Healthier social and health services

Health, ageing and human services

November 2016

kpmg.com/nz
New Zealand has what it takes to achieve a world-leading healthcare system.

In New Zealand we have committed clinicians, skilled administrators, and innovative public health policies. By some measures, we’re already ranked as one of the most effective healthcare systems in the OECD.¹

We are also entering a new era in the way we deliver social services in New Zealand. We’re seeing a willingness to tackle the big problems, co-ordinate our efforts, and explore new approaches for the future.

Yet we also face significant challenges. Pockets of inequity in health outcomes remain – such as our unacceptably high rates of youth suicide², adult obesity³ and cancer mortality among Māori⁴.

At KPMG, we’re passionate about creating a brighter, healthier future for New Zealand. Working with our health and social sector clients, we’re applying robust thinking and proven systems to ensure timely, equitable and efficient delivery. By helping these organisations achieve ever-improving levels of quality and value – we’re helping to improve the health and social outcomes for all New Zealanders.

¹ http://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&objectid=11278358
“The quest for sustainable healthcare – high-quality care at affordable costs – is one of the most pressing issues that countries face today, both mature and developing economies alike.”

Dr. Mark Britnell, Chairman and Partner, KPMG Global Healthcare Practice
Why KPMG?

Our goal is to help organisations to achieve better outcomes for all New Zealanders. We understand the landscape, and are astute about exploring all options. We ask the tough questions and work with you to implement the solutions.

Clients describe KPMG as being “doers” who are easy to work with. They appreciate our strengths in strategic advice, subject matter expertise, flexibility; and our ability to deliver a practical approach and real life experience.

Our value is in partnering with clients and consumers to deliver sustainable results and empowering change. We do this through our peoples’ expertise and with leading evidence and methods.

Sustainable results: We pride ourselves on delivering advice and professional support that drives sustained improvement, while also building individual and organisational capability for future change efforts.

Working together: Our focus is on making a difference to organisations. We collectively provide: clinical skills and experience; broad local and global industry expertise; technical experts that connect across our firm ranging from corporate finance, assurance and audit, infrastructure, mergers and acquisitions.

Evidence based methods: We provide an end-to-end approach to deliver projects that make the most of KPMG’s capability and experience.

Access to global best-practice

KPMG’s Global Centre of Excellence also produces thought leadership articles and papers developed by some of the world’s leading healthcare experts; specifically relating to the governance challenges faced by governments, private sector organisations, and not-for-profit entities.
What Works: As strong as the weakest link – Creating value-based healthcare organisations
kpmg.com/valuebasedcare

What Works: Partnerships, networks and alliances
kpmg.com/partnerships

What Works: Staying Power – Success stories in global healthcare
kpmg.com/stayingpower

What Works: Creating new value with patients, caregivers and communities
kpmg.com/patientvalue

What Works: Paths to population health – Achieving coordinated and accountable care
kpmg.com/pophealth

The more I know, the less I sleep – Global perspectives on clinical governance
kpmg.com/clinicalgovernance

What Works: What Works: Creating new value with patients, caregivers and communities
kpmg.com/patientvalue
Our services

At KPMG we understand the need to provide high-quality health and social services in an increasingly demanding environment – one in which resources are fixed, and consumer expectations continue to increase.

The KPMG health, ageing and human services team will enable you to succeed in this environment. With backgrounds in clinical services, aged care, social services and public policy, coupled with strong commercial acumen, our team can provide evidence-based tangible and sustainable results.

Our team is part of KPMG’s Advisory division and can provide targeted services that deliver real value. Whether you’re looking to improve a specific process – or future-proof the way you deliver your services – our team will bring the resources you need.

New Zealand has a broad and diverse ‘eco-system’ of healthcare, ageing and human services. We work with clients at all stages of their organisation’s life-cycle. We work with both payers and providers of care, to provide strategic advice and real-world support that is tailored to the sector. Our clients cover the entire spectrum: from public sector agencies and DHBs, to large corporates, privately-owned companies, NGOs, not-for-profits, and more.

