

Company Presentation Document

HICT NV

Management & IT consulting company for the
healthcare market

Company profile and propositions of hict

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1. Introduction

This document is a presentation and description of hict, a management and IT company in the healthcare market. In this document we describe our company, domains of expertise and a set of propositions.

The purpose is to give you a first understanding of what services we offer, so we can meet and discuss your specific case to evaluate where we can add value to your activities.

We hope this document is the start of a collaboration between our companies and we look forward to working together. Please do not hesitate to contact us with your questions, suggestions or requests for proposal.

Jan Demey

CEO hict nv

Jan.demey@hict.com

T: +3250333340

2. Who's hict

hict is an independent management and IT consulting company with focus on the healthcare industry. Based on the strong belief that healthcare organisations are in a continuous process of quality improvement, hict was launched to assist the healthcare stakeholders in this opportunity.

2.1. Vision

hict believes in a future-oriented health system with **affordable, qualitative services** by organising the processes more efficiently and by making best use of the scarce resources in the sector.

2.2. Mission

hict's **mission** is to make **tangible and realistic improvements** regarding the general performance, the actual use of resources, the efficiency of organisational processes and the quality of their activities in the healthcare industry.
hict hereby appeals to **recognised methodologies** and its **sector-specific expertise**

2.3. Company

hict was founded in 2004 and counts a network of about 100 consultants. The headquarters of hict are located in Belgium (Bruges). Our other offices are in the Netherlands (The Hague), Switzerland (Zug) and a representation in the Middle East (Oliva Health). hict is an independent company and is privately owned.

2.4. Values of hict: Picqup

hict carries out its own and by its people defined values. Please find them, with the expression of some of our team members, throughout this document. **P** for Passionate, **I** for Independent, **C** for Connected, **Q** for Quality, **U** for Unique and **P** for Professional.



3. Approach of hict

hict's approach of executing projects in the healthcare market is based on several principles:

3.1. Who is our market

hict works for 3 markets:

3.1.1. Healthcare providers

Healthcare providers are organisations that work directly or indirectly with patients. The main customers are:

- hospitals
- hospital networks
- specialist clinics (psychiatric clinics, private clinics, ...)
- rest and nursing homes & other projects related to geriatric care
- home care organisations

3.1.2. Healthcare suppliers

Healthcare suppliers are organisations that deliver products and services to the healthcare providers. The main customers are:

- pharmaceutical and biotechnological companies
- medical devices companies
- ICT companies in the healthcare sector
- national health services
- insurers
- logistics outsourcing companies
- technical services and product companies
- patient associations/patient networks
- developers of new healthcare projects

3.1.3. Healthcare public services

Healthcare management has a very tight relation with governmental decisions and policies, from a financial, qualitative, operational and infrastructural point of view. In this context hict provides services to international, federal and local governments, governmental institutions, and non-profit organisations.

3.2. What is our project philosophy

hict is a project organisation for management and IT consulting in the healthcare industry. As consultants we are convinced of the following 3 steps:

- We have to deeply **ANALYSE** the situation of the project.
- We have to explain and bring our independent **ADVICE** to the customer.
- We have to assist the customer in the qualitative **REALISATION**.

As consultants we are convinced that we have to combine these 3 elements in our project realisation.



3.3. What is our delivery team of consultants

hict works with an extended team of consultants and experts in different healthcare domains. We are convinced that a **MULTIDISCIPLINARY** team of healthcare experts is very well positioned to answer to healthcare-specific questions.

That is why hict has consultants with different backgrounds: physicians, nursing expertise, hospital management, hospital logistics, ICT, hospital administration, patient management, pharmacy and biotech, etc.



4. Domains of expertise: our service offerings

Active in the healthcare industry, hict has **5 domains of expertise** within which we execute projects.

- SMOQ: STRATEGY-MANAGEMENT-OPERATIONS-QUALITY
- VALUE MANAGEMENT
- HEALTHCARE ICT
- PROCESS IMPROVEMENT
- CENTERS OF EXCELLENCE FOR CLINICAL R&D



4.1. SMOQ: STRATEGY-MANAGEMENT-OPERATIONS-QUALITY

hict assists hospitals and healthcare organisations in strategy, management, operations and quality related projects.

