

# Healthcare

Consulting



# A focus on healthcare

At Grant Thornton, we understand that our clients in the healthcare sector operate in increasingly complex and demanding environments with constant pressures to improve access, enhance quality and patient safety, deliver better outcomes, optimise patient experience and control costs.

## Why Grant Thornton

The team at Grant Thornton have hands-on clinical experience and a strong understanding of the complex risks, issues and operations within the healthcare sector. This unique blend of clinical and business consulting expertise allows us to deliver unparalleled support to healthcare organisations.

Across our offerings, Grant Thornton helps to optimise patient experience, identify savings, deliver quick-wins and enhance service delivery capability. Our partner to staff ratio is unmatched and ensures senior guidance and input at all stages of your journey.

Grant Thornton has experience working in major national and international healthcare transformation programmes and projects across the public and private health sector. We deliver change and add value in line with strategic policy and organisational requirements.

# Our offerings

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## Programme and Project Management

We help our clients bring innovation from concept to reality in a safe and measured way. We do this through the use of proven best practice approaches in programme and project management.

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## Operational Excellence

We support healthcare organisations to adapt, transform and achieve their business goals and objectives. We have significant experience in process improvement and redesign methodologies including Lean Six Sigma. We help organisations get started on their operational excellence journey by providing expert advice and solutions.

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## Change Management

We work as a transformational change partner, assisting with stakeholder management and engagement. We help organisations lead, develop and sustain new behaviours and ways of working.

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## Financial Improvement Programme

We focus on areas of high spend, identifying potential for efficiency improvements. We have a 'value room' offering of interactive, facilitated workshops designed to identify and assess value opportunities. We develop finance improvement programmes for areas including theatres, radiology, pharmacy, procurement, pathology and workforce.

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## Strategic Planning

Grant Thornton's healthcare team possesses an in-depth understanding of healthcare organisations' strategic priorities and operational activities. Our quality of service delivery and our role as trusted advisors places us to lead the development of strategic improvement and development projects for healthcare organisations.

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## Economic Analysis

At Grant Thornton, we support healthcare organisations to evaluate, manage, and plan investment projects to ensure value for money and compliance with the Public Spending Code. Our team will advise you through the end-to-end project lifecycle from Strategic Assessment Report via Preliminary and Final Business Case to Ex-Post Evaluation.

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## Data Analytics

At Grant Thornton, we understand the challenges facing healthcare organisations today and the importance of tailored data analytics and reporting solutions. Our team possesses the subject matter expertise to harness the power of your data and develop bespoke solutions to ensure actionable insights are extracted.

# Our experience

## Service delivery programme

Grant Thornton were selected to provide project and programme management support to a public healthcare body across a broad range of programmes including: Care Planning; Healthcare Network design; and Vaccination Programme rollout. We created several hubs and networks in Ireland to support the care of specific patient cohorts and to support the provision of services for multiple chronic diseases.

The team provided a number of project management services. This included developing business cases, developing and maintaining project plans for the agreed programme of work and managing a number of initiatives from initiation all the way through to deployment and delivery.

The team identified, captured and reported key management information daily at a national level. This facilitated data-driven decision-making and reduced decision-making time.

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## Project management for national clinical pathway

Grant Thornton was engaged to provide programme management support to a large transformation portfolio consisting of 33 projects. Due to the various clinical and non-clinical components of each project, strong project planning, stakeholder engagement and management were required. Our role included supporting all Project Sponsors and Project Managers to develop detailed project plans, project initiation documents, project charters and other project documentation.

Our role also involved maintaining programme documents such as the portfolio plan and logs of Risks, Assumptions, Issues and Dependencies (RAID). The team developed resource plans and business cases, monitored progress through status reports for each project and delivered monthly updates for senior management teams.

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## Data modelling and options appraisal for theatre utilisation in a large public hospital

Our team undertook a review of a large public hospital to examine the effectiveness and efficiency of the theatre complex in addition to exploring options for a theatre refurbishment. A key deliverable of this review was an options appraisal, which included outsourcing of surgery, extended hours and a modular build. This appraisal was completed by collating and analysing data from a number of hospital systems.

Data modelling generated performance metrics for each of the theatres within the complex and management reporting was created through Power BI visualisation reports and dashboards. Following completion of the review, the team delivered the final Theatre Programme Plan to the hospital's surgical executive board. The final plan outlined a roadmap for future service provision, highlighting any improvements required to facilitate the implementation of the chosen option.

## Strategic review of the service delivery model of an acute private hospital

Our team completed a strategic review of a large private hospital in Ireland, which included a detailed examination of its organisational structure and service delivery model. Analysis was completed on:

- The organisation's positioning within the private hospital group;
- Its current revenue stream as well as its fixed and variable cost base; and
- The existing configuration of theatres, bed complement and staffing.

The deliverables resulting from this engagement included a robust analysis and review of the current state of the private hospital and the development of a future operating model under the themes of people, process, systems and finance. Improved processes were introduced for cost management, greater return on investment (ROI) on assets and investments and a formally defined budgeting framework and methodology.

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## PMO development and project management for service improvement initiatives

Grant Thornton was engaged by a public healthcare client to support the delivery of numerous projects and programmes. Our team rapidly developed and stood-up an enhanced Project Management Office (PMO) structure that incorporated six PMO functions and five workstreams to manage and monitor over 500 deliverables across a range of technical and non-technical services. Four functions were fully delivered by Grant Thornton with collaborative PMO oversight.



# Key contacts for our dedicated team:

At Grant Thornton, we can meet you to tailor a complete end-to-end solution that suits the diverse needs of your healthcare organisation. Please do not hesitate to call a member of our team to discuss your options further.



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