Healthcare goes mobile: Evolution of teleconsultation and e-pharmacy in new Normal

August 2020
Contents

06  The changing paradigm of access to health in the new normal
14  The Indian health ecosystem at a cusp of change
18  Key enablers of virtual healthcare: technology and regulatory policy landscape
24  Teleconsultation: a game changer for the Indian healthcare ecosystem
40  E-pharmacy: trends, challenges and outlook
58  The road ahead: actions for stakeholders
We are confronted with an unprecedented crisis of Covid-19 pandemic that is dramatically changing the consumer behaviour. With social distancing becoming the norm, “contactless” has become the “new normal” buzzword. No industry is escaping this disruption including the healthcare sector, where the need for to shift from traditional in-person doctor patient interaction to digitally enabled remote consultations has become imperative.

This was evidenced through increased uptake of teleconsultations and e-pharmacy sales across the globe and India. Teleconsulting platforms in the US and China experienced 50%-100% uptake in during Covid-19 pandemic times. Indian platforms such as Practo, Mfine, Lybrate etc. experienced similar uptake during lockdowns including leading healthcare chains doing 200-500 tele-consults per day. Teleconsulting guidelines issued by the Government of India during the lockdown in March 2020 have further provided much needed fillip to the growth of teleconsulting platforms with both health tech start-ups as well as hospital chains exploring this channel of care.

Phygital (physical along with digital) is likely to be the new normal with data being the backbone of this model. Indian regulatory bodies including medical, industry associations and private players are collaborating to enable the transition. Despite some of these encouraging trends, scalability of virtual care models remains a challenge for Indian healthcare ecosystem. Some of the key challenges include patient data privacy concerns, trust issues, consultation limitations, lack of adequate infrastructure in rural, tier 2 and tier 3 cities.

The purpose of the study is to understand the transition of Indian healthcare system due to technology disruptions, opportunities and challenges associated with it with an objective to protect concerns over patient’s data privacy and threat of substitution practices by e-pharmacy players as highlighted by pharma companies and doctors. This study is based on surveys covering consumers, doctors, interviews with stakeholders from leading Indian pharma companies and case studies covering global trends. We believe this would help us to provide a direction to understand how teleconsulting and e-pharmacy would enable Indian healthcare providers to respond to rising demand and give patients confidence to manage their health effectively in a transparent, integrated and effective ecosystem.

I thank the entire EY team under the leadership of Mr. Sriram Shrinivasan, Mr. Hitesh Sharma, Mr. Pramod Sudhindra, Mr. Pratijn Rudrapatna, Ms. Shobhna Mudra, Ms. Tavleen Singh, Ms. Swati Garg and Mr. Sumeet Gupta for their efforts in putting this paper together with my team at IPA.

I thank Ms. Archana Jatkar and Mr. Devang Saxena from IPA team for their continued support in this paper and pursuit of new growth areas in the pharmaceutical industry. Finally, I would also like to thank IPA member companies for their continuous support and guidance throughout this effort.
Chapter 01

The changing paradigm of access to health in the new normal

1.1 Virtual care in the pre–COVID-19 times

The World Health Organization defines teleconsultation¹ as, “the interactions that happen between a clinician and a patient for the purpose of providing diagnostic or therapeutic advice through electronic means”.

Teleconsultation has always been a quick and simple way to reach your doctor. Most individuals can recount consulting their doctor on a phone, or using a network or video link like Facetime, WhatsApp or Zoom at some point. It has been prevalent since a while now and is not a new concept in India. Nevertheless, it is not a sustainable mode of consultation at a scale that India needs, mainly due to the lack of a proper teleconsultation platform and modularity of patients’ data. This paper will put such issues in perspective and will use a consistent framework to highlight the role of pharmaceutical companies and other healthcare stakeholders to make teleconsultation scalable.

Over the past few years, digital has been touted as the next disruptor in healthcare delivery. While hospitals, pharmaceutical companies, non-government organizations (NGOs), other platform providers and users recognized the potential and the need to adopt the digital platform, they lacked the necessary motivation to accelerate the pace of adoption.

Even before COVID-19, there have been many cross-linking partnerships to enable digitalization of healthcare in India. E-pharmacy companies and large hospital chains started extending their teleconsultation/telemedicine services. Insurance companies, on the other hand, were bringing together the country’s premier health-tech providers on a single platform to enable a digitally-enabled wellness ecosystem.

In India, Apollo Telemedicine Networking Foundation (ATNF)² is the oldest and largest multispecialty telemedicine network. The Sankara Nethralaya² and the Aravind Eye Hospitals in Tamil Nadu and the Tripura Vision Centre in Tripura also have successfully used telemedicine to conduct screening of eye diseases (tele-ophthalmology) in rural areas in the general population. With such initiatives succeeding in pockets, the need for them to be in one ecosystem was not emphasized as existing patients are being served through conventional consulting channels.

1.2 Teleconsultation during the pandemic: the new now

The ‘Now’ has witnessed a massive expansion of tele-consulting as doctors and patients are restricted to interact in person. Most patients have refrained from getting in-person doctor consultations for acute ailments due to the lockdown and risk of infection. They mostly relied on self-medication/self-diagnostic apps. Some even took medical consultations with general practitioners or family doctors on calls/virtual tools during the first few months of the pandemic. However, with the pandemic extending beyond a few months, patients were forced to explore new channels for reliable acute care. Patients with chronic ailments, such as diabetes, are identified as a high-risk group, resulting in an increase in adoption of digital channels for disease management and control for such chronic diseases.

Healthcare providers, such as hospitals and e-pharmacies, have integrated teleconsultation platforms and scaled-up their existing digital offerings. Teleconsultation and e-pharmacy platforms have showed a steep growth in adoption by both, doctors as well as patients. For e.g., Fortis Healthcare has witnessed the shift in the outpatient department (OPD) consultation with 10%³ of the pre–COVID-19 consultations moving to the teleconsultation platform.

Consumption of telehealth services in India

![Willingness to book telehealth visits (by age group)](https://indianexpress.com/article/lifestyle/health/in-telemedicine-virtual-healthcare-future-scope-india-min笛to-doctors-d4211902/)

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²https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4455413/
In response to the growing need for teleconsultation, pharmaceutical companies are also proactively engaging with teleconsultation platform providers to establish a connect between the doctors and the patients. EY surveyed the top 12 pharmaceutical companies in India. It was found that 80% have tied up with one or more marketplace teleconsultation platforms, 8% have launched its own platform while rest are evaluating different means to adopt teleconsultation.

As one of the key pillars of the health ecosystem, pharmaceutical companies have a strong and significant influence on shaping the teleconsultation maturity cycle. They may engage with teleconsultation platform providers initially for developing a connect with the doctors and to help patients reach doctors through an alternate channel, but in the long run, benefits of transaction data and analysis will help in fostering revenue growth.

### Reasons that are causing pharmaceutical companies to set up their teleconsultation platform

- Enable doctors to safely continue their practice
- Provide alternate consultation channel to patients
- Develop synergies for growth of pharma companies

![Image](https://example.com/teleconsultation-platform)

**Source:** EY analysis

COVID–19 has accelerated the adoption of teleconsultation from a two–year horizon to a two–month horizon in terms of doctor onboarding and adoption.

Strategy head of one of the top 10 Indian pharmaceutical companies

The pandemic has highlighted the need to build a simplified and holistic teleconsultation platform encompassing all key stakeholders. With the current levels of adoption by the patient-consumers and doctors, along with emerging teleconsultation platforms, India has commenced its teleconsultation journey.

### 1.3 Virtual care: market opportunities in India

There is a need for a paradigm shift in the healthcare delivery system in India. The World Health Organization prescribed doctor-patient ratio in India doesn’t suffice as a metric to describe the readiness and robustness of the healthcare system. The parity of healthcare, in terms of infrastructure and quality of care, across metros, tier-1 and tier-2 cities and beyond and rural areas needs to be achieved. About 75% of India’s population living outside urban cities has access to only 31.5% hospitals and 16% hospital beds. Such disparity has compelled India to negotiate preventive, rehabilitative and public health measures. This, among other aspects related to the pandemic, has pushed the country into the current state marked by limited access to healthcare in a mass health exigency. Teleconsultation shows the promise to bridge this gap in the future by removing many infrastructural challenges and reducing the time taken by a patient in getting consultations.

#### Telemedicine market in India

<table>
<thead>
<tr>
<th>Year</th>
<th>Market (US$ million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>100</td>
</tr>
<tr>
<td>2013</td>
<td>110</td>
</tr>
<tr>
<td>2014</td>
<td>120</td>
</tr>
<tr>
<td>2015</td>
<td>130</td>
</tr>
<tr>
<td>2016</td>
<td>140</td>
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<tr>
<td>2017</td>
<td>150</td>
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<tr>
<td>2018</td>
<td>160</td>
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<tr>
<td>2019</td>
<td>170</td>
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<tr>
<td>2020</td>
<td>180</td>
</tr>
<tr>
<td>2021</td>
<td>190</td>
</tr>
<tr>
<td>2022</td>
<td>200</td>
</tr>
<tr>
<td>2023</td>
<td>210</td>
</tr>
</tbody>
</table>

**Source:** Datalabs

The telemedicine market in India is expected to grow at a compound annual growth rate (CAGR) of 31% for the period 2020–25 and reach US$5.5b. Virtual care constitutes of tele-consult, telepathology, teleradiology and e-pharmacy and is experiencing an encouraging stimulus in India due to the pandemic. This stimulus has the potential to make teleconsultation and e-pharmacy account for ~95% of the telemedicine market by 2025 which amounts to US$5.2b.

The graphic below illustrates the share of each teleconsultation and e-pharmacy,

![Graphic](https://example.com/teleconsultation-graph)

**Source:** EY analysis

### Teleconsultation and e-pharmacy markets in India

<table>
<thead>
<tr>
<th>Market</th>
<th>Value (US$ million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online consultations</td>
<td>$5.2b from Virtual care</td>
</tr>
<tr>
<td>Tele-consults</td>
<td>1.3%</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>88%</td>
</tr>
<tr>
<td>e-pharmacy</td>
<td>4.5b</td>
</tr>
</tbody>
</table>

**Source:** EY analysis

Lack of mobility has led to change in consumer behavior, with digital consumption becoming an integral part of it. A holistic teleconsultation platform may become the fabric of healthcare in India and may evolve to integrate with the broader healthcare system.

The Indian healthcare consumer looks for dual benefit of price and convenience. Online health-tech. businesses are trying to refine their business models around this value proposition. It is the promise of delivery that has enabled online healthcare models to receive steady funding since their inception in the early–2000s. With COVID-19 further highlighting this need in healthcare delivery, e-pharmacies and health-tech firms are attracting investors interest. The industry may see further refinement and simplification of business models and may eventually lead to consolidation and growth.

### Recent investments in health-tech. and e-pharmacy companies

<table>
<thead>
<tr>
<th>Company</th>
<th>Founding year</th>
<th>Funding from 2014-19 (in US$)</th>
<th>Investors</th>
</tr>
</thead>
<tbody>
<tr>
<td>practo</td>
<td>2008</td>
<td>195</td>
<td>Tencent, Ru-Net, RSI Fund, Thrive Capital, Trifecta Capital</td>
</tr>
<tr>
<td>docprime</td>
<td>2018</td>
<td>50</td>
<td>Policy Bazaar Group</td>
</tr>
<tr>
<td>fine</td>
<td>2017</td>
<td>27.8</td>
<td>SBI Holdings, SBI Ven Capital, Bee Next, Stelarlis Venture, Prime Venture, Alteria Capital</td>
</tr>
<tr>
<td>CallHealth</td>
<td>2013</td>
<td>14</td>
<td>The Times Group, Sachin Tendulkar, P.V. Sindhu, Pullela Gopichand</td>
</tr>
<tr>
<td>lybrate</td>
<td>2013</td>
<td>11.43</td>
<td>Nexus Venture, Tiger Global, Ratan Tata</td>
</tr>
<tr>
<td>Talk it Easy</td>
<td>2015</td>
<td>169</td>
<td>Ascent Health and Wellness, Bessemer Venture Partners, Caisse de dépôt et placement du Québec (CDPQ), LGT Impact and Fundamentum Partnership</td>
</tr>
<tr>
<td>IM</td>
<td>2015</td>
<td>109</td>
<td>Maverick Ventures, Sequoia Capital India, Corisol Holding, HBM Partners and Omidyar Network</td>
</tr>
<tr>
<td>PharmEasy</td>
<td>2014</td>
<td>155</td>
<td>Prasid Uno Family Trust, Prashant Dharmedee Singh, Tushar Kumar, Bennett, Coleman and Company Limited (BCCL), Hero Fin Corp and Wilson Global Opportunities Fund</td>
</tr>
</tbody>
</table>

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1. [https://thefreelancecircle.co/2020/03/11/technology-and-healthcare-collaborating-for-a-healthier-india/]
2. EY analysis
The pandemic has built an uncertainty around the global trade. According to Ahir, H, N Bloom, and D Furceri, the World Uncertainty Index (WUI) increases drastically when a major ‘Black Swan’ event occurs. Such global events have a huge impact on the global trade. WUI mapped since the early 90s also show that it has remained flat through 2000. The frequency of occurrence of these events has also increased economic and political uncertainty in the world. The world is again thrown back to Darwinian thoughts of survival of the fittest. Fittest, in today’s context means one who is secure from external challenges, agile in adopting new business models when such events occur and is immunized to come out stronger after such uncertain events.

