



October 2013

HEALTHSHARE HEALTH SOLUTIONS TRACK RECORD

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BREAKING NEWS:

Healthshare Health Solutions (Pty) Ltd is the 2013 Business of the Year Gold Winner in the Large Business Category. This is the highest award in that category (Gold, Silver and Bronze). The award is an annual award presented by the Roodeport Chamber of Commerce and Industry.

INTRODUCTION:

HEALTHSHARE'S VISION is: "To become the recognised leader in quality and efficient healthcare management in Africa, famous for our expert knowledge and fanatical attention to detail that allows us to optimise value through the integration of people and systems."

HEALTHSHARE'S MISSION is: "To deliver quality healthcare that represents global best practise" at an affordable price.

HEALTHSHARE'S VALUES are Quality, Efficiency, Partnerships, Flexibility and Commitment to Results.

Healthshare's **strengths** include:

***DEVELOPING HOSPITALS.** (Including but not limited to the following: feasibility studies, market surveying, financial modelling of potential projects, developing of bankable documents as requested by investors, compiling of budgets, liaising with architects, quantity surveyors, assisting with capital raising, sourcing of hospital equipment , acting as project leaders for new hospitals, commissioning of hospitals etc.) and the;

***MANAGEMENT OF HOSPITALS,** (which includes clinics, pharmacy, hospital and referral services and managing all systems *optimally as an efficient integrated unit*).



***HEALTHCARE EFFICIENCY IMPROVEMENTS AND OPTIMISATION**, This relates to functioning hospitals and clinics as well as to managed care arrangements such as with the Government of Botswana and various mines in South Africa.

***INTERNATIONAL CONSULTING**, Healthshare has a track record of adding value to private, mine and government healthcare operations.

HEALTHSHARE is well connected, and have strategic alliances with various experts (architects, quantity surveyors, builders, equipping specialists etc.) and Institutions such as the IDC, NEF, and some Governments and has the ability to **ENSURE HASSLE FREE MANAGEMENT OF NEW OR EXISTING HOSPITALS AND MEDICAL FACILITIES, TO CLIENTS, ORGANISATIONS AND GOVERNMENTS.**

Our primary target markets are in Africa and developing countries. Healthshare has a history of many success stories ranging from South Africa in the South to Libya in the North.

Examples of recent successes include the following:

1. **ERNEST OPPENHEIMER HOSPITAL** (Full Management of this 700 bed hospital in Welkom, Free State, South Africa). The hospital was transformed from a traditional mine hospital to a private hospital. This transformation process included outsourcing of certain medical services, process re-engineering to cater for private patients, upgrading of facilities and equipment, and improved marketing and branding.
The highly successful outcomes included a *240% increase in revenue*, a high number of private patients (46% private and 54% mine patients), *much higher customer service ratings (quality improvement)* with patient satisfaction increasing from 65% to 93% and at the same time affecting *cost savings of more than R6 million per month*.
2. **SIR ALBERT MEDICAL CENTRE** (176 bed hospital, Randfontein, Gauteng, South Africa). This was a very similar change management challenge to the Ernest Oppenheimer Hospital which included process re-engineering, upgrading and equipping , branding, *improvement of customer service ratings (from 73% to 93%)*, *cost savings of (R2 million per month)* as well as COHSASA accreditation and incorporating Evander Hospital as a referring hospital and optimising the referral process. Under the



management of Healthshare this hospital won various National accolades, such as *Best Business of the Year* and *Community Leader of the Year*.

3. **PHARMACY COMPANIES.** Two pharmacy companies H Taute (Pty) Ltd. and MP Britz (Pty) Ltd. were acquired by Healthshare in 2006. These companies owned and managed 4 retail and 3 hospital pharmacies. A very successful business turnaround (from significant losses to *substantial profits of up to R2 million per month*) in 6 months was achieved by review and negotiation of contracts, optimisation of supply chain management, rationalisation and integration of pharmacy systems with hospital and clinic systems and restructuring and re-organisation.

4. **Blyvooruitzicht Village GOLD MINING COMPANY LIMITED (BLYVOOR)** – Healthshare continues to provide comprehensive *quality*, health services to the Blyvooruitzicht mine at 50% to 65% of the rates applicable to the South African Gold Mining environment. The services include two 24 hours medical centres and a very up market occupational health centre and also includes all referrals to private hospitals and specialists along managed care principles.

