

A photograph of a modern hospital hallway. On the left, a woman in a white lab coat stands looking out a large window. In the center, a woman in blue scrubs stands near a gurney. On the right, a man in blue scrubs is pushing a gurney with a patient. The hallway has a polished floor and a grid ceiling. The image is framed by purple and blue geometric shapes in the top left and a teal shape on the left side.

# Healthcare & Life Sciences Consulting Services

Our consulting practice is advancing thought leadership, innovating solution attainment and elevating organizational performance.

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# About our HLS practice

Today's healthcare and life sciences ecosystem is rapidly changing from breakthroughs in artificial intelligence, laboratory automation and personalized medicine to advancement in supply chain and quality of care.

WTW's Healthcare & Life Sciences (HLS) consulting has deep bench strength that is advancing clinical, laboratory and employee safety practices for our clients. Through analytics that truly innovate decision-making to solutions that directly impact EBITDA (earnings before interest, taxes, depreciation and amortization) WTW's team is ready to support your goals with our superior execution. Some of the nation's leading healthcare and life sciences organizations entrust our consulting practice with critical challenges they need resolved. We want to be the trusted advisor for your complex issues and will work to have exceptional outcomes.

We work with

**20** of IBM Watson Health's  
**Top 100 Hospitals 2022**



We work with

**91**  
of the companies on  
**Becker's Top 150 Places  
to Work in Healthcare  
2021 - 2022**



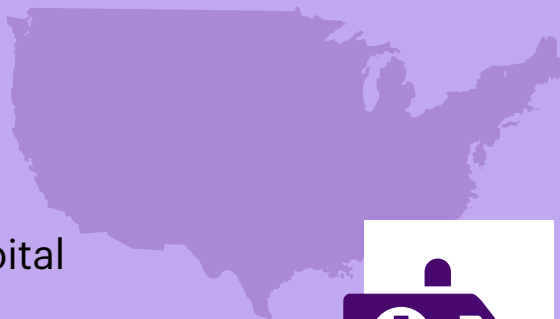
We work with

**7**  
of IBM Watson  
Health's **Top 15  
Health Systems  
2022**



We work with

**61**  
of Becker's Hospital  
Reviews 2022  
**100 Great Hospitals  
in America**



We work with

**13** of U.S. News  
2021 - 2022  
Best Hospitals  
**Honor Roll  
Top 20**



With mergers and acquisitions, rising claim costs, staffing shortages and physician burnout all increasing volatility in the industry, WTW has the right resources and knowledge to enable clients to make the best decisions and implement the right solutions to manage risks and drive superior results.

Our consulting practice framework includes:

- Breakthrough insights through program and process analysis
- Actionable data mining to expedite cause identification and solutioning
- Ideation through a dedicated think tank that is researching, teaching and continually learning
- Organizational and systems thinkers who adapt and refine approaches for optimal outcomes

This document outlines the HLS consulting practice at WTW so you can become familiar with our capabilities and keep us in mind for your next project. We continually strive to bring the very best to our clients and our team thrives in solving problems that work for your business and your people no matter what the challenge.

- Analytics for breakthrough insights
- Think Tank for ideation
- Best Decisions for maximizing goals
- Right Solutions to meet objectives
- Superior Execution ensures seamless implementation



# HLS services at a glance

WTW has built services to assist clients to not only reduce risk but increase employee health, safety and engagement.

Our team is collaborative and continuously learning in order to drive deep value for our clients. We have extensive capabilities to support your strategies, goals and initiatives. Here is a quick glance at some of our services that can improve workstreams, drive compliance, reduce risk and tackle workforce shortages.