WUI increased considerably during severe acute respiratory syndrome (SARS). This led to a spike in adoption of digital in many industries. Alibaba and jd.com found opportunities during the crisis as SARS forced the retail sector to become democratized. It also led to adoption and growth of e-commerce.

As per EY’s research, adoption to teleconsultation reached up to 10% and the levels did not fall after the crisis. Similarly, the 2016 demonetization in India built uncertainties around the ways people and businesses transact. These uncertainties led to transformation of the payments landscape in India with the emergence of Unified Payments Interface (UPI), an instant real-time payment system developed by the National Payments Corporation of India. UPI saw much higher levels of adoption than all other virtual channels than existed before the Black Swan event. COVID-19 is likely to be the next inflexion point post which 20%-25% of consultations are expected to happen on tele-consultation platform.

### 1.4 Digital healthcare ecosystem in India: a need pronounced by the current crisis

Clinical pathway is journey of a patient-consumer from preventive wellbeing management, primary care, secondary to tertiary and quaternary care. Each step may include additional pathways such as diagnostics, medicines and follow-up. Historically, there has not been much integration between each step. Moreover, there has been disparity in the quality of care as well. To bridge this gap, the then government used digital technologies and launched a virtual healthcare initiative, Social Endeavour for Health and Telemedicine (SEHAT) in 2015. It aimed to connect 60,000 health service centers pan-India to provide quality healthcare service.

#### New normal in evolving clinical pathway

<table>
<thead>
<tr>
<th>Healthy living and preventive care</th>
<th>In-home and remote care</th>
<th>Integrated care, diagnostics and treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduces demand for healthcare services</td>
<td>Enables patients to live as long as possible at home with digitally enabled care</td>
<td>Ensures an optimal patient journey through the healthcare system</td>
</tr>
<tr>
<td>Ingestables</td>
<td>Mobile healthcare</td>
<td>Patient and service apps</td>
</tr>
<tr>
<td>Home sensors</td>
<td>Precision medicine</td>
<td>Tech. integrated care</td>
</tr>
<tr>
<td>Wearables</td>
<td>Biofabrication</td>
<td>Bedside AI*</td>
</tr>
</tbody>
</table>

*AI: artificial intelligence
Source: EY analysis

The business models that will emerge during the pandemic are likely to determine the strength of the healthcare system after the crisis are over. The next chapter will lay the foundation of different components of the teleconsultation ecosystem and outline the role of each stakeholder in making it a success.

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2. Based on stakeholder interviews conducted by EY
Though Indian healthcare system was making progress towards digitalization, most developments and investments were taking place in pockets.

The pandemic has created the need for a healthcare ecosystem that is integrated digitally to enable reach for patients and doctors who refrain from in-person visits to avoid infections. Key stakeholders in the healthcare space are showing interest towards adoption of different teleconsultation and e-pharmacy platforms.

Other stakeholders such as pharmaceutical companies have partnered with platform providers or are even launching their own platforms to help doctors connect with their patients. Almost all e-pharmacy companies have launched teleconsultation solutions on their platforms.

The telemedicine market is expected to grow to US$5.5b by 2025 with teleconsultation and e-pharmacy making up 90%.

With the rising adoption levels and a promising growth of virtual care, businesses will further need to refine and simplify their business models.

These adoption levels will be retained in the future after the pandemic subsides. This is due to the trend that we see during such black swan event like COVID-19. These unprecedented times require businesses to resort to Darwinian instincts and they end up evolving to survive.

This uncertainty may fuel transformation in the teleconsultation space as well. COVID-19 will be the inflexion point leading to 20%-25% adoption to teleconsultation which has potential to grow continuously.

The industry leaders must focus on the need to integrate the parts of the patient journey, from doctor consultation to diagnosis and wellbeing, digitally. This will ensure that the teleconsultation ecosystem is built and strengthened which may enable new businesses to grow sustainably.

Disclaimer: EY’s primary research and stakeholders’ interviews
Chapter 2

The Indian health ecosystem at a cusp of change

2.1 Teleconsultation ecosystem: an overview

There is a need to build a teleconsultation ecosystem integrating all key stakeholders digitally to ensure sustainability and scalability of the healthcare system in India. The stakeholders include service providers such as doctors and paramedics, fulfilment centers such as pharmacies and diagnostic labs, and payers such as patient-consumers or insurance agencies. The teleconsultation platform should link these stakeholders digitally and enable exchange of data by mutual consent through standardized digital registries.

We are witnessing an advent of teleconsultation platforms by health-tech start-ups, NGOs, pharmaceutical companies, e-pharmacy companies and hospitals. In the future, multiple agencies are likely to play the role of a platform provider. Platform providers may derive different values from the platform and the platform may address varied needs of the target patients. For e.g., a pharmaceutical company may use it to facilitate doctors and to build a connect with e-pharmacies. E-pharmacies may use it to generate online sale of medicines while hospitals may use it to create a digitalized journey for patients and for data management. Hence, platforms will be unique to the value that they deliver to the platform provider and the end user. However, they essentially integrate the patients, providers, payers and fulfilment centers for scalability and reach. This integration will form the core of the teleconsultation ecosystem.

The ecosystem will rest on a steady support in terms of technology, infrastructure and policy. The healthcare structure will be able to use magnitudes of data that it generates with the support of key enablers and the platform. Hence, data will be at the epicenter in this ecosystem that can help enhance the quality of healthcare across the country.

<table>
<thead>
<tr>
<th>Providers</th>
<th>Payer</th>
<th>Fulfilment centers</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; Doctors</td>
<td>&gt; Patients</td>
<td>&gt; Offline pharmacies</td>
</tr>
<tr>
<td>&gt; Insurance companies</td>
<td>&gt; Government</td>
<td>&gt; E-pharmacies</td>
</tr>
<tr>
<td>&gt; Labs and diagnostic centres</td>
<td></td>
<td>&gt; Labs and diagnostic centres</td>
</tr>
</tbody>
</table>

Platform provider
Government, NGOs, private bodies, pharmaceutical companies, hospitals

Enablers: governance and policy, technology, infrastructure

Source: EY analysis
2.2 Optimizing the clinical pathway through teleconsultation

The teleconsultation ecosystem integrates all stakeholders in the healthcare sector and ensures that the clinical pathway, i.e., the patients’ journey from consultation to diagnostic to hospital and wellness is covered and connected digitally. The clinical pathway for a patient-consumer can vary based on the disease type. For an acute disease, like cough or stomachache, the patient will require an immediate consultation and doctor consultation and access to medicines. For an acute disease, like cough or stomachache, the patient will require an immediate consultation and doctor consultation and access to medicines. However, in case of a chronic ailment, like diabetes or arthritis, physical examination and diagnostics become extremely important. Hence, these steps may need to be done in person. Though long-term disease management and medicine purchases can be easily done online. Moreover, the chronic patient-consumer may value the digital disease management that a platform can provide by integrating the data from wearables and remote monitoring devices on the platform for easy reference.

The platform will digitally digitize the patient journey according to disease types by enabling physical examination or diagnostic tests are not required. However, in case of a chronic ailment, like diabetes or arthritis, physical examination and diagnostics become extremely important. Hence, these steps may need to be done in person. Though long-term disease management and medicine purchases can be easily done online. Moreover, the chronic patient-consumer may value the digital disease management that a platform can provide by integrating the data from wearables and remote monitoring devices on the platform for easy reference.

Teleconsultation platforms may have the power to optimize the patient journey according to disease types by enabling digitization across relevant steps. The platform will digitally digitize the patient journey according to disease types by enabling physical examination or diagnostic tests are not required. However, in case of a chronic ailment, like diabetes or arthritis, physical examination and diagnostics become extremely important. Hence, these steps may need to be done in person. Though long-term disease management and medicine purchases can be easily done online. Moreover, the chronic patient-consumer may value the digital disease management that a platform can provide by integrating the data from wearables and remote monitoring devices on the platform for easy reference.

The end-to-end disease management powered by technology has the potential to change the state of healthcare in India. This teleconsultation healthcare ecosystem will ensure standardized care reaches even those areas that have disparities in healthcare infrastructure and support. A patient-consumer based out of a tier 3 city will easily be able to connect with a doctor in a metro city for follow-up treatment or second opinion.

Data is the fuel of transformation and will be at the epicenter of this ecosystem. However, there is a need to address three key challenges to leverage true power of data:

- **Data generation**: data will get generated if patients adopt these platforms and are confident about the privacy of the data they share on these platforms.
- **Data storage and handling**: potential use of data will require it to be stored in a central location to maintain the complete medical history of an individual. The patient-consumer should trust this location and provide consent to share its relevant data pertaining to diagnostic reports and health records with the doctor and/or other qualified professionals.
- **Data usage**: it is imperative to use the magnitude of data generated by the ecosystem to enable personalized and quality healthcare for the patient-consumer. Technology readiness will be essential for data use and analytics.

These challenges can be addressed with consent-driven digital registries for data storage and adequate policy and regulatory support. Data ownership with patient-consumer will drive responsible use of patient data and confidence for enhancing the quality of healthcare.

The teleconsultation ecosystem seamlessly integrates all key stakeholders across the healthcare system through the platform provider. The digital data registries will empower the patient-consumer with data privacy and consent and enable them to use their data for improving and managing their health. Centralized data storage will also make the platforms interoperable and help the patient-consumer to choose the best platform according to the specific need or therapy area. The ability of the teleconsultation ecosystem to generate, store and use data enables the continuum and quality of care. But this ecosystem will require adequate technology, infrastructure and policy support. The next section will highlight the current state and the future readiness of these three areas.
Chapter 03
Key enablers of virtual healthcare: technology and regulatory policy landscape

3.1 Key drivers

The Indian healthcare industry is at the cusp of transformation. The key enablers that are driving this change are rising income levels, shifts in disease mix and demography, increased affordability, accessibility, awareness of health and wellness, and growth of digital technology. Smartphones and data networks connect us better today as compared to a decade ago. Connectivity has become even more important in the current times, particularly to manage uncertainties surrounding COVID-19.

India will soon transition to 5G with Long-Term Evolution LTE (4G) accounting to 64% and 5G accounting for 18% of the subscriptions in 2025. 5G is expected to provide better speed, capacity, security and decongest the perpetually strained networks. This may facilitate better connectivity for innovative 5G healthcare applications.

Connected smartphones coupled with sensors can capture an ever-expanding range of data for disease diagnosis and management. The figure below illustrates that sensors will become highly widespread and collaborate outside the traditional health sector to extract and combine data from medical and non-medical sources. This data along with 5G network and Artificial Intelligence (AI)-based solutions has the potential to offer hyper-personalized healthcare.

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1 Ericsson Mobility Report
Verizon has tied-up with Emory Healthcare, Georgia, the US, to develop use cases with 5G focusing on Augmented Reality (AR)/Virtual Reality (VR)-based medical training, remote physical therapy, patient monitoring and emergency room readiness. The development of such use cases combined with the advent of technology in India is expected to further accelerate the time to market.

3.2 Policy and regulatory landscape

With the release of the telemedicine guidelines in March 2020 the Medical Council of India (MCI) has further confirmed the growing need for teleconsultation. This has enhanced the pervue of telemedicine and reduced some concerns among doctors and patients.

The Indian healthcare system is moving towards universal health coverage. It is embracing digital technologies to fix healthcare system-level constraints to increase its accessibility and enhance its affordability. Digital health records are recorded and tracked, quality care under these programs will depend on the ability to unlock the power of the data.

The NITI Aayog has put up the National Health Stack (NHS)12, a nationally-shared digital infrastructure, for discussion to ensure a strong, reliable and secure continuum of care. It will cover both public and private sectors and will create a unique health ID for every citizen. It aims to enable the entire population’s health management and research through a national health analytics platform leveraging Big Data and AI/ Machine Learning (ML). NHS’s objective is to seamlessly link the healthcare providers, payers and fulfilment agencies to national health electronic registries to lower cost by use nationally shared digital infrastructure and to promote wellness across the population.

With the NHS, the NITI Aayog envisions to build a digital health system and onboard medical device makers, telemedicine service providers, professional care service providers, and digital healthcare systems providers. This system will provide data access to all stakeholders. The digital infrastructure will be owned and operated by the government and will be accessible to anyone using open API software.

3.3 COVID-19-led digital developments

Aarogya Setu, a COVID-19 contact tracing mobile app, has prompted the healthcare digitization wave in India. Leading heath-tech start-ups and thought leaders have come together to build Swasth Alliance13. Swasth Alliance will ride this wave with Swasth Stack, a platform which aims to aggregate multiple healthcare providers and start-ups to ensure reach, flexibility, quality and affordability to the masses. Swasth Stack aims to digitize patients’ data/healthcare records and creates an online platform for teleconsultation and hospital care.

NHS will support Swasth Stack by enabling consent and data management through the various layers of the Health Stack. Swasth Stack aims to build trust and transparency by enhancing the standards of care. The transparent business rules will be enforced by the Open Health Services Network (OHSN) layer and by an auditable money settlement system (or the electronic claims engine). As a result, the providers will compete to provide the best service and teleconsultation will no longer be availed free. This will lead to a sustainable growth in the teleconsultation market.

Swasth Alliance includes a consortium of like-minded, relevant and successful physicians, professionals and entrepreneurs from the Indian healthcare ecosystem - representing Hospitals, Health Tech players, Pharmaceuticals, Partners and Investment Funds. This group has voluntarily come together to pool in their time, intellect, Intellectual Property and financial resources to help India leapfrog using best in-class digital technologies.

