

White paper

Creating more value with strategic partnerships today and tomorrow

A new approach for healthcare providers and MedTech companies to accomplish strategic goals, maximize opportunities, and meet stakeholder demands

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Value
Partnerships

Edition #03



Executive Summary

Today's healthcare providers face unique and unprecedented challenges. A global workforce shortage has health systems prioritizing operational efficiency.¹ With medical technology representing almost 60% of hospital costs, organizations are aiming to do more with less.

Around the world, health systems have also embraced trends to enhance patient satisfaction, increase access to care, and improve financial outcomes for providers. These organizations have incorporated a patient-centric approach to designing pathways for high-quality care. Providers can optimize workflows by focusing on strategic roadmaps that support digital and technological innovations. They are also prioritizing workforce development through staff education initiatives and sustainability in both facility design and financial positioning.

For hospitals and healthcare networks, the fundamental goals of improving patient care and delivering value to stakeholders will remain a constant in how business is conducted. Those who embrace strategic transformation and digital innovation will thrive in the coming decades. For example, digital solutions such as telehealth services and artificial intelligence (AI) solutions are crucial investments.

By building and maintaining the appropriate clinical infrastructure and workflows, health systems can improve productivity with innovative technology, staffing, and an optimized supply chain. Forward-looking partnerships with MedTech can prepare these providers to meet the challenges and opportunities of healthcare with best practices to streamline operations.

This paper presents the latest perspectives on the value of industry partners in helping providers and highlights the defining moments that mark these opportunities. It also offers an overview of key events in the development of these long-term relationships, with case studies to demonstrate the value of these performance-oriented, collaborative engagements.

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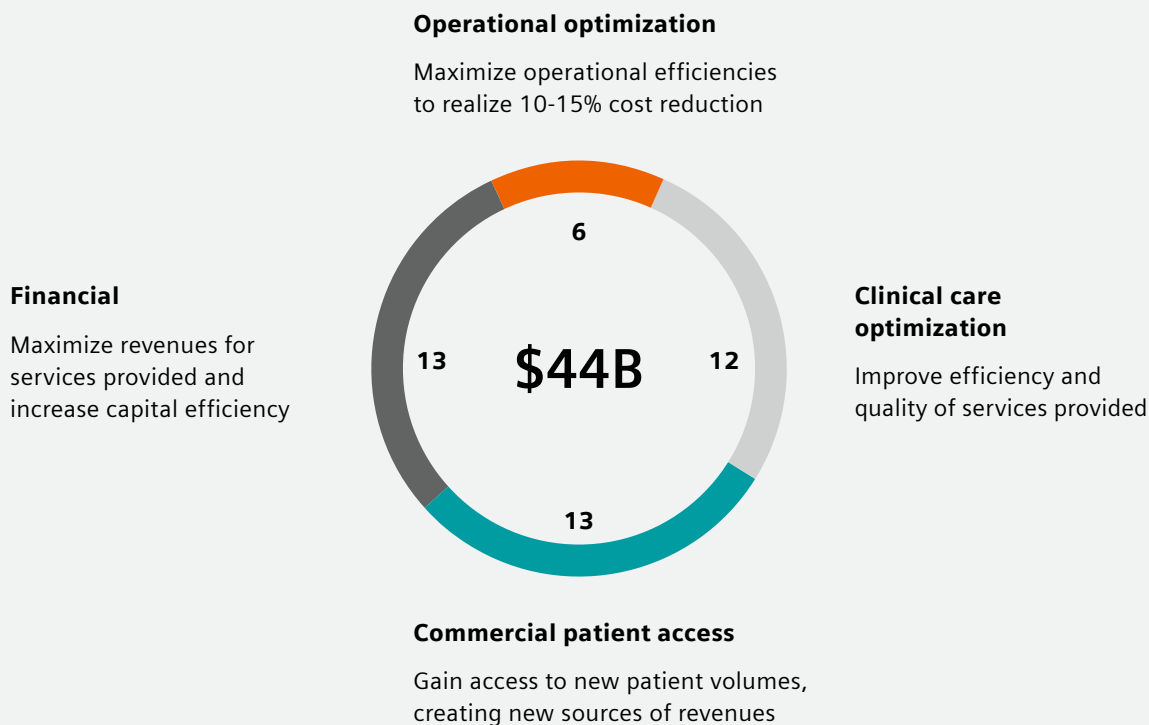
Creating value in healthcare

