

## Back to the Future of Health South Africa: 2022

### Going Back to the Future of Health

“It is in the character of growth that we should learn from both pleasant and unpleasant experiences.”  
- **Nelson Mandela**

### **Formulating Sustainable Healthcare - A Balancing Act.**

“*Healthcare is not just an industry; it's an equality booster and an economy contributor,*” shares [Dr. Nicholas Crisp](#) from the National Department of Health. Formulating a sustainable healthcare model should be everyone’s priority and is a matter of national interest.

Experiences fueled by the COVID-19 outbreak became lessons of unexpected collaborative efforts, technological adaptations, and a greater healthcare awareness amongst patients and healthy populations. Two years on, it is time to distil these lessons to shape a robust and sustainable plan going forward. A plan that requires executives to find the right balance among strategic variables.

[Martin Kingston](#), Chair of the Steering Committee at B4SA, was at the forefront of South Africa’s COVID-19 response, an effort that saw the formation of the Solidarity Fund and B4SA in which independent private organizations, healthcare and non-healthcare related, joined forces to de-risk the impact on the economy, and today finds a way to reactivate it - “*We saw business mobilize itself and the private sector work in and amongst itself, along with the public sector in dealing with challenges of the pandemic.*” [Stavros Nicolaou](#), Group Senior Executive at Aspen, South Africa’s multinational pharma giant, asserts these points by stating that “the pandemic has shown that the public and private sectors can work together, and that we need to have a hybrid model that will help collaborations become better.”

[Cas Coovadia](#), CEO of BUSA (Business Unity South Africa), elaborates on another pressing healthcare concern, which would benefit exponentially from a re-engineering on the public- private collaborative model. “*A critical issue for us in 2022 will be the National Health Insurance discussion. During the pandemic, we built a collaboration platform, particularly with the National Department*

*of Health, which we can be used as a launchpad to discuss and engage on National Health Insurance collaboration frameworks.”*

“Our national health expenditure is 8.5% of GDP on healthcare which significant for a developing and transitioning country. It is therefore important to spend what we can efficiently as this is all we can afford. We need a reform that allows us to work together.” - Dr. Nicholas Crisp

An additional variable to fine-tune is the management of resources among ‘chronic’ and NCDs (non-communicable diseases) in a post-COVID, or communicable disease scenario. This is a focal point for [Rhulani Nhlani](#), former Cluster Lead for Sub-Saharan Africa (SSA) and Country Manager for Pfizer South Africa, and now Vaccine Lead in the UK, “we are seeing that we need to pay attention and stay focused on non-communicable diseases, because they remain prevalent, while at the same time not neglecting COVID-19.” This is also high on the agenda for [Barbara Nel](#), Country President for African Cluster at AstraZeneca, “*It is integral to ensure that major health concerns such as diabetes, asthma, and cancer remain front and center stage for the healthcare systems by continuing to work with the government and NGOs, and societies to also ensure that we deliver on their plans, and what that holds into the future.*” When Adrian Gore founded Discovery Vitality in 1992, he was at the forefront of creating healthcare sustainability by contemplating that incentivizing people to live healthier lives would result in better outcomes, “*the only sustainable way to have an insurance model was to make people healthier*”, as he told Fortune 500.

Alongside these priorities, the implementation of digital transformation technologies and business models prevailed during these last two years. Great efforts were made by healthcare stakeholders to adopt a ‘digitally forward’ mentality, which allowed for more data to be collected, processed, and analyzed. If we believe that ‘what is not measured, cannot be improved,’ then we now face a grand opportunity for improvement to create and deliver sustainable healthcare ensuring the best use of resources. The application of such solutions provides an array of benefits, from early-stage diagnostics and detection to better informed healthcare decisions.

[Ahmed Banderker](#), CEO at AfroCentric, one of South Africa ‘s leading JSE-listed healthcare operators with a presence in six countries across the region, elaborates on the how the organization uses these innovative methods through their subsidiary, MedScheme. **Banderker** states that “we have been focused on innovating a new integrated model of sustainable healthcare that measurably improves access to quality healthcare. As a technological and increasingly data-driven company, Medscheme is using one of our biggest assets – data – to offer a personalized healthcare experience focusing on both curative and preventative interventions.”

**Aligned to the United Nations’ Sustainable Development Goals (SDGs), healthcare business leaders are advancing the agenda of access to health and innovation, education, economic recovery, gender equality, investments, and partnerships. The healthcare industry sets the landscape for a sustainable future by going back to the future of health.**

**The South African private market had a PPG growth of 4,8% in value over the last MAT period**

The bio-comparables and Generics recorded the strongest short term MAT growth of 55,5% and 10,7% in value, while non-categorised recorded a decline of 3,6% in value terms

	Total	PPG Total	Private mkt	Private Share	PPG% Private	State Hospital	State Share	PPG% State
Value	62.5 Bn	2,6%	52.0 Bn	83,3%	4,8%	10.4 Bn	16,8%	-6,7%
Units	1.0 Bn	-3,9%	600 Mn	58,8%	2,9%	419.5Mn	41,2%	-12,2
CU	79.6 Bn	-5,0%	52.8 Bn	66,3%	0,4%	26.8 Bn	33,5%	-14%