5. **THE DEBSWANA PROJECT.** Healthshare was contracted by the De Beers Diamond Company to do a **Healthcare Efficiency Improvement Project** (done from 1 October 2006 to 31 December 2006) on its 2 mines in Botswana (Orapa and Jwaneng - the “World’s Richest Diamond Mines”). This project focussed on additional / potential value that could be realised by Orapa and Jwaneng hospitals and associated medical facilities. The project consisted of information gathering, intensive site and process assessments, international benchmarking, reporting and presentations. Benefits included the *improvement of the quality of care to patients, significant higher revenue (30%)* through better billing auditing and case management, lost shift reductions, *major cost savings*, improved staff utilisation and customer service, and improved financial management, reporting and control. Comprehensive reports in the form of manuals were provided to Debswana.

Healthshare (together with our strategic partner Innolead in Botswana) completed a **feasibility study** for Debswana regarding the possible outsourcing of Orapa and



Jwaneng hospitals to an Independent operator. Although outsourcing would provide cost benefits, Debswana decided to embark on an optimisation and rightsizing strategy with Healthshare's assistance.

6. **ELKHADRA HOSPITAL** (600 bed hospital in Tripoli, Libya). A 3 year management contract commenced 1 January 2008. A 27 member hospital management team was recruited and seconded to Healthshare International UK. The main aim is to implement international best practice, *transform the hospital from a public to a private hospital* and ensure *international accreditation*. Another aim was to convert this public hospital into a multidisciplinary private hospital and the hospital opened its doors to private patients in September 2008 (this aim was achieved 18 months ahead of schedule). This is a first for Libya and a model for Libyan healthcare policy.

7. **BOTSWANA GOVERNMENT HOSPITALS:** Healthshare was contracted to perform a comprehensive baseline audit and gap analysis of 2 referral hospitals (Gaborone and Francistown) and 4 district hospitals (Mahalapye, Molepolole, Serowe and Maun). The audit analysed both clinical and non-clinical services including nursing, medical, finance and administration and pharmacy services. The findings and reports enable the Ministry of Health to *correctly structure and transform the service delivery for all the people in the country. This comprehensive audit achieved all the goals and objectives successfully well within the set timeframe*. The results of this audit *formed the basis of a strategic planning system of the Ministry of Health of Botswana* and the results should lead to *improved quality of care at reduced cost*, to the citizens of Botswana.
 Furthermore, Healthshare and its strategic partner RHO consulting has also recently completed a **comprehensive asset register* and **maintenance plan for all the public hospitals in Botswana* and has implemented a **Computerised Maintenance Management System (CMMS)**. This will lead to *major improvements in equipment maintenance and availability* as well as *significant cost savings* to the Botswana government.

Healthshare has developed ***Standard Operating Procedures (SOP's)** for all 29 Government hospitals in Botswana.



Healthshare also provides **Managed Care Services** (this includes case management and billing auditing) for all Botswana referrals to **South Africa** (as from 1 October 2010). These Managed Care services have proven to be extremely successful in terms of *improving the quality of care to patients*, as well as *very significant cost savings* to the Botswana Government. The costs to the Ministry of Health have **decreased by over 40%**. The initial contract was for 2 years, but it has been extended for a further 2 years and expanded to also include referrals to private hospitals and specialists in **Botswana** as well.

8. **ZAMBIA:** Healthshare's commissioning expertise, combined with funding from the IDC of South Africa is assisting the country of Zambia to develop its first 140 bed multi-disciplinary private hospital. The Lusaka Premier Health Clinic will comprise of medical, surgical, pediatric and neonatal services. The operating room complex will have normal and laminar flow ventilation to enable all types of surgery. The facility will accommodate a cardiology unit that is capable of invasive cardiology. Healthshare does not only manage the building and commission phase, but will also take full management responsibility, once operational, for a period of ten years.
This project is currently "in limbo" as the Zambian partner is experiencing cash flow challenges. Healthshare remains optimistic that this project will be completed.
9. **MONTENEGRO:** Healthshare is contracted to design, manage and consult on a new 250 bed hospital in Herceg-Novi, Montenegro. This hospital-hotel development is a landmark development. The services are comprehensive including surgery, orthopedics, internal medicine, pediatrics, maternity, and gynecology and so on. Due to the world's "sub-prime" financial crisis the project is awaiting a recommitment of capital expenditure from the Atlas Group of companies.
10. **KENYA:** Healthshare was invited by the Kenyan Ministry of Medical Services to participate in the "Kenya private and public Health Sector Stakeholders' workshop" in Naivasha from 19th to 22nd April 2009. The main aim was to obtain consensus on priority issues for policy dialogue and action. Following the workshop, Healthshare visited the



Kisumu region in order to *advise on improved utilisation (in terms of efficiency, effectiveness and quality of service) of three state, and one private hospital*. A limiting factor remains funding and Healthshare has been advised that when International Funding becomes available the relationship with Kenya will again be progressed.