4.1.1. Strategy definition

4.1.1.1. *Your question*

- Because of a structural and continuous ramification of your services and employees, it seems like you no longer have 100% control over your organisation.
- You cannot get everyone in your organisation on the same wavelength because the future is not clear.
- Strategic exercises do not lead to concrete improvements.
- Your organisation endures many changes and needs a clear line.

4.1.1.2. **Our approach**

- definition of your organisation's priorities:
 - in cooperation with shareholders and stakeholders;
 - by means of our expertise with care providers and suppliers.
- use of proven methodologies and strategic frameworks.

4.1.1.3. **We help you**

- define a clear strategy, mission and vision;
- test and define the positioning of your organisation with stakeholders and shareholders;
- translate a strategic mission towards feasible and sharp strategic goals;
- define the best corporate governance model for a good management of your organisation when it comes to operational execution.

4.1.2. Policy plans

4.1.2.1. **Your question**

- You know which road you want to take, but you feel as if the organisation is not entirely on the same wavelength.
- Your organisation does not interpret the general direction to daily actions in the same way.
- You encounter a large diversity in your organisation when it comes to execution and approach.
- You have come to the conclusion that in your organisation a lot of duplication of efforts occurs.

- Your employees are insufficiently familiar with the execution of policy.

4.1.2.2. Our approach

- analysis of the existing situation and reuse of what is good in cooperation with the different responsible persons in the organisation;
- trainings and coaching;
- quality control on policy plans when it comes to feasibility and coherence.

4.1.2.3. We help you

- carry out policy decisions for all the services and follow them up through a solid project management;
- train the middle management in formulating an individual policy plan that corresponds to the general policies with a policy plan as a result;
- introduce a continuous improvement cycle (diverse methodologies) for the follow-up and execution of policy initiatives.

4.1.3. Quality management

4.1.3.1. Your question

- You want to develop a structural grip on the quality offered daily in your organisation.
- There is no or little culture on quality or the right instruments/employees are not at hand.
- Within your organisation there is no framework to activate quality towards concrete improvements.
- Your organisation is on the verge of starting an accreditation exercise or audit. (pre-accreditation)
- Quality audits indicate that within the organisation the same processes are executed in different ways.

4.1.3.2. Our approach

- definition of the correct leverages (workshops, interviews) customised to your organisation and together with your employees;
- definition of the functional requirements which the systems in your organisation have to comply with;

- determination of the best quality framework (continuous improvement culture) by testing the feasibility, the effort and the focus of your employees in order to come to an excellent organisation.

4.1.3.3. We help you

- draw up specifications in order to select the correct systems customised to your organisation;
- introduce a business process management in order to align your processes cross-organisational;
- create leverages in order to set up a continuous improvement culture.

4.1.4. Market study & business case development

4.1.4.1. Your question

- You notice a shortage of insight into market opportunities in healthcare.
- You would like to gain an insight into the quality and performances of and the experience with your services on the market.
- You want to check the preferences and applications of the market before launching a new service.

4.1.4.2. Our approach

- customised advice based on our expertise and experience;
- large diversity of knowledge on applications and techniques in healthcare;
- definition of the best fit method according to the intended result;
- profound data analysis of workshops in order to obtain appropriate advice.

4.1.4.3. We help you

- formulate market studies on feasibility, application, market opportunities and experience by end users;
- define specific triggers for clients interested in your offer;
- translate market opportunities into clear and feasible business cases elaborated in an effective project plan (prince2™);
- assemble different actors in healthcare in order to carry out your project successfully.

4.1.5. Audit, KPI & BSC

4.1.5.1. Your question

- You feel as if the performance of your organisation is not up to level.
- You cannot indicate the causal connection between performance and conditions needed to get this performance.
- You need clear directive parameters that follow the performance of your organisation.

4.1.5.2. Our approach

- audit of the connection with the policy based on the results of your organisation (employees, clients, environment);
- grouping of existing parameters in your organisation and conversion to a clear framework;
- definition of the correct indicators, together with your employees, for the strategic critical domains in which you are active.

4.1.5.3. We help you

- draw up a balanced scorecard that allows you to follow whether you actually carry out the strategic choices by means of precise indicators;
- perform an audit of your organisation or one of the departments;
- define the correct parameters/critical performance indicators.