Private Mkt	Market Size		Share		PPG	
	RX **	OTC ***	RX **	OTC ***	RX**	OTC ***
Value	32.2Bn	19.9Bn	61,90%	38,10%	5,30%	3,80%
Units	199.3Mn	400.7Mn	33,20%	66,80%	2,50%	3,10%
CU	13.9Bn	38.9Bn	26,30%	73,70%	-0,20%	0,70%

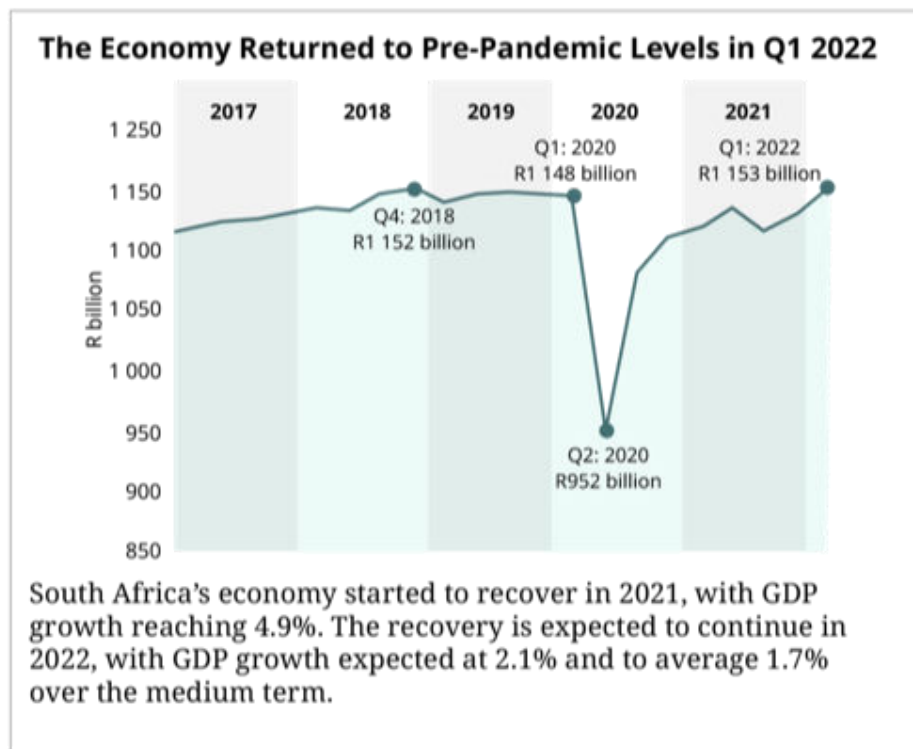
\* State Hospital MATQ1 22 (quarterly audit) - Reads data for State Hospitals only; \*\* = schedule 3-6; \*\*\* = schedule 0-2; Segmentation from IGMS audit-TPMGAI values MAT to latest month; Value in ZAR; PPG% is the previous period MAT growth percentage; CU is counting units which equals the units multiplied by the amount of tablets, capsules or millilitres in a particular pack; Bio-comparable segment = biosimilar products Source: IQVIA - June 2022

The following article is web version for a full report conducted in South Africa. To download the full report and for access to the exclusive interviews [click here](#) (LINK TO OUR Website - region South Africa).

Executive Forecast South Africa Back to the Future of Health 2022. Produced by White Ink House LLC. Credits: Executive Publisher: Ines Gray / Project Supervisor: Santiago Nandin / Coordinator: Mina Demirel / Editorial: Gary Ellis

## **A Financial Boost**

### **Healthcare's Pivotal Role in Economic Reactivation**



“Health is a public good,” points out **Dr. Nicholas Crisp**, and “*health is everybody’s business,*” echoes **Dr. Sadiq Kariem**, COO at the Western Cape Department of Health, going on to state that “*each private organization, government department and every individual have a part to play in their own health and the health of our whole province. This is in line with the provincial focus on economic growth. Good health also makes good economic sense.*”

“*South Africa has got the systems, the infrastructure and the people, investors ought to be encouraged not only by the stock of existing investors but also by the fact that we have a government that is more attentive and cooperative than we have seen for a long-time,*” highlights **Martin Kingston**. Placing a stake in the country would lead to a warm greeting from **Cas Coovadia**, “*at BUSA we would welcome any corporation interested in investing in South Africa, talking to other business organizations, or us. When I speak to people overseas, I am very frank with them, we want them in our country.*”

**Bertina Engelbrecht**, CEO from Clicks Group, a private healthcare group with the largest retail pharmacy chain of over 640 in-store pharmacies, provides sound advice to potential investors, claiming that they “*should be looking out for well-run, socially responsible companies with proven track records of sustained performance, strong market shares, a clear path to growth and who advocate for a sustainable future. I firmly believe that companies that integrate strong environmental, social and governance (ESG) practices into their strategic planning processes will experience sustained growth over time.*” This is echoed by **Mia Louw**, Guerbet General Manager - “*a healthy society is a productive society.*”

“*J&J has invested billions of dollars in antivirals and vaccine capabilities. During the COVID-19 pandemic for example, our vaccine leveraged unique and proprietary technological platforms used to develop and manufacture Janssen’s European Commission-approved Ebola vaccine regimen and*

construct its investigational Zika, RSV, and HIV vaccines. The vaccine is an example of our role in ensuring access. Our companies were built for times like these,” echoes [Francisco Plaza Muñoz](#), leader of Janssen in SA, reinforcing the impact of healthcare investment in advancing health and the South African society.