Healthcare providers continually seek ways to deliver value to patients and other key stakeholders. That is why the demand for long-term, performance-oriented collaborations with MedTech is on the rise. The potential value of partnerships emphasizing “beyond the product” solutions could be as much as \$44 billion in the United States alone.²

Long-term partnerships: Establishing strategic goals

There are certain watershed events that motivate administrators to seek a partnership. These include new hospital construction, expansion, replacement of an aging technology fleet, financial uncertainty, performance issues, changes in reimbursement, changes in ownership or management, quality improvement efforts, and managing patient costs. These situations present opportunities to reconsider the way things work and look for ways to improve institutional processes.

Assessment of value pools that can be addressed by solutions “beyond the product” in United States, \$ billion



Source: McKinsey Advamed (2014)-Bottom up value pool assessment in US provider landscape McKinsey&Company

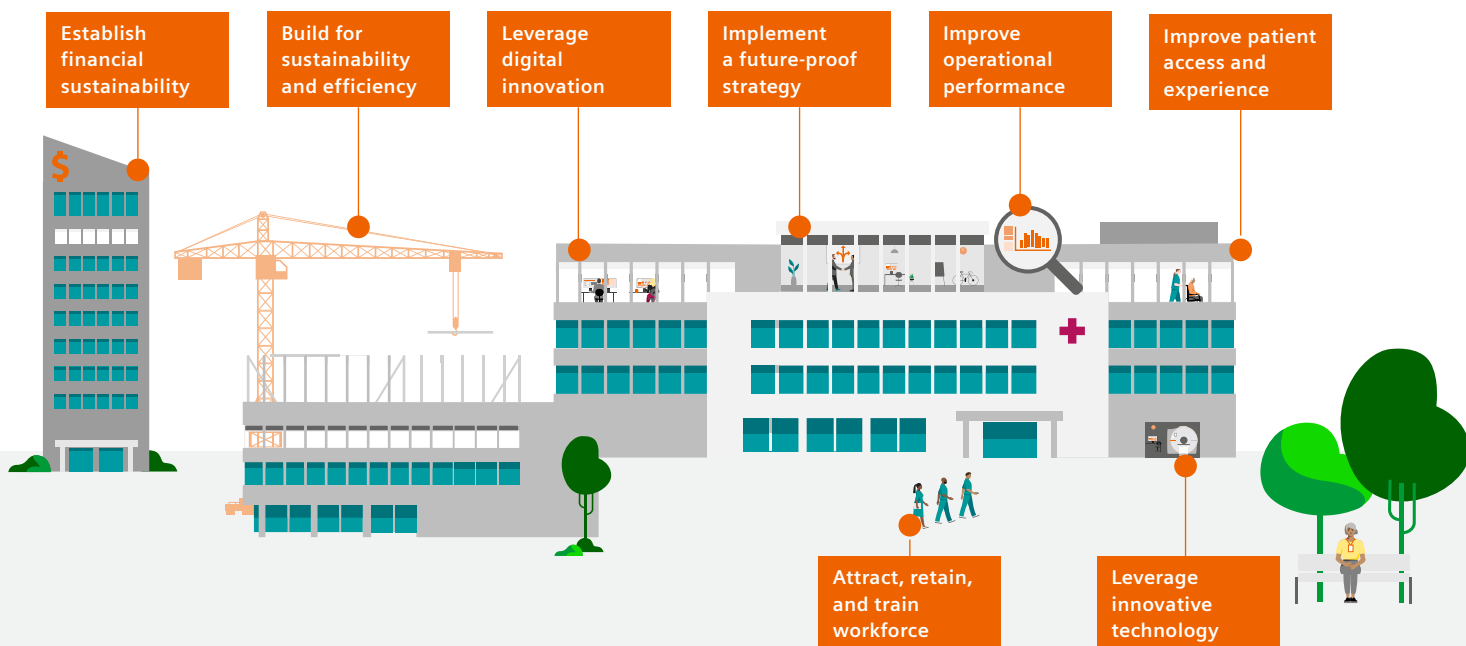
As health systems go through these changes, stakeholders and administrators can usually recognize the challenges facing the institution. These can be related to the technological, operational, workforce, or the overall design of the facility in question. Fortunately, long-term partnerships with MedTech can help providers overcome these obstacles with a holistic and transformative approach to drive performance, efficiency, and innovation.