## HPL/PL/WC

- Adverse Event Consulting
- Surgical Risk Control
- Maternal and Perinatal Safety
- New Service Line Risk Mitigation
- Outsourced Provider Governance
- Travel Nurse Quality Assessment
- Complex Claim Advocacy & Conflict Resolution
- Litigation Management
- Physician Practices Risk Assessments
- Prevention of Workplace Violence Assessment for physician practices, emergency department and senior living settings
- Risk Identification Process Mapping



## Business processes

- Business Impact Analysis
- Program Review & Gap Analysis
- Business Continuity Planning
- Operational Risk Analysis & Quantification
- KPI's for Organizational Change Management
- Supply Chain Management & Value Chain Optimization
- Construction Project Risk Assessments
- Root Cause Analysis Optimization
- Risk Performance Optimization
- Analytics/ Custom Dashboard
- Carrier, TPA & Vendor Selection
- Emergency Preparedness



## Compliance

- ESG
- Claims Statutory Compliance
- OSHA Compliance and Response
- Environmental, Health & Safety Audits
- Claims Audit and Strategy Reviews
- Laboratory Safety
- Internal Controls for Risk Avoidance
- Project Vulnerability Assessments
- Fleet Safety Program Review
- Video Coaching
- Bloodborne Pathogens/Infection Control
- SNF Mock Surveys
- AL Mock Surveys
- Complaint and Grievance Management
- EMTALA



## Workforce optimization

- WC Injury Reduction Program
- Occupational Health Optimization
- Workforce Vitality
- Psychological & Behavioral Based Safety
- Employee Health Program Review
- Quality Assurance Assessments
- Claim Closure Solutions
- Return to Work
- Kaizen Events
- Safe Patient Handling



# HLS advantage

WTW has an outstanding clinical, safety and organizational optimization team and performs nearly 1,065 projects annually that touch various aspects of healthcare.

We work with

# 13

of U.S.  
News  
Best  
Hospitals

## Honor Roll Top 20

2021 – 2022



We work with

# 91

of the companies on  
**Becker's Top 150 Places to  
Work in Healthcare**

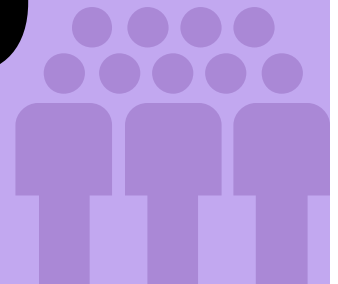
2021 – 2022



We have more than

# 700

life sciences clients  
globally with more  
than **300** specialists  
in **120** countries





Clients entrust WTW every year with key decisions to reduce risk and improve employee satisfaction. Driving this engagement is a cross functional team of clinicians, systems designers, organizational change agents and human factors experts that have not only mapped complex healthcare systems but have worked in the space. Our detailed process mapping and agility to work with independent and board level goals while encapsulating leading practices benefitting the vital workforce results in on-time delivery, risk reduction/elimination and exceptional insights for our clients. Because of our vast experience and vantage point throughout the HLS ecosystem, we can bring forward innovations that will continuously improve our clients' programs. Our annual client work ensures you are getting a team that is sharp, seasoned and continuously learning.

### Annual Consulting Projects

Absence & Disability Mgmt. Projects	<b>300</b>
WC Diagnostic Reports Completed	<b>247</b>
Employer Sponsored Health & Occupational Centers Designed & Implemented	<b>200</b>
Risk Control Projects	<b>176</b>
Workforce Vitality Projects	<b>84</b>
Claims and Liability Projects	<b>58</b>





# Think Tank

**Our think tank is built for one thing: servicing our clients. We are engaged in research and advocacy to guide our clients to risk mastery.**

When you work with WTW, you are accessing a team that is dedicated to life sciences and healthcare. We are teaching at major universities, working on national policy committees and listening to industry trends through our client advisory board. In essence we are your think tank to promote new ideations, improve existing frameworks, and analyze systems in new ways to reduce risk.

You will be engaging a team of consultants who are certified healthcare and life sciences professionals in analytics, clinical risk, claims, liability and safety. The breadth of expertise enables WTW to provide the right expert to look at your risk through a predictive lens while solving for current state challenges. We also have leading clinical risk experts that link employee and patient safety programs to reduce costs and improve quality of care. The WTW HLS Think Tank is working to bring you the very best we have to offer when your risk dollars are on the table.