“A healthy population means a productive people, which makes investment in healthcare infrastructure critical to a country,” highlights [Dr. Khamane Matseke](#), CEO of Clinix Health Group, a South African healthcare operator of hospitals in low-income areas. He goes on to share the company’s role; “we need to ensure that our young population is healthy, and the more we spend on health infrastructure, the more productive human capital is available. We have invested and continue to invest money in health infrastructure to prepare for the future. *Investment in healthcare is an investment in the country; one cannot grow without the other. Reducing the burden on the economy will help increase health awareness and good physical and mental wellbeing.*”

[Toni Hanekom](#), Country Manager at Merck South Africa, places a key focus on the contribution of prevention - “preventative medicine and preventative approaches also contribute to a healthy livelihood. A healthy population is a healthy economy.” Hanekom goes on to detail Merck’s efforts in ensuring this process, “our primary goal is to find ways to partner where we can ensure that the expertise and knowledge that we have are transferred to the government. We’re working to find solutions, technologies, and experiences that our global companies have had, that can improve effectiveness and open up access.”

[Kingsley Tloubatla](#), Executive Chairman of Bliss Holdings Group, speaks of the integrity of recognizing the healthcare as a contributor toward growth, “healthcare is one of the largest and fastest growing industries globally, it is important to dispel this myth and misconception that the healthcare sector is a non-productive sector with little ability to contribute to the growth and economic development, especially in developing economies.”

For [Amanda Jane Wilde](#), CEO of Umsinsi, having the right incentives is critical in ensuring sound economic success, stating that “a funding partner that cares about what they are investing in is integral. My ultimate advice to investors is to get into it for the right reasons.”

**“Scale, speed and success of South Africa’s COVID-19 vaccine procurement and rollout has significant implications for our economic recovery. Without a fast vaccination program, the economy will not recover quickly or adequately. With it, we give ourselves every opportunity for a speedy turnaround,”** urges [Ryan Noach](#), CEO of Discovery Health.



## Health Department Budget Vote 2021/22

	2021/22
Programme 1: Administration	R 816 333
Programme 2: National Health Insurance	R 1 340 471
Programme 3: Communicable and Non-Communicable Diseases	R 32 605 402
Programme 4: Primary Health Care	R 222 283
Programme 5: Hospital Systems	R 21 372 304
Programme 6: Health Systems Governance and Human Resources	R 6 186 478
<b>TOTAL</b>	<b>R 62 543 271</b>

In delivering the health budget speech, the Minister of Health, Dr. Joe Phaahla, stated that the budget allocation for financial year 2022/23 is R64.5 billion.

Source: <https://www.gov.za/speeches/minister-zweli-mkhize-health-dept-budget-vote-202122-13-may-2021-0000>

### Embracing the Ubuntu Spirit

Ubuntu, the ancient African philosophy, emphasizes that we become ourselves through others. It tells us to focus on the plural rather than the singular. For Ubuntu, the potential that comes from collectively working toward goals far outweighs individual efforts, leaders in the industry know this through first-hand experience.

“We are stronger together than we are alone,” highlights **Francisco Plaza**, MD at Janssen South Africa, “When we face the complexities of this world like the pandemic, no institution, organization, or country can overcome it alone.” **Plaza** has the ambition for this working spirit to go into the future - *“I hope we will continue seeing collaborations like those formed during the pandemic. The spirit of cooperation is more effective and efficient. It is more rewarding to work together on set objectives. All patients deserve to have the best treatments from collaborative approaches.”*

**Zwelethu Bashman**, Managing Director of MSD South Africa and President of IPASA (Innovative Pharmaceutical Association of South Africa), shares the regard on the importance of conjoined efforts, “collaborations and partnerships are critical across borders. *I was in Washington D.C., and I met with the Trade and Development Agency specifically to get insights and feedback around the developing partnership they have with SAHPRA (South African Health Products Regulatory Authority), contributing positively to health system strengthening.”*

**Rhulani Nhlaniki**, also tells of the attention that Pfizer put toward partnerships for the future, *“our pledge and approach is that collaborations are important in the industry, and this is one of our priorities. It is an indication of continued relationships that helps set up for COVID-19 vaccine manufacturing and the production of vaccines.”* Pfizer’s vaccination partners, Biovac, played a fundamental role in its collaboration with the multinational and sees itself in a more robust position. The CEO, Dr. **Morena Makhoana**, elaborates, *“partnerships are necessary for our industry. Biovac exists because of partnerships, and it’s what we have done. We have partnerships with the East and the West, from Cuba to India; we work with Pfizer, Sanofi, and local universities.”*

**Christopher Whitfield**, Executive Director and General Manager for Gilead African Region, brings a patient perspective into the equation, *“through collaborations, we can understand what the community wants and needs and how we can surround them with the right resources. We need to meet the patient at the point of their need and direct them to a cure that is accessible.”* Whitfield continues by highlighting the need for a focus on delivering sustainability, *“we need to have*

*impactful, sustainable projects that achieve the outcomes we are looking for through vigorous assessment. All the companies that initiate projects in Africa need to think about sustainability, the true impact, and the legacy that the project will leave.”*

### **Creating Meaningful Impact**

Astra Zeneca’s **Barbara Nel** is proud to be running a program for 11 years for government sector patients. "It is centered around the awareness, screening and diagnosis of cancer patients, mostly focused on breast and prostate cancer. We also run initiatives where we go into communities with experts and general practitioners to create awareness on symptom detection, and then work with laboratories to set up screening facilities where people can get screened. We are often the first point of contact for people in the government sector."