How long-term partnerships help providers

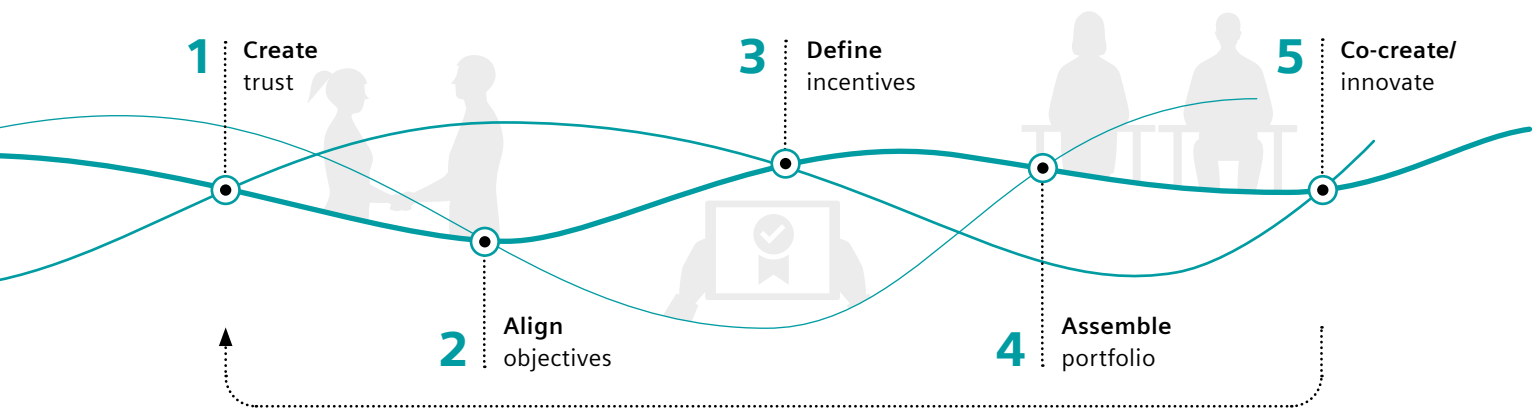
Each healthcare organization has specific wants and needs reflecting on their stakeholders' demands. An effective partnership can help organizations meet their unique challenges, with an eye to long-term creation of value and sustainable success. Below are a few examples of areas in which a long-term partnership with MedTech can help providers turn challenges into opportunities.

Long-term, performance-oriented partnerships with MedTech

Long-term relationships between healthcare organizations and MedTech partners can be customized to the unique needs of a facility. These collaborative agreements help providers identify and meet strategic goals, maximize opportunities, and address stakeholder demands. A trusted partner can offer enterprise-wide value with clinical insights, innovative technology, strategic vision, and operational expertise to formulate and achieve organizational goals. On the next page are crucial factors to consider when implementing these partnerships.