## Bench strength

- Cross functional team
- Clinicians
- Systems designers
- Organizational change experts
- Human factors expert

## Insights

- Policy development
- Teaching
- Published
- Keynote speakers
- Evidence-based
- Client Advisory Board



# Insights & analytics

Our vantage point is unique in the industry.

With over 400,000 healthcare and life sciences claims studied we understand and forecast trends giving you solutions grounded in actuarial rigor. Our services are focused, impactful and strategic. Through our exceptional execution we impact earnings before interest, taxes, and amortization (EBITA), severity and claims costs. When you partner with us we become stewards of your risk and work relentlessly to drive down exposures and loss drivers.

We are the **world's largest actuarial consultancy** focused on the **insurance industry.**



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Focused. Impactful. Strategic.

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We lead with our analytics and pinpoint not only loss trends but ways you can positively impact EBITA. Our claims experts work hand in hand with you to find leakages and variation to bring out the best in your insurance programs. Our risk control experts identify and help our client correct unsafe work conditions that can lead to injuries and staffing shortages further challenging your ability to run at peak performance. Our analytic products can provide exceptional insights for evidence-based strategies. See charts to the right.

At WTW we continue to innovate our analytics. Our latest tool is the Clinical Risk Quantified. Clinical Risk Quantified is a leading analytics program that extracts and links claims at the point of care to understand risk. Connecting these trends helps our clients drive strategies to address risk at both the casualty and liability levels simultaneously.

### Clinical Risk Quantified at a glance

<p>The insights</p> 	<p>Advanced analytic algorithms extract point of care claims in order to level set the professional liability risk from workers' compensation claims. We diagnose claims for correlations and antecedents. CSQ provides a clear vision on what types of high risk tasks are impacting patients and elevating professional liability exposures.</p>
<p>The actions</p> 	<p>With the vision in place we dissect the tasks and develop a definitive plan to reduce point of care claims. Gaps in policies, procedures and practices are mined and surfaced. Through our performance accountability coaches we ensure monthly implementation is on target and the site reaches mastery level.</p>
<p>The end game</p> 	<p>Reduction in both casualty and liability claim exposures with elevated staff core competencies.</p>

#### Casualty Analytics

- Workers Compensation Diagnostics
- Adverse Event Diagnostics
- Ergonomic Claims Diagnostics
- Dynamic Casualty Forecast
- Peer Analytics
- Clinical Safety Quantified

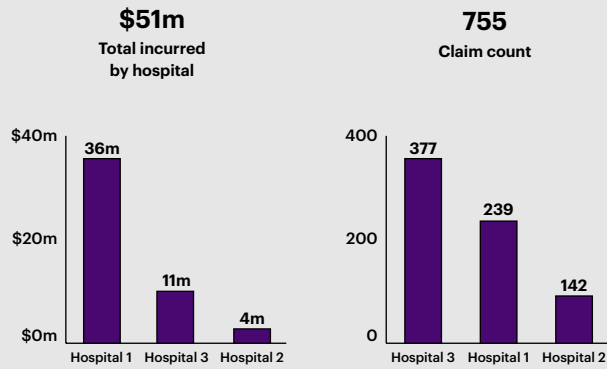
#### Other Analytics

- Climate Diagnostics
- Risk IQ
- ESG Clarified
- Dynamic TCOR
- Risk Tolerance Quantified

