capping measures.

For example, the United States' per-capita healthcare expenditure is approximately 8,400 U.S. dollars per



year, among the highest in the world.³ This corresponds to 16 percent of GDP, and is expected to rise to nearly 18 percent by 2018 according to Deloitte (see Individual and collective healthcare expenditure).

While U.S. healthcare reform – the Affordable Care Act (ACA) – is designed to reduce the increase in costs, financial challenges are still the biggest headache for U.S. hospital managers (see Top 10 concerns of US hospital CEOs, page 4).⁴

The positive effects of the ACA – for example, more people with health insurance – cannot compensate for the pressure on revenues and margins, especially in the not for profit health sector.³ Moreover, the U.S. Census Bureau predicts stagnant revenues for state specialist hospitals upcoming years.⁵

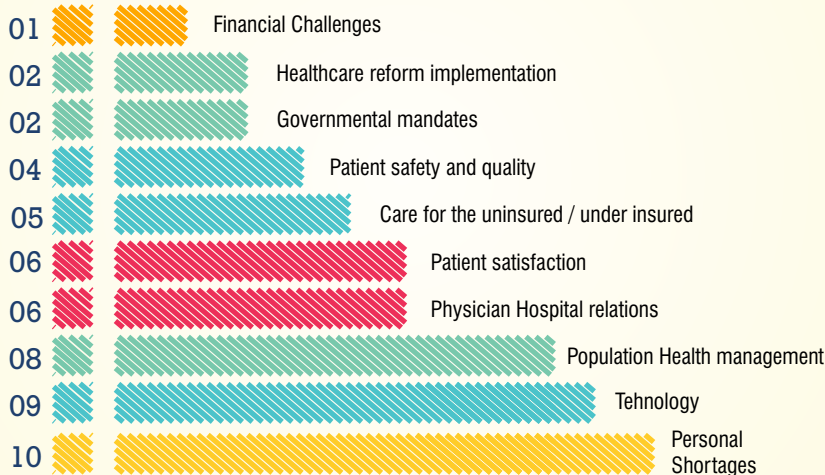
Meanwhile, cost bearers (insurance companies, employers) put further pressure on hospital managers to reduce costs. For example, they threaten to reduce remuneration if hospitals readmit patients within certain time limits (readmission programs). Managed Care Plans give hospital operators an annual flat rate for patients – regardless of the services provided.

Hospital operators take on risks formerly managed by insurance companies. This reversal of the value add mechanism, away from a »fee-for-service« model and towards a fee-

for-outcome model, changes the significance of investments in medical technology.

Top 10 Concerns of U.S. Hospital CEO, 2014

Personnel shortages and technology is what matters most to U.S. Hospital CEO's



Given increasing patient numbers and overall costs in both Europe and the U.S., increased efficiency is becoming an existential concern for hospital operators

Cost Efficiency in Asia

In the search for innovative business approaches, it is worth taking a look at the Far East. In countries like China and India, low per-capita income, a rapidly growing population, uncertain economic prospects, and a shortage of beds and doctors, especially in rural regions, make efficient and affordable provision a special challenge.

For example, in India, the out-of-pocket spending rate is the highest in the world at about 70 percent. At the same time, India is one of the poorest nations in the world.

Investments in medical technology equipment and provided services used to be decisive for revenues, but now, in these models, they have become an important performance indicator in providers' cost management.

In Europe as well, cost pressure and commercial risks dominate. Nearly half of all European hospitals are in financial difficulties, especially in countries like Greece and Portugal. The industry-specific high risk of bankruptcy complicates hospital operators' access to the capital market.

Things are more positive in more stable economies such as Germany, Switzerland, and Belgium. In Europe, the profitability of the most commercially successful hospitals has continuously improved, while that of the least successful has continuously deteriorated. According to a study by the Accenture

consulting firm, the average EBITDA margin of selected European hospitals amounted to approximately 5% in 2014. Peak values were achieved in Italy (12%), France (11%), and Germany (8.5%). Austria (-4%) and Portugal (-5.3%) brought up the rear.⁶

Given increasing patient numbers and overall costs in both Europe and the U.S., increased efficiency is becoming an existential concern for hospital operators. Meanwhile, financially sound healthcare companies can consolidate their market position through strategic investments.

