




# Harnessing Data Intelligence for Medical Diagnostics: The Case of Unilabs Portugal






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Initiative, INSEAD

**Monday**  
**14 June 2021**  
**10.00AM CET**  
**Duration: 60min**

In partnership with  
**accenturestrategy**

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## Agenda

- INTHECASE
- Webinar Etiquette
- Brief presentation of the case study
- Panel discussion with Luis and Jose Pedro
- Q&A from the audience

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INTHECASE

## Webinar Etiquette

- Audience is muted, with video off and chat box disabled
- Please use the Q&A tab to suggest questions for the speaker
- You can vote the questions up, so you help us find the most relevant questions for you
- The webinar is being recorded
- For technical issues, e-mail [digital@insead.edu](mailto:digital@insead.edu)

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INTHECASE

## What sector are you working in?

1. Financial / Venture Capital
2. Health
3. Consulting
4. Manufacturing / Services
5. Energy / Sustainability / Environment
6. Retail, consumer and luxury goods
7. Other

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INTHECASE

## Have you / your organization launched an analytics driver transformation?

1. Yes, and results have been great!
2. Yes, and results have not met expectations
3. Yes, but results are still pending
4. Yes, but not in my part of the organization
5. Not yet, but hoping to do so soon
6. No plans to do so soon

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## Industrial Excellence Award (IEA)

Trends in 'world class' seen in IEA

1. Lean manufacturing
2. Process mastery (supply chain, new product development, process improvement)
3. Top-down & Bottom-up Enterprise Strategy Deployment and Execution
4. Top-down & Bottom-up Digital Enterprise Strategy Innovation and Deployment

Vision.

Delegation. Integration.

Communication – participation – measurement – development

<https://industrial-excellence-award.eu/home/>



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## INSEAD Healthcare Management Initiative (HMI)

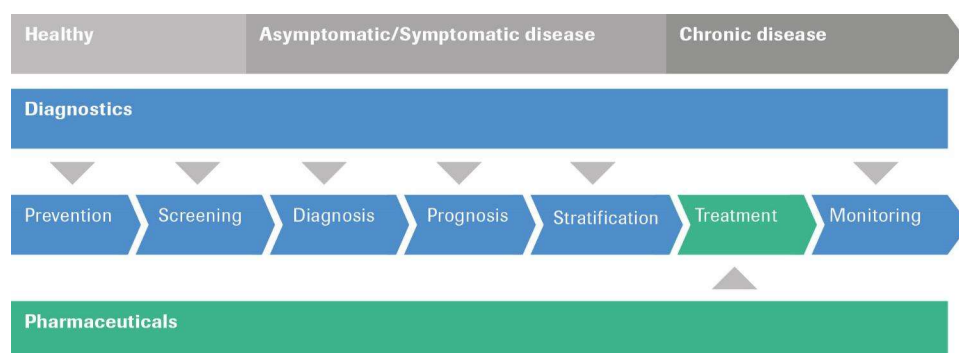
- Similar trends for hospitals and other care delivery organizations
  - Beyond lean in health services?
  - Disciplined execution? Creativity in being different? Agility?
- New mental maps needed
  - Innovative business models
  - Data driven decision making
  - Engagement of people & collaborators in managing conditions & creating health



<https://www.insead.edu/centres/healthcare-management>

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## Diagnostics along the healthcare value chain



- In vitro diagnostics (IVDs): a “silent champion” of healthcare, influencing > 60% of clinical decision-making, while accounting for about 2% of total healthcare spending.
- Diagnostics biomarker, prognostic biomarker, predictive biomarker in medical decision making

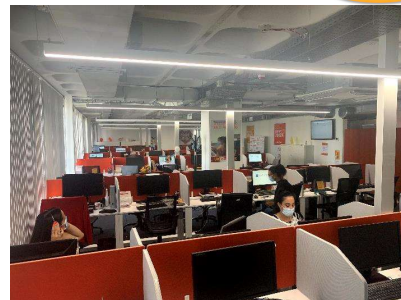
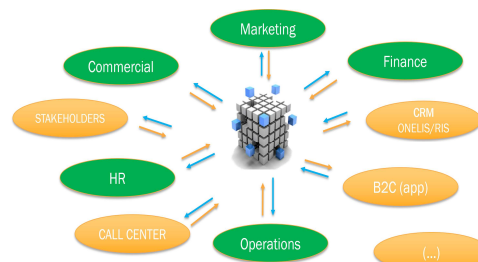
Source: <http://roche-html5.coservice.ch/app/webroot/book/en/our-business-strategy.html>

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- Becoming an analytics driven organization
- Alignment in organization: leadership, coordination, agility, engagement
- Analytics to inform: internal operations, existing services, new services

