

Deloitte.



**Enabling Success for
Health and Care Systems**

Our Health Team

Here at Deloitte, we are passionate about care delivery. We support health and social care organisations with a wide range of challenges, from the design and implementation of system reforms, through to organisational performance improvement and the delivery of enabling strategies. Our ethos is to make a lasting impact for our clients, not only delivering improvements now but working alongside them with the skills and tools needed to embed and sustain change.

Our multi-disciplinary team boasts more than 400 full-time practitioners, including **experienced clinicians and leaders**, drawn from public and private health and social care organisations, and from professional and managerial backgrounds. Our global reach also enables us to draw on ideas, concepts and expertise from the 8,000+ people working across health and life sciences worldwide. **Our US practice includes more than 130 clinicians including doctors, nurses and pharmacists.** Using these insights, we have the scale to support you in any challenge, from implementing accountable care through to technology-enabled change. With this wide range of skills and experience, we can work with you to design practical solutions to any challenges in health and social care, known or new.

Our Services

Health System Reform

System Innovation: Creating a sustainable future



Whole-system redesign is complex and challenging, not least because it requires a move away from individual organisations to system-wide management. We work with patients, service users, carers, clinicians and other care professionals, and bring innovative analytics and a global evidence-base that enable value-based decisions for the health and care of the population. Our comprehensive experience supports all the key capabilities required for major change. They include leadership and governance, analytics, incentives and new payment models, technology, estate efficiency, citizen engagement, workforce engagement and redesign, and organisational form change.

Integrated Care: Person-centred service design



People benefit from care that is person-centred and seamlessly coordinated across both mental and physical health, and health and social care. Our experienced health and social care teams can support the redesign of integrated care pathways, care coordination and crises management models for the most at-risk population, while maximising telehealth provision to support long-term conditions. This is underpinned by advanced analytics of costs and activity across the pathway, innovative payment design, and change management that recognises the different cultures that local government and health work within.

Commissioning for Value: Meeting the needs of a population



In the current climate, CCGs and local authorities have a critical role in developing a sustainable health and care plan for the population they serve. Our experienced team can support you in right-sizing your commissioning strategy, producing place-based sustainability and transformation plans, and putting in place the fundamentals to secure delivery. Our analytical capability allows you to gain deep insight into where costs are incurred across the care continuum and the value this spend is achieving for your population. Equally, we have extensive knowledge of service models across the UK and globally, and can support you to make evidence-based judgements in commissioning services for the future. We work closely with clinicians, other professionals, staff and citizens to co-create services and have managed major reconfiguration programmes from the outset, through consultation and procurement to implementation.

New Organisational Forms: Collaborating for scale



Increasingly, the NHS is pursuing new organisational forms that break down the traditional barriers between organisations. We have significant experience in supporting clients through major organisational change, from partnerships and joint ventures to mergers and acquisitions, and are working with a number of first movers to design and implement Accountable Care Organisations and Hospital Groups. We can support you across areas including the identification of partners, developing the benefits case, diagnosing risks, and planning for and implementing integration. We approach change starting with the end in mind, ensuring that the outcome is a sustainable operating model for the new organisation.

Core Services

Enabling your care ecosystem

The UK health and care system faces an unprecedented level of challenge for the foreseeable future. Its task is to improve the health of citizens and deliver high-quality care in the face of rising demand from an ageing population, an increased burden of chronic disease, and new medicines and technology, coupled with reduced funding. Here at Deloitte, we are passionate about supporting clients to manage today's challenges and **create a sustainable future**.

We have developed 10 connected service areas, designed to provide targeted support and insights that enable health and social care systems, and healthcare organisations, as they seek to deliver better-value care for their populations.



Supporting your vision

Organisational Improvement

Performance Improvement: Making a step change



Sustainability requires a fundamental rethink of how services are provided both within and outside of your organisation. We can help you examine all areas of your operations to identify major opportunities for change, typically 10-20% of your cost base. Our clinically-led transformation teams will guide you through an approach of zero-based service redesign, process and quality improvement. We use analytics and best-practice reduce to identify areas to standardise care and reduce unwarranted variation. We also have significant experience of redesigning corporate services, workforces and estates, and of guiding organisations to identify partnerships that support viability.

Avoiding Financial Crisis: From turnaround to transformation



For organisations in crisis, or trying to avoid it, our turnaround-to-transformation approach offers a wide range of solutions covering financial and non-financial distress. Our support enables rapid diagnosis of the issues, stabilisation of performance, and identification and delivery of solutions. We also support implementation, improvements to governance and reporting and upskilling of your own staff, to ensure sustained improvement after we leave. Substantial savings, typically 5% or more in a year, are delivered. Our experienced team is skilled in engaging and upskilling clinicians and managers, and will provide you with a clear and fully-owned turnaround or transformation plan.

Insight Driven Organisations: Enabling evidence-based decision-making



The emergence of large volumes of data across care settings has enabled organisations to gain deeper insights into population health, internal efficiencies and sustainable clinical models that can be leveraged in this time of significant transformation. Our analytics team combines deep sector knowledge with expertise in actuarial analysis, demand and capacity modelling, benchmarking and financial modelling – delivering best insights with the data. Our complex analytics are communicated in a simple way, helping your organisation to act on the information, to develop and deliver evidence-based and sustainable transformation plans.

Enabling Capabilities

Fit for Future Estate: Enabling new care models



For NHS organisations grappling with historical under-investment, poor utilisation, or costly and inflexible PFI accommodation, real estate is both a challenge and a significant area of opportunity. We advise a full spectrum of NHS, public sector and local government organisations on how to make the best use of their estates, drive through cost efficiencies and plan for redevelopment or disposal. Our unique in-house real estate team has significant experience of advising on strategic estates and development partnerships, as well as property joint ventures and estate reconfigurations. We are market leaders in PFI restructuring, having closed the first ever buy-out of an NHS PFI, at Hexham Hospital.