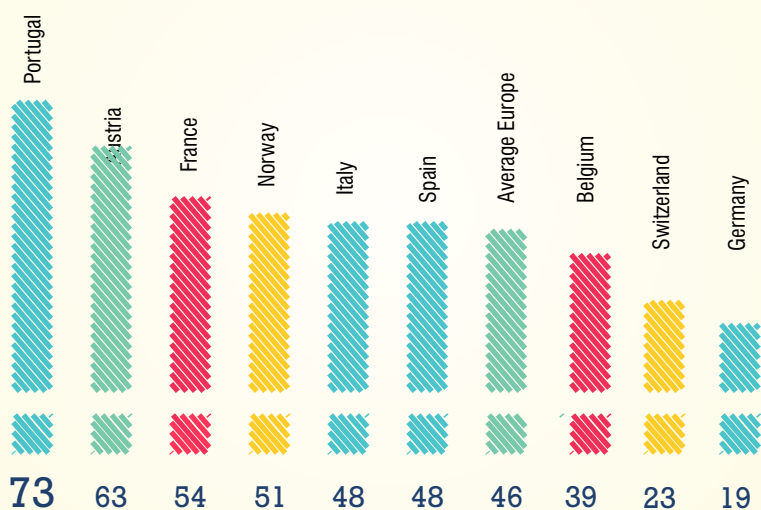
"For us, looking at a profit and loss account at the end of the month is like reading a post-mortem report. You cannot do anything about it. Whereas if you monitor it on a daily basis, it works as a diagnostic tool. You can take remedial measures. While charity is not scalable, good business principles can be scaled up, and can be taken to any level."

By **Devi Shetty**, Chairman and Founder Narayana Health



Increased or High Risk of Insolvency of European Hospitals (in %)

46% of the European Hospitals bear a high risk of insolvency, in Portugal the figure is close to 3 out of 4



Narayana Health (NH), one of the world's least expensive and most rapidly expanding hospital companies, was established in this environment. Since it was founded in 2001, NH has grown from a small cardiology clinic into an internationally renowned major medical company with approximately 6,500 beds in 30 hospitals. Its success is mainly based on a systematic low-cost strategy. This includes the efficient use of modern technology and optimized surgery capacity. In 2014, the Boston Consulting Group named NH as one of the 50 most successful companies in the emerging markets.⁷



Might be the market size of medical tourism globally based on approximately eleven million cross-border patients worldwide spending an average of \$ 3,500-5,000 per oe

Foreign patients in Germany earn German healthcare facilities

1.2 billion euros per year in the hospital sector alone

The Medical Tourism Trend

Many of NH's patients come from abroad, so NH is participating in the worldwide trend of global »medical tourism.« Many successful hospital operators secure lucrative patient flows from abroad with excellent, low-cost services, a good international reputation, and a focus on foreign target groups, especially on wealthy private patients. abroad

Experts estimate that medical tourism has a market size of \$ 38.5-55 billion globally, based on approximately 11 million cross-border patients worldwide spending an average of \$ 3,500-5,000 per visit.⁹ A huge market is emerging: It is estimated that 750,000-1.2 million U.S. residents travel abroad for care each year.¹⁰ In Germany, according to investigations by Bonn-Rhein-Sieg

University of Applied Sciences almost 250,000 foreign patients (including 97,000 stationary patients) are already earning German healthcare facilities 1.2 billion Euros a year in the hospital sector alone.¹¹

Financially sound healthcare companies can consolidate their market position through strategic investments.

Medical tourists are fueled by a variety of motives: many who travel for care do so because treatment is much cheaper in other countries. For instance, the cost of heart surgery at NH averages less than 1,700 Euros ; in the U.K. it is seven to ten times higher.¹² Other particularly low-cost countries include Malaysia, Thailand, Mexico, and Turkey.

By the same token, wealthy patients from places like the Middle East or Eastern Europe often seek better medical care abroad



In a nutshell

Financial Performance in Healthcare

Efficient service delivery will be the basis of competitiveness for hospital operators worldwide. This calls for solutions that deliver better outcomes in patient care, at lower cost.

1. Innovative, high-performance technology can be of particular service in this. Viewed in isolation, expensive, large equipment is no longer an automatic generator of revenues. However, an accurate assessment of the patient's condition significantly enhances the cost efficiency of treatment.