## Internal Operations - Call Center

UNIDADE		FAMÍLIA DE EXAME		EXAME	MÉDICO	UNIDADE	DIA DA SEMANA
APC Nova	Exatidão			Electrocardiograma	Centro Certo	Alcântara	Segunda-Feira
APC Lufaxina e Tio-Pal	Radiologia			Exatidão Radiante	Albino Renato C. de Sousa Mendes	Alcântara	Quarta-Feira
APC Paracetamol	Temperatura/Comunicação			Exatidão Medida	Denaldi Mendonça	Assis	Quarta-Feira
APC	Laboratório			Exatidão Físico	Paulo das Neves Oliveira	Assis	Sexta-Feira
APC Resonância Magnética	Manuseio			Exatidão	UAB Paulo Teixeira Costa	Assis	Sábado
APC Algaire	Manuseio			Exatidão	Alma Mello	Barbacena	Domingo
Classe Clínica Prática	Exatidão			Exatidão Nova e Super Nova	Dirlei Tavares	Barbacena	
Módulo	Exatidão			Exatidão Nova e Super Nova	Walter Paulo Nogueira Pereira	Brasília	
Módulo	Desenvolvimento Classe			Exatidão	Dirlei Costa	Bragança	
APC Centro	Cirurgia			PA Tavares - Assis/medicina	Carlos Horta	Brasília	Segunda
Hospital de Especialidade	História			Exatidão Visual Super Nova	Rafael Queiroz	Brasília	Terça
Atendimento	Consultas			Exatidão	Denaldi Mendonça	Chapadão	
IMSI	Comunicação			Comunicação Físico	Rebeca Renata de Moraes	Engenheiro	
Módulo Clínica	Prática de Exatidão			Exatidão Desenvolvimento Fisiológico	Carlos Borges Sousa	Engenheiro	CSO - IMSI
Algaire	Exatidão			Exatidão Clínica	João Francisco	Engenheiro	CSO - IMSI
IMSI	Classe Clínica			Classe Clínica Nova e Super Nova	Luisa Guimarães	Engenheiro	
Classe Clínica Prática	Classe Clínica			Classe Clínica Nova	Walter Costa	Fátima	
IMSI	Prática de Exatidão			Classe Clínica Nova	Luigi Mendonça	Fátima	
Classe Clínica	MAN			Exatidão Nova	Dirlei Costa	Engenheiro	
Medicina de Trabalho	PTT			Exatidão Nova	Rafael Costa	Engenheiro	

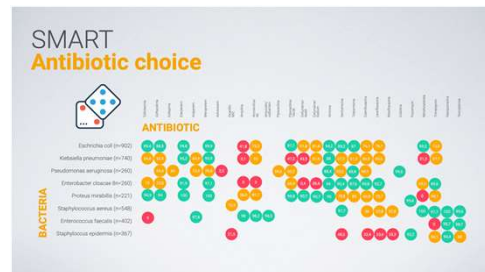
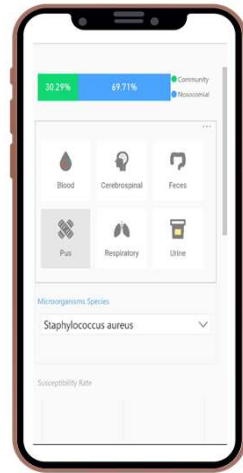


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## Development of new services



Empirical antibiotic prescription  
versus  
Analyzing 5 million probabilities in one second  
(Big Data)

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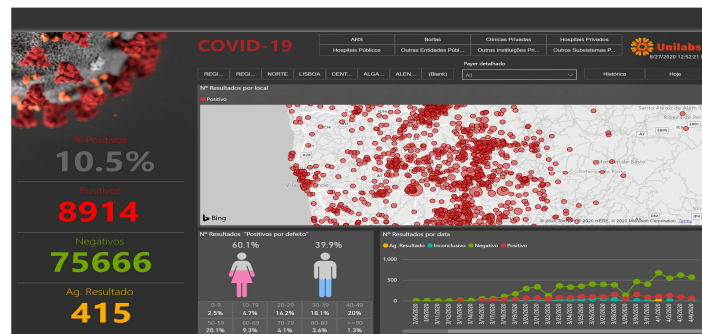


**Luís Menezes** joined Unilabs Portugal in February 2006 as M&A and New Business Director. In 2008, he took over the General Management of Unilabs Portugal and was appointed CEO of Unilabs Portugal in 2013. He was appointed Group Regional Director Portugal, Latin America, and the Middle East in October 2019. Luís started his career at JP Morgan Chase Bank in London. He is a former member of the Portuguese Parliament. Luís graduated in Economics from the Portuguese Catholic University, completed the Advancement Management Programme at INSEAD, and also studied at IESE Business School, Harvard Business School, IMD and MIT.



**José Pedro Almeida** is Data Intelligence Director, Unilabs Portugal. His team leverages the power of big data, advanced analytics & AI to help Unilabs deliver a more personalized and differentiating healthcare experience by deeply understanding its customers and operating in a data-driven fashion. José Pedro was previously a mentor of one of the world's leading hospital analytics platforms (HVital). This platform achieved the highest awards in the industry, amongst which: 1st prize "Microsoft Worldwide Health Innovation Awards", the 1st prize "HIMSS Digital Healthcare Award"; and the 1st prize "IT Europa Big Data & Analytics Solution of the Year". José Pedro was named among the World's Top 70 Health AI Brains (2018) and is passionate about saving lives with Data.

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## Summary: Road to Analytics / AI success

- Make foundations right. Take your time but do it right, allows gain in speed later
  - Empowerment – ideally with the CEO
  - Allocate the right budget – otherwise say no.
  - Hire the right team with business innovation in mind
- Involve business partners: single source of truth, data in hands of people
  - Go to the field – partner with business users
  - Invest in analytics – AI initiatives that are actionable and that solve real problems.
  - Be obsessed by data quality: single source of TRUST
  - Focus on speed to value. Prioritize ferociously
  - Constant follow-up
- Data enables people to rise to the occasion.
  - Data culture. Empower by democratizing data access.
  - COVID-19 and other examples

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