Connected Care: Technology-enabled transformation



To deliver sustainable transformation, significant changes to increase data-sharing, and interoperability, between health, social care organisations and citizens will be required. We have one of the largest technology practices focused on the NHS. Key capabilities include the development of technology strategies, architecture and business cases to enable the delivery of clinical strategies; process maturity assessment to support the transformation of healthcare using technology; data and information systems improvement to enable insight-driven decisions; and implementation of complex technology delivery programmes. We also have extensive experience of planning and implementing electronic patient records, and are a major provider of technology programme assurance services.

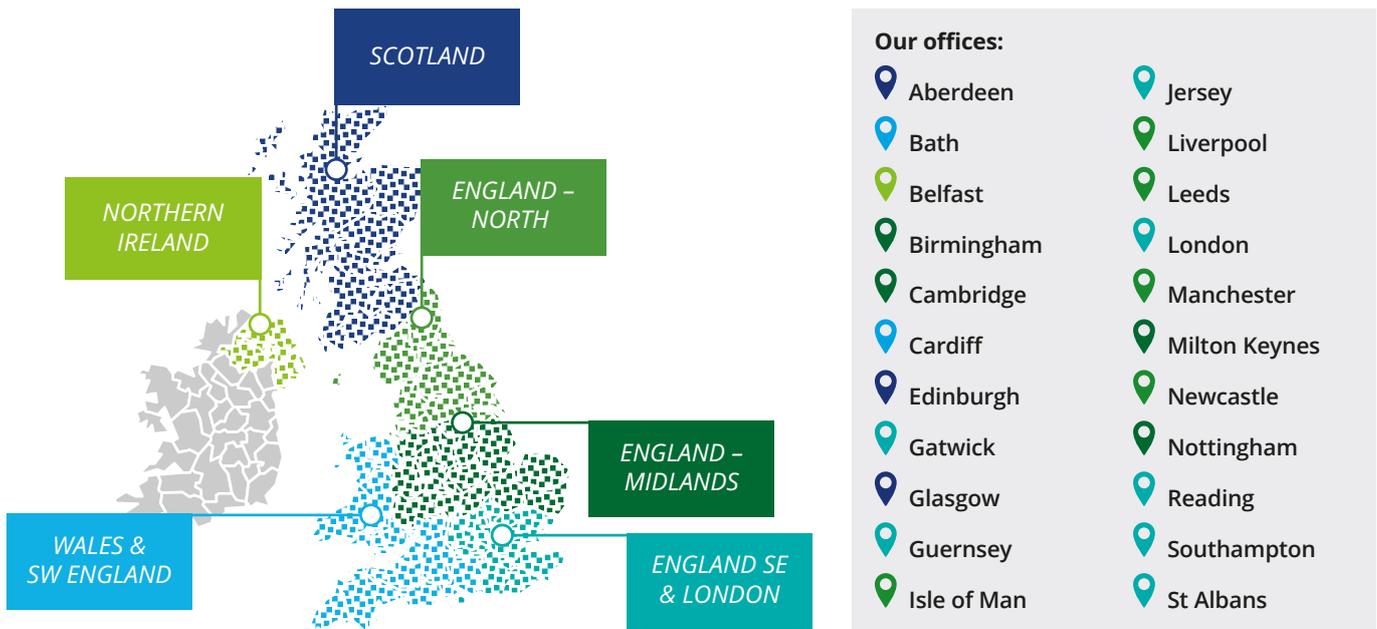
Modern Well Led Workforce: Leadership and redesign for greater value



The health and social care sector is in a challenging period in terms of leaders and staff, facing a shortage of the right clinical staff, low morale, and the need to implement major transformational changes. We can help you to develop and implement your organisational development strategy, boost leaders' effectiveness within and across organisations, redesign roles to meet changing requirements, increase productivity, and reduce costs. From management and administrative function redesign, to medical and nursing productivity and job planning, we can help you with every aspect of workforce planning and restructuring. Our Organisation Design Analytics tool combines organisation design expertise with data to dramatically improve the pace, quality and value of transformation projects. With our experience of promoting people-centred change, we will help ensure your staff are supported and engaged throughout.

About Deloitte

Geographic spread of our team



We served over 200 clients in the UK in FY15. We have between 400 and 700 engagements ongoing each year at any point in time. By the time we complete FY17, the UK health practice will have doubled in size since 2012.

Insights, impact and investment

Deloitte is unique in the resources it brings to support global and local needs in the life sciences and healthcare industry.

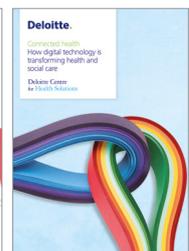
We are committed to developing industry research and building alliances with leading industry organisations to address challenges in the healthcare sector.

Our thought leadership includes the **Deloitte Centre for Health Solutions**, our policy analysis and health services research unit. The centre's goal is to inform stakeholders in the healthcare system about emerging trends, challenges and opportunities, using rigorous primary research and systematic review of previously-published studies. Through research, roundtables and other forms of engagement, the centre seeks to be a trusted source of relevant, timely and reliable insights.

Our purpose is to make an impact that matters, to our clients, our people and our society. To achieve this, we partner with charity organisations such as the mental health charity Mind, Cancer Research UK, and Children with Cancer UK.

We invest in our sector by developing and supporting leaders through initiatives such as our:

- NHS Finance Future Leaders programme
- Women in Health dinners
- Provider Healthcare dinner series
- Clinical Leadership secondments
- Next Generation Digital Leaders programme
- Health Roundtables
- NHS Briefings
- Graduate Training Scheme



Talk to us anytime



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