A new vision for healthcare

Turning knowledge and experience into value
Transformation of business

The last few decades have seen notable gains in terms of access to healthcare for the citizens in India. Both the state and central governments introduced important structural reforms that emphasised on creating access to a minimum set of healthcare services for all. The private sector with its unprecedented growth has played a vital role in this improvement.

Today, the Indian healthcare system stands at a crossroad. A plethora of challenges, including domestic and global economic insecurity, are driving healthcare stakeholders, who are often at odds but always interconnected-to align with the common goals of survival and transformation. They are looking at ways to achieve the dream of healthcare for all at far lower costs. This environment offers lucrative opportunities in an evolving world; however, to take advantage of these, exceptional execution and a release of the status quo is the need of the hour.

We offer broad range of services designed to help healthcare organisations turn disruptive forces into sustainable advantages. Our services support the three core elements of successful healthcare transformation: a patient-centric focus, innovation to improve healthcare outcomes, and adaption of operating models to reduce cost, use as an asset, and manage performance and risk.

Our healthcare practice brings together a dedicated team of 253 partners and 3,433 practitioners across member firms, to help you build a great business through transformation. We have performed meaningful work across the value-chain in this sector – from the public to private healthcare organisations.

Drawing on this experience, we can help you navigate through the complexities of the healthcare ecosystem and unlock value for your organisation. We can help you institutionalise change leadership – to be ‘change ready’ and enable them to have the discipline and confidence to create change – seeking to make you the master of disruptive forces rather than a slave to them. We can provide both strategic advice and support in execution, with an aim to help you with actionable recommendations and measurable results.

Our global network of member firms provide a wide range of advisory services such as management consulting, business assurance, tax, finance, advisory services, IT solutions and business process outsourcing services.

Our extensive experience across various sectors and functional areas is especially valuable to clients as healthcare becomes increasingly interconnected with other industries.

Our clients can benefit from our thought leadership publications. We believe in sharing the lessons learned and relevant leading practices that emerge from our engagements with other industries. We bring multiple industry experience to every healthcare engagement.
Our differentiators

Our approach is to understand your specific business needs and provide effective, time-tested offerings.

Deliver
We help deliver high-quality output and offer customised service offerings when required.

Organise
Assign the right talent, help manage risks and drive efficiency for your business through large-scale operations and standardisation of delivery.

Build
Help develop an approach based on facts, insights, intelligence and data.

Demonstrate
Help drive cost efficiency through economies of scale.

Understand
Understand your business environment and existing challenges. Identify where and how we can contribute.
Rich capabilities for smart services

**Management consulting**
KPMG in India’s management consultancy services are now combined to help provide a 360° view of the challenges faced by our clients, which helps achieve sustainable efficiency improvement in operations.

**Tax services**
We have developed a multijurisdictional tax management capability which encompasses a broad spectrum of direct, indirect and personal taxes. Our efforts are continuously directed at addressing issues high on corporate India’s agenda such as GST, DTC, etc.

**Public health consulting**
Our government and public sector professionals, many of whom have held senior public sector roles, consistently strive to combine their practical, hands-on local experience with insights from the global network of member firms to help our clients implement transformational strategies, economically, efficiently and effectively.

**Deal advisory services**
Our Deal Advisory is often recognised as a leading provider of transaction and restructuring services. We aim to be our clients’ trusted advisors. We seek to proactively work with clients’ boards at every step of the deal cycle, offering tailored services that deliver real results.

**Governance, Risk and Compliance Services (GRCS)**
Clients expect better risk assessment and not just risk mitigation. Our agility and deep industry experience helps to keep us ahead of changing regulations and business trends, and allows us to navigate our clients through the complex and challenging landscapes to help achieve long-term, strategic returns.
Management consulting services

We adopt a more structured and nimble approach to assist clients in various phases of their life cycle. While our professionals can provide a variety of alternatives to cater to our clients’ needs, we have in addition customised approaches catering to specific performance and technology related business challenges.