Key steps to establish a long-term, performance-oriented partnership



1 Create a foundation of trust

For a partnership to be effective, trust is crucial. This is a long process that usually arises out of long-standing business partnerships. “You need, first of all, to clearly understand what the main challenge of the healthcare provider is. It’s very unlikely that you find two provider organizations with the same kind of challenge, and the same priorities, where you can use the same strategies for success,” says João Seabra, Global Head of Enterprise Services at Siemens Healthineers.

2 Align objectives

Both sides of the partnership will come to agreement not only on the nature of the challenge at hand, but also on the discrete steps to be taken and how to define success in those activities. A partner with experience, in both healthcare and technology, can help providers define and meet objectives that will advance their big-picture goals and help sustain success.

3 Define incentives

Every partnership is different, but each must be beneficial to all partners and stakeholders. Benchmarking performance and clearly defining key performance indicators (KPIs) are vital to the success of the relationship. In some cases, performance milestones may be linked to financial incentives. “It’s not about risk sharing, but it’s really about how to jointly define performance sharing,” continues Seabra.

4 Assemble portfolio

Once these key agreements are reached, a partnership can begin in earnest. The specific services and products provided within the collaboration may vary widely, as do the individual needs of healthcare provider organizations. One constant is that partnerships should help the healthcare provider create value by optimizing current operations, expanding capacity and range of services, and driving innovation.

5 Co-create and innovate

Long-term, performance-oriented partnerships go beyond transactional relationships. These tailored solutions are co-created from the contractual level to the ground-level success of a project. Meaningful changes to workflows and clinical pathways require close coordination between the organization and its partners to help staff understand these changes. Effective change management can re-orient the team to new ways of thinking and new approaches to care delivery that can produce better results. These partnerships should engage clinicians and staff on all levels, from clinical chiefs to technologists to nurses to non-clinical staff.



Partnership success stories

How can healthcare providers make use of the expertise, services, and solutions available through long-term partnerships? The following case studies illustrate the challenges and opportunities that partners have faced while working together to create value.



Medical University of South Carolina, United States

Exceeding expectations and expanding capabilities

Public/Private:	Public
Beds:	1,600
Duration:	10 years



Medical University of South Carolina

Scope of Partnership

The Medical University of South Carolina (MUSC) faced challenges in driving performance, clinical excellence, and significant value. In 2018, the organization entered into a 10-year Value Partnership with Siemens Healthineers to implement new capabilities, streamline existing workflows, and provide innovations in care delivery. This collaboration helped MUSC support its expanding pediatric, cardiovascular, radiological, and neuroscience footprints with enhanced performance and workflows.

MUSC sought to overcome fragmentation, costs, and inefficiency in healthcare delivery. To meet these goals, Siemens Healthineers offered technology management services and operational optimization. It includes the delivery and commissioning of over 100 medical devices, covering all medical imaging technology, as well as “digital twin” technology – or virtual replicas of healthcare facilities. This relationship also offered advisory expertise for optimized clinical capabilities, reduced length of inpatient stays, and increased revenue due to greater testing capacity and fewer same-day cancellations.

Key services

- Provision and replacement of all medical technology, with flexible financing
- On-site project management and coordination and third-party vendors
- Combined application of research and engineering to improve the patient experience
- RTLS-enabled layout planning and digital twin technology for workflow optimization

Established Benefits

- Establishment of a technology and education roadmap and service pricing
- Successful opening of a new children’s hospital and a new women’s pavilion
- Provision of an innovative, re-engineered stroke center and a hybrid operating room
- 53% more pediatric visits to the GI Clinic per provider and a 33% increase in daily PET-CTs

“The Siemens [Healthineers] partnership allows us to think and perform differently than we could on our own. With this new building we have expectations about creating our operating rooms or theaters and recovery spaces in a certain way. The partnership allows us to plan for that differently – to think methodically through precise ways we can impact [the patient and family experience].”