### **2022: Onwards and Upwards**

2020 and 2021 provided a platform that gave visibility to the benefits of ‘diagnostics and vaccines and the role of ‘prevention’ in making better use of healthcare resources. We asked the healthcare industry leaders what 2022 will be the year of, here are some of the highlights -

**HEALTHCARE CHANGE - Ryan Noach, CEO of Discovery Health:** *“There will be a change in how care is delivered. Instead of going back to conventional ways of delivering care, we hope for new ways of delivering care, digitally and efficiently reaching more places.”*

**VACCINATIONS - Zwelethu Bashman, Managing Director of MSD South Africa and President of IPASA:** *“2022 will be a year where the need for broad scale vaccinations will continue to resonate within the public discourse. We have seen historically that vaccinations are the sustainable and impactful healthcare interventions in situations such as this. Going forward, approved COVID-19 treatments are going to be part of the discourse as COVID is here to stay. Testing and treating are going to become part of our way of life.”*

**INVESTMENT AND ACCESS - Ian Wakefield, General Manager for BD Africa:** *“We will continue seeing a shift and pivot whilst taking advantage of how to continue investing and leveraging investments by using diagnostics differently. We are bound to see shifts and a new wave of healthcare investment and provenance. The other area, which will become quite prominent from a trend point of view is universal healthcare access. The thing which strikes a chord for me right now is when associates speak to me and say, ‘I understand BD’s purpose. I understand why I want to work for you as a company.’ That for me is success, that through challenging times, you have maintained the purpose and the culture within the organization. We have seen an expansion of our business. We have still maintained the customer credibility, which allows us to expand into new areas within our customer base. That speaks about what I am proud of and why we will continue to be successful, that we have stood by our customers and patients during these trying times.”*

**NEW CHALLENGES AND OPPORTUNITIES - Colin Tyrer Cluster Head for Southeast and West Africa:** *“2022 will be a year of exploration and challenges in this new world. There will be a new normal consisting of what I call ‘the new fluid.’ It is a new world that is emerging from the post vaccines. A key discussion is around the ‘New Industrial Revolution’, which has arrived and now we're trying to figure out how we cope with that as a society with opportunities. I will be celebrating a new cluster coming together. All these countries that encompass 650 million people come together to help deliver for those people, there is a beauty in being whole. The strength of an organization is exemplified with the different experiences, cultures, and views. When you have a diverse and inclusive organization that comes with all these various aspects, we can synthesize them into something that is going to help everyone else. If I can play a part in bringing that together, I'd be delighted.”*

**TECH SOLUTIONS - Peter Mehlappe, Managing Director at Medtronic:** *“I see 2022 as the beginning of a new era. Big companies like Medtronic are fast tracking adoption in digitalization and related technologies to be nimbler and more efficient.”*

**RESTORATION – Dr. Henrik Hanekom, Chief Executive and Co-Founder at Intercare:** *“2022 will be the year of recovery and a year of restoring levels to those of pre-COVID years. We are currently seeing the impact of many non-communicable diseases that were not focused on during the COVID-19 years.”*

**SELF-SUFFICIENCY – Christopher Whitfield, Executive Director, and General Manager for Gilead African Region:** *“As an industry and a group of confederated countries, Africa needs to identify how to become more sustainable and self-sufficient. 2021 was the year of vaccines; but much of the COVID utilities were not made here, and this highlighted the need to begin building self-sufficiency in Africa. It is crucial.”*

**AWARENESS AND INNOVATION - [David Morel](#), General Manager at International SOS SA:** *“There are two key things, one is to continue raising healthcare awareness. We need to re-emphasize non-communicable disease prevention and assist in vaccine awareness. Raising awareness is the key. The second thing to look at is innovation. Leveraged technology will expand the reach of healthcare and health promotion. This translates to telehealth solutions. The pandemic accelerated the use of telehealth technology, and it is a very convenient way to remotely access primary and emergency care.”*

**MENTAL WELLBEING - [Wendy Cupido](#), Country Manager at Lundbeck South Africa:** *“2022 will be a year where mental health will come to the forefront, and I think patients are starting to reach out for help when it comes to that. What we are seeing is people struggling in the aftermath of COVID, and we are now finding that the repercussions of this are now being seen by healthcare providers.”*

**ADVANCING ACCESS - [Hassan Sabbah](#), General Manager South Africa and Region Africa at AbbVie:** *“Part of AbbVie’s mission is widening access for patients and a point of discussion with insurance providers such as Discovery is based on going from tier 1 to tier 2 or 3. On a systematic level, this can be achieved by improving access and diagnosis whilst leveraging some sort of national system. What I see the most prominent regarding what we can do to play our part in the short and medium term is to ensure that we widen the access and provide innovative ways to widen this access. I believe that AbbVie has been a solid partner at a leadership level.”*

### **Biovac’s Roadmap to Self Sufficiency**

The COVID-19 pandemic has shone a spotlight on the African continent by being the last to receive much-needed vaccines. Besides the demand exceeding supply in 2020/21, the situation was exacerbated by export bans those countries and regions imposed, therefore limiting access to much-needed vaccines. The lack of African-based vaccine manufacturing has been highlighted through this unfortunate situation, and plans are underway under the guidance of the African Union to address this issue.