4.2. VALUE MANAGEMENT

The value of a 'health technology' (drug or other product) in healthcare and in healthcare institutions has become very important. hict uses its knowledge of and experience with healthcare institutions to help suppliers identify, quantify, optimise and create this value.

4.2.1. HTA related services

4.2.1.1. Your question

- Your product has to be differentiated with regard to existing/future products based on the total cost of the treatment with your product instead of the price:
 - operational costs (e.g. in healthcare institution);
 - societal costs;
 - adverse events.
- You are applying for reimbursement for your product but you:
 - have insufficient information (on prevalence, incidence, dosage, administration practices, etc.);
 - need support for the development of Cost Effectiveness (CE), Cost Minimisation (CM), Cost Benefit (CB) and Cost Utility (CU) analyses and budget impact analyses.

4.2.1.2. Our approach

- cost and impact analyses (e.g. in healthcare institutions using TD-ABC);
- surveys, delphi panels, literature studies, observations, interviews, data base analyses, etc.
- CE/CU/CM/CB analyses;
- budget impact analyses;

4.2.1.3. We help you

- define the total cost of the treatment with your product or a competing product for a hospital and/or the society;
- carry out cost and impact analyses in hospitals;
- draw up publications of executed analyses;
- collect the necessary information for a reimbursement application;

- carry out CE/CU/CM/CB analyses and budget impact analyses for a reimbursement application;

4.2.2. Product@Hospital

4.2.2.1. Your question

- Your product is not included in the formulary of a hospital.
- Your product is on the formulary of a hospital but is not being prescribed enough.
- You need critical information on the use of your product in healthcare institutions.
- Your product is not being used optimally in healthcare institutions.
- You want to create an added value for a specific healthcare institution by optimising certain processes relating to one of your products.
- You want to gain an insight into the elements a specific healthcare institution estimates as valuable when it comes to choosing a supplier.
- You want to assure the partnership with a healthcare institution by investing in the optimisation of their processes.

4.2.2.2. Our approach

- value mapping of a product in healthcare institutions;
- interviews, surveys, workshops, observations, etc. in healthcare institutions;
- process analyses in healthcare institutions;
- identification of optimisation projects in healthcare institutions;
- implementation of optimisation projects in healthcare institutions;

4.2.2.3. We help you

- develop and implement a strategy in order to get your product on the formulary of a hospital;
- collect, analyse and optimise the prescription behaviour of physicians in a hospital;
- map your product's value in a healthcare institution and its units;
- identify actions to optimise your product's use or value in a healthcare institution;
- execute specific projects that optimise the product's use for the end user;

- present yourself as the most valuable partner for a healthcare institution when it comes to choosing a supplier;
- identify actions in order to reinforce partnerships with healthcare institutions (e.g. investing in optimisation projects);
- execute optimisation projects (related or not to your product) in healthcare institutions;

4.2.3. Product@Market

4.2.3.1. Your question

- You need market information for the (pre)launch of your product (KOL's, prevalence, prescription behaviour, perceptions, cost structures, administration practices, etc.).
- You need critical information on your product's use by clients (GP's, hospitals, patients).
- You want to anticipate the requirements concerning the representation of your products (e.g. packaging).
- You want to gain an insight into the elements your clients estimate as valuable when it comes to choosing a supplier.
- The perception of your product on the market is incomplete or incorrect.
- You launched a campaign and want to find out its impact (e.g. on sales).
- You need external help when elaborating a value proposition for your clients.

4.2.3.2. Our approach

- primary market research;
- secondary market research;
- quantitative analyses (e.g. sales effectiveness analysis, analyses on data bases);
- interviews, surveys, observations, etc. on the market (hospitals, associations, GP's, etc.);
- workshops with KOL's;

4.2.3.3. We help you

- (pre)launch your product;
- collect and analyse different types of market information;
- identify actions to optimise your product's use or value for your clients;

- identify the requirements concerning the representation of your products;
- present yourself as the most valuable partner for clients when it comes to choosing a supplier;
- develop a value proposition for your client;
- quantify and evaluate the impact of campaigns;



4.3. HEALTHCARE ICT

Combining healthcare IT expertise for hospitals and suppliers:

- **general IT expertise:** knowledge of uniform technologies, standards and methodologies from other sectors, knowledge and competency to link these to the healthcare IT;
- **healthcare IT expertise:** knowledge of healthcare systems, healthcare architecture and applied standards.