### Key clients

<table>
<thead>
<tr>
<th>Key clients</th>
<th>Our approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leading corporate hospital group</td>
<td>IT related regulation compliance assessment</td>
</tr>
<tr>
<td>Leading cardiology centre in Bengaluru</td>
<td>Protecting intellectual property</td>
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<tr>
<td>Largest integrated healthcare groups</td>
<td>Oracle e-business suite</td>
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<tr>
<td>India’s leading cancer research hospital</td>
<td>Hospital management system</td>
</tr>
<tr>
<td>A large multi-speciality hospital in Mumbai</td>
<td>Documenting model business process manuals as well as HMIS review</td>
</tr>
<tr>
<td>Cardiac specialty hospital in Delhi</td>
<td>Diagnostic review of select processes</td>
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</tbody>
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### Strategy consulting

- Business plan development
- Market entry strategy
- Business plan validations/due diligence
- Commissioning assistance
- Business process reengineering
- Turn around strategy: Internal and external environment assessment for operational and financial outcomes
- Market research

### Hospital operations consulting

- Infrastructure readiness
- Regulatory compliances
- Business growth framework
- Management structure and human resource framework
- Build system and process
- Monitoring and controlling framework
- Project commissioning management
- Quality and margin improvement
- People and change management
- Supply chain improvement

### Healthcare IT strategy

- Digital hospital strategy
- Implementation team
- Programme/change management
- Oracle/SAP/analytics advisory for healthcare
- Social and data analytics strategy
- Technology road map design
- Programme management and transformation/implementation initiatives

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Deal advisory

Our integrated team of specialists aims to help you navigate through a complex, fragmented process, so you can stay abreast of the issues and make your decisions count. We have a smooth running from strategy through execution to real results. We believe in delivering reliable and quality products and services to our clients.

Our approach is based on the following three phases -

**Pre-deal phase**
- Market assessment
- Outside-in due diligence
- Vendor assist
- Restructuring and carve-out planning

**Deal implementation phase**
- Financial and tax due diligence
- Tax structuring
- Contract assistance and SPA advisory
- IT due diligence
- Environment and integrity due diligence
- Commercial due diligence and business plan validation
- Operational due diligence and synergy assessment
- Accounting advisory
- HR due diligence
- FCPA

**Post-deal phase**
- Post merger assistance
- Closing due diligence
- Purchase price allocation and GAAP conversion
- Cash and working capital improvement

**Key clients**

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<td>Hospitals</td>
<td>Assisted with buy-side and vendor due diligence on transactions in Manipal Hospitals, DM Healthcare, Sterling, IVY Hospitals, HCG, Rainbow and other regional chains</td>
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<tr>
<td>Diagnostics</td>
<td>Assisted on transactions with Dr. Lal Pathlabs and other leading national and regional chains</td>
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<tr>
<td>Medical Devices</td>
<td>Assisted on transactions with Trivitron, Sutures, Danaher and other regional players</td>
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We aim to provide highly tailored services that keep pace with the fast-moving market conditions our clients face, specifically in the areas of governance, risk management and internal controls and reporting and information systems.

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<tr>
<th>Governance</th>
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<th>Compliance</th>
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<tr>
<td>• Corporate governance framework</td>
<td>• People and process continuity</td>
<td>• SOX (404/J-SoX) assistance</td>
</tr>
<tr>
<td>• Internal audit</td>
<td>• Risk/controls reviews</td>
<td>• Clause 49 compliance</td>
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<tr>
<td>• Co-sourcing/outsourcing</td>
<td>• Revenue assurance</td>
<td>• Compliance framework</td>
</tr>
<tr>
<td>• Set-up of internal audit function</td>
<td>• Major project advisory</td>
<td>• Contract compliance management</td>
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<tr>
<td>• Strategic performance review of IA</td>
<td>• Offshore risk management</td>
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<tr>
<td>• Model business processes</td>
<td>• Finance function review</td>
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<tr>
<td>• Control self assessments</td>
<td>• Transition risk management</td>
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<tr>
<td>• MIS framework</td>
<td>• Risk assessment and enterprise risk management</td>
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<tr>
<td>• Key account management</td>
<td>• Immigration risk management</td>
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<td></td>
<td>• Continuous monitoring – K Proctor</td>
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<td>Leading healthcare chain</td>
<td>Internal audit</td>
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<tr>
<td>Leading healthcare diagnostics chain</td>
<td>IPO support</td>
</tr>
<tr>
<td>Leading North-based IT firm</td>
<td>Integrity due diligence – pre-employment screening</td>
</tr>
<tr>
<td>Major consumer healthcare services provider</td>
<td>Indirect tax (VAT/service tax/excise/compliance)</td>
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</table>
Government and public sector organisations, around the world, face tremendous pressure ranging from financial crises to constituent upheaval to rapid urbanisation. How they choose to address these challenges can have a far-reaching impact on their country’s economy.

Our professionals work across a broad range of industries and sub-sectors including infrastructure and healthcare to provide relevant advice that address the needs of our clients.

The public health practice provides services to eminent NGOs/Trusts/Foundations, donor agencies, state and central governments in the field of healthcare. Our range of services include programme monitoring and evaluation (baseline, mid-term and end-term evaluations), policy formulation, programme implementation support, capacity development, pre-grant and grant expenditure evaluations, scoping/feasibility assessments.