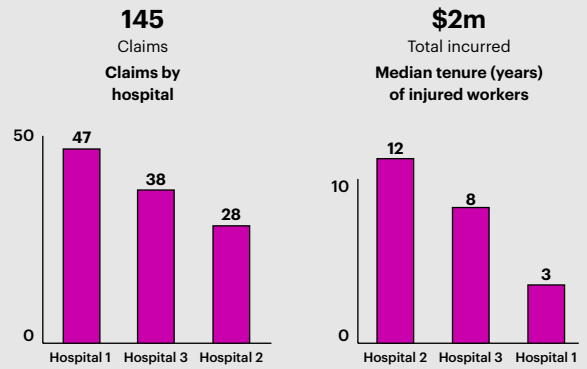


## Clinical Safety Quantified

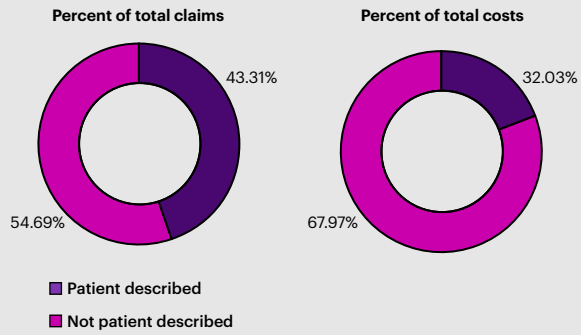
### Hospital Professional Liability Overview



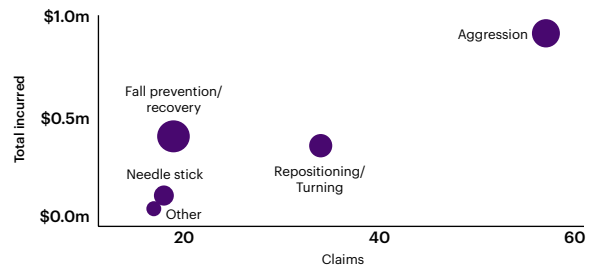
### Patient Described WC Overview



### Patient Described WC Overview



### Patient Described Claims by Cause



Illustrative output using sample client data





# Case studies

We develop case studies to demonstrate real-life applications of our models, theories, strategies and solutions.

Our practice is proud to deliver project work and outcomes that deliver as promised. Clients come to us to optimize the current state for a better future for its employees.

Protecting your vital workforce and doing it with a cost savings strategy is what our case study show time and time again. We are proud to demonstrate our accomplishments so you can have confidence that you are working with the very best consultancy that will mitigate risk and impact bottom line results. Here are two examples of how we have identified and solved problems for our clients.

## WTW projects address system complexities and mine for cost savings opportunities

	Complexity	Cost
<b>Current state Impact</b>	Now more than ever simplifying complex systems is imperative in today's businesses. Overly complex, redundant, time consuming processes and procedures translate into waste and take a toll on employee mental health.	Businesses are looking for innovative ways to save money, reduce costs and improve employee health and safety. Unsafe work conditions, adverse events and costly claims impact employee wellbeing, engagement and staffing levels.
<b>Project outcomes</b>	Elegantly designed systems that are simplified, efficient and meeting the needs of the organization. The end result is higher satisfaction and throughput.	Optimized conditions that engage and motivate employees to bring their best to the workplace. The end result is a vitalized workforce.

# \$10 million savings

## About the company

Client is a not-for-profit health system comprised of teaching hospitals, psychiatric hospital, community hospitals, behavioral health care, multi-specialty practices and primary care.



## Client need

WTW was hired to address the complex leave of absence and workers' compensation program and devise a model to enhance processes to impact EBITA and result in annualized cost savings.

## Solutions

- **Leave of Absence** — performance evaluation review of complex leave processes and operational systems
- **Workers' Compensation** — review prevention and post claim processes for gaps and opportunities
- **Vendors** — assess vendor service deliveries and performance outcomes including computer mediated communication
- **Costs** — devise strategy to reduce costs and improve employee experience; benchmarking & feasibility reports

## Outcomes

- Demonstrated strategy to produce nearly \$10 million savings to EBITA over a three-year period on the casualty program.
- Provided plan to impact leave of absence program with improving core skills, new staffing models and additional centralized intake process to streamline workflow and improve touchpoints.
- Plan developed to consolidate vendors to provider that can drive continuity and eliminate system touchpoints.
- Designed approach to elevate safety prevention program to support patient and employee risk at the point of care.
- Developed total worker health program to address safety and wellbeing as a way to address workplace satisfaction, turnover and return to work.