This is purely a non-commercial and non-remunerative project, driven by cooperation and contribution, for building an open source platform and for its widespread adoption. The group offers an open membership model and is non-binding. All intellectual property and standards, build by this coalition or contributed to by the coalition partners, is open sourced and is free of cost for judicious non-commercial use by public and private players.

The government is taking necessary steps through active policy making to address these concerns to develop the teleconsultation ecosystem and increase its adoption. The pandemic has forced India to move forward on the path to become self-reliant. Make in India and Atmanirbhar Bharat have given a boost to private entities to achieve this vision.

Pharmaceutical companies must develop on this narrative and take the lead to make the teleconsultation ecosystem a reality.

As per primary interviews conducted by EY, it was found that half of the top 12 Indian pharmaceutical companies have admitted to developing or are in the process of developing their teleconsultation platforms. The idea is to connect and support doctors while they are facing mobility challenges. With the current economy and policy rhetoric, the pharmaceutical companies, among all the other stakeholders, are best placed to take lead in developing a platform to address the issues that are plaguing the healthcare system - reach or access, quality and continuum of care.

The next few sections will answer the key questions around the emerging teleconsultation ecosystem:

- How do developments in the teleconsultation ecosystem impact the patient-consumers?
- What value does the future ecosystem hold for each stakeholder?
- Why will the doctors switch to such platforms?
- What is the role of pharmaceutical companies and medical bodies to support the Atmanirbhar Bharat movement and develop the teleconsultation ecosystem?

13https://www.swasth.app/team
A teleconsultation ecosystem will require adequate technology, infrastructure and policy support.

**Technology developments**
- India is witnessing increased use of smartphones and wireless or mobile data.
- The advent of 5G has the potential to support the upcoming healthcare applications through speed, capacity and security, hence, decongesting the networks.
- The leading countries of the world have started developing use cases for various healthcare applications. India will see a quicker adoption of these when 5G comes in.
- The rise of health tech companies will support the teleconsultation ecosystem by providing remote health monitoring devices for chronic disease management.

**Infrastructure and policy support**
- India has recently released telemedicine guidelines to provide clarity on the subject.
- The Niti Aayog has recommended building National Health Stack, a nationally shared digital infrastructure to support the healthcare ecosystem.
- This nationally-shared digital infrastructure will ensure quality and continuum of care.
- Aarogya Setu app, a COVID-19 contact tracing mobile app, has instigated creation of a digital ecosystem around healthcare.
- Swasth Alliance is leveraging the high adoption levels of Aarogya Setu app to build a teleconsultation platform aggregating multiple healthcare providers and start-ups.
- Swasth Stack aims to build trust and transparency by the Open Health Services Network (OHSN) layer and by an auditable money settlement system.
- This will reduce the entry barrier for teleconsultation providers, and states may adopt this path for launching their virtual health platforms.

**What do these developments mean?**
- These developments augur that teleconsultation will be adopted as a mainstream channel for doctor consultation.
- Multiple platform providers will leverage the open source platform provided by Swasth Stack to build teleconsultation platforms.
- This will have a direct impact on the plans of pharmaceutical companies to build their own teleconsultation platforms.
- Pharmaceutical companies should lead the path to set up the teleconsultation ecosystem, hence, serving the government’s vision for Atmanirbhar Bharat.

These trends also necessitate active policy making to solve the concerns highlighted by the doctors, patient-consumers, e-pharmacy platforms and pharmaceutical companies. The next few sections will highlight the progress that teleconsultation and e-pharmacies have made till now and the road ahead for them in terms of emerging business models, adoption of solutions and policy support.
Healthcare goes mobile: Evolution of teleconsultation and e-pharmacy in new Normal

Chapter 04

Teleconsultation: a game changer for the Indian healthcare ecosystem

4.1 Tele consultation: potential to support the healthcare industry

The healthcare industry is advancing at a rapid pace to increase the patients’ accessibility while decreasing the overall cost of healthcare. Technological advancements in recent past have paved the way for healthcare professionals to communicate with their patients, breaking down the barriers that can impede patients’ access to medical care.

Teleconsultation has opened doorways to access healthcare multiple ways. It is expected to revolutionize the dynamics of the clinical practice. A virtual visit provides remote patients the access to specialized healthcare at their convenience without making it essential for them to be physically present at a doctor’s clinic. At the same time, it not only enables the doctors to provide assistance to their existing patients online but also helps in increasing their reach by connecting with newer patients within the same geography or new geographies.

Patient monitoring at home provides significant benefits to elderly patients and terminally ill patients. It optimizes the patient pathway by reducing the cost of re-hospitalizations especially for patients with chronic conditions such as diabetes and hypertension. Patients can also more readily avail qualified second opinions online.

In India, there is acute shortage of doctors with one doctor for every 1,456 people compared to WHO recommendation of 1:100014. This coupled with the fact that the density of doctors is much higher in urban areas than in rural areas, accounts for the great demand and potential of teleconsultation in India.

It may not be feasible in every situation, but teleconsultation has the potential to improve health outcomes, allowing patients to recover faster and stay healthier.

Virtual healthcare has the potential to support the burdened healthcare industry

Source: EY analysis

4.2 Teleconsultation: surge across the globe

Virtual healthcare has become a widely-accepted form of care delivery across the globe. It is driven by consumer demands and unprecedented events such as SARS and COVID-19 pandemic, accelerating the acceptance and adoption of virtual technologies. As an aftermath of SARS, teleconsultation reached up to 10% in usage and did not reverse after the crisis ended. COVID-19 is likely to be the next inflexion point post which the hyper growth curve of teleconsultation will stabilize around 15%-20% of overall follow-up, outpatient visits.

4.2.1 COVID-19 outbreak has provided the much needed fillip towards the virtual healthcare adoption

Global outlook: teleconsultation technology platforms adoption post COVID-19 pandemic

The current pandemic is presenting a lot of challenges in continuing patient care, reinforcing the need for a collaborative platform to deliver a seamless experience for both patients and service providers.

A huge surge in teleconsulting is witnessed across hospitals and technology platforms around the globe with the health systems reporting a massive growth in teleconsulting post-COVID-19.

In India, worldwide teleconsultation users, 80% are the first-time users and 44% are general physician, gynecology and dermatology. Amongst the six telemedicine platforms, Practo reported five crore Indians accessed healthcare services online during the first phase of lockdown between March 2020 to May 2020. On an average, a typical user consulted a doctor online twice a month which led to a drop of 67% in in-person visits, as per Practo’s analysis. Fifty-one percent of the overall teleconsultations are from three specialties viz., general physician, gynecology and dermatology. Amongst the telemedicine users, 60% are the first-time users and 44% are from non-metro cities. Leading healthcare chains in India are doing 200-500 tele-consults per day with a few star doctors doing 8-10 consultations per day since COVID-19 pandemic. Major teleconsultation platforms have seen up to a 500% increase in the number of online consultations post-COVID-19.

Similar trends were observed in the US where health systems have reported 50-170 Times increase in the number of virtual healthcare visits as compared to the pre-COVID-19 scenario. In the UAE, six telemedicine solutions were approved for use in late April. Private hospitals in the UAE are doing 150-300 consultations per day. Similarly, leading online platforms in China also witnessed a massive increase in the adoption of online consults and growing number of active users on the platforms.

Changing regulatory policy landscape across the globe to enable teleconsultation

Amidst the coronavirus outbreak, governments across the globe have introduced significant regulatory changes with an objective to encourage the use of teleconsultation. The idea was to help decongest the healthcare facilities and enable their accessibility during the pandemic, minimizing the risk of infection.

In India, the Ministry of Health and Family Welfare (MoHFW) in collaboration with Niti Aayog, the Board of Governors (BoG) and the Medical Council of India issued the latest telemedicine guidelines in March 2020. A comprehensive framework has been laid out around key aspects including the applications, means of communication, data privacy and confidentiality, medical ethics, process, document requirements, payments, drug list and technological platforms. The guidelines specifically permit doctors to provide teleconsultation for prescribing medicines, providing counseling and imparting health education to patients from any part of India. With regulatory stringency, teleconsultation adoption is likely to sustain, and the penetration is likely to increase in the next three to five years. This may result in making teleconsultation one of the key fabrics of the Indian healthcare system that could eventually evolve to integrate with the broader healthcare system.
Healthcare goes mobile: Evolution of teleconsultation and e-pharmacy in new Normal

Though the US started telemedicine early with higher public acceptance, China is leading in telemedicine regulation infrastructure with higher user acceptance34. India, being one of the top 10 telemedicine markets in the world, has a huge potential in the space. It can create the conducive regulatory environment and infrastructure to pave the way for the growth of teleconsulting35.

4.2.2 Case studies

India

MeraDoctor

MeraDoctor was launched in 2011 in India. It provides a platform for live chat consultation with doctors. The app provides high-quality medical advice from licensed, carefully-screened and trained doctors. The model offers an ultra-simple, patient-friendly interface as it allows the patient to have a chat with the doctor. Booking an appointment is also easy. The app maintains patients’ medical records for future reference. Moreover, the app offers a delete feature which can be used to prevent personal medical information from being read by others. The app claims that its internal health records system protects privacy and prevents unauthorized access36.

Implementation of telemedicine services in Uttar Pradesh

With an aim to provide preventive and curative healthcare services to the patients in rural areas, especially those belonging to the bottom of the economic pyramid, the Uttar Pradesh Government has decided to implement telemedicine services in its various Primary Health Centers (PHCs) and Community Health Centers (CHCs). The project, proposed to be developed on a public-private partnership (PPP) model, provides establishment, deployment, operation and maintenance services.

The project has two components: teleconsultation and video consultation. It has been rolled out to connect patients with specialists using technology rather than transporting the specialists to remote locations to treat the patients. Healthcare centers which require telemedicine services have been identified and a framework has been developed for the involvement of the private sector. A set up of a 50-seater call center has also been proposed for teleconsultations.

The service provider is responsible for the setting up of appointments and providing consultations to patients recommended by the CHC doctors. It also creates electronic health records of the patients in the state. Further, to provide the video-consultation facility at the identified CHCs, patient nodes and a hub with the specialists to connect with the patients need to be set up.

The government-assigned MBBS doctor will facilitate the video consultation with the specialist, when required. Thereafter, if the specialist would identify the need for patients to visit the hospital, the patient will be referred to the relevant facility. However, in other cases, required medical assistance would be provided at the center without the patient travelling to far-off hospitals. This makes it a cost-efficient model for service delivery for both the users as well as the service providers37.

Global case studies

Ping An Good Doctor: China

Ping An Good Doctor is a one-stop Chinese telehealth service. It links patients with healthcare providers as well as insurance companies on a seamless digital platform.

It has strongly leveraged AI in healthcare across five core areas, including disease prediction, medical imaging, clinical decision support, patient follow-up and medical quality control. The in-house insurance and technology vertical of the service have been seamlessly integrated with telehealth platform, catering to a wide range of healthcare needs (i.e., medical consultation, wellness consultation, health headlines, reward programs, etc.) and creating a closed loop healthcare ecosystem.

COVID-19 has led to a 10-times increase in new daily users and nine times increase in daily online consultations. The platform has witnessed a ~90% increase in total daily consultations in absolute terms from year 2018 to 201938.

Revenue by segment (US$ million)

<table>
<thead>
<tr>
<th>Segment</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Doctor Services</td>
<td>262</td>
<td>467</td>
<td>+52%</td>
</tr>
<tr>
<td>Consumer Healthcare</td>
<td>92</td>
<td>127</td>
<td>+78%</td>
</tr>
<tr>
<td>Health Mall</td>
<td>126</td>
<td>261</td>
<td>+21%</td>
</tr>
<tr>
<td>Health Management and Wellness interaction</td>
<td>10</td>
<td>21</td>
<td>+58%</td>
</tr>
</tbody>
</table>

Providence Health and Services: the US

This is an example of an extremely mature digital health ecosystem, of which telehealth is only one part. With 1,500 dedicated caregivers, Providence Telehealth specializes in providing virtual clinical support to address workflow demand surges and to close clinical talent gaps. Providence’s health system rapidly scaled up its virtual care capability during the COVID-19 crisis by virtualizing 25%-40% of all its healthcare services39. The health system has created an AI-based screening chatbot with Microsoft and has also developed two solutions for remote monitoring. This includes a low-cost solution for low acuity (app with temperature and oxygenation screening) and Hospital at Home solution for high acuity (tablet with blue tooth and peripherals).

The company has rolled out 500 additional in hospital carts (tele-ICU, stroke, psychiatry) after COVID-19 outbreak. The number of telehealth visits has increased from 50 per day to more than 12,000 per day with telehealth consults as percentage of total outpatient (OP) growing from less than 0.5% to around 14% per day27. There are more than 7,000 clinicians on telehealth as compared to 400 during the pre-COVID-19 scenario28. Consequently, telehealth in acute care have reported NPS scores of 10–20 points above in-person visits due to ease of access, safety and no waiting time.

Global success stories steer towards building a collaborative ecosystem enabling teleconsultation with participation from key stakeholders, providing quality care to patients at their convenience and at the right time30.
4.3 Market opportunities in India

Teleconsultation’s market size in India is expected to grow from US$100m to US$700m in next five years at a CAGR of 48%. The recently released regulatory guidelines provided new impetus to teleconsulting. Moreover, the spend on medical infrastructure is likely to be increased to US$200b by 2024.