Objective:

- to get IT to a higher level in the healthcare organisation in order to realise hospital objectives and optimise the (internal) functioning and the cooperation with business, partners and network around the hospital;
- to optimise the cooperation between healthcare organisations by means of IT;
- to assist the healthcare organisation and IT departments in professionalising their approach towards their clients (business users) and suppliers;
- to give healthcare suppliers the necessary input of the sector to improve the implementation, the support and the tailoring of their products.

Why hict?

- knowledge of the IT landscape in hospitals, knowledge of the complexity, information flows, standards, ...
- consultants with both profound and generalist IT knowledge, in and outside healthcare;
- possibility to make the translation.

4.3.1. Business & IT alignment

4.3.1.1. **Your question:**

- IT doesn't understand the business and doesn't understand the business issues enough. There is a gap between business and IT, often based on communication.
- There is not enough grip/control on the outgoing budgets of IT: the right resources are assigned to the right projects?
- IT decisions are taken based on a future that is not clear enough (application architecture).

4.3.1.2. Our approach:

- 360° assessment of the current situation (client=business, suppliers, IT, direction);
- formulation of a prospective vision (policy, architecture, governance, communication);
- formulation of a transformation plan;
- guidance with the implementation of the transformation plan.

4.3.1.3. We help you:

- carry out a 360° assessment and interviews and formulate a prospective vision;
- introduce governance tools such as ITIL and COBIT;
- define a communication platform between IT and business;
- implement project & program management;
- develop an enterprise architecture.

4.3.2. RFI-RFP-RFQ Development & selection

4.3.2.1. Your question:

- It is difficult to deliver in time qualitative proposals that describe the problem correctly.
- It is difficult to define the score model.
- It is difficult to evaluate suppliers objectively following predefined items.
- You encounter problems concerning interests/conflicts.

4.3.2.2. Our approach:

- establishing of requirements by means of workshops, one-to-one conversations, inquiries, ...
- formulation of a results table based on the requirements to evaluate suppliers;
- formalisation of the requirements in a tender;
- selection and formulation of a long list;
- elaboration of demo scenarios based on the tender;
- establishment of a shortlist + selection advice.

4.3.2.3. We help you:

- align the requirements;
- facilitate workshops;
- establish requirements;
- formalise requirements;
- draw up demo scenarios.

4.3.3. IT project/programme & team management

4.3.3.1. Your question

- It is difficult to implement projects within the time, scope and budget.
- You want to align all the stakeholders in projects.
- You can't move away from the problem.
- Different projects run side by side and are not enough aligned.

4.3.3.2. Our approach

- specific for each project, but it always comes down to: within time, scope and budget.

4.3.3.3. We help you

- by introducing the PMO formation and project management methodology (Prince2, Agile);
- implement the project management and carry out projects;
- by undertaking the execution of projects entirely.

4.3.4. IT sourcing

4.3.4.1. Your question

- You (temporarily) need specific profiles:
 - project managers
 - analysts
- You need people who are capable of working up fast in a subject and who enter fully into the existing organisation (client/supplier relation fades, disappears), who have knowledge of hospital IT systems and dispose of a helicopter view.

4.3.4.2. Our approach

- based on agreements of 50% to 100% presence at the client's site = operationally work with the client at the client's site, report to the client;
- entirely in the client's team;
- reporting to the client, final responsibility submitted to the client.

4.3.4.3. We help you

- search for and fill in specific profiles;
- carry out project management;
- realise analyses;
- carry out implementations.

4.3.5. Market analysis for IT solutions

4.3.5.1. Your question

- As a supplier you want to bring a product on the market that fits closely to the needs of the end users.
- Is there a Belgian market for an international product? -->market screening.
- You want to know which conditions the product needs to fulfil, both from the legal and the functional point of view.

4.3.5.2. Our approach

- gap analysis between product and market requirements;
- formulation of a project plan for the execution and rollout of the product.

4.3.5.3. We help you

- screen the market potential;
- map the strengths and weaknesses of your solution (SWOT);
- draw up a market approach;
- define the specific requirements of the Belgian market.