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<td>State government in North India</td>
<td>Financial advisory for implementation of health PPP project in the state</td>
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<tr>
<td>U.S.-based private charitable foundation</td>
<td>Review of the National Pediatric AIDS Initiative in Maharashtra, India</td>
</tr>
<tr>
<td>Leading UN agency working on child-based programming</td>
<td>Developing a web based MIS to monitor IEC/BCC activities of NRHM (Rajasthan and MP) and TSC (Bihar)</td>
</tr>
<tr>
<td>State government in North India</td>
<td>Providing transaction advisory services for setting up a hospital in the state’s capital city on a PPP basis</td>
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</table>
Our professionals are drawn from a wide variety of backgrounds. Industry specialisation, service line specialisation, international exposure and advanced training equips them to work with our clients and be their advisors in a wide spectrum of their business processes.

Key clients | Our approach
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A large integrated healthcare group | Allow ability of payment made to associate enterprise and withholding tax implications on the same
One of the largest integrated Indian healthcare groups | Tax and regulatory advisory and compliance services and company restructuring
Leading healthcare information company | Assistance in expatriate tax compliance and advisory services including tax return services
• One of the fastest growing Big Four firms in India.
• Today KPMG in India combines over 12,000 people led by over 182 partners across 11 locations.
• Our experts come from diverse education backgrounds (MBAs, economists, engineers, etc.) with real-world, industry relevant experience across sectors.
• We serve a wide range of clients spanning from multinationals to public and private sector companies. We have experience in providing tailored services to a range of healthcare providers including governments, trusts and private corporations.
• Offer over 100 products that are tailored to meet client and market demands.

We have been instrumental in:
• Advising prominent financial institutions on investments in leading healthcare chains in India
• Formulating entry strategies for international healthcare players and corporate houses
• Modelling successful business plans across segments of the healthcare industry
• Helping execute key PPP projects across the country.
KPMG’s Center of Excellence comprises of some of the world’s leading healthcare professionals including individuals who have been at the heart of health reforms and practices for many decades. Based in North America, Europe and the Asia-Pacific, the team is mobile and works alongside the global network of 155 member firms to design and implement creative and practical service offerings for our clients that harness the latest in national, regional and global perspectives.

In these fast evolving times, healthcare leaders require insight and guidance from audit, tax and advisory professionals whom they can trust. That is why leading organisations turn to KPMG’s Global healthcare practice. Our propositions revolve around five core themes:

- Working across regional health ecosystems to redesign its value chains, modernise the way care is purchased, and shift the provision of care to more appropriate settings.
- Helping organisations adopt leading practice operational models, processes and cost management capabilities in order to enhance both quality and value for money.
- Helping ensure value is delivered through mergers, acquisitions, divestments, joint ventures, shared services and outsourcing arrangements.
- Helping clients leverage the power of information technology in healthcare.
- Helping boards lead their organisations more confidently by providing support, and by strengthening their governance, risk management, and compliance functions.

Dr. Mark Britnell
Partner
Mark has a vision for the future of healthcare in both the developed and developing worlds.

Ashraf W. Shehata
Partner
A widely experienced healthcare professional who has been at the forefront of IT advances in the sector.

Roger Widdowson
Partner
Roger uses his knowledge of both healthcare and what makes a successful transaction to help foster that corporate M&A adds shareholder value.

Dr. Anna van Poucke
Partner
Anna has been a major force behind the adoption of DRG systems for hospitals, rehabilitation facilities and mental health institutions and the introduction of a new national healthcare payment system.
Malcolm Lowe-Lauri
Executive Director, Advisory
Malcolm has spearheaded new delivery models to achieve cross-organisational change.

Dr. Hilary Thomas
Partner
A leading exponent of care system redesign, Hilary helps join the different parts of the healthcare community to improve efficiency and quality.

Marc Scher
Partner
An advisor to healthcare providers on strategy, risk, operations, finance and transformation, Marc has advised a wide range of healthcare providers.

Mark Rochon
Senior Manager
A true healthcare strategist with the will to make things happen, Mark has played an important part in advancing Ontario’s healthcare system.

Dr. Richard Bakalar
Advisory Managing Director
Richard is helping push back the boundaries of healthcare through better use of technology; gathering, analysing and sharing data to improve outcomes.
Nilaya Varma
Partner and Head
Government and Healthcare
Nilaya has over 18 years of experience advising state and national governments improve public service delivery and help build IT and physical infrastructure. Nilaya has been involved in some of the largest government healthcare transformation projects in India and abroad.