One of the key enablers for the growth in teleconsulting in India is the emergence of new consumer behavior of digital consumption. Rapid uptake of tele consultation is driven by young population accustomed to the app culture. With more smartphones having access to health apps, digital technology has the potential to transform and enable delivery of virtual health care in a more convenient and effective manner.

India’s changing demographics with elderly population expected to be 20% of total population in 2050 as compared to 8% in 2015 and the increasing incidence of chronic and lifestyle diseases also strengthens the increasing adoption of tele consultation in the times to come. India has the second highest number of diabetes cases in the world and 26% deaths occur due to heart diseases. From an investment point of view also, there has been a steady investor interest in the telemedicine space in India and in a post—COVID-19 context, this interest may be further strengthened.

Recent development during COVID—19

Telemedicine hub launched in Delhi’s red zones, July 2020

- Providing counseling and COVID—19 related help for the residents
- Contact tracing, real—time monitoring of the health status
- Introducing a telemedicine portal for patients’ grievance redressal

4.4 Adapting to virtual care in the new normal scenario

COVID—19 has propelled health care systems to rapidly scale teleconsultation after years of lagging adoption, gradually making virtual interactions the new normal for patients and clinicians. The pandemic has pushed India’s data consumption two—three years into the future, where phygital is the new normal with increased optimism. Now, more than ever, consumers are prioritizing their physical and mental well—being. Consumers are focusing on preemptive self—healthcare through hygiene, social distancing and are monitoring their health and are exercising. Consumers will continue to value convenience, personalization and transparency, but shortages and the economic impact of the outbreak will also lead them to prioritize affordability and availability.

Evolving consumer behavior

90% of consumers are connecting more to the virtual world
56% of consumers are extremely concerned about family health due to the outbreak
50% of consumers intend to prioritize public health and safety precautions even when the outbreak ends
44% of consumers see healthy products as more important as a result of the outbreak
31% of consumers plan on changing the way they maintain their health and well being
26% of consumers would pay a premium for products that promote health and wellness

4.4.1 Changing dynamics of doctor—patient engagement

As the new normal evolves post—COVID-19, the patient–doctor interactions via digital channels are expected to increase. Sixty—four percent of consumers are showing increased willingness to adopt teleconsultation post—COVID-19. On the other hand, doctors are also trying to reduce the non—essential visits of the patients with approximately 80% of them being consulted using informal means of consultation such as audio, video, texts on various messaging apps.

Source: EY analysis

Doctor—patient engagement
Healthcare goes mobile: Evolution of teleconsultation and e-pharmacy in new Normal

Benefit them in avoiding arduous travel and long waiting times in the hospitals besides being safe.

Patients’ concerns

Trust issue

While patients are willing to adopt teleconsultation platforms more than ever, there still remains some skepticism about these platforms.

Source: EY analysis

This contrasting trend is observed more sharply for age groups 25–35 years and 46–55 years who showed higher willingness to adopt teleconsultation but simultaneously, are not sure of its efficiency in delivering healthcare as shown in the figure below.

Do you feel that people get comparable healthcare through teleconsultation as they get for in-person visit

Overall, only 26% patients are convinced about the efficacy of the teleconsultation

Source: EY analysis

Major decision factors

1st
Availability and ratings of doctors
78% consumers’ choice

2nd
Control over the sharing of own health data
51% consumers’ choice

3rd
Integration with diagnostic labs, online pharmacies
51% consumers’ choice

46% Would like to consult online for both first consults as well as follow-ups

47% would prefer to consult the same doctor online

81% would like to have full coverage from medical insurers and would like to get reimbursement from employers

With increasing expenses and economic uncertainties on account of COVID-19, 91% people are reluctant to pay any higher amount on these platforms viz.-à-viz. conventional consultation

Patient-wise contrasting trend

This contrasting trend is observed more sharply for age groups 25–35 years and 46–55 years who showed higher willingness to adopt teleconsultation but simultaneously, are not sure of its efficiency in delivering healthcare as shown in the figure below.

Advantages of teleconsultation services

83% Avoiding overcrowding, long waiting times in hospitals
70%-80% would prefer tele consultation from a safety perspective while
60%-80% are driven by the convenience

60% Accessibility to doctor at my convenience
44% Availability in remote areas

Source: EY analysis
The major concern for the patients is the lack of personal touch of the doctors in a digital platform. While 54% patients questioned the reliability of the online diagnosis, 30% are not comfortable with the use of technology and the virtual aspect. A general concern of credibility or genuineness of ratings and reviews of doctors also remains a barrier on account of frequent reports of paid promotions or marketing for online platforms. Fifty two percent patients are not sure about the availability of good doctors online.

Data privacy, i.e., protection of personal and sensitive information which is likely to be shared with third-party for marketing or advertising also remains a concern. Twenty seven percent of patients showed disc comfort with respect to sharing their health information online.

### Future health seeking behaviour

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Yes, I agree</th>
<th>No, I disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expect to increase my usage of teleconsultation</td>
<td>72%</td>
<td>28%</td>
</tr>
<tr>
<td>services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expect to decrease non-essential in-person</td>
<td>85%</td>
<td>15%</td>
</tr>
<tr>
<td>healthcare visits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expect to increase use of wearables to track my</td>
<td>62%</td>
<td>38%</td>
</tr>
<tr>
<td>health status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expect to increase sharing of my health information with external parties</td>
<td>48%</td>
<td>52%</td>
</tr>
</tbody>
</table>

**Source:** EY analysis

### What do doctors say?

With ever-increasing capabilities of the teleconsultation platforms and the associated technology, doctors can reap several benefits from such platforms.

One of the major advantages is the ability to manage records digitally and the facility of e-prescriptions provided by these platforms. Further, such platforms allow doctors to reach patients and geographies which would have been difficult to access using the conventional model of consultation. With different measures adopted for digital payments, doctors can rely more on such platforms for hassle-free collection of consultation fees. Increasing adoption of these platforms may also debottleneck the OPDs in the pandemic leading to increased safety for the doctors and other healthcare workers. Teleconsultation enables triaging based on the initial consultations thereby reduces avoidable in-person visits and the in-clinic time for the patients.

### Key benefits to the doctors

- **Digital records management**
- **Expanded reach**
- **Digital payments**
- **Debottlenecking of OPDs**
- **Triaging before clinic visits**

**Source:** EY analysis

### Major concerns for the doctors

<table>
<thead>
<tr>
<th>Issue</th>
<th>Rating from patients/ubерization</th>
<th>Liable for patient confidentiality</th>
<th>Specialization-specific limitations</th>
<th>Lack of remote diagnostic solutions</th>
<th>Complicated/time taking process</th>
<th>Delayed payments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rating</td>
<td>62%</td>
<td>16%</td>
<td>5%</td>
<td>48%</td>
<td>62%</td>
<td>38%</td>
</tr>
</tbody>
</table>

**Source:** EY analysis

### 4.4.2 What role pharmaceutical companies play in providing diverse solutions in the new normal

COVID-19 has shaped trends in consumer health and has generated new considerations for pharmaceutical companies. Considering the need for a collaborative teleconsulting platform, pharmaceutical companies in India are choosing from diverse platform solutions to maximize doctors' equity in the new normal.

Some are wary of their uberization on such platforms and unethical practices of the platform owners. They have cited instances of delayed payments which has negatively impacted their preference for such platforms.

Other doctors are not comfortable with onus on them for maintaining the data privacy and confidentiality which is a significant challenge on these platforms.

Limitations with respect to specific specializations like surgeon, orthopedic and dentists cannot be totally removed by such platforms. This, coupled with lack of remote diagnostic solutions at patients' end impacts the efficiency of teleconsultation. Further, there is dearth of Electronic medical records (EMR) data of patients, and this issue is even more accentuated in rural areas which are oblivious to such platforms altogether. Besides, doctors also face issues with on-boarding processes as they find some platforms less user-friendly, complicated and time consuming.

Collaboration over a teleconsultation platform strengthens pharmaceutical companies’ equity with doctors. Platforms can facilitate customized focus on therapy areas as well. Notwithstanding, the adoption is low due to the behavioral issues of doctors and patients towards teleconsultation. Pharmaceutical companies prefer doctor-centricity on the available platforms; however, doctors’ concerns regarding these platforms make pharmaceutical companies skeptical and cautious to adopt these platforms. Moreover, there are trust issues arising out of conflict of interests in closed loop platforms involving interactions between doctors and patients. Lack of clear regulatory guidelines on substitution also make it difficult for doctors to practice in such an environment.

In-house customized platforms provide doctors with an option to enhance their patient engagement. There is a 90% current working with or are in the evaluation phase with third-party platforms. 30% are developing an in-house customized platform to enhance doctor engagement.

**Source:** EY analysis
### 4.4.3 Future outlook

#### What we heard from them?

<table>
<thead>
<tr>
<th>Doctors</th>
<th>Patients</th>
<th>Pharma companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Doctor-centric platforms endorsed by national medical and industry bodies</td>
<td>- Need for an end-to-end integrated healthcare delivery ecosystem involving doctor consultation, diagnostic tests and medicine delivery, health information at one place</td>
<td>- There will be consolidation and emergence of specialized platform (therapy)/regional platforms</td>
</tr>
<tr>
<td>- Laws constraining adoption of digital diagnostic devices should be reviewed</td>
<td>- Strong regulations on data privacy to ensure trust in the system</td>
<td>- The digital ecosystem of pharma companies to have an engagement with doctors</td>
</tr>
<tr>
<td>- Need of an intermediary to improve diagnosis and healthcare delivery</td>
<td>- My health, my responsibilities</td>
<td>- Doctor-centric platforms with endorsements from industry and medical bodies</td>
</tr>
<tr>
<td>- Regulations need to be rolled-out to safeguard doctors from data privacy liability visits</td>
<td></td>
<td>- E-pharmacies support creation of an integrated health management solution and rolling out patient-centric initiatives to drive adoption</td>
</tr>
</tbody>
</table>

#### Strategic interventions required

- Bring the national medical and industry bodies together to validate the protocols and ensure data privacy and protection standards
- Work with the government in progressively reviewing and upgrading the laws to suit the teleconsultation and e-pharmacy platform operations
- Engage dialogues with regulatory bodies viz., MCI, MoHFW and others to safeguard doctors from data privacy liability

#### Critical success factors

- Patient experience emerged as a key determinant for continued use of teleconsultation services
- Addressing certain patients’ perception barriers may enable teleconsultation to transcend and extend beyond the current crisis
- Health care providers are also demonstrating increased propensity towards finding a comprehensive virtual solution to enable seamless patient care in a secure environment
- There is a need to support doctors to deliver care across the continuum by using the right technology enablers and focussed specialties for teleconsultation for value and volume debottlenecking

#### Way forward

A holistic teleconsulting platform is expected with creation of integrated health management solutions including teleconsultations, online diagnostics appointment and e-pharmacy. There is a need to embed right digital capabilities to shift care from hospitals to home. As per EY analysis, a general agreement is observed for white-label platforms with endorsement from national medical and industry bodies. A technology-enabled ecosystem with strategic partnerships with relevant stakeholders will be key to a thriving virtual healthcare journey.

All three bodies viz., MCI, IMA, ICMR should be brought together to seek clarity and to frame common guidelines for a nationwide neutral teleconsulting platform.

Paediatric cardiologist, a leading hospital in Bangalore

**Key factors to make teleconsultation a success**

While all the requisites for success and growth of teleconsultation platforms exist, challenges and concerns of patients and doctors could be impediments in the growth path.

### Critical success factors

- **Patient experience emerged as a key determinant for continued use of teleconsultation services**
  - Addressing certain patients’ perception barriers may enable teleconsultation to transcend and extend beyond the current crisis
- **Health care providers are also demonstrating increased propensity towards finding a comprehensive virtual solution to enable seamless patient care in a secure environment**
  - There is a need to support doctors to deliver care across the continuum by using the right technology enablers and focussed specialties for teleconsultation for value and volume debottlenecking

Hence, it becomes imperative to address these concerns and barriers.

It would be important to understand the patients’ concerns empathetically to target new initiatives around them and drive higher adoption of these initiatives. These initiatives should be able to increase the reach and should have the potential to make these platforms more accessible and user-friendly for both, the doctors and patients. It would be critical to develop an adequate technology infrastructure for both, at the time of use and at the time of delivery by including, but not limited to, multi-channel approach for consulting through video and voice call, test interaction and Interactive Voice Response (IVR)-based solutions.

