Driving sustainable excellence in health care

Health care payors and providers in Canada continue to balance an explosion in service demand while managing cost-effectiveness, quality and accessibility. Demographic, cultural and economic changes, and growing burden of complex and chronic disease, challenge the future sustainability of health organizations and drive the requirement for new and innovative solutions that will address future health needs and expectations.

Our national Health Care practice works with organizations to help drive performance, manage risk and sustain improvement. Our team of experienced health care advisors works in all levels of the health care industry to find innovative, tactical and cost-effective ways to address our clients’ most complex issues.

Our highly integrated global network gives us access to an international group of health care advisors, which in turn facilitates knowledge-sharing, effective decision-making and speed of execution. We advise and work collaboratively with a range of organizations across the health care industry, including federal and provincial health departments, professional bodies and associations, health service providers and locally integrated networks. We challenge the status quo and bring fresh perspectives and insight.

We develop a deep understanding of our clients, their strategic objectives and their core service offering, and work to deliver improved outcomes for patients and service users in a climate of increasing fiscal restraint. We do this using a core set of tools and techniques, including our cost optimization methodology, which helps our clients understand and improve their strategic and operational focus.
Our services

We offer a wide range of services to organizations across the health care spectrum.

Analytics
Help extract, analyze, interpret and transform health-related data to assess and quantify issues, reveal unforeseen problems and identify improvement opportunities.

Workforce
Understand and address the workforce agenda across the health system, including productivity reviews, job planning and rostering, workforce modelling and planning. This focus also includes HR strategy design and implementation.

Finance
Address the increasing level of internal and external financial challenges faced by health service providers and the provincial health systems. Our focus is on rapid assessments – including balanced scorecard reporting, tactical cost reduction, target operating model, business planning, budgeting and forecasting, and reporting of actual performance for external and internal audiences – finance transformation programs and process efficiency reviews.

Risk management
Assist health care organizations and systems in assessing and managing their risks (clinical, safety, financial and organizational). This includes assessing the medium- to longer-term sustainability of health care providers.

Program management
Design, deliver and evaluate complex portfolios, programs and health solutions. We apply a flexible engagement model to complement each program's needs at any given time – whether it relates to support (hands-on assistance), delivery (core program execution) or specific advice (independent review evaluation and guidance).

These technical competencies are complemented by a range of core consulting skills, including stakeholder management, change and organizational outcome management, communications, problem solving and facilitation.

How we can support you

System design and transformation
Driving the development and evolution of health system leadership, management and dynamics

- Organizational establishment, transition and capability challenge
- Performance and accountability frameworks
- Health human resources planning
- System supply and demand analysis
- Program evaluation and operational review
- Development of health leadership, management and dynamics
- System rightsizing
- System management
- Performance-based funding
- Benefits evaluation

Productivity and performance improvement
Meeting the complex challenge of providing quality care while managing activities and resources, and optimizing performance and efficiencies

- Financial sustainability and responsibility
- Cost optimization and revenue enhancement
- Medical productivity
- Long-term financial model
- Activity-based costing
- Tactical demand and resource planning
- Supply chain management and procurement
- Shared services

Service planning
Helping you meet the needs of patients and the local population, and cope with the increasing burden of disease

- Service redesign
- Model of care development
- Care pathway redesign
- Health economics and health system transformation
- Capital planning development
- Business case development

eHealth and IT strategy
Leveraging information technology and innovation to improve care quality and access

- eHealth strategy
- Trusted IT advisor
- Procurement/vendor management
- Big data analytics
- Technical roadmap development
Recent work

Productivity improvement and transformation strategy

We helped an organization in its efforts to save $8 million in fiscal year 2013, and in developing business cases to achieve up to $40 million of savings in 2014 and 2015.

We also helped develop a transformation strategy for the organization’s long-term care service that included business cases for new service models for rehabilitation, primary prevention and integrated care.

Transformation strategy and roadmap

Major transformation program

We assisted a large acute care provider with the development of a transformation roadmap and workplan that touched five clinical priority areas (cancer program, ambulatory care, perioperative program, emergency department and medication cycle).

Hospital business cases

Business case development

This assignment involved the preparation of separate business cases for two hospital projects.

The projects were “pathfinder” projects for P3 – that is, they were focused on knowledge transfer and the understanding of the relative merits and issues for the various P3 approaches taken across Canada, as well as globally.

We were required to prepare a detailed business case and present it to senior provincial officials within 10 weeks.

Multiple assignments – shared services

ERP consolidation feasibility analysis

We assisted a provincial health system with developing medium- and long-term ERP solutions for its health authorities. Scope was limited to non-clinical ERP systems.

Our work involved gathering existing data, conducting interviews and workshops with key stakeholders, developing a current-state systems map, performing a feasibility assessment and gaining buy-in and support for the ultimate strategy.

Enterprise Risk Management (ERM) assessment

We reviewed the client’s ERM program and implementation against existing standards (ISO 31000) and leading practices, and identified opportunities for improvement and provided recommendations.

As a part of the ERM review, we assessed the governance as well as the risk management, risk monitoring and risk reporting processes.

IT strategy and operating model

We developed an end-to-end strategy for a health service provider that included a holistic service delivery model, five-year roadmap and benefit indicators for the delivery of eHealth solutions.

Performance review

We assisted a health service provider with carrying out a performance review of its governance, financial and fiscal position; quality and safety; performance and risk management; and strategic initiatives. The review resulted in a report outlining a series of strategic recommendations to help it carry out its mandate efficiently and effectively.

Balanced scorecard development project

We supported a hospital in its balanced scorecard development project, with the objective of enabling the organization to articulate its revised strategy in two main deliverables: a strategy map with key objectives, and a balanced scorecard with measurements such as key performance indicators (KPIs) and targets for each objective. As part of the project, we delivered:

- An organization-wide strategy map that articulated objectives for each strategic direction identified by the hospital's board
- The balanced scorecard, which articulated the measures and targets for each strategic objective
- A plan for working with the executive and broader leadership team to develop the organization's strategic objectives and KPIs for the balanced scorecard
- An analysis of multiple organizations' KPIs to support the hospital in selecting comparable health care performance metrics

Government-wide shared-services opportunity assessment and detailed service delivery design

We assisted a provincial government with reducing its annual spend by conducting a comprehensive review of its capacity, governance, operations and IT architecture. We analyzed future operating model options for multiple back-office operations, including IT/IM, across departments, school boards, district health authorities and several Crown corporations. The improvement opportunities presented through the establishment of a customized shared service operating model included economies of scale, improved efficiency and greater effectiveness in back-office and administrative services.
Contacts
For more information on how we can make a difference in your organization, contact your local EY professional or one of the following Health Care team members:

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As Canadian leader of our Health Care Advisory practice, John serves as a member of EY's global Health Care leadership team. Focusing on health care transformation, he has led projects across the country aimed at achieving more efficient, higher-quality health care. John joined EY from BC's Ministry of Health, having served most recently as Associate Deputy Minister and Chief Operating Officer. In this role, he had oversight responsibility for the Ministry’s Pharmaceutical Services, Medical Services and Health Sector IM/IT divisions.

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With over 20 years of experience, Kathy is a former national Performance Solutions Leader for a large-scale medical services organization. A seasoned leader with vision, she has built strong relationships and delivered key financial and quality results working with both public- and private-sector organizations, provincial governments and associations. Leveraging clinical and academic experiences, Kathy brings innovation and integrity to her clients. She builds and mentors strong teams and is a sought-after speaker at provincial and national conferences.

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