Pankaj Arora
Partner
GRCS
Pankaj comes with about 18 years of experience in risk advisory, internal audits, process reviews, SOP documentation and SOX compliance to clients across various sectors such as healthcare, real estate, infrastructure, hospitality, telecom, IT/TeS, other services industries and the manufacturing industry.

Ashish Bansal
Partner
Deal Advisory
Ashish leads the healthcare sector for Deal Advisory. He joined KPMG in 2004 and has focused on the sector for the past several years. He has worked with leading private equities / corporates for their investments and evaluation of investment opportunities in this space.

Ashvin Vellody
Partner
IT Advisory Services
Ashvin has extensive experience in leading the architecture, design, business IT transformation, IT portfolio management and IT cost assessment. Having a strong experience of over 17 years, he has worked with leading organisations to define the technology strategy roadmap and execution plan with KPI benchmarks.

Nabin Ballodia
Partner
Tax
Nabin is a Partner with the International Tax and Regulatory practice and is based out of the New Delhi office. Nabin has over 19 years of experience in advising clients on the entire gamut of corporate tax and regulatory issues in relation to a diverse range of industries with a special focus on the healthcare sector.

Harshvardhan Bisht
Partner
Management Consulting
Harsh is a Partner in the Business Performance services domain, and brings over two decades of work experience in hands-on business transformation. His key expertise lies in bringing about business transformation with a plethora of healthcare institutions and other service industries like banks and hotels.
Jagruti Bhatia
**Senior Advisor**
Healthcare
Jagruti has 22 years of experience in healthcare across the entire healthcare advisory spectrum and has led and executed more than 250 projects in India and abroad ranging from entry level strategies to operational support advisory. She has led projects advising on the commission of green field hospitals which included HMIS implementation support.

Dr. Amit Chatterjee
**Technical Director**
IGS - Social
Dr. Amit has 30 years of experience in health policy and systems strengthening, communicable diseases, HIV and malaria, immunisation as well as experience in relation to funding agencies, non-profit organisations and state bodies.

Dr. Rejoy Manjunan
**Senior Advisor**
Deal Advisory
Dr. Rejoy focuses on healthcare from a deal advisory perspective. He has worked with one of the largest private equity funds in India and was involved in multiple healthcare deals. He has worked with leading private equity firms and healthcare delivery services companies on both the sell side and buy side of advisory.
Our thought leadership publications

Next generation care
The report ‘Next generation care: Helping create value-based healthcare organisations’, aims to help our readers rethink the ‘value’ of healthcare and pave way for them to create a value-based healthcare organisation.

Healthcare: The neglected GDP driver
Healthcare is traditionally seen as a social sector in India, with relatively lower government focus and low budget allocation. However, investment in healthcare is more than just social expenditure. It can not only improve the health of citizens but also result in the overall economic prosperity of the nation. The report aims to provide a view to help envision investment into healthcare as an investment to improve the economic growth of the nation, and not as a social expenditure.

Medical value travel in India
This report provides a holistic view of medical value travel as an important value proposition. We assessed the opportunity, India’s capability in leveraging it and finally the competition.

Health insurance in India
This report covers the health insurance market in India, highlights KPMG’s experience in this sector, as well as the opportunities for our clients.

Healthcare in India: Current state and key imperatives
This paper is a thoughtful critique of the National Health Policy (NHP) 2015. This draft will enable the stakeholders to identify any challenges that remain to be answered and explores recommendations to enable the NHP achieve the aspiration of health for all.
Emerging trends in healthcare

This paper provides an overview of the emerging trends in healthcare, the changing disease patterns and their subsequent implications on infrastructure. The functional efficiencies required and emerging trends in healthcare delivery have also been covered in details, and various case studies have been compiled to showcase ground realities.

Excellence in diagnostic care

This report gives an overview of the Indian diagnostics and medical devices industries while also examining the growth prospects and challenges that lie in store for the Indian healthcare sector. Present issues and opportunities in the diagnostics and devices industry have also been expounded in detail.

KPMG International Cooperative

What works: As strong as the weakest link - Creating value-based healthcare organisations

The report outlines the five areas in which change must occur if entire health systems are to transform the way they deliver patient care.

A single view: Putting customers at heart of your D&A strategy

KPMG commissioned Forrester Research to conduct an in-depth interview of the state of data and analytics across the Asia-Pacific region. This report brings together the results of our own quantitative survey of more than 210 business decision makers.

Healthcare 3.0: Unlocking the value of big data - April 2015

Authored by KPMG International Cooperative

This series of 10 articles from KPMG International discusses how the proper adoption of technology can create a more sustainable model of healthcare which delivers better outcomes while reducing costs.