Pharma companies should plan along these four horizons Value needs to be generated in a way which convinces the key stakeholders

- **Seamless, simple, personal and engaging**
  - for patients, caregivers and clinicians
- **Highly integrated telehealth service line integration across care continuum**
- **Scalable and interoperable**
  - with rich data flow to enable advanced analytical insights
- **Available, on demand**
  - and where possible enabled with smart transaction processing

Basically, there is need for creating a holistic platform which would cover a wide range of services including doctor consultation, prescription and report management, diagnostics, e-pharmacy, wellness and disease management services. There is a need to introduce strong regulatory policies and practices around data protection clinical practices, data storage and handling, data ownership, liability of various stakeholders and most importantly, towards transparency and visibility for the success and growth of such platforms.
Chapter’s summary

- COVID-19 has provided the much-needed fillip towards teleconsultation adoption across the globe with the required policy support globally and in India.
- Teleconsultation is here to stay with about 15%-20% of consultations expected to happen on teleconsultation platforms in India.
- Though the adoption faces trust issues, new technology wave, policy changes and consumer behavior in healthcare is expected to shift towards phygital (physical along with digital) in new normal.
- Doctors look forward to a comprehensive virtual solution with intermediary diagnostic support and patients’ consolidation across platforms supported by digital backbone and structured data system.
- With all the requisites for success and growth of tele-consultation platforms existing, it becomes imperative to address the concerns and barriers faced by both, the patients and the doctors.
- A technological evolution, digital ecosystem partnerships and policy interventions have the potential to address concerns from key stakeholders in the healthcare sector for teleconsultation to drive large-scale healthcare benefits.
Chapter 5

E-pharmacy: trends, challenges and outlook

Pharmacies across the world followed a basic business model which underwent a little change over the last few decades. The patient consulted their practitioner who would prescribe drugs. This prescription would then be shared with pharmacist who supplied these drugs. With proliferation of online pharmacies, patients have more choices and control over managing their health. The first online pharmacy was started in the US in late 1990s which focused solely on selling drugs. Over the years, the role of e-pharmacy players have evolved, and they have continued to disrupt the pharmaceutical supply chain. Major e-pharmacies now offer end-to-end solutions for customer, improve supply chain visibility for pharmaceutical companies and are increasingly disrupting the role of pharmacies from being suppliers of drugs to providers of primary care.

In India, e-pharmacies have increasingly gained traction in the last few years and currently represent 2%-3% of overall medicine sales. This segment has seen major acquisitions aimed at improving reach, technology and customer experience. The latest entrant in this segment is Jio which has been making partnerships to ramp up its online-to-offline business. The company aims to provide a one-stop solution to patients through its Health Hub platform. It has made investments in KareXpert, a doctor consultation platform and is in talks with a major online pharmacy to strengthen door-step delivery of medicines. JioMart has reach in 200+ cities across India which can act as an offline pharmacy interface for patients. Jio's wide distribution reach coupled with strong brand presence is set to drive adoption especially in the non-metro cities. As per EY’s primary survey, e-pharmacy industry is expected to account for 10%-12% of overall sales in the next five years. This will however be at the backdrop of strong regulations especially around issues such as data privacy and substitution. Given that the Indian e-pharmacy space is still at a nascent stage, it is important to examine the developed markets and witness how the players have diversified their offerings over the years.

5.1 Insights from global pharmaceutical supply chain

E-pharmacies across the developed regions such as the US and the UK offer end-to-end healthcare solutions for patients in teleconsultations, e-diagnostics and e-pharmacy. Players have increasingly formed partnerships with offline pharmacies to expand reach and facilitate primary healthcare at stores. Global e-pharmacy market stood at US$49.7b in 2018 with the US constituting more than 50% of the market. It is expected to reach US$177.8b by 2026 with a compound annual growth rate (CAGR) of 17.3% over a period of 2019-2026. With the coronavirus pandemic, adoption of e-pharmacies has increased across the world as consumers are avoiding unnecessary interactions and practicing social distancing. In response to COVID-19, Consumer Value Store (CVS), a major retail chain based out of the US, partnered with United Parcel Service (UPS) Flight Forward to offer drone delivery of prescription medicines to villages in Florida. Publix Pharmacy partnered with ScriptDrop to offer home delivery services especially for senior citizens. Echo, a leading online pharmacy in the UK, is recruiting more staff to cater to increased delivery orders. It received 60% rise in nominations especially for senior citizens. Echo, a leading online pharmacy in the UK, is recruiting more staff to cater to increased delivery orders. It received 60% rise in nominations especially for senior citizens.

Sources

1. EY study: EY FICCI 2.0 Researching Indian Healthcare report
2. Increase in prescription nominations from last week of March’20 to first week of June’20; https://www.chemistanddruggist.co.uk/news/prescription-nominations-online-pharmacies-rise-covid-19-coronavirus-eps
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Table: Comparative view of pharmaceutical supply chains across the developed countries:

<table>
<thead>
<tr>
<th>Country</th>
<th>Distribution channel and percentage of sales</th>
<th>E-pharmacy players</th>
<th>E-pharmacy investment areas</th>
<th>Enablers</th>
</tr>
</thead>
<tbody>
<tr>
<td>US</td>
<td>Dominated by organized players</td>
<td>Wholesale: top three players held 92% (2017)</td>
<td>Online stores such as PillPack, Capsule, NowRx</td>
<td>Complex and strict regulations</td>
</tr>
<tr>
<td></td>
<td>Retail: top 10 chains constitute ~74% (2019)</td>
<td>Wholesale: top eight wholesalers distributed 92% of NHS medicines (2019)</td>
<td>Online startups such as PillPack, Capsule, NowRx</td>
<td>Interoperable electronic health record (EMR)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Retail: large chains operating ~100 pharmacies constituted 45.4%</td>
<td></td>
<td>Electronic medical record (EMR)</td>
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<tr>
<td>UK</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Japan</td>
<td>Fragmented with presence of large retail chains</td>
<td>Wholesale: top four held 90% of market in 2011</td>
<td>Apps for improving the in-store experience</td>
<td>Clearly defined regulations</td>
</tr>
<tr>
<td>India</td>
<td>Fragmented retail with no major chains</td>
<td>Wholesale: top four held 90% of market in 2011</td>
<td></td>
<td>&gt;87% physicians using EHR system</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Retail: top 10 account for ~16%</td>
<td></td>
<td>Tie-ups with teleconsultation platforms</td>
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<tr>
<td>Sources:</td>
<td></td>
<td></td>
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<tr>
<td>1<a href="https://www.mdm.com/top_distributors">https://www.mdm.com/top_distributors</a></td>
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<tr>
<td>5<a href="https://pdt.smartracbd.com/?b44/83628706658b3647bc23a50be5f87474.pdf">https://pdt.smartracbd.com/?b44/83628706658b3647bc23a50be5f87474.pdf</a></td>
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<tr>
<td>6<a href="https://www.mcd-advisory.jp/trend/statusquo/">https://www.mcd-advisory.jp/trend/statusquo/</a></td>
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<tr>
<td>7<a href="http://www.biopharminternational.com/pharmaceuticaldistribution-india">http://www.biopharminternational.com/pharmaceuticaldistribution-india</a></td>
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</tbody>
</table>

Leading online pharmacies in India have also reported an increase of 50%-100% in orders during the lockdown. While globally, e-pharmacies have ramped up their hiring efforts, Indian players are facing issues, given the fragmented nature of supply chain. Absence of large retail or distribution chains in India poses challenges of inefficient practices and substandard technology infrastructure. In this section, we will examine the pharmaceutical supply chain and e-pharmacy space across the developed countries.

Sources:
1https://www.mdm.com/top_distributors
5https://pdt.smartracbd.com/?b44/83628706658b3647bc23a50be5f87474.pdf
6https://www.mcd-advisory.jp/trend/statusquo/
7http://www.biopharminternational.com/pharmaceuticaldistribution-india

The US
The US supply chain mainly comprises of organized players, both in the wholesale and retail sector. Top three wholesalers AmerisourceBergen Corporation, Cardinal Health, Inc., and McKesson Corporation accounted for 90% of drug distribution revenues in 2018. Retailers such as CVS, Walgreens and Walmart have extensive networks of stores which make it easier to supply across the North America. In the recent years, the top three chains have made investments to enhance customer experience. CVS has plans to transform 1500 of its stores to HealthHUBs. These stores feature a health clinic which can provide basic services such as diabetic screening, blood tests and sleep apnea assessments and are equipped to deal with chronic conditions such as respiratory illnesses and diabetes. Walgreens has partnered with multiple local health providers and insurance companies to strengthen its offerings in offline stores. Its clinics will be staffed with physicians, pharmacists, nurses and social workers. These firms have also launched programs to offer discounts and faster deliveries to customers. Firms are making investments toward improving their analytics and digital capabilities and developing niche programs such as chronic kidney care. Startups such as PillPack, Capsule and NowRx are focused on faster and low cost delivery. PillPack offers convenient supply of medications divided into daily packets at the same cost. There has been an increasing sale of private label over the counter (OTC) medications. It increased from 25.8% in 2009 to 30.7% in 2018.

The UK
The UK has a lower fraction of organized players in the retail sector. Top four retailers, namely, Boots, Lloyds Pharmacy, Rowland Pharmacy and Well Pharmacy made 49.4% of market. Like their US counterparts, these pharmacies are also making investments focused at improving customer experience.

Boots is focusing on apps and for chronic disease management. Patients can link their health records with the company’s app and order their prescription from its online stores. Well Pharmacy also launched a digital pharmacy in 2019 which focused on implementing a patient’s medication record with central fulfillment of prescription medicines. It has launched ‘essential pharmacy’ which comes with a secure 24x7 prescription vending machine. Investments are being made to empower local pharmacies and improve dispensing mechanisms so that pharmacists’ time could be spared to provide clinical care. Rowlands Pharmacy is also making investments to make its dispensing processes more efficient through automation and offline prescription assembly.

Investment by retail pharmacies
- Empowering offline stores through technology
- Driving efficiency through automation
- Enhancing consumer experience at each touchpoint

Source: EY analysis

Source: EY analyst
Japan
Japan is dominating in the wholesale segment with four of its players – Medipal Holdings, Alfasa Holdings, Suzuken and Toho Holdings. These hold a combined 85%-90% share of the Japanese pharmaceutical distribution market. Retail market is fragmented with around 30% of the drugstores being chain pharmacies. In the recent years, top 10 retail pharmacies have accounted for 15%-20% of the total prescription sales.

Online pharmacies in Japan have not flourished as compared to the US and the UK, given that sales of prescription drugs is prohibited online and by mail order. Current laws mandate face-to-face interactions between the pharmacist and patients for prescription drug sales. Over the counter (OTC) sales has been allowed online since 2013 and drugstores selling OTC products online offer their services coupled with beauty, health and other merchandise. Although growth of online pharmacies is slow in Japan compared to other geographies, offline pharmacies provide improved customer experience. Qoi Pharmacy has developed a mobile application for patients to share their prescriptions to its pharmacies. This shortens waiting time a patient spends to purchase the medicine from the stores. Pharmacies are also making investments in private label OTC drugs. Market share of such drugs increased from 1.4% in 2009 to 4.8% in 2019. Private label sales in some of the product categories such as treatment of external injuries to share their prescriptions to its pharmacies.

Other locations
The UAE
The Dubai Health Authority (DHA) opened a smart robot-run pharmacy which automates prescription dispensation. Robots can store about 35,000 medicines and dispense 12 prescriptions within a minute which saves time for patients and reduces chances of error (barcode-driven). Pharmacists focus on educating consumer regarding medicines and other therapies. These robots have the capability to download and store prescriptions directly from the doctors’ ecosystem.

Leading pharmacies in the UAE bundle teleconsultation and medicine delivery services. Aster Pharmacy offers free home delivery and is available 24/7. It accepts a wide range of insurances and online prescriptions. It has integrated its teleconsultation offerings with Aster Clinic, BinSina Pharmacy launched its online services in February and offers teleconsultation in partnership with a third-party app, TruDoc. It has also setup COVID-19 essential kiosks near entrances of major malls and community centers.

Kenya
Mydawa was granted first e-retailing pharmacy license in Kenya in 2018. It offers prescription and wellness drugs and medical devices. It has tied up with multiple teleconsultation platforms, which provides medicines at discounted rate of 20%-40% compared to offline stores. The pharmacy offers medicines in tamper-proof seals which contain an authentication code which can be shared through an SMS to check its authenticity. It is also working on a financing mechanism with micro financiers which will be incorporated as a payment option in its app.

Apps focused on niche therapy areas globally
Auro: it is an online medicine delivery store that is focused on birth control and pre-exposure prophylaxis (PrEP). Users are required to select drugs and answer a few questions which are then reviewed by doctors to make a prescription. Once these questions get assessed, products get delivered within two hours.

Roman: this teleconsultation and online pharmacy app is based out California. It is focused on men’s health. Patients fill out their medical history and follow up questions are prompted. This information is then securely shared with doctors for review who can instantly write prescription for medicines.

Vittaa: Vittaa offers a subscription-based online pharmacy for chronic segment. It delivers medicines on a monthly basis and collaborates with doctors and insurers for updating their medicines and reordering them.

India

5.2 Indian e-pharmacy market
Indian domestic pharmaceutical market accounted for US$1.98b in 2019. The sector remains largely unorganized with 90%-95% of sales driven through unorganized pharmacies. EY’s primary survey highlighted that acute medicines account for 60% of the market, whereas the chronic segment accounts for the remaining 40% of overall sales. Even with the presence of 8,50,000+ retailers, about 60% of the market remains underserved. In rural areas, masses struggle to get basic life-saving drugs. According to EY’s primary survey, physicians based out of tier 2 and tier 3 cities highlighted that there is absence of diabetic medicines such as sitagliptin, teneligliptin or even insulin. As a result, they are limited to prescribing medications as per the availability which could delay the treatment process. The Indian pharmaceutical market also faces a primary challenge of reach as nearly 70% of the population in India is based in rural areas. The government has made efforts to bridge this gap through multiple schemes and programs. Its focus has been to put healthcare on priority for the masses. Jan Aushadi Program has been launched to ensure accessibility, affordability and quality of medicines for the poor.

