

Churchill Consulting

Capability Statement  
Healthcare

June 2008

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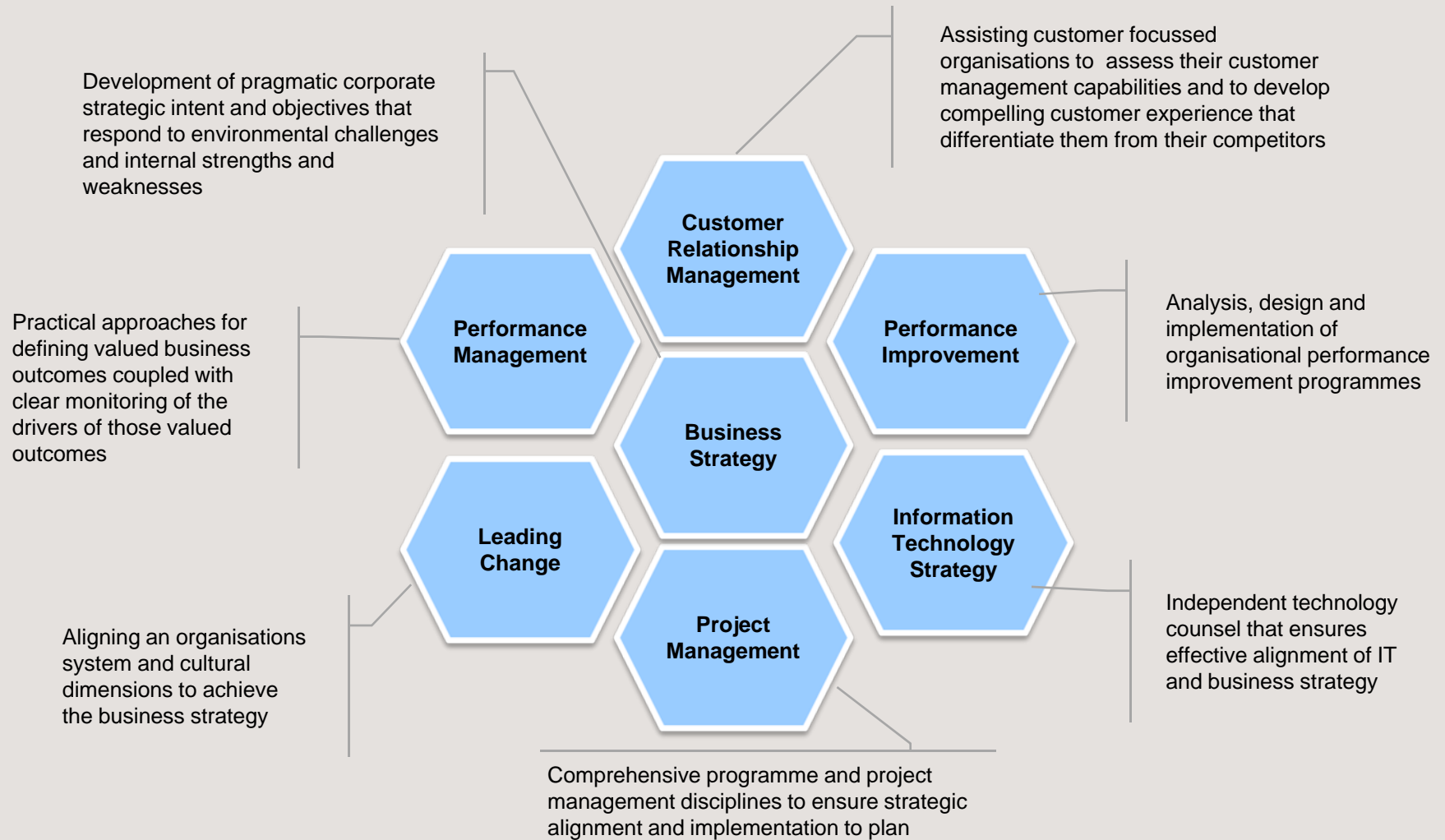
## Who We Are

- Churchill Consulting is a boutique consulting firm specialising in organisational performance and improvement
- Churchill Consulting was founded in 2002
- We are focussed on WA organisations seeking strategic counsel
- All consultants have held senior positions in blue chip organisations or consultancies, and all have international experience including South East Asia, USA or Europe
- We work in partnership with clients
  - We maintain a small footprint, high leverage approach
  - We ensure knowledge transfer with an emphasis on senior practitioners
  - We provide independence and value
- Access to corporate advisory and property services (Churchill Group)
- Further information available at [www.churchill.com.au](http://www.churchill.com.au)

# Our Approach

- The Churchill Consulting business strategy is to support client organisations through the development and delivery of value adding consulting services.
- We achieve this through our philosophy of **Challenge – Create – Perform**.
  - **Challenge** Understand the situation and challenge the strategy.
  - **Create** Analyse and develop innovative solutions.
  - **Perform** Implement the new vision and deliver sustainable change.