4.3.6. Integration

4.3.6.1. Your question

- Many applications are connected thoughtlessly.
- Each new application needs new links.
- There are different formats.
- Monitoring is difficult.
- Usually 0,5 to 1 FTE are busy solving integration problems day in day out and it is often difficult to locate the problem ("we don't get patients").

4.3.6.2. Our approach

- study of the integration problems;
- draw up of a tender and selection of an integration platform;
- definition and elaboration POC (Proof of Concept);
- coaching/support.

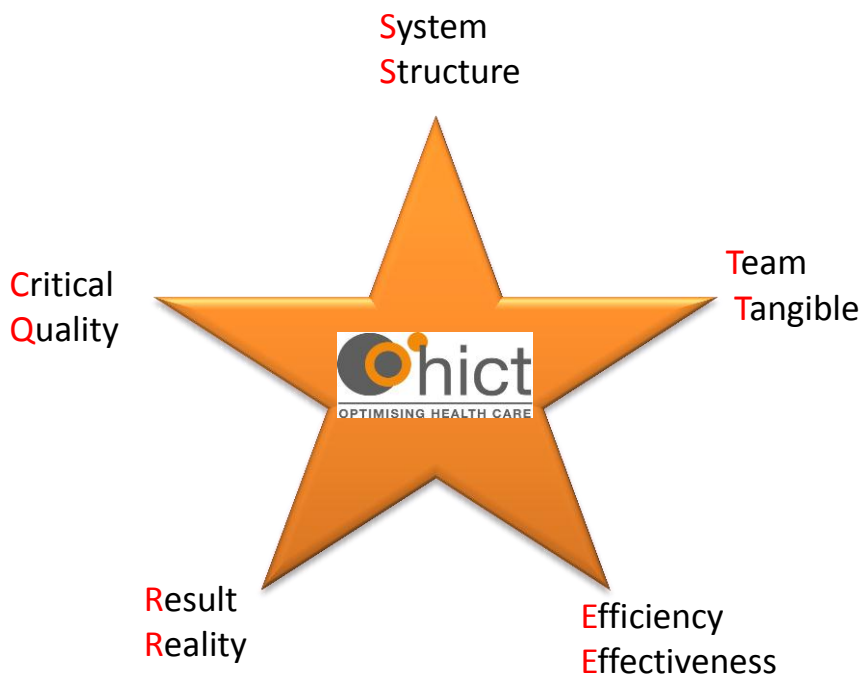
4.3.6.3. We help you

- in your selection procedure and advise you on an integration product;
- define a Proof of Concept (Biztalk);
- install and develop the integration platform Biztalk (through a partner);
- choose the standards (HL7, Kmehr, XDS, ICD, SNOMED, ...).



4.4. PROCESS IMPROVEMENT FOR HEALTHCARE

Efficiency & effectiveness are of vital importance in all processes/in all hospital units. Our different STER-k@ programs, aimed towards both the care units and the supporting units, help to map the functioning of a unit/service, with a focus on organisation & direction, efficiency & effectiveness of **the processes**, effort of the employees according to the activities and cooperation with/support by other (logistic) services and help to make a proposition of the possible improvements.



4.4.1. STER-k@care unit

We elaborated specific quick audit programs for the different care units, aimed towards the specific issues of each unit: **STER-k@Nursing**, **STER-k@ICU**, **STER-k@Poli**, **STER-k@Emergency**

4.4.1.1. Your question

- There is a shortage of nurses and care assistants.
- The staff costs increase every year and the need to control the expenses keeps growing.
- Are the nurses and care assistants mobilised optimally and would it not be better to use logistic or administrative help?

- Are the processes effective and tailored to the recent technological evolutions in the sector?

4.4.1.2. Our approach

- mapping of the internal functioning;
- focus on the internal organisation and direction, efficiency and effectiveness of the processes, effort of the employees according to the activities, support by other (logistic) services;
- on-site observations and surveys of all the parties concerned;
- quick scan by experienced consultants with a basic training in healthcare and an on-site experience over many years, preferably at a similar unit.