The Government of India (GoI) also announced Ayushman Bharat, world’s largest government-funded healthcare insurance program. It is planning to spend ~US$20b on medical infrastructure by 2024 and is currently running 255,000+ common service centers for tele-medicine, e-pharmacies and e-diagnosis. Despite such efforts, about 92% of the rural population is underserved with medicine availability limited to acute segment such as common cold or short-term ailments.

The Indian e-pharmacy market was estimated at US$5.5b in 2019 with companies such as NetMeds, PharmEasy, Medlife and 1mg dominating the market. It is projected to reach US$45.5b in 2025 at a CAGR of 44% for the period 2019–2025. It is projected to represent about 10%-12% of the pharmaceutical sales by 2025 up from current 2%-3% levels in 2019.

A comparison with developed markets is necessary to understand where India lies in terms of supply chain efficiency and where its investments need to focus. As we saw, these developed countries are dominated by organized chains at wholesale or retailer levels. Indian scenario is complex. Each pharmaceutical company can have agreements with 25-30 carry and forwarding agents (CFAs). In one to three CFAs in each state. With presence of 8,50,000 retailers, the supply chain is becoming challenging. With 250,000 stock keeping units SKUs being manufactured, it is difficult to stock a long tail of SKUs. Specially when 5,000-6,000 SKUs contribute about 90% of the revenue. There is a diverse influence of brands in regional markets with some brands preferred in some regions. Influence of associations at times can be anocratic to adoption of new and efficient practices or technology. India does not have large retail businesses like CVS, Walgreens or Lloyds. Building retail chains across the country requires significant investments in front-end stores and back-end infrastructure. It becomes complex given the low support from the government in organized retail, lack of funding and long lead times involved in developing the infrastructure. Due to fragmented nature of distribution, firms have not been able to experience efficiencies offered by an organized channel.

In the Indian pharmaceutical market, demand is not the problem. Its supply is broken.

Head of strategy of an Indian e-pharmacy major

Source: EY analysis
Forecast of the Indian e-pharmacy market in 2025 (US$ billion)

<table>
<thead>
<tr>
<th>Scenario</th>
<th>2019</th>
<th>2025 (Conservative)</th>
<th>2025 (Likely)</th>
<th>2025 (Optimistic)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chronic segment: 45% of the domestic market</td>
<td>19.8</td>
<td>31.4</td>
<td>37.0</td>
<td>37.0</td>
</tr>
<tr>
<td>E-pharmacy can reach 15% of the applicable market*</td>
<td>19.3</td>
<td>28.7</td>
<td>37.0</td>
<td>37.0</td>
</tr>
<tr>
<td>Key drivers: consolidation of e-pharmacy players, Digital India, Ayushman Bharat, increase in penetration of health insurance, e-health initiatives by the government and adequate policy thrust</td>
<td>0.5</td>
<td>4.5</td>
<td>5.3</td>
<td>5.3</td>
</tr>
</tbody>
</table>

Notes:
- Domestic pharma growth: 8% CAGR
- Chronic segment: 45% of the domestic market
- E-pharmacy can reach 15% of the applicable market*
- Key drivers: consolidation of e-pharmacy players, Digital India, Ayushman Bharat, increase in penetration of health insurance, e-health initiatives by the government and adequate policy thrust
- Domestic pharma growth: 11% CAGR
- Chronic segment: 45% of the domestic market
- E-pharmacy can reach 20% of the applicable market*
- Key drivers: advent of 5G, digital healthcare ecosystem - Swasth Stack, JioHealth and tie-ups with local pharmacies for tier 2 and tier 3 cities with Scenario 1 drivers
- Domestic pharma growth: 11% CAGR
- Chronic segment: 45% of the domestic market
- E-pharmacy can reach 23% of the applicable market*
- Key drivers: rapid internet and 5G penetration driven by low-cost smartphones, higher adoption of digital healthcare ecosystem - Swasth Stack, JioHealth with Scenario 1 and 2 drivers

* Applicable market comprises of 85% of chronic and 35% of acute market for scenario 1, 90% of chronic and 40% of acute for scenario 2 and 3

Conversion rate US$1 = INR70
Chronic segment accounted for 40% of domestic pharma market in 2019
E-pharmacy applicable market was 80% of chronic and 30% of acute in 2019
Sources: EY analysis

5.2.1 Value proposition of e-pharmacies

E-pharmacies offer a convenient and an affordable way to purchase medicines. Coupled with teleconsultations, these can provide quick access to quality healthcare for patients in remote areas. Some e-pharmacies have expanded their reach and serve at least 90% of the pin codes in the country. The distribution time in remote locations can vary between 7–10 days. E-pharmacies offer strong value proposition to doctors in rural areas and tier-3 cities. During EY interviews, many doctors from rural areas mentioned that they encourage patients to purchase medicines from e-pharmacies as local pharmacies stock limited range of medicines. Given the access, doctors are able to prescribe a wide range of medicines which enables them to provide better care. The following snapshot sums up the value proposition that e-pharmacies offer for stakeholders in the value chain.

**Consumers**
- Wide selection at competitive prices
- Authentic products
- Convenience
- Consumer education
- Anonymity for patient

**Retail pharmacies**
- Superior tech infrastructure
- Procurement efficiency
- Online promotion

**Pharmaceutical companies**
- Transparency and efficiency in distribution
- Business insights on consumer purchase pattern and feedback

**Medical professionals**
- Customer / patient acquisitions
- Patient management
- E-prescription software

**Government**
- Data analytics can help the government analyze disease patterns and accordingly they can draft public policy
- Additional source of revenue for government through fees and taxes paid

**Marketplace sellers**
- Additional source of revenue
- Strong tech infrastructure helps in managing listings, orders, etc.

5.2.2 Acquisitions and diversification

India’s e-pharmacy market is projected to reach 10%-12% of overall pharmaceutical sales in the next five years driven by strong regulations, increased funding and creation of digital infrastructure. The e-pharmacy space in India comprises of health-tech companies focusing on chronic and wellness medication and medtech and portable diagnostic devices for common chronic ailments. Over the years, players have been making investments to strengthen their product and services offerings. A majority of these investments have been keeping customer experience and reach at the center. With presence of over 50 online pharmacies, many players bundle in value-added services in order to provide a complete package to consumers. Firms such as Netmeds, Medlife and 1mg offer doctor consultation to its customers. Medplus and Wellness Forever have built their offline presence through their own stores. The following are the deals by the top 4 players in the last few years.
Table: Key mergers and acquisitions (M&As) in the e-pharmacy sector

<table>
<thead>
<tr>
<th>Major M&amp;As in India</th>
<th>Acquired</th>
<th>Date of acquisition</th>
<th>Transaction benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1mg</td>
<td>Homebuy</td>
<td>Jun 2015</td>
<td>Enter into alternative medicine space—homeopathy and Ayurveda¹</td>
</tr>
<tr>
<td></td>
<td>Medd</td>
<td>Jul 2016</td>
<td>Booking of imaging tests such as X-rays, CT scans and MRIs²</td>
</tr>
<tr>
<td></td>
<td>MediAngels</td>
<td>Dec 2016</td>
<td>Doctor consultations, including specific therapy areas such as, cancer, cardiology, etc., corporate health services, insurance partnerships and business-to-business (B2B) focus¹</td>
</tr>
<tr>
<td></td>
<td>Dawailo</td>
<td>Sep 2017</td>
<td>Expansion to tier 2 and tier 3 cities⁵</td>
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<tr>
<td></td>
<td>Lab for Sure</td>
<td>Jul 2018</td>
<td>Infrastructure for conducting tests at home⁶</td>
</tr>
<tr>
<td></td>
<td>Delhi Medimart</td>
<td>Jul 2018</td>
<td>Home collection solutions for diagnostic services⁶</td>
</tr>
<tr>
<td>Medlife</td>
<td>EClinic24/7</td>
<td>Nov 2018</td>
<td>Chat and video-based doctor consultations, provides access to a network of doctors on the platform¹²</td>
</tr>
<tr>
<td></td>
<td>Myra</td>
<td>May 2019</td>
<td>Expansion of delivery, express delivery, improved profitability⁷</td>
</tr>
<tr>
<td>Netmeds</td>
<td>Pluss</td>
<td>Nov 2016</td>
<td>Hyperlocal delivery, baby care, pet care, personal wellness and daily essential products⁸</td>
</tr>
<tr>
<td></td>
<td>Just Doc</td>
<td>Sep 2018</td>
<td>Doctors’ network onboarded on the platform, online video consultation app, telemedicine⁹</td>
</tr>
<tr>
<td></td>
<td>KiViHealth</td>
<td>Mar 2019</td>
<td>Cloud-based and AI-powered clinic management platform¹⁰</td>
</tr>
<tr>
<td>PharmEasy</td>
<td>Ascent Health</td>
<td>Ongoing</td>
<td>distribution, lab logistics¹¹</td>
</tr>
</tbody>
</table>

Sources:
¹https://www.mdm.com/top_distributors
³https://economictimes.indiatimes.com/small-biz/startups/1mg-acquires-online-consult-platform-mediangels-for-an-undisclosed-amount/articleshow/50982247.cms

Table: A snapshot of how e-pharmacies have diversified their offerings

<table>
<thead>
<tr>
<th>Medipus</th>
<th>Apollo</th>
<th>Wellness Forever</th>
<th>Netmeds</th>
<th>PharmEasy</th>
<th>Medlife</th>
<th>1mg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical stores</td>
<td></td>
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<td>Online medicines</td>
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<td>Diagnostic tests</td>
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<td>Doctor consultation</td>
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<td>Hospital pharmacy</td>
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<td>Lifestyle blogs</td>
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<tr>
<td>Own products</td>
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</tbody>
</table>

5.2.3 Growth drivers

Some of the benefits of the organized retail sector such as established practices across the functions, trained manpower and end-to-end integrated software systems to ensure real-time data availability, investments in distribution infrastructure, etc. are missing in India’s context. According to the EY survey, e-pharmacies highlighted multiple challenges in the Indian pharmaceutical supply chain as compared to the consolidated markets like the US or the UK. Hence, most e-pharmacies are directing their efforts to strengthen the supply side.

![Growth drivers of e-pharmacy](image_url)

Source: EY analysis
Healthcare goes mobile: Evolution of teleconsultation and e-pharmacy in new Normal

5.3 Stakeholders’ views

In the EY survey, doctors and pharmaceutical companies highlighted their concerns regarding the substitution practice followed by e-pharmacies. They also highlighted the risks associated with analytics done on patients’ prescription. While most of pharmaceutical companies agreed that e-pharmacies hold the potential to capture 15%-20% of the market in the long run, their main concerns revolved around substitution. Below is a snapshot of some of the issues. Concerns of the end-users were centered on trust, genuineness of medicines and timely delivery of the medicines.

5.3.1 Insights from pharmaceutical companies

The e-pharmacy model of business in India has been mired in controversies since inception. Pharmaceutical companies and related associations have been voicing their concerns over certain practices and the operating model in general. The government has been working on providing a governance structure and regulations to address all these concerns while ensuring to provide a conducive environment for them to grow.

EY analysis

EY analysis
The e-pharmacy sector needs regulatory and policy interventions. Pharmaceutical companies have been cautious to partner with e-pharmacies even though they believe that online sales may represent 10%-12% of the medicine sales in the next five years.

Managing the online-offline model
With e-pharmacy sales currently accounting for only 2%-3% of the total sales, a majority of pharmaceutical companies are adopting a wait and watch strategy to ensure their traditional supply chain is not disrupted. As per EY’s analysis, 10%-15% of big Indian pharmaceutical companies engage with e-pharmacy players directly. Drugs from other pharmaceutical companies are procured from the registered distributors. One common trend that emerged during our survey was that e-pharmacy companies will witness consolidation in the medium-term with two or three players emerging as the leaders. With high customer demand backed by wide and efficient distribution network, these e-pharmacy players will be better placed to deal directly with pharmaceutical companies. As of now, most of the pharmaceutical companies are refraining from making any direct deals with e-pharmacies in a bid to ensure smooth functioning of their offline distribution network.

Substitution
The Indian domestic market is dominated by generic drugs. The tendency to prescribe unbranded generic drugs has been on the lower side. In the US, 85%-90% prescriptions are for generics14; in the UK, 75% of total prescriptions were for generics in 2017.15. In the developed economies, the pharmacist has a strong influence over the brand of generic drug to be dispensed. Contrast that to India, where less than 1% prescriptions constitute unbranded generics. Doctors exercise considerable influence over patients’ choices and pharmaceutical companies’ involvement in educating doctors regarding the efficacy of medicines becomes critical.

Substitution of prescribed drugs with other brand generics has been a concern for pharmaceutical manufacturers. Though most of them agree that this practice is prevalent in offline stores as well, it becomes more evident in e-pharmacies, given the prescription and dispensation trial that needs to be maintained.

Discounts
Among other concerns, pharmaceutical companies voiced that high discounts offered by e-pharmacies disrupt the traditional sales. During COVID-19, one of the trends observed was that e-pharmacies were offering lower discounts as compared to what they were providing during the pandemic. This is set to be further rationalized once the market consolidates.

5.3.2 Consumers’ opinions
E-pharmacies in India have been working toward creating an integrated healthcare solution for the consumers. Despite this, customer adoption has been low. It is necessary to understand the behavioral aspects of the consumers and their concerns related to e-pharmacies. According to EY’s survey, genuineness of medicines emerged as the top-most concern (60%) among users along with their timely delivery (57%).