Dr. Mark Scheurer, MD, MSc, Chief of Children’s & Women’s Services, MUSC

Lusíadas Saúde, Portugal

Humanizing the patient experience

Public/Private:	Private and public-private-partnership
Beds:	675 (Clínica Lusíadas Gaia and Hospital Lusíadas Porto)
Duration:	1.5 years with expansion to urgent care and surgery



Lusíadas Saúde

Scope of Partnership

Owned by UnitedHealth Group, Lusíadas Saúde Group is the third largest private healthcare provider in Portugal. It has 12 facilities and continues to expand across the country. The organization prioritizes excellence in care to provide the best experience possible to its patients. Lusíadas Saúde Group first partnered with Siemens Healthineers for a patient experience pilot project in two sites in northern Portugal, Clínica Lusíadas Gaia and the cardiology department at Hospital Lusíadas Porto.

The pilot program evaluated the whole patient journey in detail and redesigned the care pathways to ensure the best patient experience. Siemens Healthineers examined the organization's processes, including workflow analysis, key performance indicator selection and measurements, staff and patient surveys, and the evaluation and implementation of improvement measures. An expansion of this pilot program has since been proposed to continue to improve patient experience at all Lusíadas Saúde Group sites.

Key services

- Enabling improved patient experiences in departments across the organization
- Prioritized patient-centric care with optimized clinical operations and workflows
- Measuring key performance indicators to determine and improve patient satisfaction
- Continuous training, education and change management support for the healthcare staff

Established Benefits

- Reduced wait times with enhanced scheduling and check-in and check-out at the pilot facilities
- Redesigned care pathways and improved communication to improve the patient experience
- Optimized the patient journey according to workflow analysis and staff and patient surveys

"The overall scope of our partnership is to redesign our strategy and rethink our whole care pathway for patients. We want to ensure the best patient experience as we determine the appropriate diagnosis and most effective treatment, and we need a partner that thinks like we do."

Vasco Antunes Pereira, CEO of Lusíadas Saúde

Stroke International Services, Vietnam

Accessing care when time is critical

Public/Private: Private

Beds: 100

Duration: 8 years



Stroke International Services General Hospital

Scope of Partnership

Established in 2019, Stroke International Services (SIS) is the first healthcare network focused on stroke care in the Mekong Delta at the southern tip of Vietnam. Dedicated to providing the best stroke treatment available, SIS served 65,000 patients in 2020 alone. Although the relationship with Siemens Healthineers started in 2022, the official collaboration began years ago with the development of SIS General Hospital as a regional center for stroke and cardiac treatment.

Through this partnership, Siemens Healthineers offers technology installation and management, including computed tomography (CT) scanners, ultrasound equipment, angiography devices, and software for imaging. This agreement also includes digital solutions for artificial intelligence and data connectivity, as well as the 2022 acquisition of a Corindus system for robotic-assisted cardiac interventions. Additionally, SIS has collaborated with the organizational committee at the Inselspital Bern in Switzerland to develop the Asian Stroke Summer school, enabling clinicians and technologists direct access to leading international clinicians.

Key services

- Staff education for improved and more timely care
- State-of-the-art technology installation and management for enhanced diagnostic capabilities
- Continuous care innovations, including digital, robotic, and artificial intelligence systems

Established Benefits

- Expanded access to stroke care in the region
- Educated stroke care providers and specialists to improve patient outcomes
- Establishment of a comprehensive stroke and cardiac center with additional sites to come
- Launch of an education program to bring international knowledge to the staff

"I am proud to say that we are one of the best centers for stroke treatment in the region. At SIS, we can now provide our patients with treatment that is on a par with what they would receive in Europe or in the USA."

Cuong Tran Chi, MD, Director of Stroke International Services General Hospital, Can Tho city, Vietnam

HMI Group, Malaysia and Singapore

Driving Clinical excellence

Public/Private:	Private
Beds:	307
Duration:	5 years



Mahkota Medical Centre

Scope of Partnership

HMI Group is a private regional healthcare provider with locations in Singapore, Malaysia, and Indonesia. The organization aims to further enhance its reputation and increase access to quality patient care by expanding catchment areas, upgrading medical technology, and improving the professional market for local healthcare providers. Siemens Healthineers offers HMI a wealth of experience with diagnostic technology, innovation capabilities, strategic and operational advisory, project management, and guidance in establishing a Center of Excellence. A 5-year Value Partnership between the organizations includes the further development of oncology, cardiovascular, and neuroscience Centers of Excellence.