4.4.1.3. We help you:

- map the unit's functioning;
- learn to optimise the unit's functioning in order to:
 - increase efficiency
 - save costs
 - increase productivity
 - increase staff satisfaction

4.4.2. STER-k@supporting unit

We elaborated specific quick audit programs for the different supporting units, aimed towards the specific issues of each unit: **STER-k@Pharmacy**, **STER-k@Lab**, **STER-k@Radiology**

4.4.2.1. Your question

- You wonder whether the unit's functioning is efficient and whether the modalities are fully exploited.
 - The agreed SLA's on lead time and waiting times are reached?
 - Is the return of your radiology equipment high enough?
- The investment costs and the need for highly skilled staff keep increasing.
- You wonder whether the cooperation between medical staff, referring practitioner and patients goes optimally.
- You are looking for possibilities in order to optimise the occupation of your operating rooms.

- You wonder whether the used material and performances are invoiced correctly and in a fast way.

4.4.2.2. Our approach

- objective helicopter view by an external expert with focus on organisation and direction, efficiency and effectiveness of the processes, resources, perception and satisfaction of other services and parties concerned;
- analysis of the unit's functioning, both quantitatively using objective data and qualitatively by interviewing users and staff on-site;
- quick scan by senior consultants with a basic formation in healthcare and an on-site experience over many years, preferably at a similar unit.

4.4.2.3. We help you

- recognise bottlenecks and identify solutions in order to:
 - save costs
 - increase productivity
 - optimise planning
 - increase service
- implement improvement propositions and carry out durable changes.

4.4.3. Increase of patient satisfaction and quality/safety of care

4.4.3.1. Your question:

- You experience that waiting times in the policlinic are sometimes too long.
- You notice that patient streams sometimes already block at the reception desk.
- Patients sometimes complain about excessive waiting times, bad service and/or insufficient phone response times.
- You suspect that better service level agreements (SLA's) between the various departments can only benefit the patient satisfaction.
- You're looking for good indicators (KPI's) that enable you to objectively monitor the service delivered.

4.4.3.2. Our approach:

- use of simulation software to model and analyse patient flows and to test improvements in a simulated environment;
- process improvement based on the Lean Six Sigma methodology;

- implementation under the guidance of experienced consultants in project and change management;
- a multidisciplinary team of consultants with experience on both operational and management level.

4.4.3.3. We help you:

- map the current situation and identify bottlenecks and possible enhancements;
- implement improved processes and operational strategies;
- reduce operational costs and better integrate people, processes and technology;
- select tools and supporting software applications;
- set up the necessary service agreements (SLA's) between the different departments;
- improve decision making by using facts and measurable data.

4.4.4. Logistic support core processes

4.4.4.1. Your question:

- The purchase of goods and services is spread across multiple departments, and is not always optimal.
- Some departments face shortages and/or overstock of certain products.
- Used products are not always correctly assigned to patients and/or departments.
- You would like to introduce modern logistics (e.g. Kanban) into pharmacy or kitchen.
- Possibly, some supporting processes could better be outsourced, but you don't have the knowledge nor the time to make such assessments.

4.4.4.2. Our approach:

- use of simulation software to model and analyse patient flows and to test improvements in a simulated environment;
- process improvement based on the Lean Six Sigma methodology;
- implementation under the guidance of experienced consultants in project and change management.

- A multidisciplinary team of consultants with experience on both operational and management level.

4.4.4.3. We help you:

- simplify the processes without compromising on quality or service;
- optimise the logistics flow and procurement policies of kitchen or pharmacy;
- create an improved allocation of drugs and medical devices to patients;
- enhance the performance of revenue generating services such as lab or radiology.



4.5. CENTRES OF EXCELLENCE FOR CLINICAL R&D

4.5.1. Enhancing performance of investigational sites

4.5.1.1. Your question

- More than 80% of all clinical trials experience significant delays costing pharmaceutical companies upwards of \$35,000 a day per trial.
- Only about 7% of all sites actually deliver what they said they would do (in terms of enrolment) in the feasibility assessment.
- For every two new physicians engaging in research practice this year, 1.5 will give up within two years.

4.5.1.2. Our approach

- site management by identifying/monitoring key process inputs;
- site risk management by identifying/eliminating potential failure modes/causes through preventive actions;
- site performance predictability by process standardisation;
- prioritisation of process improvement efforts by identifying the critical inputs;
- development of a continuous improvement environment by implementing a Lean Six Sigma programme;
- consistency with the regulatory environment.