We understand the landscape, we ask the tough questions, and we work with you to implement the solutions.

We bring to the table a proven background in transformational projects. Our people are connected, experienced and well-equipped to support your organisation’s next steps.

Our New Zealand-based clients also benefit from access to KPMG’s Global Centre of Excellence in Healthcare – a cross-disciplinary network of highly-respected professionals, and a world-leading research hub. When developing best-practice solutions for our clients in New Zealand, we regularly draw upon this wealth of global expertise, and ground-breaking initiatives and research.
Building the business case

Do you have a new initiative to launch, or significant project to deliver?

We’ll help you achieve traction and bring it to life. By applying best-practice methodology (including Better Business Case), and systematic engagement with stakeholders, your decision-makers will have the information they need to invest with confidence.

At KPMG, we have a dedicated Projects Advisory team. Their role is to support your most complex and/or innovative projects – avoiding cost or time over-runs, and maximizing your success rate. You will receive pragmatic advice from experts who have hands-on experience with the Investor Confidence Rating (ICR) requirements (see below). The size and breadth of skill within our projects advisory team means we can quickly scale our resources to meet your needs.

The Better Business Case (BBC) framework was introduced by the New Zealand Treasury to provide a best-practice, systematic way for stakeholders to develop a meaningful business case. KPMG’s team of credentialed BBC practitioners and expert reviewers can ensure you’re providing decision-makers the information they need to invest with confidence.

Benefits Realisation Management (BRM) identifies the measurable business changes you wish to see at the successful completion of your project. Our expert team will help you construct a BRM strategy that can support your Business Case, and determine the benefits delivery performance indicator for the New Zealand Government Investor Confidence Rating (ICR). For projects where outcomes are intangible or difficult to measure, our advisory team will assist you to identify proxy indicators that effectively assess performance.

CASE STUDY

Investment justification and delivery capability

KPMG were engaged by the Ministry of Health to provide an assessment of the Health Identity Business Case to ensure the document provided a sufficiently detailed description of the reasons and justifications for undertaking the project. We assessed the scope of the health identity programme to ensure that the outcomes and deliverables were achievable.

The expected time frames for the programme were reviewed to ensure that there was a realistic project plan appropriately supported by the right capability and capacity to deliver the project. We also considered whether the Business Case provided clear justification for the investment and described the total budget for the amount of funding being requested, considering best value-for-money options. We also analysed the risks of the change to the Ministry and the Sector to ensure that the mitigations to the risks and issues were clearly detailed and to make sure that the technical complexity of the project was understood. The assessment also included a review of the benefits to be achieved and assessed whether the delivery of the benefits was achievable.
Service integration and governance

Achieving operational excellence

Providers and policy-makers are adopting new and innovative approaches in order to future-proof New Zealand’s health, ageing and human services.

We are re-thinking existing patient and client pathways – and moving away from traditional siloed structures towards more cohesive, integrated delivery models.

To achieve this sustainable community and patient-focused model, KPMG recognises the need to:

- strengthen primary and secondary care;
- move care out of the hospital, closer to home; and
- manage safe transitions through the system.

KPMG’s solutions focus on achieving the key outcomes of: consumer satisfaction, quality, safety, and costs. We address the interlinking dependencies of your organisation, to reduce inefficiencies and build integrated effectiveness.

Importantly, our approach is to build capability within your organisation – so that you will continue to develop, improve and evolve, long after we have left.

KPMG helps organisations to develop:

1. **Person-centric design**: Designing service delivery around the patients’ and consumers’ needs.
2. **Governance and accountability**: “Getting the wiring right” in the organisation – who does what and when.
3. **Continuous improvement**: Having a clear and structured way of capturing issues and acting on them.
The design of the client’s internal structures needs to support and facilitate its core functions, ensuring clarity of roles and accountabilities.

The strategic priorities of the organisation need to be established, to allow staff a ‘line of sight’ for their contribution to organisational outcomes.