2. New business models increasingly turn hospital operators into risk and population health managers. To assess risks and efficiently manage the costs of service provision, they need reliable diagnostic data more than ever.

3. Access to capital provides a major challenge for many hospital operators.



Off-balance-sheet financing of equipment through models like hiring, purchasing, or leasing shifts capital costs to the operational area (Capex to Opex), and thus enables timely investments.

4. In the competition for wealthy private patients and medical tourists from other countries, financially sound companies will manage to defend and expand their competitive position in the future, even across borders.

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THE DIGITAL DOCTOR IS "IN"



THE LATEST, DELIVERED IN THE BEST WAY POSSIBLE

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**Hospital &
Healthcare
Management**



Empowering physicians to deliver quality care through maximising their output.

“VersaStack and MEDITECH solutions will help our physicians spend more time where they are most needed: at the patient’s bedside.”

**Cindy Peterson, CIO and VP,
Henry Mayo Newhall Hospital**

Business challenge

For over-stretched hospital staff, every extra minute at a patient's bedside counts towards quality care. Henry Mayo wanted to reduce the time they spent accessing electronic health records (EHRs).

Transformation

Henry Mayo became an early adopter of the latest release of MEDITECH's EHR solution, and partnered with Key Information Systems to deploy VersaStack from IBM and Cisco to run the new software.

Business benefits

Boosts: Staff productivity by reducing response times, to help meet growing demand for care

Primes: Henry Mayo for the future, with easy scaling options and rapid provisioning

Optimizes: Infrastructure management for new capabilities with no additional headcount

Henry Mayo Newhall Hospital (Henry Mayo) is a 238-bed, not-for-profit community hospital and trauma center in Valencia, California. Established in 1975, the hospital has a medical staff of over 500 and employs more than 2,200 people. It provides a wide range of healthcare services, including highly respected programs for maternity, cancer treatment, stroke and cardiology care, and a wide range of inpatient and outpatient surgical services.

Making the most of limited resources

Henry Mayo Newhall Hospital (Henry Mayo) is, literally, a lifeline to the community that it serves. With demand outstripping hospital capacity, the organization continually looks for new ways to maximize use of resources. Cindy Peterson, CIO and VP at Henry Mayo, explains: "Each year, over 65,000 patients are admitted to our emergency department, which is only designed to accommodate 56,000 visits, illustrating just how over-stretched we are. To deliver the best quality care we can, we are always striving to help our physicians work more efficiently. Perhaps the most effective tool we have at hand is technology, which has the power to transform the hospital."

Leading the way

A long time user of MEDITECH solutions, Henry Mayo seized the opportunity to become an early adopter of the latest release of the software. “We jumped at the chance to become the first hospital to deploy MEDITECH 6.15,” says Peterson.

“It offers us a host of new capabilities, including greater integration between classic modules and new web-based applications that our care-givers can access anytime, anywhere.”

To proceed, the hospital needed to choose the right platform to run the new release, taking into account a range of essential factors.

“The choice of infrastructure was crucial,” comments Peterson. “From the moment a patient arrives and right through their aftercare, our staff view and update their records, so delays or interruptions to service directly affect care. As a result, we needed high-performance infrastructure that would enable us to utilize our new capabilities to their full potential.

“Equally, we were looking for a very secure solution, since the sensitive medical information we hold must be protected from cyber threats. Finally, as a not-for-profit organization, we must keep one eye on the bottom line at all times, so the platform we

selected also needed to offer competitive TCO and a low burden of management.”

Groundbreaking performance, revolutionary simplicity

Henry Mayo looked to long-term collaborator and IBM Premier Business Partner Key Information Systems for advice. On its partner’s recommendation, and following a thorough review of the technology, Henry Mayo selected VersaStack, a pre-integrated infrastructure solution that combines IBM storage and Cisco server, networking and software components, as the foundation for its new MEDITECH deployment.

Peterson recalls: “We did not go looking for a converged solution, but once IBM and our trusted partner Key Information Systems demonstrated what VersaStack brought to the table it was an obvious choice.

Incorporating all-flash storage via the IBM® FlashSystem® V9000, at a significantly lower price than the main competing offer, we knew that it would offer an exceptional price-performance ratio. The official certification tests for MEDITECH on IBM FlashSystem V9000 yielded impressive results. Peterson notes: “The FlashSystem V9000 produced one of the highest performance

results for MEDITECH, assuring us we had chosen wisely.”