11. **CLINIC SERVICES:** Our proven primary healthcare model has delivered accessible quality care to thousands of workers on various capitation model contracts Healthshare has held over years. *Quarterly quality audits have enabled continuous improvement of these services.* This had been augmented by frequent customer surveys and formal meeting with both employer and employee representatives. These clinics serve mainly the mining industry. Healthshare is confident that their prices in this area will remain very competitive.
12. **OCCUPATIONAL HEALTH:** Two large on-site Occupational Health centers have recently been commissioned for mining clients. These centers contain new “state of the art” digital technology X-ray units and modern diagnostic equipment. Other clients are served with a customised center that caters for their specific occupational healthcare needs. *Suitably qualified practitioners* carry the appointments in terms of the relevant legislation to ensure the *employer meets all the requirements of the law*. Healthshare has the ability to deliver occupational health services of *exceptional quality at a reduced price*.
13. **COMPREHENSIVE CAPITATION PRODUCTS:** Healthshare provides *comprehensive, quality*, healthcare services on a capitation basis to employees of gold mines. The typical model includes primary healthcare clinics and occupational healthcare clinics on site and the managing of specialised services (private hospitals, specialists and other private service providers) **along managed care principles**. These principles include the management of preferred provider networks, tariff negotiation, case management and billing auditing. Healthshare can deliver these services at a very *competitive rate* to any prospective client.
14. **ETHEKWINI HOSPITAL** – Healthshare improved the functioning, efficiency and systems of the **hospital pharmacy** of this newly developed hospital. This was a 8 month project.



15. **TANZANIA:** Healthshare was involved in a consulting project for the tertiary Muhumbili National Hospital (250 bed) in Dar-es-Salaam. Training was mainly focussed on *policies and procedures* to prepare the hospital for **COHSASA accreditation**.

16. **BCL MINE HOSPITAL:** Healthshare has completed a *professional assessment of the health services efficiencies and business viability* of the BCL Mine hospital in Selebi-Phikwe, Botswana. This project was done well within the time limit set by the client.

17. **HILLCREST HOSPITAL:** Healthshare has been contracted to commission and manage a *200 bed "state of the art" private hospital* in Hillcrest, KwaZulu Natal, South Africa, from 1 October 2010. The hospital opened on 1 July 2011 and is now just over 2 years old. Hillcrest Private Hospital received a **bronze and diamond PMR business award**. The ward criteria included management expertise, enhancing economic growth, corporate governance, innovation and brand awareness.

18. **GOLD ONE MINING COMPANY: COOKE OPERATIONS - 1) Paramedic emergency service:** Healthshare is contracted to provide a 24 hour paramedic support service on-site for the three mine shafts at Randfontein and Westonaria. The service includes the staffing and the management of the emergency staff at the mines. **2) Health screening:** Healthshare was contracted to perform health screening of 4500 mine employees for the development of a Baseline Chronic Disease register. The screening included the measurement of blood pressure, pulse, temperature, waist circumference, body mass index (BMI), height, weight and urine testing. The results of the screening were analysed and the report submitted 21 August 2012. This enabled the early detection of a number of medical conditions. **3) Healthshare now provides comprehensive services** consisting of Primary Health care, Secondary Health care and Occupational health.

19. **TSB SUGAR:** TSB Sugar has contracted Healthshare to do a rapid, accurate assessment of their Occupational Health, Primary Health Care and Pharmacy services and systems in and around the town of Malelane in Mpumalanga. The scope of the assessment included legal compliance, effectiveness and efficiency, system risks, legal risks and areas where management can be improved.



20. **MCCORD HOSPITAL:** Healthshare was contracted to do a **comprehensive operational and strategic assessment** of McCord hospital based in Durban, KwaZulu-Natal. McCord required options in respect of its business model to reduce its operating cost and achieve long term sustainability. As part of this review Healthshare determined a new organisational structure and turnaround strategy to fit the new business model. The new structure of McCord hospital had to maintain the ethos of McCord as a Christian organisation and enhance its sustainability as a private not for profit company.
21. Countries where Healthshare is currently in negotiations with respect to commissioning hospitals and / or management contracts (Greenfield projects) includes: **SOUTH AFRICA, ANGOLA AND NIGERIA.**
22. Current **CONSULTING CONTRACTS** includes mainly South Africa and Botswana.
23. Healthshare has recently completed **FEASIBILITY STUDIES** and related activities related to a 200 bed hospital in Angola, 250 bed and 100 bed hospitals in South Africa, and 93 beds and 87 bed hospitals in Botswana and a 120 bed hospital in Namibia. Healthshare has the ability to develop financial models and write credible and achievable business plans. Furthermore Healthshare has also been contracted to manage the consultative phase of the Jwaneng Mine Hospital upgrade project.
24. **DEBSWANA**, the richest diamond mine in the world, owns two hospitals of about 90 beds each. Debswana has engaged Innolead Consulting (a Botswana company) in association with Healthshare to **OPTIMIZE** Orapa and Jwaneng hospitals and its associated clinics. The intervention cuts across structures, processes, people and technology and the underlying organisational culture. The contract started in May 2011 and was of 2 years duration. This project ended on 30 April 2013 and achieved **19%** cost savings.
- Healthshare has also been contracted by Debswana Diamond mining Company to manage the consultative phase of the **Jwaneng Mine Hospital upgrade project. This**



was completed in May 2013. Deliverables included architectural plans, a physical 3D model, stakeholder buy-in and full costing. We now await the second phase.