The HMI partnership includes technology for diagnosis and treatment, such as imaging and radiation therapy, as well as staff education. As part of HMI Group, Mahkota Medical Centre and Regency Hospital in Malaysia are prioritizing patient experience with high-quality care in the oncology, cardiovascular, and neuroscience specialties. Additionally, teamplay performance management applications provide a clear overview of clinical and operational performance data and allow for optimized equipment utilization and patient workflows.

Key services

- Patient experience and care delivery improvement
- Guided development of the oncology, cardiovascular and neuroscience Centers of Excellence
- Equipment replacement and technology management for improved utilization
- Training on new technologies and staff education

Established Benefits

- Optimized workflows and equipment utilization to increase patient capacity
- Further establishment of oncology, cardiovascular and neuroscience Centers of Excellence
- Enhanced patient outcomes with comprehensive clinical capabilities
- Improved patient experience with streamlined operations

“Our vision is to be a leading healthcare group in Asia committed to providing excellence in medical care and healthcare education. As we grow, building trusted partnerships is important. We are pleased to work with Siemens Healthineers as part of our vision to drive patient centered innovation and care.”

Chin Wei Jia, Group CEO of HMI Group

Kantonsspital Baden (KSB), Switzerland

A future-proof imaging center

Public/Private: Private

Beds: 400

Duration: 8 years



Imaging Center of Kantonsspital Baden

Scope of Partnership

Kantonsspital Baden (KSB) is a healthcare provider located west of Zurich in Switzerland. The organization sought to optimize its workflows and working environment with the development of a new imaging center. As part of an 8-year collaboration with Siemens Healthineers, the KSB imaging center was designed according to the principle of Healing Architecture and is set to open in 2023.³

KSB initially approached Siemens Healthineers professional input on the planned layout of the new imaging center. The resulting partnership helps to ensure optimized workflows and a healthy environment for work and care. As part of this partnership, KSB received help from Switzerland's first Innovation Think Tank – an interdisciplinary team of advisors, architects, and medical planners. Siemens Healthineers also interviewed staff, observed workflows, and reviewed layout plans to better understand the needs of the facility. An iterative 3-month layout optimization project to design a future-proof diagnostics and therapy center enhanced the new building's design.

Key services

- Optimized the radiology layout and processes for the new imaging center
- Applied modern architecture standards to the design of the new facility
- Reviewed and identified potential bottlenecks and optimization opportunities
- Process optimization for an improved healing environment for patients

Established Benefits

- Advisory services support from Switzerland's first Innovation Think Tank
- Intelligent facility design and planning of an efficient imaging center
- The new imaging center is scheduled to be operational as of 2023

"We are very satisfied with our decision to bring an expert planning team on board, to help us design an imaging center we can be really proud of. We believe our staff and patients will notice a huge difference."

Rahel Kubik, MD, MPH, Head of Radiology, Director of Medical Services, KSB

Conclusion

Strategic partnerships between healthcare organizations and MedTech companies are long term engagements that can bring a combination of clinical insight, medical technology innovation, strategic vision, implementation expertise, and operational excellence to the table for healthcare organizations. These are not rigid contracts, but the product of active ongoing collaboration between provider organizations and MedTech partners—with room for adaptation.

Siemens Healthineers has designed an effective framework for collaborating with provider organizations known as Value Partnerships. These are comprehensive, but flexible collaborative engagements premised around a clear understanding of our partners and their challenges. As a trusted partner, Siemens Healthineers has a track record for increasing enterprise-wide value to meet the immediate and longer-term objectives of a healthcare institution.