IBM and Key Information Systems worked together to configure and design the solution, with Lumenate, a MEDITECH partner, managing integration of the new software. “Together, IBM and Key Information Systems were a formidable team, achieving the fastest implementation of this type that I have ever seen, with every deadline met or exceeded,” says Peterson. “We had not worked with Lumenate before, but they quickly united with IBM and Key Information Systems in a cohesive working relationship you would have thought was years in the making.”

Offering Henry Mayo a single point of control via Cisco UCS Director, VersaStack brings unprecedented simplicity to the hospital’s IT environment.

“The modular design of VersaStack, all controlled via a single pane of glass, is extremely exciting,” says Peterson. “In choosing the solution, we get the benefits of the best technology from leading vendors with a commitment to one voice for support, which promises quick resolution of any issues.”

Instant time-to-value

Currently, Henry Mayo is working through the test and build phase of the MEDITECH deployment, but has already started to use the integrated storage solution more widely. Specifically, the hospital is taking advantage of integrated data compression and encryption features to optimize its IT environment.



“VersaStack is a true platform for the future: we can scale up with ease when we want, and provision new MEDITECH environments within a few weeks rather than the months it took before.”

Cindy Peterson

CIO and VP, Henry Mayo Newhall Hospital



“A key benefit of the VersaStack platform is that it incorporates virtualization capabilities that allow us to make use of our existing investments by enabling us to manage our existing IBM Storwize® V7000 storage within a single software-defined environment,” elaborates Peterson. “The IBM SIO [Storage Infrastructure Optimization] team provided recommendations for sizing and real-time compression that reduces the size of our storage environment by up to three times without affecting performance.”

“Deploying Versa Stack has also dramatically enhanced and simplified security, as data at rest is now stored on encrypted hardware. The solution is built with security in mind from end to end, far surpassing our expectations and ideally suited for a medical environment.”

Ushering in a new dawn

Once the new MEDITECH solution is in full use, Henry Mayo will be able to offer its physicians access to electronic health record (EHR) data at any time and any location. Supported by high-performance infrastructure, the hospital expects that this data will be available at greater speed and reliability.

“The combination of VersaStack and the new MEDITECH software will ensure our physicians can always get the information they need to make swift, high- quality clinical decisions without delay,” comments Peterson. “Consequently, they can spend more time where they are most needed: at the patient’s bedside, and they are better- equipped while they are there. Overall, we expect this to help us enrich patient care and improve outcomes.”

By enabling more efficient ways of working, the solutions enable Henry Mayo to do more with existing resources, helping the hospital meet growing demand for care. Peterson concludes: “Easier infra-structure management means we can offer care- givers new capabilities without adding to our headcount behind the scenes, enabling both physicians and our IT teams to work more productively.

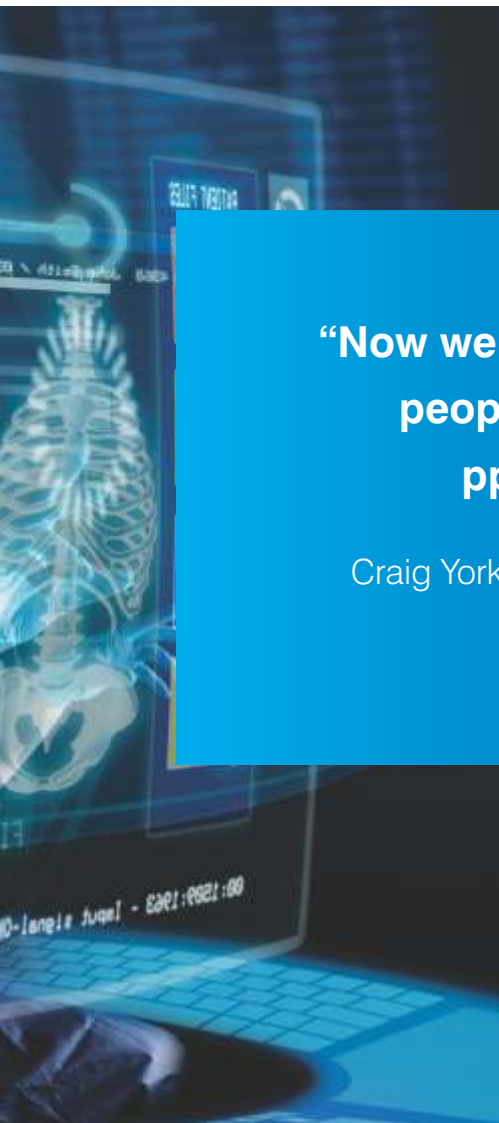
“VersaStack is a true platform for the future: we can scale up with ease when we want, and provision new MEDITECH environments within a few weeks rather than the months it took before. Giving us the ideal foundation for our leap forward with the new release of MEDITECH soft-ware, VersaStack is playing a critical role in our evolution as a hospital.”