For the continent to fully respond to this major gap, the whole value chain (not just manufacturing) must be addressed. Biovac has been one of the very few companies invested in the manufacturing of vaccines since 2003. To this end, Biovac has developed capabilities in product development in bacterial fermentation and conjugation. It has successfully created products to the extent that it has been able to out-license some of the technology to partners on other continents. The second platform that we are already investing in is the mRNA platform. On the manufacturing front, we have built capability in both aseptic formulation and filling. We have partnered with global pharmaceutical companies such as Sanofi and Pfizer to locally manufacture three vaccines, two targeted at childhood diseases and one for COVID-19.

The remaining part of the value chain is establishing Drug Substance/ Active Pharmaceutical Ingredient capability on home soil. To this end, plans are underway to achieve that in the coming years. This demonstrated capability of product development and manufacturing beyond COVID-19 vaccines will go a long way in addressing the gap on the continent. The bedrock of sustainable vaccine manufacturing is to ensure that routine vaccines are manufactured on a predictable and sustainable basis. Only through addressing the full value chain will the continent be ready and able to respond.

### **Pharma’s Tech Journey**

#### **ASSESSING THE DIGITAL AND TECHNOLOGICAL JOURNEY OF LEADING HEALTHCARE COMPANIES, AND HOW THE DIFFERENT STAKEHOLDERS ARE ADAPTING, AS TOLD BY THEIR LEADERS.**

The experience of the past few years forced the industry to adapt on an unprecedented level with technology rising to the center stage to guide the country through the pandemic. These are changes that industry leaders intend to keep.

“Technology will guide the way we do healthcare,” points out **Dr. Khamane Matseke**, going on to provide a present example, “many people are already monitoring their health through smartwatches and other technology.” **[Danny Donkers](#)**, the recently appointed Country Manager for Amgen, a leading biotechnology company focused on the treatment of serious illnesses, tells of how the



company adapted to technological solutions, stating that *“within just a couple of weeks of the pandemic it became clear that it would accelerate the digitalization of the healthcare sector,”* the company *“adapted to this new situation by allocating more resources to digitalization.”* Despite this rapid rise in the use of technology, **Donkers** stated it was critical to remember the value of in-person communication: *“the human touch will always be important, but one thing is clear - digitalization is here to stay, and Amgen wants to be a leading company in that,”* concludes **Donkers**. **Paul Richards**, General Manager of Stryker, likewise tells of acceleration in technology, “COVID has been a springboard for an advancement in virtual communication, opening many exciting future possibilities. The provision of information worldwide and the sharing of knowledge is very exciting.”

**Ahmed Banderker** tells the story of AfroCentric’s journey of adaptation in the context of the behavioral changes of patients, “We launched our virtual care in 2020. It is a phone call teleconsulting either on voice or on video with a nurse. It is a massive step forward given that people are settling into the new norm of hybrid and working from home models.” **Banderker** elaborates on further areas of investment focus, stating that the company has “invested in digital solutions to facilitate virtual care access. This comes in handy to care for patients in ways that are convenient, coordinated and that enable multidisciplinary teams to collaborate through technology. This dissolves the myth of lack of healthcare services.”

For other companies, the experience of the past years only advanced a process that was already in movement such as Siemens Healthineers. **CEO Ayanda Swana**, provides an example - *“patients can now store their records digitally. We have combined this with AI (Artificial Intelligence) analysis technology. This means that when a patient takes a test or does a scan and their information is uploaded into their file, the system analyses the data and gives a result which makes the diagnosis process faster.”* **John Norman**, Regional Director for Acino South Africa, foresees a future in which *“digital will evolve. Post-pandemic, interactions have been primarily virtual meaning that other digital means are used.* We manufacture medical technology, trying to improve its efficiency. The people who use the devices must also be trained, so we apply user-friendly technology, making the procedures as simple as possible.”

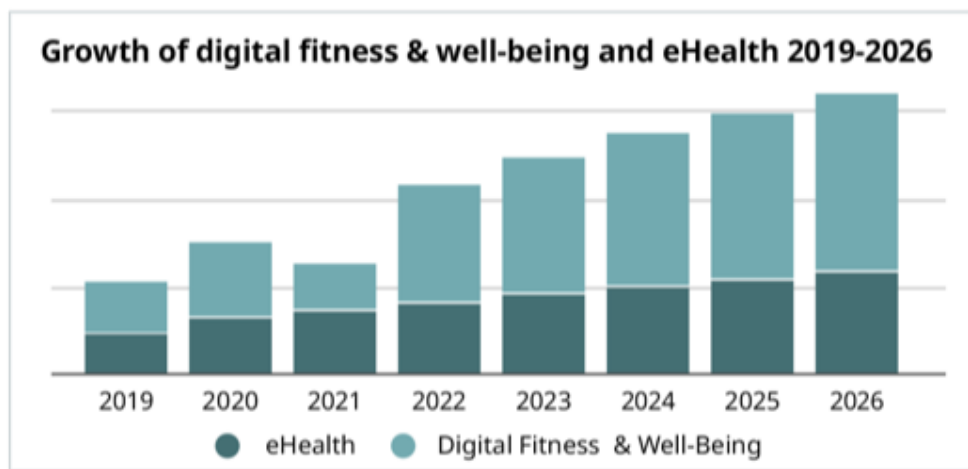
On the application of technology, **Christopher Whitfield** focuses on diagnostic necessities - *“diagnostically, we need to start looking for ways to decentralize laboratories and figure out ways to establish more point of care technologies.”* **Whitfield** states that the current capabilities will allow for further development, stating *“Africa needs to start using more innovation and technology to address patients' needs. Technology for HIV is advanced here in South Africa. We want to see the same advancement in other diseases across the continent. It all starts with having a sound industrial base that must be fully developed.”*