Major concerns while ordering medicines through e-pharmacies

<table>
<thead>
<tr>
<th>Concern</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Genuineness of medicines</td>
<td>60%</td>
</tr>
<tr>
<td>Timely delivery</td>
<td>57%</td>
</tr>
<tr>
<td>Uploading prescriptions</td>
<td>48%</td>
</tr>
<tr>
<td>Order cancellation due to stock unavailability</td>
<td>47%</td>
</tr>
<tr>
<td>Need to visit multiple e-pharmacies for medicines</td>
<td>27%</td>
</tr>
<tr>
<td>Inconvenience in placing orders</td>
<td>24%</td>
</tr>
<tr>
<td>Price issues</td>
<td>24%</td>
</tr>
<tr>
<td>Payment modes</td>
<td>23%</td>
</tr>
</tbody>
</table>

Genuineness of medicines
Consumers are wary of counterfeit medicines and older stocks purchased from e-pharmacies. While high discounts might explain the cause of this concern, reluctantly might also arise due to the consumers’ unsatisfactory shopping experiences of other products purchased online. Some medicines require specialized supply chain (cold storage, etc.) for transport to ensure efficacy. Since there is limited information on how medicines are transported or stored in warehouses, purchasing medicines online draw concerns for some customers.

Timely delivery
Delivery timelines have been another area of concern for consumers. Uncertainties pertaining to delivery of medicines is higher in remote areas as order fulfilment can be an issue. Since addressable market of e-pharmacies is limited to chronic diseases in remote areas, investments in supply chain and partnering with local pharmacies especially in tier 2 and tier 3 cities will be necessary.

Source: EY analysis

<table>
<thead>
<tr>
<th>Issue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price issues</td>
<td>24%</td>
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</tr>
<tr>
<td>Inconvenience in placing orders</td>
<td>24%</td>
</tr>
</tbody>
</table>

Uploading prescriptions
Regulations mandate the use of prescriptions that are not older than six months. This makes it cumbersome for a patient suffering from chronic diseases to upload a valid prescription. To address this issue, e-pharmacies’ on-board doctors consult patients free of cost and write fresh prescriptions as prescribed by their original doctor.

Customer support
Delays and refusal to process refunds, inaccessibility or unresponsiveness of customer service centers and absence of order tracking and sending updates are some of the other concerns that were highlighted in the survey.

Data privacy
Consumers are concerned about the privacy of their prescriptions which they upload online. Some patients have also cited that they encounter ads related to the disease(s) they are combating on multiple online platforms after they make medicine purchases online.

Most of the e-pharmacies have a doctor on-board who calls patients and writes fresh prescriptions with its (the e-pharmacy’s) own prescribed brand drugs. In e-pharmacies, strong regulation around substitution is necessary as 90% of the prescriptions in India contain branded generic drugs.

Head of sales of one of the top 10 pharmaceutical companies

For some specialties such as neurology, drug efficacy and molecule size are important and switching drugs might be detrimental to the health of the patient. Such an event also decreases the trust among doctors, patients and such portals. There are certain shortcomings in the current regulations which need to be plugged.

Obtaining consent from the original prescribing doctor is necessary to ensure trust among the stakeholders. Another problem with substitution is that India has a large manufacturer base. Drug quality of some brands could be a concern which may further fuel trust issues.

In response to this, most e-pharmacies commented that drugs are substituted only in case of a stock out. Patients can then contact the doctors available on the platform for seeking alternatives or renewing their prescriptions. The doctors engage with patients keeping the disease’s criticality in mind.

Some of the pharmaceutical companies were mildly concerned about substitution practice. In the EY survey, June 2020, they stressed on the importance of brand perception among doctors and customers.

While strong regulations are expected around substitution, patients should have a choice in selecting cheaper drug alternatives. This can be possible by dedicating extensive efforts in educating the patients and in consultation with doctors.

Private labels
In the US, the UK and Japan, e-pharmacies have launched private label OTC drugs and health supplements. However, in India, MD of one of the top 10 pharmaceutical companies during EY’s survey said, e-pharmacies are driven by commercial decisions and with higher percentage of patients purchasing online, e-pharmacy may venture into their own private labels.

Adoption of private labels may be higher if its quality and efficacy can be backed by a trusted pharmaceutical company. This has the potential to give the necessary boost and drive purchases in hospitals. A majority of the pharmaceutical companies agreed that e-pharmacies launching their private labels might be a commonplace in the long run.

Traditionally, pharmaceutical companies with have relied on forming good relations with their own pharmacy stores to drive the sales. We do not envisage any radical changes in the market. Big companies with strong distribution network could not capture the retail market and break the traditional channel of distribution. It will be especially difficult in pharmacy, given constraining regulations and the strong hold of doctors in the customer purchasing decision. Changes might happen in pockets and therapy areas.

Head of sales of one of the top 10 pharmaceutical companies

Source: EY analysis

14 EY analysis
15 https://www.fda.gov/drugs/buying-using-medicine-safely/generic-drugs
16 https://www.fsa.gov.uk/drugs/drugsbuyingusingmedicinesafely/genericdrugs
5.3.3 Views from doctors

There has been a mixed response from doctors towards e-pharmacies. Doctors from tier 3 cities or rural areas encourage patients to order medicines from e-pharmacies due to lack of availability of basic medicines in local pharmacies. In contrast, doctors in tier 1 cities are concerned about maintaining privacy of prescription and substitution of prescribed brands.

Prescription data privacy

Doctors are liable to ensure data privacy of patients. Traditionally, they join hands with local pharmacies in their vicinity and rely on them to stock up medicines that they prescribe. This also forges trust between the doctor and chemists. With rise in sales of e-pharmacies and mandatory upload of prescriptions, doctors are concerned about the misuse of prescription data. In this scenario, forging trust among doctors and e-pharmacies is crucial in the long run as patients’ drug purchase and preference is largely influenced by doctor.

Substitution

Doctors are liable for patients’ health, and drug substitution done by e-pharmacies may result in poor outcomes for patients. To build trust in the long run, e-pharmacies need to route any change in prescribed medicine through the doctor.

5.3.4 Regulations

Most of the stakeholder concerns discussed above can be addressed through clearly defined regulations. The Government of India proposed a draft policy around e-pharmacy regulations in 2018. This was opened to public for comments and received 7000 representations in favor of the document with 350 opposing it. The proposed rules contain provisions for protection of personal information and privacy of the patients. Some of the guidelines issued by the Ministry of Health and Family Welfare draft rules are:

- It will be mandatory for e-pharmacies to register themselves with a central authority.
- E-pharmacies will be restricted from selling drugs covered under the categories of the narcotic and psychotropic substances act, 1985, as well as tranquillizers and the drugs as specified in the schedule X of the drugs and cosmetics rules, 1945.
- E-pharmacy registration holders shall have a customer support facility and grievance redressal for all stakeholders. The facility shall be available for 12 or more hours each day throughout the week.
- The premises of e-pharmacies will be inspected every two years.
- The information received by an e-pharmacy registration holder from the customers by way of prescription or in any other manner shall neither be disclosed by the e-pharmacy registration holder for any other purposes nor shall the same be disclosed to any other person – rendering it impossible for them to share data with agencies like life insurance companies to supplement their business. Any violations could lead to either suspension or cancellation of the license.
- E-pharmacies are ordered to keep the data localized, i.e., they cannot store it on international servers. They are not allowed to share patients’ data with anyone but the central state governments.
- E-pharmacies are prohibited from advertising any drug on radio, internet, print or any other media for any purpose, thereby eliminating a possible source of revenue for them. These rules are currently being reviewed by the government and are expected to be cleared soon. It is expected that implementing these rules will ease the business operations for e-pharmacies and pave the way for increased trust among the stakeholders.

Strong regulations are necessary at this stage as e-pharmacy players are gaining traction. India has a large branded generics market and substitution, driven by commercial motives, will be detrimental to patients’ health and result in trust issues getting exacerbated.

CEO of one of the top 10 pharmaceutical companies

5.4 Future outlook

Globally, e-pharmacies have evolved as an integrated solution offering teleconsultations, online diagnostics appointment and home delivery of medicines at the convenience of the customer. Most of their initiatives revolve around customer experience. Investments are being made in infrastructure to make customer experience seamless. Offline, pharmacies are being transformed to create a one-stop health hub featuring primary care and basic diagnostics. In the developed economies such as the US and the UK, presence of large retailers in form of offline stores across these countries ensure basic distribution infrastructure and uniformity in practices. However, the Indian pharmaceutical sector lacks large organized retail chains. The e-pharmacy segment is dominated by start-ups which face unclear regulatory guidelines as a major roadblock in their functioning. Investments are difficult to come in such an environment. Indian healthcare saw lower funding compared to the fintech space in 2019 even though fintech is comparatively more complex in terms of regulations and execution. Presence of unorganized players in supply chain requires investments to upscale the infrastructure and bring uniformity in practices. E-pharmacy players are drawing best practices from the FMCG industry in a bid to drive efficiency in their distribution chain. Majority of them are entering into partnerships to provide an integrated online healthcare solution to consumers and improve their reach, especially to serve rural areas. In the short- to medium-term, we expect strong regulations in the sector which will work towards fulfilling these needs.

Trends

- Patient-centric initiatives to drive adoption
- Consolidation of e-pharmacies
- Supply chain efficiencies and improved engagement with the Pharma companies
- Partnership with local pharmacies to increase customer reach
- Initiatives to cater to acute segment

Regulation

- Stronger regulations governing e-pharmacy operations, data privacy and substitution
- Creation of a centralized digital registry of prescriptions
- Digital trail of transactions with regular audits
- Restriction on Schedule X drugs

Business models

- Provide an integrated health management solutions
- Launch of private labels
- Adoption of multiple models to cater to different segments
- Click and mortar
- Hyperlocal
- Mobile units for rural segments
- B2B

Trends for the future

Online sales currently account for a small percentage of overall medicine sales. We expect patient-centric initiatives to drive adoption and repeat orders. Some of the major initiatives are likely to be focused on driving patient adoption in tier 2 and tier 3 cities as well as rural areas. Ease of navigation, regional language support and voice-enabled purchases will be a common feature across apps. Driving patient trust in the genuineness of medicines, easier order cancellation/returns coupled with faster deliveries will further drive patient adoption. E-pharmacies are likely to increase their focus on educating patients regarding medicines and supplements.

The e-pharmacy sector is already witnessing a consolidation. Jio is in talks with one of the major online pharmacy in India to strengthen its online to offline (O2O) commerce. In the long run, we envisage consolidation of several top players and dominance of two or three of them.

Investments in supply chain are likely to remain higher and players may focus on making supply chain stronger especially outside metros. Pharmaceutical sector will witness increased partnerships with pharmacies in tier 3 and tier 4 cities and rural areas. E-pharmacies are expected to have increased offline presence to serve the acute customer segment for quicker service times. With increase in scale, e-pharmacies collaboration with pharmaceutical companies will be better. We also envisage stronger alliance with pharmaceutical companies to leverage sales insights and secondary visibility.

Regulation

The government is expected to pass draft regulations on e-pharmacy in the next few months. This will create a favorable environment for e-pharmacy operations and attract funding to scale up the segment. Lack of necessary boundaries around patient data privacy and sole liability on doctors to protect their data is a major issue as per the EY survey. We expect

Source: EY analysis

https://www.expresstop.com/regulation/policies/online-pharmacies-on-rocky-road-ahead/
the stakeholders to share liability with regards to patient data. After regulations around substitution get strengthened and doctors’ consent becomes mandatory, equity among the stakeholders - doctors, patients, pharmaceutical companies and e-pharmacies will be improved. Investments in e-prescription capability is necessary to ensure seamless interoperability between online and offline modes. Some e-pharmacy companies have made investments in OCR and AI-based algorithms to interpret the prescriptions and realign these in a common format. E-pharmacies are likely to increasingly focus on building functionality for periodic review and consent from doctors to ensure timely refill of medicines for patients suffering from chronic diseases. We also expect the creation of a digital infrastructure in the long run to streamline e-pharmacy operations. The following are the initiatives that are expected to be rolled out:

- Access to prescription through Digilocker, a centralized registry
- Creation of a centralized electronic medical record (EMR)/ electronic health record (EHR)
- Digital trail of transactions with batch numbers to manage counterfeits
- Audit trail to manage abuse of prescriptions

Business models

As with their global counterparts, e-pharmacies have the potential to venture into private labels for OTC and nutraceuticals. Some of the players are already offering private label supplements in their platforms. With the current infrastructure, e-pharmacies are largely catering to consumers in chronic segment. Turnaround time is a critical component to serve the patients in acute therapy. We see an adoption of hybrid approaches within e-pharmacies to cater to different segments of patients.

- Chronic: e-pharmacies can integrate with teleconsultation platforms and diagnostic services and expand their reach to rural areas. More initiatives are aimed at improving customer experience in line with their global counterparts. To generate equity with customers, e-pharmacies can operate primary care at their pharmacies. An e-pharmacy in India runs diagnostic centers which offer OPD consultations and basic diagnostic tests. Another e-pharmacy has private label diagnostic centers at which consumers can book appointment online. Such initiatives are critical to retain chronic customers. With consultation, diagnostic and medicine data in one place, platforms may further venture into offering customized services to increase customer engagement and improve customer experience.