/



SMART NETWORK SOLUTIONS LAYING FOUNDATION FOR AN ADVANCED DIGITAL HEALTHCARE BLUEPRINT.

Milton Keynes University Hospital NHS Foundation Trust wanted its staff to be able to operate at peak performance.



“Now we don’t get any outages, and at 10Gbps, people can instantly get to the data and ppsthey need to work efficiently.”

Craig York, Associate Director of IT, Milton Keynes University ospital NHS Foundation Trust

At Milton Keynes University Hospital, the IT infrastructure was out of date and failure prone. Ideas like paperless and digital seemed in the realms of science fiction. Today a unified Cisco® network is something that’s directly supporting it in becoming the newest UK university hospital.

Case Study

Milton Keynes University
Hospital NHS Foundation Trust

Size: 3500 employees

Location: United Kingdom

Industry: Healthcare

CHALLENGES

Improve patient outcomes

Enable digital healthcare

Cut IT costs

The hospital’s old network was down once or twice a month, and finding theexperts to fix it was a problem. Meanwhile, with two different phone systems, costs were beginning to climb. Trying to digitise processes and support new healthcare systems exceeded the limits of the original network design. With lots of young, web-savvy medicalstudents arriving on campus it was time to make things bette.r

Unified communications opens the door to greater efficiency and improved outcomes at lower cost.

Unified network gives greater return on investment

The hospital seized the chance to reduce costs and improve IT by moving to Cisco technology for its LAN, Wi-Fi, and telephony needs. The solution, installed by BT, includes a fully-redundant Cisco network.

Before, the hospital had two phone systems and three numbering plans. By including Cisco Unified Communications in the network upgrade, it saved a five-figure sum on the cost of installing a single, old-style phone system.

Secure mobility available everywhere

With the previous wireless network, strength and reach were patchy. Using advanced features such as Cisco CleanAir® Express Technology, the Wi-Fi network has boosted coverage and wireless performance across the entire campus

A Cisco Identity Services Engine checks to make sure users and their devices are safe to connect to the Wi-Fi network. Clinicians have special rights for accessing data and services, compared to patients and visitors who can browse the Internet and stay in touch with friends and family



Network downtime reduced from several hours a month to zero.

Solutions

Cisco ® LAN for nonstop network availability

Cisco Wireless network for fast, secure mobility

Cisco Unified Communications for flexible, efficient communications



Always-on and at high speed

Both fixed and wireless domains are managed through one system, Cisco Prime™ Infrastructure, saving time and further reducing effort.

Associate Director of IT, Craig York, says: "Now we don't get any outages and, at 10Gbps, people can instantly get to the data and apps they need to work efficiently."

Results

- Cut network downtime from several hours a month to zero
- Better phone system with five-figure savings
- Improved Wi-Fi access everywhere

Working closer and more efficiently together

Now, it's easier to reach people. With new tools, like Cisco Jabber®, doctors and multidisciplinary teams can work closer and more efficiently together. They can see when colleagues are available and connect on the spot through voice, video, conferencing, and instant messaging.

IT is simpler and less expensive

The hospital has a single, unified network using standard components. It works better, with no downtime, and it's simpler to manage. "Our people have a good, stable network connection," says York. "You can plug in a new Cisco phone or access point anywhere and everything works straightaway."

A springboard for further progress

The network is helping accelerate IT projects, such as the rollout of a new electronic patient record system. It's also much easier to connect medical students when they start their courses.

"We recently became a university hospital and were named one of the best places to work in the NHS," says John Blakesley, deputy chief executive. "For such advances it's vital to have a strong netwo

د. سليمان الحبيب
DR SULAIMAN AL HABIB
المجموعة الطبية medical group



Setting a benchmark for the Hospitals of the Future in UAE

A hospital in Dubai is doing things that until recently were only seen in fiction. Using the latest technology, from Google Glass to 3D printing, the Sulaiman Al Habib hospital has been dubbed 'the hospital of the future' yet again as it continues to treat patients with some of the latest and best that medical tech has to offer.