For **Dave Roberts**, General Manager for Southern African Countries at J&J MedTech, technological solutions play a pivotal role in value, with this factor being recognized with their recent brand change. “Our key driver of value in the marketplace is technology, software, and the utilization of the big data that is going to be encapsulated in different offerings that are technologically driven. *That is where MedTech comes in, the branding change is an intersection of devices and the technology space.”* **Roberts** elaborates on how physicians are adapting to these vast changes, stating that *“the pandemic helped accelerate the adoption of technology in the MedTech sector.* Initially, technicians embraced technological advances because it was a necessity during COVID-19.”

Going into the future, **Roberts** is pushing for this adaptation to continue and provides an example on how J&J MedTech are doing this - “we are encouraging this to continue by communicating the value of technology and increasing physicians' and technicians' understanding. Physicians need to learn and deliver accessible healthcare for all patients. *The greatest benefit of technological solutions is the assistance it provides to everyone involved, from the representatives to the doctors and nurses, and the patient.”* **Hassan Sabbah** highlights what the nation offers with personnel and technological capabilities: *“what South Africa provides is top talent and access to a considerable number of technologies. When you look at standards of care and standards of treatment South Africa is far ahead in terms of diagnosis and patient care. I believe that it is a very attractive market.”*

“South Africa was GE’s first export market outside of the U.S.,” explains **Eyong Ebai, General Manager of SSA for GE Healthcare**. “We’ve positioned ourselves as leaders in oncology, cardiology, women’s health, and radiology. We’re a digital organization that solves various problems in the right way and in record time. Our commitment to embed artificial intelligence has made it possible to reduce the burden and burnout of clinicians.” After seeing the success of using AI, Mr. Ebai confirms that they “will continue to partner with companies that are relentlessly building algorithms that can have a positive impact on the healthcare sector.”

**Ian Wakefield:** “AMR (anti-microbial resistance) is a key area to look into. We are seeing the adoption of automation in microbiology labs and adoption of robotics automation using IT technology.”



Source: <https://www.statista.com/outlook/dmo/digital-health/south-africa#revenue>  
*Assessing growth of digitalization in the healthcare industry through the perspective of eHealth and Digital Fitness, from 2019-2026*

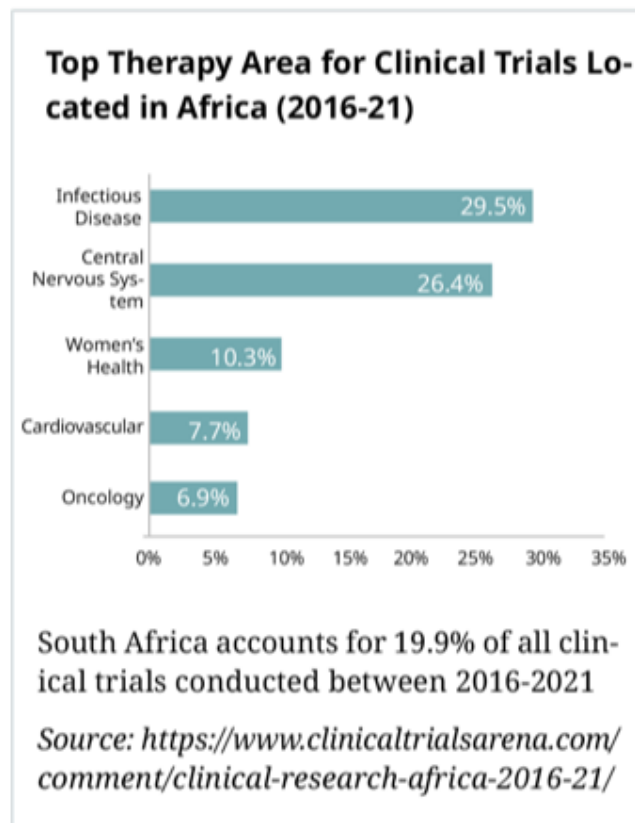
### **By Africa, for Africa**

**President Ramaphosa provides a glimpse into South Africa’s role in powering Africa forward. During South Africa’s tenure as AU Chair in 2020, he established the Africa Joint Continental Strategy on Africa’s Covid-19 Response, the African Medical Supplies Platform, The African Vaccine Acquisition Task Team (AVATT). The aim was to strengthen AU’s continental response.**

Various factors allow South Africa to develop toward becoming a self-sufficient healthcare hub. Cas Coovadia states that these elements will contribute toward sustainable provision for the future: “we have the resources and the capacity between the private and public sectors in the country to achieve a model that will provide universal healthcare.” Industry leaders provided their insights on their perspectives regarding the nation’s self-sufficiency capacity and what examples it provides to the world.