4.5.1.3. We help you

- enhance the site's real operational performance and the site's performance predictability;
- reduce unnecessary site activations;
- create a long-term relationship with the sites;
- perform study planning more effectively and efficiently;
- maximise the ROI in the site;
- obtain high qualitative data based on a very effective Quality Management System.

4.5.2. Web based site feasibility assessments

4.5.2.1. Your question

- Clinical teams are spending anywhere from 1 to 4 weeks waiting for paper questionnaires to be returned from potential sites.
- Costs for feasibility are ranging from \$50,000 to \$250,000.
- Additional effort is made by the clinical team trying to contact sites to ensure responsiveness.
- You encounter the problem of missing information, illegible handwriting and the tedious task of manually entering data into data bases.
- You notice the poor planning of clinical studies through low predictability of site performance.

4.5.2.2. Our approach

- comprehensible protocol-tailored subject recruitment funnels to leverage enrolment forecast and to reduce risk related to site selection;
- comprehensible protocol procedures simulation model to assess feasibility related to site resources (people, time, material,...) and to prevent study delays due to competitive trials and/or resource shortage;
- web based feasibility questionnaires supported by structured data analyses to speed up the selection process based on a higher predictability level.

4.5.2.3. We help you

- minimise risk in site selection;
- speed up site selection process with high performance predictability;
- work smarter to achieve high quality results;
- predict site potential enrolment in a more effective manner;
- optimise the time of busy investigators through a web based comprehensible and protocol customised questionnaire.

5. Services

Within these domains of expertise, hict offers its expertise in different ways of services.

5.1. Project services

hict is in the first place a project organisation. This means hict addresses a specific question of a customer with a project based approach: we **ANALYSE** the question and situation, we **ADVISE** in a report or presentation and we **REALISE & IMPLEMENT** the approved solutions together with the customer.

hict applies global accepted **project management** methodologies. On project management, we apply mainly the *Prince2 methodology*.

5.2. Interim management

hict assists organisation in the transition from an existing situation or way of working to the new context. hict provides **specialised interim managers** within the domains of expertise to assist hospitals and other healthcare organisations to make these transitions.

5.3. Coaching & Mentoring

The consultants of hict have a high reputation in change management and assisting people to evolve into new ways of working. In **coaching** our consultants are the *'advisor' of a specific person or team*, to assist them in the change process of their activities. **Mentoring** services is not the same as coaching, in that sense that the consultant *participates with the customer in the operational activities and performs the skill transfer during the collaboration* with the customer.

5.4. Training

hict, together with a network of partners, offers a set of training services. These services can be custom-made to certain specific areas of expertise and customer-specific activities. hict is able to develop the courses and to teach the trainings with knowledge of the customer's context.

6. PROPOSITION OF HICT FOR HEALTHCARE PROVIDERS (HOSPITALS)

6.1. PROPOSITION 1: NEW HOSPITAL DEVELOPMENT

hict is your partner in strategy, market and operations related subjects for the development of your hospital or hospital departments, with a set of strategic services (organisational design, quality management, management plans, etc.), market research related services (patient recruitment, staff recruitment, medical recruitment, etc.), operational related services (process design and implementation, IT master plan and implementation, materials and patient flow analysis, pharmacy setup, warehouse development, etc.), ... Finally hict can assist your organisation in training, coaching, mentoring and interim management to launch the new entity of your hospital with a very high level of expertise.

6.2. PROPOSITION 2: RADIOLOGY DEVELOPMENT PROGRAM

hict combines the strategic, market and operational expertise with medical and clinical expertise of partners in the domain of radiology. This combination makes our team an excellent partner in the following areas:

- (re)development of your (new) radiology department;
- audit and process improvement of the activities of the radiology department within the overall processes of your hospital;
- re-engineering of the operational and clinical activities of your radiology department;
- outsourcing of the medical, clinical and operational activities of your radiology department;
- workflow, process and ICT integration of the information streams within a radiology department and outside (hospital, urgency department, ...).

6.3. PROPOSITION 3: OVERALL PROCESS IMPROVEMENT @ HOSPITALS

hict analyses and optimises the different process flows throughout the hospital.