Here's an example: going for an MRI or CT scan is not most people's idea of a fun afternoon, and research has shown that the environment patients are treated in can have a big impact on their health. That's why, at Sulaiman Al Habib, you can customize the ambience by choosing from different decors in the scanner.

Other than making patients feel more at ease, the technology permeating every room in the 200-bed facility enhances diagnostics, improving performance, helping lower costs, and ultimately making the hospital a better place for doctors, radiologists and patients alike.

Emergency Medical Technicians en route to the emergency room use Google Glass to communicate with on-site doctors through real-time video and voice calls, providing up to the minute information regarding the condition of a patient allowing the in-house team to correctly prepare for the patient's arrival.

The convergence of technology, design and medical expertise has made the Dr. Sulaiman Al Habib hospital in Dubai the only hospital of its kind in the region.

Harnessing the power of the Industrial Internet, which we report on regularly on The Pulse, the integration of medical equipment, medical data and IT systems gives doctors powerful tools to improve outcomes for patients and improve their stay in hospital.

Doctors can share medical imaging results and other diagnostic data with experts located anywhere on Earth for a second opinion, to get the most accurate diagnosis and the best treatment possible for their patient. This 'digital hospital' is also a place where patient records, tests, treatment plans & other information is secure but always at hand for caregivers across the facility.



“As a leading provider of medical healthcare in the region, Dr. Sulaiman Al Habib Medical Group is proud to operate this cutting-edge Digital Hospital that is home to some of the most innovative digital technology and comprehensive patient centered solutions available in the world,” said Nasser Al Huqbani, President and CEO of the Dr. Sulaiman Al Habib Medical Group.

Dr. Sulaiman Al-Habib Medical Group (HMG) is one of the largest private healthcare providers in the Middle East, managing 18 medical facilities in the Kingdom of Saudi Arabia, the United Arab Emirates and the Kingdom of Bahrain.

According to a statement by the Group, which has secured 29 awards and accreditations since it was established in 1995, it is well on its way to becoming a highly trusted healthcare provider in medical excellence and patient experience in the Middle East. True to this statement, HMG has recently commissioned its technology flagship 150-bed, 175,000 square feet digital hospital in Dubai Healthcare City (DHCC).

Have we reached to the talked about -
**"The future of
digital healthcare".**



Given the impact of digital technology on the consumer world, it does not take much to imagine the potential it could have on healthcare

The healthcare sector is being asked to do more with less. This fact is the crux of current discussions about how to better use information technology, and Big Data, in the hospital. But what many fail to notice is that in many cases, the future of digital healthcare is already here. This is especially the case when you consider the advanced technology being used in other industries that could be applied to healthcare, such as jet engines with sensors that provide real time monitoring and diagnostics to pilots in the air and engineers on the ground.



Although there is still a way to go before digital health technologies are fully integrated into our daily lives, like the internet and smart phones, there are countless examples of where cutting edge technology is already starting to revolutionize the ways clinicians diagnose and treat their patients.

Much of this technology is at the pilot stage right now, but very soon we will see them applied in all areas of clinical practice. One day soon, these technologies will be available to patients as well, to manage their own conditions on a day to day basis. Given the impact of digital technology on the consumer world, it does not take much to imagine the potential it could have on healthcare.

Here's another example. Algorithms are being designed that can compare the

ultrasound scans of expectant mothers to those of the wider population, to help improve the diagnosis of genetic defects in unborn babies. Hosted on the cloud, this data would be accessible to any clinician with a secure connection, enabling more accurate diagnoses as clinicians will have more information on which to base their decisions.

Such evaluations will also widen access and make clinicians more efficient, as they would not have to be based in the

same hospital as the patient or the clinicians they are collaborating with, thanks to secure remote connections to the patient's data.

The power of smartphone technology will mean that clinicians will be able to securely access and share the results of scans with their peers to provide more accurate and timely diagnoses for their patients.