“We are a multinational growth company and localization is now high on our agenda,” states **John Norman**, “we take our purpose seriously.” With advancing on localization as part of Acino’s objective in the area, **Norman** elaborates on their local impact, “we are a certified Broad-Based Black Economic Empowerment Level 1 company, and this is a significant milestone for us and an important part of our transformation. The company environment, the employees we bring on board, and our learnership programs look to the future and into doing things differently.” **Rhulani Nhlani** also elaborates on the local impact of Pfizer, pointing out that the company is divided into six portfolios. “We have internal medicine, vaccines portfolio, our hospital business unit, oncology, inflammation & immunology and Rare Diseases.” **Nhlani** elaborates on the strategy of implementation, “when you look at all six, our focus has been on how we accelerate that development and bring that breakthrough to those patients while executing well on the ground.”

**Bada Pharasi**, CEO of IPASA, reflects on the manufacturing capacity of South Africa - “I am proud that we are starting to be a self-sufficient hub, as it is something from which the whole continent can benefit. South Africa is beginning to be seen as a vaccination manufacturing hub.” For **Pharasi**, South Africa’s clinical research excellence is likewise an aspect worthy of recognition, “South Africa has exceptional clinical research facilities. *Clinical trials allow for research and development and are the way to open the pipeline that leads to generic medicines, making them more affordable.*”



**Skhumbuzo Ngozwana**, CEO of Kiara Health, a local pharmaceutical company that serves as a manufacturing and commercial partner for global household names, goes on to point out the healthcare attribution of South Africa to the country’s neighbors, “*from a continental perspective, there is significant scope to come in and supply other countries, especially those that do not have any local manufacturing capability. We need to build that level of self-sufficiency whilst creating bigger markets for all of us.*”

**Ian Wakefield** claims that South Africa has “*the ability to export best practices and act as training grants, because we have some of the best health facilities, not just in Africa, but globally, anywhere from a tech adoption. That is where South Africa is.*” From a wider perspective, **Wakefield** states

that the nation has “a significant role to play in adding to the healthcare capacitation across the continent. Right now, there is a focus on localization and manufacturing in Africa, and Africa can do that. It is about how to share and train and we have that in East and West Africa. South Africa can lead that process because we have the ability through the level of infrastructure.” Meanwhile, the nation at large holds the responsibility for overcoming obstacles, claims **Dr. Khamane Matseke** - “The social and economic challenges in our country will change if every individual and corporation play a role in the areas, they operate in.” For **Dr. Khamane**, aspiration is just as important as action, as the CEO goes on to state, “people need hope, and every single company can intervene and help the people in its community. A little goes a long way.”

## **The Power of Knowledge**

“Education is the premise of progress...” - Kofi Annan

As one of the pillars within the SDGs of the UN, education is a key enabler in socioeconomic advancement, and healthcare education, for all stakeholders, is an essential component in ensuring the effectiveness of any healthcare system. Leaders outline its importance and their efforts in providing education to physicians and patients alike.

“Education is key” as **Toni Hanekom** outlines. **Hanekom** elaborates on education's integrity, “it's important to bolster health education. We have seen devastating impacts on communities and individuals around the stigma and discrimination across Africa. There is a need to address education in South Africa, which we've made our focus.”

Alongside Merck, other companies are putting a focus on education. **Dr. Iain Barton**, Founding Principle at Health 4 Development, explains how his organization placed a stake in educational capabilities during the COVID experience, “when the pandemic began, we funded educational programs and initiatives to teach doctors about the differences between antibody, antigen, and molecular tests, and deployed a significant range and volume of equipment to points of care.” For **Dr. Barton**, the impact was not limited to the pandemic, “now, people can take tests at clinics, pharmacies, and even at home. Physicians can make faster decisions with a quicker diagnosis and help more patients.”

**Ahmed Banderker** elaborates on AfroCentric's educational efforts for women, stating that “our agenda is to educate pregnant women about the benefits of natural birth and C-Section. According to global research, young women prefer the C-Section, a move inspired by psychological reasons such as fear of pain. Our obligation is to inform the woman about their options for delivery. It is also well known that a C-Section is relatively expensive compared to normal delivery by double, increasing financial strain on the healthcare scheme.”

*On July 2022 Cyril Ramaphosa, in his role of African Union's COVID-19 Champion, welcomed a \$2.5 million investment initiative from Serum Institute of India (SII). The initiative aims to shape a complete health workforce in Africa, in pursuit of economic recovery and global health.*

## **The Next Generation of Leaders**

“If there is one thing I'm sure of, it is this: Africa can achieve the future it aspires to.” - Bill Gates

Whilst opportunities of a vast array have resulted from the acceleration of aspects such as digitalization and technology, this process has also meant that leaders across the industry have had to adjust their management styles to incorporate two words, analog and digital, along with other elements such as focusing on NCDs and changes in the provision of care. Here is what some of the executives had to say.

**Rhulani Nhlaniki** - “The virtual world has advanced over the past two years and has had positives of reaching people more frequently and regularly. Pfizer have a great focus on making sure that health and safety of our employees is at the forefront of most of the decisions we are making, and our focus stays the same, health and safety of our people, making sure we deliver products as quickly as

possible, and ensuring we have highly effective collaborative initiatives that are helping us to move forward.”