- **Patient flow analysis:** the flows of the patients throughout the hospital to raise the quality of the service to patients. (planning, waiting times, facilities,)

- **Medication Management:** process flow of the medication: prescription, internal ordering to the pharmacy, distribution of medication, registration of consumption of medication, supplier management with pharmaceutical industry, etc.)
 - **Information Management** – (e.g. Electronic Patient Record). The information flow of medical, clinical and administrative information throughout the hospital. The integrated process flow stands for quality, integrity of information and efficiency of processes (1 x information input).
 - **Material Management:** a process approach of material handling and availability. The logistic chain from internal ordering, warehouse processes and distribution on the departments and wards is critical for quality and efficiency.
 - **Human Resource management:** the planning of the medical, nursing and administrative staff is from a cost and quality perspective the key factor in a hospital. The planning processes of the staff, the management of capacity of the resources, etc. are key processes that hict will help managing and optimising.
- Departmental process optimisation:** hict offers a specific set of quick scans and optimisation programs (nursing, radiology, pharmacy, emergency, policlinic, etc...).

6.4. PROPOSITION 4: BUSINESS & IT @ YOUR HOSPITAL

Hospital Management and hospital ICT have to go hand in hand with each other and need to be aligned from both sides. Management needs qualitative information on the right time at the right place to take management, clinical, medical, logistic and administrative decisions. IT support needs to have a clear view on how the business of a hospital works, so reliable, high-performance, flexible and innovative systems can be selected and implemented.

This alignment is the key for a strategic ICT plan, rollout and implementation. hict works with hospitals to align these 2 worlds into one integrated and flexible model.

6.5. PROPOSITION 5: CENTRES OF EXCELLENCE @ CLINICAL RESEARCH

Clinical research brings knowledge, innovation and a new type of business to hospitals. It is a way of connecting the hospital with high level physicians and innovative procedures to treat patients even better. The clinical research domain evolves very fast; the large

pharmaceutical companies are exploring your region to perform clinical studies in an efficient way.

hict assists hospitals in the organisation of clinical studies and patient related aspects. We want our customers to become ‘centres of excellence in clinical research’, so pharmaceutical industry prefers to work with those centres where operational excellence is present. Starting with a quick scan of the current R&D activities or based on the new strategic plan for clinical research, hict works with the hospital to create this excellence.

6.6. Domains of expertise @ propositions

In this diagram you can find which domains of expertise apply primary to the 5 different propositions we present in this paper.

	PROPOSITION 1: NEW HOSPITAL DEVELOPMENT	PROPOSITION 2: RADIOLOGY DEVELOPMENT PROGRAM	PROPOSITION 3: OVERALL PROCESS IMPROVEMENT @ HOSPITALS	PROPOSITION 4: BUSINESS & IT @ YOUR HOSPITAL	PROPOSITION 5: CENTERS OF EXCELLENCE @ CLINICAL RESEARCH
SMOQ					
Value Management					
ICT					
Process Improvement					
Center of Excellence					

7. PROPOSITION OF HICT FOR HEALTHCARE SUPPLIERS

When we look at the domains and the major healthcare supplier categories, mainly SMOQ, Value Management, ICT and Centres of Excellence are the key domains in this area.

	Pharma	Biotech	Med Dev	ICT suppliers	Insur/Mutual	others
SMOQ						
Value Management						
ICT						
Process Improvement						
Centre of Excellence						

8. Summary

This document is a presentation of the expertise and the services hict offers to the healthcare market through the Belgian organisation Healthcare Belgium.

Starting from the 5 domains of expertise within hict

- Strategy, Management, Operations, Quality
- Value Management
- Healthcare ICT
- Process Improvement
- Centres of Excellence for Clinical Research

We have developed 5 propositions where we can mainly assist your healthcare system and stakeholders. hict wants to discuss these and other opportunities to collaborate and realise your objectives within the healthcare market. The 5 main propositions are:

- New Hospital Development programme
- Radiology development programme
- Overall process improvement @ hospitals
- Business & IT @ hospitals
- Centres of excellence @ clinical research

We hope with this set of programmes to assist you in your projects. As a first step we would propose a meeting during which we can discuss your case and identify where hict can support you to realise your projects.

You can contact us:

Jan Demey
CEO hict nv.
Ezelstraat 69
8000 Brugge
Tel: +3250333340 Fax: +3250333333
Mob: +32497511105 Email: jan.demey@hict.com

Thank you for your interest,

Belgium, February 6th 2011



Jan Demey

CEO

Hict nv.