As healthcare organizations prioritize sustainable layouts and infrastructures, Value Partnerships help partners test potential solutions and new facility designs. These collaborations help facilities optimize operations, manage technology, and develop the workforce. Similarly, holistic and transformative initiatives often apply across multiple domains. With Value Partnerships, Siemens Healthineers offers strategic solutions to elevate the capabilities, performance, and reputation of a healthcare organization. These relationships also leverage digital tools like automation and data-enabled insights to create transparency, monitor performance, foster rapid decision making to meet the demands of today's digital world and to manage future uncertainty.

Would you like to know about how to engage in a value-creating partnership in the future?

Get in contact:

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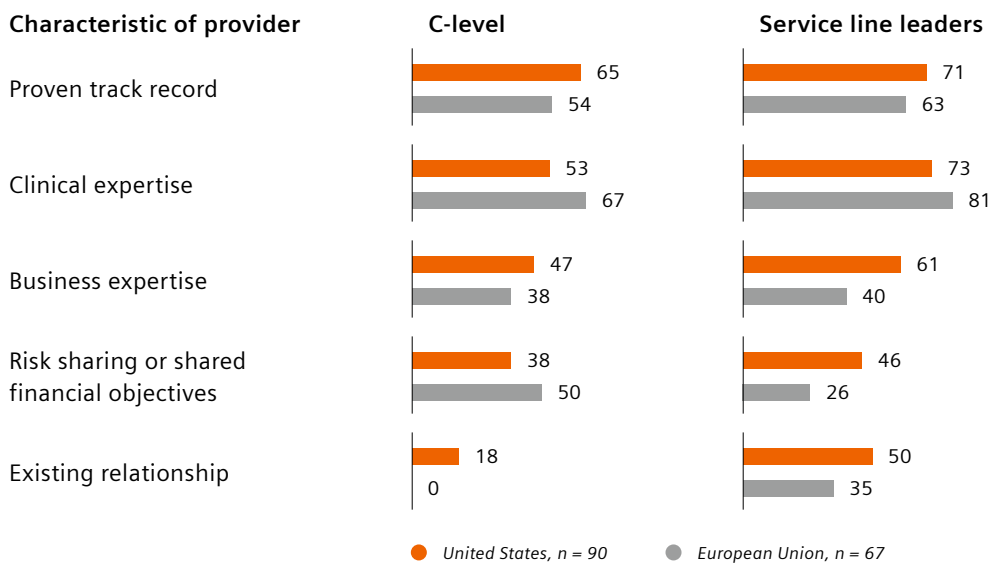


"At Siemens Healthineers, we use our full suite of capabilities and expertise in medical technology, process optimization, and digitalization to improve patient outcomes and experience. Ultimately, our partners trust in our ability to manage change in their respective healthcare organizations because we are as invested as they are in making things better for patients."

João Seabra, Head of Enterprise Services from Siemens Healthineers, sums up the value of Value Partnerships.

Key criteria for choosing a MedTech partner

Importance of criteria in choosing a partner, % of responses



Adapted from McKinsey and Co. "Improving healthcare while curbing cost: Med-tech companies offer a solution."²

"Siemens Healthineers and Lusíadas Saúde are made up of people, not beds and equipment. Our company names are very important and must become synonymous with accountability. The way we felt with Siemens Healthineers is how we normally feel working within our own organization – at a certain point, we don't know where we end and where Siemens begins. Because we are part of the same team, we feel like their people are also our people."