- Acute: e-pharmacies are undertaking tie-ups with local pharmacies to serve the acute portfolio. This, combined with highlocal deliveries, may drive adoption of consumers in this segment. The players will however need a clear roadmap to drive efficiencies. The trade-off between service levels and costs will have to be crucially evaluated and closely monitored through clearly defined metrics. Increased investments in technology with incremental process improvements may drive synergies in the long run. However, it remains to be seen whether e-pharmacy will achieve significant market share in the acute segment.

- Rural: the digital India program aims to leverage technology for healthcare delivery. The Indian Government currently operates 255,000+ CSCs. This has created a basic infrastructure to drive rural adoption. E-pharmacies may operate a marketplace model in remote areas by on-boarding local pharmacies on their platforms. One of the ways e-pharmacies can ensure rural reach is by operating mobile units with doctors for providing primary healthcare, and basic diagnostic equipment and medicines. This can be operated in cost-plus contracts with local government.

Chapter’s summary

- Developed markets globally have organized players in the retail sector which are lacking in the Indian context. Organized chains offer uniform practices and better infrastructure which can be utilized to quickly scale up online pharmacy sales.
- Globally, markets have clearer regulations around e-pharmacies which is missing in India.
- E-pharmacies across the globe offer integrated solutions to customers combining teleconsultation, diagnostics appointment and medicine deliveries.
- E-pharmacies in India are dominated by start-ups which are making investments primarily to improve supply chain and customer experience.
- E-pharmacies’ sales are expected to reach 10%-12% of the market by 2025. In the last few years, e-pharmacies relied on high discounts to increase customer adoption. This is set to rationalize to lower levels in the next few months. E-pharmacies are also focusing on increasing their customer reach through partnerships with local pharmacies. We captured stakeholders’ concerns to understand the areas that e-pharmacies need to address in the near term. These pertain to:
  - Consumers are concerned about counterfeit medicines and demand timely delivery of medicines. The purchases are primarily driven by discounts and convenience. As per EY’s survey, more than 70% consumers are willing to buy from e-pharmacies, going forward.
  - Pharmaceutical companies are concerned about substitution practices and their conflict with offline channels. Most of the pharmaceutical companies refrain from dealing directly with e-pharmacies. High discounts offered by the e-pharmacies create a stiff competition for the local pharmacies which further increase the discord between online and traditional channels. Transparency in e-pharmacy operations such as prescription data analytics was another major concern highlighted by the pharmaceutical companies.
  - Doctors are concerned about prescriptions’ data privacy and prescription abuse. In EY’s survey, doctors highlighted the necessity of regulations which mandate consultation with the doctor before providing a substitution.
  - Most of the stakeholders’ concerns can be addressed by implementing stronger regulations. The Government of India has also prepared a draft regulation which is expected to be cleared soon.
  - We expect the e-pharmacy segment to join hands with other players in the long run with two to three players capturing a majority of the market alongside Jio.
  - E-pharmacies may offer integrated services bundling teleconsultation, diagnostics and medicine deliveries. They will also adopt multiple models to cater to different segments of patients.

EY analysis
The evolving data ecosystem

COVID-19 has shown how rapidly and effectively data can be captured, shared and used, rather than fragmented across multiple organizations.

We will see a move toward more integrated and individualized data streams centered on the individual.

A hyper-personalized, patient-centered ecosystem, delivering affordable, accessible care, will emerge from the richer levels of collaboration and data-sharing between stakeholders.

6.1 Power of data and the new normal

COVID-19 has led to fundamental changes in the world. Healthcare organizations also need to transform their business models along with their workforce and supply chain. The healthcare sector will also witness significant changes that will require unlocking the power of health data. Unleashing the power of data may necessitate development of a personalized new normal' ecosystem built around the patient-consumer. This ecosystem has the potential to benefit all key stakeholders while generating accessible, affordable care.

Lifesciences companies should move beyond product-centric definitions of value and create sophisticated data-driven partnerships that share value with other health stakeholders. Platforms that support easy and transparent collection, combination and sharing of data may contribute towards the success of these partnerships.

Hence, data will move from being an organization-specific asset to a centralized resource. To generate adoption to new business models from all the stakeholders, organizations must engage proactively with regulators and associations to create trustworthy and value-driven frameworks for the exchange of data.

6.2 Emerging ecosystems

During EY’s interactions with key stakeholders, doctors stressed the need for electronic health records (EHR)/electronic medical records (EMR) infrastructure which is necessary to enhance patient care. Teleconsultation as a standalone solution has limited benefits for doctors and patients, and stakeholders have cited the need to create an ecosystem which links all the aspects of healthcare at a place.

NHS and Swasth: the creation of NHS, a shared digital infrastructure, will link all stakeholders through a secure and an open-sourced digital ecosystem. Open source frameworks offer the flexibility to create solutions on the top of the platforms and build interoperability across the players. This may help in the emergence of many teleconsultation platforms in the market.

Swasth aggregates various service providers. In future, we are likely to see greater collaboration among the stakeholders with NHS as a medium and a shift in the healthcare economy towards online space.

JIO Health Hub: Jio aims to provide a one-stop solution to patients through its Health Hub platform. Patients can consult experts, book lab tests, store health data and create charts. Jio is in talks with NetMeds to complete its offerings through integration of e-pharmacy services. Jio Health Hub is powered by JioMeet, a platform for virtual consultations; KareXpert, a digital healthcare provider and JioMart, an online to offline delivery platform with a large offline footprint. We have seen global retailers such CVS pharmacy allocating more space for healthcare hubs within its stores. HealthHub may leverage the wide distribution reach of JioMart to boost its offline presence in 200+ cities.
Healthcare goes mobile: Evolution of teleconsultation and e-pharmacy in new Normal

6.3 Implications on the stakeholders

Health outcomes can be defined across three different dimensions – clinical, economic and humanistic. Different stakeholders in the healthcare sector have their own priorities. In the future, success will be measured by the ability to find a common ground to meet these demands. To be successful in the future, life sciences companies must be agile enough to deliver the right outcome quickly and reliably to the right stakeholder.

Platforms that allow life sciences companies to create future shared value with multiple health stakeholders

Health outcomes can be defined across three different dimensions – clinical, economic and humanistic. To be successful in the future, life sciences companies need to be agile enough to deliver the right outcome quickly and reliably to the right stakeholder.

An integrated teleconsultation platform will fulfill the needs of providers, payers, fulfillment centers and platform providers with adequate regulatory and technology support. Each stakeholder has a distinct role to play in this transformational journey ahead. The following section highlights the role and the value driver for each of these stakeholders.

Doctors

Adopting hybrid consultation models for gaining efficiencies and reach

The pandemic has highlighted the regional disparities of medical infrastructure and access. The doctors will play a vital role in shifting the urban bias in healthcare delivery through upcoming teleconsultation platforms. They stand to gain efficiencies by evolving their practice to a hybrid model of consultation to reduce non-essential in-person visits.

Doctors

Patient-consumers

Leveraging data and platform for quality care

As new devices and technologies empower individuals to see and share their health data, consumers are demanding greater say over their lifelong health journey. These demands are reshaping not only their interactions with physicians and payers, but also the products and services they use to maintain their well-being, increasingly, consumers will require the integration of existing disease-specific point solutions and more holistic, data-driven platforms of care.

Post-COVID-19 era is likely to witness increased adoption of formalized virtual consultation channels for follow-ups and second opinions. Mobile healthcare units might support the doctors to improve diagnosis and healthcare delivery in remote locations. They will remain at the forefront of this transformational journey to increase the reach of quality care.

Patient-consumers

Shared value easier to define

Health outcomes based on emotional, financial and functional health

Quality of life

Increased consumer focus on emotional, financial, and functional health

Quality of life

Outcomes that improve physician work flow

Performance and efficiency

Cost of care

Outcomes that generate cost savings, including total cost of care

Economic

Clinical outcomes of current health

Clinical measures

Clinical outcomes of long-term health

Clinical effect

Cost of care

Outcomes that generate cost savings, including total cost of care

Economic

Reach in 200+ cities. Online to offline commerce platform, hyper/local medicine delivery expected

High-speed internet connectivity through broadband, LTE, VOLTE to VOWI-FI tech.

Leverage an ecosystem

Intelligent virtual assistant solutions to enhance customer experience

JioHealth Hub: an emerging healthcare ecosystem

KareXpert provides online appointments through digital healthcare services

In talks with Netmeds to strengthen e-pharmacy offerings

Create an ecosystem

Hence, teleconsultation platforms have the potential to evolve as more connected platforms by integrating various service providers to address the complete patient journey. Healthcare will be driven by an ecosystem approach and offline, disintegrated means may not suffice in the future.

Sources:

EY analysis, integrated annual report 2019-20 of Reliance Industries Limited

*Infrastructure as a Service (IaaS), Platform as a Service (PaaS), Big Data, Augmented Reality/Virtual Reality (AR/VR), Internet of Things (IoT), Blockchain, Artificial Intelligence (AI), Machine Learning (ML), edge computing, speech/natural language, supercomputing, computer vision, robotics and drones.

These capabilities will power the creation of reimagined solutions for various ecosystems

LTE: long-term evolution, VOLTE: voice over LTE, VOWI-FI: voice over wi-fi

Shared value most difficult to define

Health outcomes most difficult to define

Shared value easier to define

Health outcomes easier to define

Platforms that allow life sciences companies to create future shared value with multiple health stakeholders

Sources: EY’s report, “When the human body is the biggest data platform, who will capture value?”, April 2018

Health outcomes can be defined across three different dimensions – clinical, economic and humanistic. To be successful in the future, life sciences companies must be agile enough to deliver the right outcome quickly and reliably to the right stakeholder.
Today, consumers are urged to take charge of their health but do not have access to tools that can empower them. By offering a medium for the rapid exchange of data, a platform could help them manage and track symptoms, discuss care options and receive education about how to make behavioral changes. Currently, accessing and integrating data is also a challenge as data is stored at multiple locations within the health ecosystem. A digital registry can enable patient record access to quality care.

Platform providers

A holistic, well-integrated teleconsultation platform covering an end-to-end clinical pathway for the patient-consumer is on the horizon. Swasth has already integrated health-tech players, hospitals, diagnostic labs, insurance providers and technology experts with an aim to provide universal and affordable healthcare for the people of India. Pharmaceutical companies and hospitals are partnering with private bodies to launch customized platforms. Multiple pharmaceutical companies are currently in pilot testing phase and aim to launch such platforms soon. The move towards increased online presence is critical in the "new—normal" and we are likely to see pharmaceutical companies make higher investments in such platforms. They have the means to integrate the doctors and the patients with the other stakeholders by leveraging the open source digital infrastructure under development. The teleconsultation model may be up for disruption and the pharmaceutical companies are likely to come together to build a platform to maximize the value for each participant and enable trust and transparency. As the pandemic spreads out, the expectations from new teleconsultation platforms are evolving rapidly and moving beyond just the engagement experience.

Fulfilment centers

To create a value for the future, life sciences companies must satisfy increased stakeholder expectations by delivering personalized and improved health outcomes using the power of data. To achieve this goal, life sciences companies need to transform their business models using data to create shared value for themselves and health stakeholders.

A new business model may emerge where the last mile of mobile medical units might be required to curb the social distancing and safety issues. The businesses such as e—pharmacies, offline pharmacies, diagnostic centers, etc. will need to focus on how well they integrate with the teleconsultation platforms to contribute to the clinical journey of a patient-consumer. These organizations will need to invest in disruptive business models with data as the backbone. Success of these businesses will depend on how fast they can develop, test and learn to make their business models scalable.

Regulatory bodies and associations

Regulatory bodies as well as medical and industry associations are encouraging disruptive business models with adequate policy support. In the past, associations have played a pivotal role in shaping the regulations related to healthcare delivery. Associations will have a dual role to play. They must engage stakeholders such as doctors and pharmaceutical companies to drive adoption and address their concerns through policy making. We expect them to be at the forefront of shaping the laws around digital ecosystem and work actively with the government. In the near term, the Indian Pharmaceutical Alliance (IPA) may create an accreditation standard with ICMR, MCI and other relevant medical bodies for popular telemedicine and e-pharmacy platforms.

Medical associations and industry bodies can further facilitate consumer adoption of virtual-care platforms by highlighting policy reforms to improve doctor-patient relationship. This can be done in the following ways:

- Highlighting the policy reforms and increasing transparency between teleconsultation and e-pharmacy companies in terms of consent and data protection, anti-substitution, discount structure, drug abuse and guidelines around use of digital equipment for patients' monitoring.
- Endorsement of a specific set of platforms by the IPA for the members of industry to choose a platform.
- Emergence of the teleconsultation platform ecosystem enabled by mobile medical units and intermediaries for access, adoption and scalability.
- Rolling out a more comprehensive structure with telemedicine guidelines for all operators of the open source platforms, Swasth Stack, and an imminent healthcare ecosystem, Jio.
- Modularization of data and making personal health records (PHR) mandatory on teleconsultation platforms.
- Setting a clear framework for exchange of health data and protocols to maintain data.
- Expanding telemedicine guidelines to ensure applicability of portable digital devices to support new operating models.

In addition to this, medical associations and industry bodies can choose to certify platforms to ensure they adopt global best practices. This will propel doctor—patient onboarding and nurture trust.

The change in healthcare delivery is imminent. An ecosystem-based approach can foster quicker development and adoption of teleconsultation platforms. Navigating the emerging collaborative platforms may be challenging for the stakeholders. But the actions accomplished today have the potential of transforming the healthcare system.
Healthcare goes mobile: Evolution of teleconsultation and e-pharmacy in new Normal

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