25. **SWAZILAND MINISTRY OF HEALTH** has contracted Healthshare to provide managed health care for all Swaziland Ministry of Health referrals, under the **Phalala Fund** as well as the **Civil Servants Medical Scheme**, to South African private hospitals and specialists.

26. Healthshare has secured a management contract for the pre-operational and operational management of the NEW 60 bed **INKHOSI BHAMBATHA PRIVATE HOSPITAL** in **Greytown**, KwaZulu-Natal.

27. Healthshare has been contracted to provide **comprehensive health** care to **GOLD ONE** employees at their Cooke operations in the Westrand of South Africa. This will include four 24/7 **primary** health care centres, an **occupational health** centre as well as **secondary** and **tertiary** care. The 3 year contract started on 1 November 2012.

28. **HEALTHSHARE** plans to launch a number of private day clinics, starting at **LANGEBAAN** in the Western Cape Province of South Africa.

29. Healthshare has concluded an agreement with **MEDLINE AFRICA** to Case Manage referrals from Angola to South Africa for specialised medical care.

30. Healthshare has been contracted to provide a **Technical Review** of the new 250 bed **KATSINA STATE ORTHOPAEDIC AND SPECIALIST HOSPITAL** in Nigeria.

31. Healthshare has been contracted by **SIBANYE GOLD** mining company to manage their 2 hospitals, 8 primary healthcare clinics and 3 occupational health centres on a **MANAGEMENT CONTRACT** starting 2 May 2013. This is a 2 year contract that can be



extended. Major goals includes a **HEALTHIER WORKFORCE** and an **18%** decrease in medical costs which equates to about R70 million per annum.

32. Healthshare is forming a **JOINT VENTURE** company with **MERGENCE HEALTH**. This new company plans to launch a new hospital group starting with at **LEAST 8 NEW HOSPITALS** based primarily in South Africa.
33. Healthshare has signed a management agreement with **TINASHE PRIVATE CLINIC (PTY LTD)** to develop and manage a new **95 bed** private hospital in **EMPANGENI**, KwaZulu-Natal.
34. Healthshare has signed a Hospital Management Agreement with **RASLOUW PRIVATE HOSPITAL (PTY)LTD**. Healthshare will develop and manage a **100 bed** private hospital in **CENTURION**, Gauteng, South Africa.
35. Healthshare has signed a Hospital Management Agreement with **UMLAZI PRIVATE HOSPITAL**. Healthshare will manage a **115 bed** private hospital in **UMLAZI**, KwaZulu-Natal, South Africa once it has been commissioned.
36. Healthshare is contracted to develop and manage a **60 bed** private hospital in **MDANTSANE**, East London, Eastern Cape, South Africa.
37. Healthshare has signed a Hospital Management Agreement, whereby Healthshare will develop, build and manage a **240 bed** private hospital in **NELSPRUIT**, Mpumalanga, South Africa.
38. Healthshare has signed a Hospital Management Agreement with **MTHONJANENI PRIVATE HOSPITAL (PTY) LTD** to develop and manage a **57 bed** new private hospital in **MELMOTH**, KwaZulu Natal, South Africa.



39. Healthshare has been contracted by the **KZN GROWTH FUND** to provide independent market and customer analysis as well as hospital benchmarks and hospital development analysis.

In **CONCLUSION** Healthshare has extensive experience, in a number of countries in Africa, at providing health solutions on strategic, operational and pre-operational levels in both the private and public sectors. Activities include feasibility studies, financial modelling, strategic planning, design input, IT implementation, development of standard operating procedures and related systems, HR planning, Business plan development, international accreditation, equipping as well as general operational management and managed care.

Compiled by:

Dr. Antony John De Coito



Commercial Banking

This is to certify that
*Healthshare Health
Solutions Pty Ltd*

is the
**2013 Business of the Year
GOLD WINNER**
in the
LARGE BUSINESS

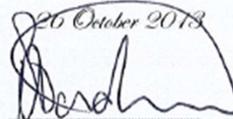
Category

*Awarded Annually by
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20 October 2013


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