**Hassan Sabbah** - “A good example on our culture change is hybrid working, which consists of 3 working days in the office and 2 days working remotely, and I am proud to say that, not only in South Africa but globally as well, AbbVie has adapted to this model. It can also be applied not just for now but also in the future where you continue to track talent with the younger generations. The model is the result of many months and a couple of years of understanding what works and what does not work. It creates enough flexibility for people to feel that it is a new way of working, but at the same time you do not miss out on the human element.”

**Toni Hanekom** - *“Success in pre-diabetic care with preventative medicine or early-stage intervention is one of my dream projects. I believe we can have an enormous impact on the whole population if Merck is successful in working with the healthcare professionals to hold it in high regard like other diseases. Being a disease that manifests itself at critical stages, it's an unseen and unfelt pandemic. We have rolled out a diabetes prevention program through treating pre-diabetes. If treated in the earliest stages, it means that the care can be treated using low-cost medication. It will also help us open access to innovative therapies for a larger population, other than those who are paying premium funds.”*

**Dave Roberts** - *“We must demonstrate the health and economic opportunities that technology brings. Most people and institutions are aware of the pace that technology is moving at, which makes people apprehensive about procuring technology. Some assurances need to be given to the market as technology evolves. Our strategy is to partner with institutions and specialists. The country needs to provide more support on connectivity. A lot of technology requires stable and sufficient connectivity. Advancement is about the whole patient pathway from start to finish. We need more connectivity through the value chain.”*

**Alykhan Vira**, Executive Manager at Quantum Health Outcome - *“Value-based healthcare is also a growing trend in South Africa. It is fundamental and will be a key trend in the future. There will be a shift from fee-for service models to paying for outcomes over time, which is intuitively what other people-facing industries are based on. Measuring health outcomes and creating payment and reimbursement systems based on value holds great power for unlocking the next evolution of healthcare. This also stops the rising cost of healthcare while maintaining the quality of healthcare.”*

**Ursula Myles:** *“It is about having a collaborative, dedicated team, and our journey together. My success is the team's success. We achieve as a group, and our achievements are down to patient impact, which means more patients diagnosed, rare diseases demystified, and more people open to getting tested. We must ensure sustainability over the long term to get impact. Sustainability is key, as is value-based decision-making for a better future. We work not for today but for the future.”*

**Dr. Vuyane Mhlomi** CEO and Co-Founder of Quro Medical - *“We were the first company in Africa to pioneer the provision of digitally enabled hospital-level care at home. We remain the leading and trusted provider. COVID-19 essentially accelerated the acceptance and growth rate of our company. The pandemic happened, and there was a rapid adoption of health regulatory shifts, attitude changes, funder attitude changes, and consumers' and patients' behavior changes towards delivery at home. It is something we are at the forefront of.”*

**Zwelethu Bashman** - *“I have engaged with many employees over the past couple of months and we are cognizant of the fact that people's lives have changed in the two years, and as a result, how we do business and interact with them as an organization also must change. The other important thing that we have done is to stay in touch. Although we work virtually, I found that I was engaging a lot more with individual employees.”*

## **A Woman's Place Is in The Boardroom**

### **Total Population:**

<b>Females</b>	<b>51.1% - 30.75 million</b>
<b>Males</b>	<b>48.9% - 29.39 million</b>

Source STATS SA



With women representing 50% of South Africa's population, we share the voice and reflections on shaping a diverse generation of leaders.

Successful leaders not only enable their enterprises to thrive, but they also leave a legacy which motivates others. **Bertina Engelbrecht** provides advice for other future leaders, *"first, be authentic. Know yourself, your strengths, and the areas you need to develop."* **Engelbrecht** goes on to include being mindful of others, "encourage and be supportive of other women in leadership positions. Make time to replenish and reinvigorate yourself, to reflect and care for yourself, and invest in relationships. Lastly, practice gratitude and generosity by *giving back to others.*" **Ursula Myles, General Manager at Takeda South Africa**, builds on the notion of self-belief and individual virtues, "authenticity plays a significant role. *We must be true to ourselves, our values, and our aspirations and take them to the workplace.* Be responsible for your learning; take time to listen and understand because it helps your confidence as a leader."

**Wendy Cupido** speaks of a company-wide effort in ensuring success - "you need to make people responsible for the culture. Culture belongs to everybody who works in the company, and this is a factor that Lundbeck has succeeded in." **Barbara Nel** likewise notes on the integrity of ensuring adequate efforts are made when it comes to employees, stating that *"having a team within AstraZeneca that is fully engaged, and that has a sense of belonging and a connection to our purpose, our vision, and our mission."*

There are healthcare leaders that are putting a focus on the quality of healthcare for women, too. One such leader is **Abofele Khoele, Managing Director for Organon South Africa**, a company that specializes in women's health. **Khoele** tells of his efforts, *"we have engaged with number of stakeholders and partners across the continent to start the conversation in terms of what is it that women need on the continent. For us, it's important that we first listen and provide the solutions that are necessary. Those conversations have started. The first thing is to have the right people around the table in the discussions.* When the topic is women's health, women must be in the room and be there at the table making the decisions."

**Colin Tyrer** also speaks of Bayer's advancements in delivering quality care for the female population, "we work together to make sure that we are building a women's health infrastructure in Africa that is not just reliant on aid but will be there after the NGOs depart. It's the next place where we're going to get growth for the world economy. *Along with the sustainability agenda, there are a hundred million women who can benefit from modern contraception by the end of the decade.*"