Dr. Michael Dahlweid spoke in front of more than 100 managers and specialists at the Digital Transformation Conference in Frankfurt, Germany on October 27 2015. The congress was hosted by the Bundesverband der Deutschen Volks- und Betriebswirte (bdvb e.V.). The bdvb e.V. was founded in 1903. With about 10,000 members it is the country's largest association of economists.

Author: By Dr. Michael Dahlweid

GM Product Management & Director Medical Informatics,
Healthcare IT, GE Healthcare



Ongoing monitoring of patient progress also will be made easier as clinicians can virtually collaborate on a patient's case, drawing on the most skilled experts, regardless of where they are in the world.

Existing technology is also benefiting from the latest digital developments, such as the constant monitoring of CT scanners independently from human beings. These 'intelligent machines' are able to make recommendations for improving scanning protocols without human input, as well as when servicing and maintenance is required.

Not only does this increase the accuracy and efficiency of scans, but thanks to the ever growing independence of these machines, clinicians have more time to dedicate to their patients. The scanners can also immediately alert their managers when servicing is going to be required, reducing potential downtime.

What links these digital healthcare technologies together is that they are real world examples of cutting edge developments that will transform healthcare not many years in the future, but in the coming months and years.

The pace of change will be defined by how quickly these new approaches can be deployed at scale. By harnessing the data analytics and cloud computing seen more widely in other areas of industry, health professionals, in partnership with the medical technology sector, have real potential to accelerate the pace of adoption. This in turn will benefit patients and lead to even greater efficiency in care delivery.

Note* Any descriptions of future functionality reflect current product direction, are for informational purposes only and do not constitute a commitment to provide specific functionality. Timing and availability are subject to change and applicable regulatory approvals.

Company Associate



Accenture is a global management consulting, technology services and outsourcing company, with more than 358,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenue of US\$ 31.0 billion for the fiscal year ended Aug. 31, 2015. Its homepage is www.accenture.com



GE Healthcare provides transformational medical technologies and services that are shaping a new age of patient care. Our broad expertise in medical imaging and information technologies, medical diagnostics, patient monitoring system, drug discovery, biopharmaceutical manufacturing technologies, performance improvement and performance solutions services help our customers to deliver better care to more people around the world at a lower cost. In addition, we partner with healthcare leaders, striving to leverage the global policy change necessary to implement a successful shift to sustainable healthcare systems.

Our "healthymagination" vision for the future, invites the world to join us on our journey as we continuously develop innovations focused on reducing costs, increasing access and improving quality and efficiency around the world. Headquartered in the United Kingdom, GE healthcare is a \$17 billion unit of General Electric Company (NYSE:GE). Worldwide, GE healthcare employs more than 46,000 people committed to serving healthcare professionals and their patients in more than 100 countries. For more information about GE Healthcare, visit our website at www.gehealthcare.com



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MDA is a subsidiary of Messe Düsseldorf in Germany, one of the world's leading trade fair organizers, responsible for organizing more than 20 global No. 1 exhibitions in industries including plastics, printing and packaging, and medical and health care - specifically K, drupa, interpack, MEDICA, COMPAMED and A+A held in Düsseldorf, Germany. Since 1995, MDA's portfolio of trade fairs in Southeast Asia includes: for the plastics and rubber sectors in Thailand (T-PLAS), Vietnam (PLASTICS & RUBBER VIETNAM) and Indonesia (INDOPLAS), the printing and packaging sectors in Thailand (PACK PRINT INTERNATIONAL) and Indonesia (INDOPACK and INDOPRINT), the wire, cable, tube and pipe sectors in

Thailand (wire Southeast ASIA and Tube Southeast ASIA), the medical and health care industries in Thailand and Singapore (MEDICAL FAIR THAILAND, MEDICAL FAIR ASIA, MEDICAL MANUFACTURING ASIA) the Workplace Safety & Health sectors in Singapore (OS+H Asia) and the metal and steel trade industries in Indonesia (indometal)

SIEMENS

The Siemens Healthcare Sector is one of the world's largest suppliers to the healthcare industry and a trendsetter in medical imaging, laboratory diagnostics, medical information technology and hearing aids. Siemens offers its customers products and solutions for the entire range of patient care from a single source - from prevention and early detection to diagnosis, and on to treatment and aftercare. By optimizing clinical workflows for the most common diseases, Siemens also makes healthcare faster, better and more cost-effective. Siemens Healthcare employs some 51,000 employees worldwide and operates around the world.

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