Establishment of appropriate governance mechanisms facilitates robust decision-making, provides rigour to the organisation’s strategic direction and ensures outcomes are achieved.

A positive culture facilitates improved workplace outcomes and broader organisational benefits for patients and other stakeholders.

Based on the strategic priorities established for the entity, key performance indicators need to be clearly articulated and reported upon.

KPMG’s organisational review and assessment framework

Performance measures

People and culture

Patient, Customer, Whānau

Strategic direction and vision

Governance development

Capability evaluation

CASE STUDY

A healthier Defence Force

KPMG was commissioned to complete a review of the New Zealand Defence Force’s existing domestic health practice operating model, and deliver recommendations for an operating model that was ‘fit for purpose’. We reviewed current practice within the organisation, and compared it against evidence-based good practice in related health organisations and other international defence forces. This review covered: models of care, clinical governance, performance management, quality improvement and operational management. We provided NZDF with a blueprint of how a high-functioning health organisation could be structured and operate within the Force. We recommended the operating model incorporate the following elements: an integrated model of care, a multi-disciplinary working environment, standardized care pathways and care management, a formal quality and accreditation programme, and a network of peer support and review.
Measuring quality and outcomes

Providers of health, ageing and human services face significant cost pressures – while still being expected to increase quality and operating performance of the services they offer.

KPMG can help you meet this challenge. We can work with you to:

– analyse current performance;
– re-design care pathways;
– implement lean, effective end-to-end risk reduction programmes; and
– develop management capability.

In particular, we can support you to identify, review and establish systems that focus on improving patient safety and clinical quality. We utilise effective stakeholder engagement strategies to ensure sustainability.

Your goal is to provide high-value health and social services – our role is to accelerate your path to achieving that.

Our solutions focus on the key outcomes of: consumer satisfaction, quality, safety, and cost-efficiency.

Health systems can only deliver excellent value by systematically measuring outcomes, in order to spot high and low performers, benchmark against best practices and gauge improvements over time.

A focus on continuous improvement provides a clear and structured way of capturing issues and acting on them. We to build in-house capability so you can continue to develop, improve, and evolve.

CASE STUDY

A system-wide quality improvement initiative

KPMG worked with the HQSC, ACC, and Ministry of Health to develop a proposition for investment in a national quality improvement programme to reduce the prevalence of Pressure Injuries in the New Zealand health sector. This required a systematic approach to identify PI risk and treatment, and prevention practices across hospital, community, and aged care settings.

We worked with a diverse range of clinical, government, and consumer stakeholders; including medical advisors, specialist nurses, training institutions, regulatory bodies, NGOs, industry participants (e.g. hospitals, aged care, hospice), and researchers.

The project received public endorsement by the Minister of Health, and was published by the HQSC.

CASE STUDY

Strengthening the patient voice to drive performance improvement

KPMG facilitated the improvement of patient care and experience on a national and local level, for use by the Ministry of Health to strengthen accountability.

KPMG worked with HQSC to develop a suite of customer service indicators to measure current customer experience as the basis and baseline for driving performance improvement.

KPMG consulted with stakeholders to finalise measures of patient experience for DHB funded services. The outputs of the project were domain and national indicators to measure patient experience in primary and secondary care environments, to be used within an accountability framework. These have been made available to improve the quality and effectiveness of consumer/patient care and experience on a national and local level.
Managing projects successfully

Our team can help drive speed and effectiveness of change within your organisation, by reducing costs and increasing success.

The quality and experience of our Advisory team has been recognised by the New Zealand Government. KPMG has been appointed to the All-of-Government panel for the provision of P3M assurance services. Our firm has also been appointed to all five categories under the Government Chief Information Officers (GCIO) Independent Quality Assurance panel, with the highest number of lead reviewers. Our world-leading project advisory team can help you to:

- reduce cost via allocation of resources to higher-return projects;
- ensure continuous alignment of projects and programmes with overall business goals;
- evaluate the effectiveness of project management practices and controls; and
- implement P3M Offices or other methodologies as required by stakeholders.