# 20% reduction

## About the company

Client owns and operates a chain of long-term and rehabilitation facilities providing skilled nursing, wound care, memory care, short and long-term care and hospice care.



## Client need

WTW was hired to evaluate the current fall prevention program and develop educational tools and coaching sessions to help reduce resident falls while preventing care team injuries.

## Solutions

- **Assess** — assessment to review current policy practice and stakeholder points of view
- **CSQ Data Analysis** — trending of patient related claims
- **Build Tools and Resources** — clinical experts designed educational tools to improve outcomes
- **Coaching** — monthly calls with client to facilitate change management and eliminating variation in fall prevention practices

## Outcomes

- Demonstrated strategy to reduce claims cost and employee injuries associated with resident falls by 15-20% over a three-year period on the casualty program.
- Provided plan and tools to impact clinical care with fall prevention by improving fall risk recognition, fall prevention interventions, and elimination of variation in fall prevention practices.
- Monthly coaching sessions to listen to the client and ensure we are helping them achieve their goals for the project.
- Spread strategy developed to go system wide with the program in the following year.
- Spread strategy developed to address their #2 and #3 loss drivers with a similar project plan over the next 3-5 years.

# Service framework

**WTW has procedures in place to ensure that quality control standards relative to strategy, assessments, and design are met for each client project.**

This is a key element for our management system of controls and has been designed to support the quality of service we provide to our clients. The WTW Excellence Model is our process framework which identifies the required standards to service our clients' best interests. Process milestones must be met for each client regarding the assessment, organizational design and strategy creation. These standards are internally self-assessed each month. In addition to our process framework, we will comply with requirements developed by clients, including required service milestones and other specific deliverables relating to consulting services.

Our global service delivery platform ensures that our clients experience the same unrivalled standards of service wherever the client is domiciled. This infrastructure embraces common IT and communications platforms, the delivery of consistent service standards through a common approach to governance, compliance, training and staff development and a single, worldwide management reporting structure. In short, we provide everything necessary to deliver the same great service from every office, and we do so with a local commitment to our clients and their staffs.

## **Key features of our model include:**

- 'Second Set of Eyes' principle – All formal documentation and correspondence to be reviewed by two qualified members of the service team
- Establishing an executive steering committee that meets at a defined cadence to drive project deliverables and assess/address potential delays
- Weekly working group calls that ensure steady project progress and conducts regular quality reviews

We operate in a team environment. All of the WTW's offices are dedicated to delivering value to our clients. Our team has access to specialists in other WTW offices around the country and around the world, to ensure that you receive white glove service.

This structure ensures that our clients have a strategic partner that truly operates as a team, backed by an extensive network of specific expertise that further augments our value and delivery.

**Our global service delivery platform ensures that our clients experience the same unrivalled standards of service wherever the client is domiciled.**





For more information on our HLS Consulting Services,  
please contact:

**Vicki Missar, MS, CSPHP, SSBB, CHSP, CPE, CISM**

Adverse Event Consulting Service Director  
Risk Control & Claim Advocacy, Healthcare & Life  
Sciences Lead

M: +1 904.403.9611

[Vicki.Missar@wtwco.com](mailto:Vicki.Missar@wtwco.com)

**Maryann McGivney**

Healthcare & Life Sciences Industry Vertical Leader  
North America  
Risk & Broking

D: +1 678 777 5994

[Maryann.mcgivney@wtwco.com](mailto:Maryann.mcgivney@wtwco.com)



**About WTW**

At WTW (NASDAQ: WTW), we provide data-driven, insight-led solutions in the areas of people, risk and capital. Leveraging the global view and local expertise of our colleagues serving 140 countries and markets, we help you sharpen your strategy, enhance organizational resilience, motivate your workforce and maximize performance. Working shoulder to shoulder with you, we uncover opportunities for sustainable success — and provide perspective that moves you. Learn more at [wtwco.com](http://wtwco.com).



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