# Our Services



# Our Experience

Sectoral Experience	Examples	
Acute Hospitals	A&E Maternity Inpatient Surgery and Day Surgery (including pre-op clinics)	Anaesthetics & Critical Care Ward Staffing Mental Health Services
Community Care	Intermediate Care District Nursing Disability Services (including disability equipment)	Day Services Mental Health Services
Aged Care	Community Services Intermediate Care Nursing Home Care	Day Services Mental Health Services
Diagnostic and Pharmaceutical Services	Radiology and Imaging (CT, MRI etc) Pathology Pharmacy	
Social Services	Social Services Youth Services Employment and Training	
Allied Health	Physiotherapy Occupational Therapy Speech & Language Therapy	
Support Services	Executive Services Finance & Administration Patient Booking and Management	Catering and Cleaning (Hotel Services) Medical Records Staff Training

# Our Experience



Strategy is a frequently touted management term that is often misused and misinterpreted. At Churchill we believe that strategy is simply the determination of what should be done – given the current situation and where we want to be in the future.

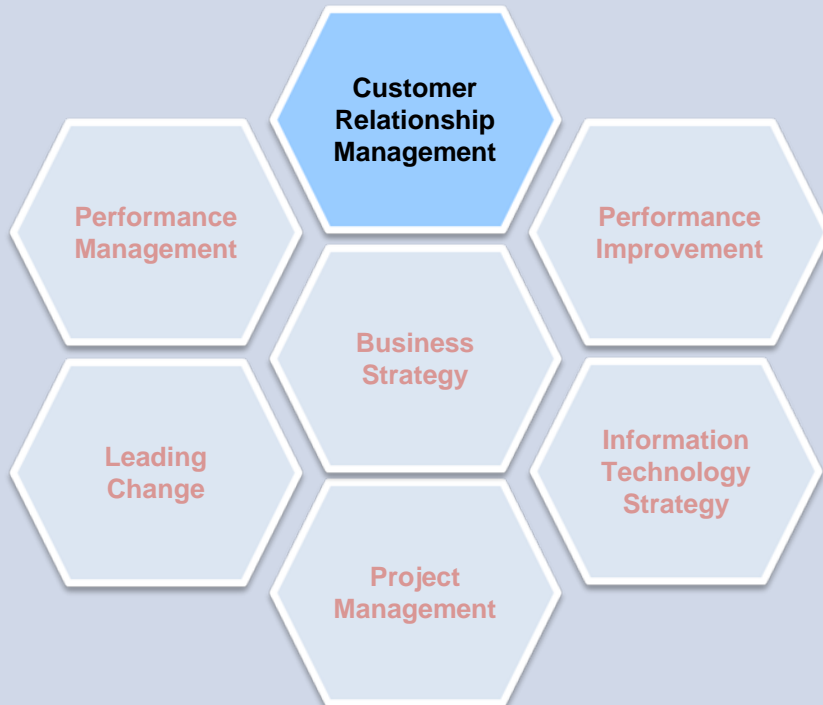
Those three elements are central to Churchill's strategic development approach:

- Where are we now?
- Where do we wish to be?
- What needs to be done in order to get there?

An agreed and evidenced based strategy is essential for an organisation to move forward towards common goals. Such strategy needs to be agreed between management and clinical staff to ensure a shared understanding and commonality of purpose.

- Churchill Consultants assisted a large North Eastern Healthcare Trust to set a 2-year business plan which was agreed with Senior Management, Clinicians and the funding Primary Care Trust. KPIs and measurement techniques were also reviewed.
- Churchill Consulting assisted a large healthcare insurer to set a strategic direction for its client relationship management strategy, including future use of channel engagement linked to emerging strategic initiatives.
- Churchill Consultants have assisted a number of public Healthcare Trusts in the UK prepare Foundation Trust applications. A new concept, Foundation Status gives Trusts more flexibility in the services they deliver, however also means increased clinical, financial and local accountability. The application process is robust and involves demonstrating a range of capabilities in line with these accountabilities.