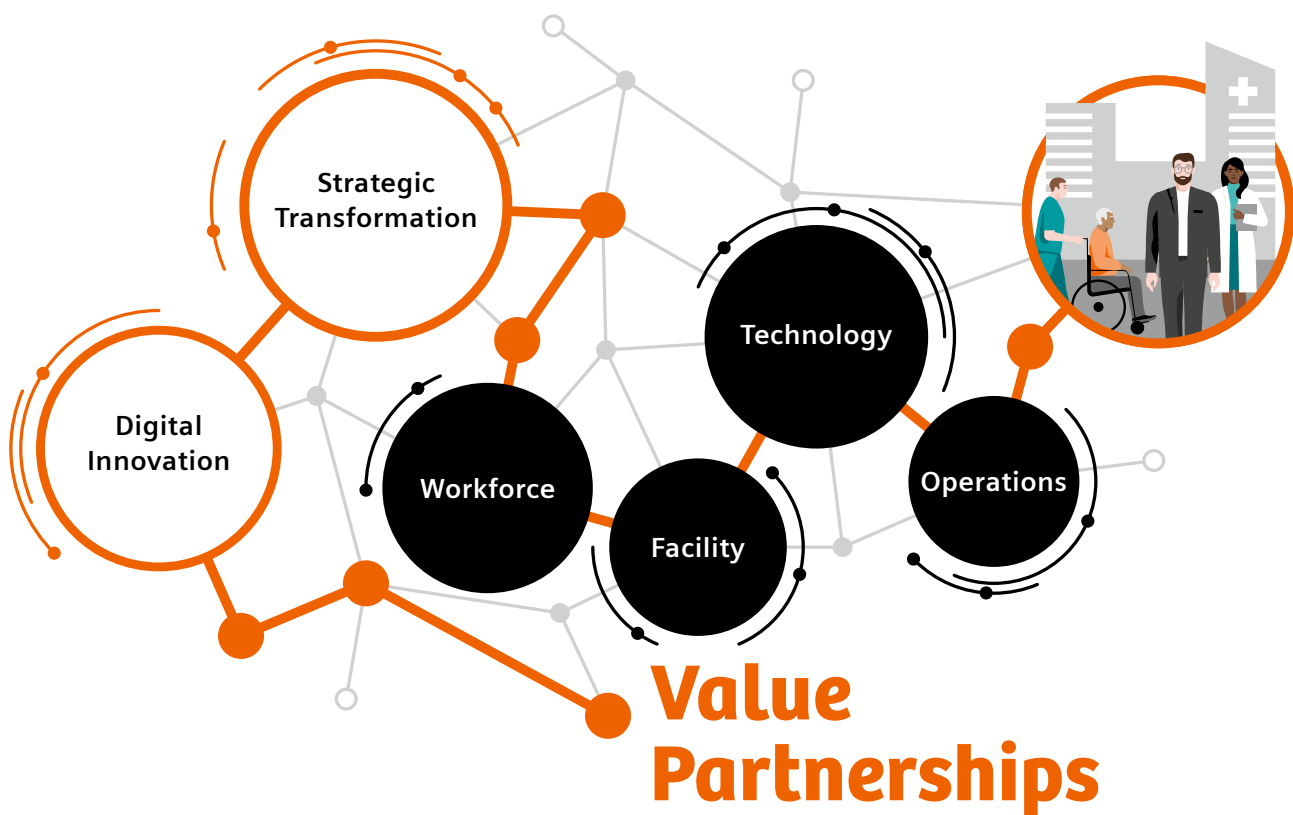
Vasco Antunes Pereira, CEO of Lusíadas Saúde



About Value Partnerships

Siemens Healthineers Value Partnerships are long-term, performance-oriented, collaborative engagements. We bring a combination of clinical insight, medical technology innovation, strategic vision, implementation expertise, and operational excellence to the table for you. As trusted partners, we help you formulate and achieve your strategic goals, increasing enterprise-wide value.

Value Partnerships drive value across your entire enterprise with focus on four domains: Technology, Operations, Workforce and Facility. Furthermore, together we enable breakthroughs through holistic and transformative initiatives such as Strategic Transformation and Digital Innovation.



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- 3) Christine Nickl-Weller and Hans Nickl, HEALING ARCHITECTURE, Braun, 2013.

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The results described herein by customers of Siemens Healthineers were achieved in the customer's unique setting. Since there is no "typical" hospital and many variables exist (e.g., hospital size, case mix, level of IT adoption), there can be no guarantee that other customers will achieve the same results.

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