Independent Quality Assurance (IQA) improves the rates of successful project delivery, and minimises the risk of cost and time blow-outs. An IQA establishes whether a project is being managed and governed to a high standard, and is particularly important at the start of a project to ensure it is set up appropriately. An IQA often provides significant returns by preventing costly project mistakes and delivering benefits earlier.

Organisational Change Management Maturity assessment is a whole-of-organisation assessment of its change management capability. Managing organisational change is challenging, yet is often critical to the success of projects and programmes. The New Zealand Treasury has included an organisational change management maturity assessment as an important component of the investor confidence rating assessment.

P3M3 Maturity assists in implementing or improving project, programme or portfolio (P3M) practices to reduce project costs, increase project success, and create a supportive organisational environment. These benefits are valued by both internal and external stakeholders. The methodology is useful for benchmarking current maturity levels, establishing target levels and for capability improvement planning. The P3M model is highly relevant to investment activity in central government.

CASE STUDY

Building hospitals for the future

The Ministry of Health is the lead agency for the delivery of a number of projects on behalf of the Canterbury District Health Board. The projects include the new Acute Services Building (ASB), Burwood Hospital redevelopment, the replacement or repair of the Canterbury Hospital boiler house, car-park, Parkside Building and the construction of a new Outpatients building.

The ASB commenced design at the beginning of 2013 and was about to complete detailed design with the main contractor appointed. Given the significance of the project, its size, duration and complexity, the Ministry engaged KPMG to conduct IQA on the Acute Services Building project.

KPMG delivered an independent quality assurance review to ensure the project was on track to deliver the requirements of the Detailed Business Case and to inform subsequent Gateway Reviews. As part of the review we considered whether the project was on track to deliver within time, scope and budget, the quality of the risk and issues registers, and the ability of the project to manage risks and issues. We also provided an assessment of how well the governance process assures project management is conducted within expected practice and the capacity of the Ministry of Health to deliver the project.

Additionally, we provided assurance on how well benefits realisation and workforce realisation were progressing to meet the desired Business Case outcomes, the effectiveness of key stakeholder relationships and the appropriateness of the project to manage scope, reporting, quality management and communication.
Achieving value for money

Providing optimal sustained outcomes within funding constraints is a challenge facing New Zealand organisations.

Our team can help you to apply and embed the Value for Money (VfM) lens more consistently and effectively to shift resources to where they are most needed.

We believe that improving value for money starts with improving access and equity, and understanding how this improves outcomes and consumer experience. Value for Money (VfM) is about creating the right incentives to achieve and reward better outcomes for consumers. This can be achieved by designing funding models that enhance service delivery, choice, and innovation; then measuring outcomes and sustainability.

KPMG brings an innovative, pragmatic and well-tested approach. As appropriate, we employ Systems Thinking to analyse your operational eco-system and model complex causal relationships. From this analysis, we identify the key drivers or factors that are able to be influenced. For each driver, we devise appropriate metrics and obtain hard and soft data to enable performance to be determined.

Our approach is to:
- bring deep qualitative and quantitative analytical capability;
- draw upon best-practice innovation and expertise both nationally and internationally;
- ensure options represent evidence-based best practice;
- measure both clinician outcomes and consumer experience; and
- transfer skill and knowledge in-house to drive continuous improvement.

CASE STUDY

Applying systems thinking to identify benefits for New Zealanders

The YMHP is a complex programme designed and supported by five government agencies: the Ministries of Health, Education, Social Development, Te Puni Kokiri, and Pacific Island Affairs. It has oversight from the Department of the Prime Minister and Cabinet and a broad interest across government.

KPMG was engaged to form a Social Policy Evaluation and Research Unit (SuPERU) team, to undertake a formative evaluation of the value for money (VfM) of the YMHP overall. We supported the evaluation through the design and implementation of a three-year formative (then summative) evaluation, to determine the efficiency effectiveness and economy across three workstreams.
The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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