# Our Experience



The development of stronger, deeper relationships with customers is a key source of competitive advantage for many firms in today's crowded marketplaces. Product leadership or lowest-cost value propositions remain valid sources of competitive advantage, however for many businesses it is customer intimacy that affords them "blue ocean" in their competitive waters.

Customer Relationship Management is more than simply implementing technology. CRM is a business strategy that aligns process, people, technology and information to optimise revenue, profitability and customer satisfaction.

Whether your customers be patients/clients, staff or referring medical practitioners, it is essential that organisations have a sound understanding of the market in which they are operating. Churchill Consulting and its staff have assisted a number of healthcare organisations to improve their market knowledge and implement measurable solutions to achieve their organisational objectives.

- Churchill Consulting has assisted a major healthcare insurer to define and implement a channel strategy to improve their knowledge of the market as well as securing a long-term vision for how they will interact with customers as technology and customer preferences change.
- Our senior consultants have assisted a number of large public healthcare providers to understand their market share. Following on from this they assisted the providers to devise strategies to both improve relations with referring clinicians and improve their share of the market in those specialties which had the highest margins.

# Our Experience



Performance management is the discipline of aligning employee accountabilities and behaviours with business objectives. If done well it is a key contributor to sustained business success. Churchill Consulting conducts analysis, design and implementation of improvement programmes using our Sustainable Performance Improvement methodology . This methodology is customised to your organisation and can integrate with existing improvement programs or approaches such as 6 Sigma and Lean.

Healthcare organisations are frequently asked to do more with less – ensuring that they are working to best practice principles, improving key performance indicators such as waiting lists, whilst ensuring patient safety and quality of care. Our consultants have assisted organisations to improve their processes in a range of operational areas such as those listed below.

- Patient Booking
- A&E Services
- Maternity Services
- Operating Theatres / Day Case Surgery
- District Nursing
- Mental Health Services
- Pharmacy
- Pathology
- Hotel Services
- Imaging
- Disability Services
- Community Care (Intermediate Care, Day Services)

# Our Experience



Churchill is not a technology development house. It is also vendor independent . As such our clients know that they are receiving the best in independent technology advice with no hidden agendas to uncover large application development or implementation projects. Just the very best minds working to make your technology team more aligned and valuable to the business.

Frequently large amounts of data are collected in the healthcare environment. However the use of this information is often disparate and uncoordinated. Churchill Consulting has significant experience in assisting organisations to implement IT Solutions as part of ERP programmes, or as specific 'stand-alone' projects.

- Churchill Consulting assisted a large community provider to review its mobile solutions strategy and then implement a range of wireless / mobile solutions to improve productivity as well as ensure clinical workforce safety.
- Churchill consultants undertook, on behalf of the Healthcare Commission, a range of data quality exercises to validate systems and processes used to manage and monitor patient waiting times.

# Our Experience



A key element of an organisations ability to adhere to its strategy is the execution of and delivery of strategic initiatives. Churchill has assisted a number of clients in providing robust programme office and project management capability. The methodology we use is centred around six key elements including: Scope, Team, Risks, Work and Schedule, Business Benefits and Stakeholders.

- Churchill Consulting assisted a major Government agency implement and monitor the development of a shared services centre including defined benefits, staff and operational processes.
- Our consultants on behalf of the Healthcare Commission undertook a range of performance measurement and improvement projects across acute and community healthcare organisations in the UK. Up to 21 sites were studied at any one time with both clinical and non-clinical staff having input into the projects.
- Our Senior Consultants undertook a review of Medical Records staff and their work practices, then assisted a private healthcare provider to introduce a series of changes to improve timeliness of coding as well as its quality – with the result that increased revenue was received by the organisation.
- Our Senior Consultants assisted a large University undertake a project examining the need for a cross-border medical school in the North West of Ireland. This involved liaison with Government and funding bodies well as modelling the supply and demand for medical practitioners on the Island of Ireland over an extended time-frame.

# Our Experience



Change Management is the process of aligning an organisations people and culture with changes in strategy, structure and systems. Churchill has found that our clients often focus on the technical aspects of an implementation while neglecting the softer side – ensuring people accept the change. Most issues that arise from major change implementations relate stem from failing to carefully consider their impact of change on all stakeholders but particularly employees.

- Churchill Consulting assisted a large community based healthcare organisation to redesign and the implement an operational model in line with client needs as well as strategic business needs. This involved building commitment, ensuring a clear strategy, creating a vision and building leadership capability.
- Churchill consultants assisted a Department of Health to model and then review the fees paid to private nursing homes. Based on published research and tailored to the local market, the assignment involved over 15 nursing homes providing a range of low and high acuity care. Building a vision for the future and a common commitment to high quality care within a defined set of standards were key challenges for this assignment.
- Churchill consultants were engaged by a large public Health Trust to review its processes for patient booking. Using process mapping and involving both clinical and administrative staff, gaps and areas for improvement were identified and then implemented. The development of nurse-led assessment clinics and a centralised patient booking office resulted in a more streamlined system and reduced waiting times.
- Our consultants assisted the Department of Work and Pensions to implement a targeted employment campaign (City Strategies) with 15 independent providers. Working with those providers consultants assisted them to benchmark operations, identify areas for improvement and then implement them to progress the overall project aims.

# Our Experience



Organisational success comes from regularly ensuring alignment between strategic objectives and the changing organisational environment. Organisations must ensure they have robust measurement and monitoring systems to assess the performance against strategy.

If done well it is a key contributor to sustained business success. Churchill Consulting has assisted a number of clients to improve their performance management.

- Our Senior Consultants assisted a healthcare provider develop robust business planning principles, and then assisted in the development of their first business plan. Linked to the organisations strategic plan a series of KPIs were developed for ongoing monitoring.
- Churchill Consulting assisted a large private hospital develop and then implement the Balanced Scorecard reporting system. Regularly reporting a range of key performance metrics, the implementation of this management tool allowed for a whole of business approach to be adopted.
- Our consultants undertook research into the effect of hospital design on nursing staff and their performance. Involving input from key stakeholders in both urban and rural locations the research demonstrated the impact of design on individual's and organisational performance.
- Churchill consultants undertook, on behalf of the Department of Health a review of progress on the NHS Plan at a number of large acute and mental health Trusts. Mapped against a scorecard the KPIs were mapped using a traffic light approach to identify those areas where performance was identified as requiring improvement or further monitoring.

# Our People

## David Prendiville, B.Com



David is a strategic consulting specialist recognised throughout the Asia/ Pacific region. Drawing on over 20 years' experience, David specialises in delivering tangible performance improvement for both public and private sector organisations.

David has undertaken major projects for national and international companies, managing change integration initiatives and the re-engineering of financial processes to achieve productivity gains, enhanced customer service and increased profitability.

David's management consulting competence builds on his extensive commercial background. He has held operational and management positions with resource and service sector organisations. Prior to joining Churchill Consulting, David was a partner with PricewaterhouseCoopers where he led a multi-disciplinary team of 20 consultants.

David has worked with key clients including Compaq, MIM, DET, Wesfarmers Energy, Rio Tinto, Placer Dome, RAC WA, Macquarie Bank, Barrick Gold, Foodland and Bunnings.

## Todd Mairs, B.Com, Postgraduate Diploma in Information Systems, MBA, CPA



Todd has an extensive background in strategic consulting and project management. With ten years' experience consulting to both public and private sector organisations in Australia and Europe, Todd has comprehensive knowledge of business strategy, operational models, organisational frameworks and business risk management. In recent years he has specialised in business improvement processes and strategic counsel. As a principal of Churchill Consulting, Todd has led a number of client engagements ranging from corporate strategy reviews to the development and implementation of major performance improvement initiatives.

Prior to joining Churchill Consulting, Todd spent four years in the United Kingdom where, as a manager with Accenture, he consulted to major financial services institutions including Credit Suisse First Boston, Morgan Stanley and ABN Amro. This built on the consulting experience gained from his time as a Management Consultant with PricewaterhouseCoopers (Australia).

# Our People

## David Reid **MHM(Hons), BAgEc, AIMM, RCS(Edin)**



David has over eight years consulting and performance improvement experience to both public and private sector organisations in Australia, the United Kingdom and Ireland.

David has particular knowledge and expertise in healthcare systems including acute hospitals, community care and social services. He has led a number of reviews and assisted in the redesign of healthcare system components including A&E, maternity and pathology services. In the community setting he has undertaken work with district nursing and home help services. In aged care he has undertaken work with day services and aged care (private and public provision).

David has comprehensive working experience in operational reviews and performance improvement. David has led a number of client engagements ranging from departmental reviews to the implementation of business process improvement. He has strong business case modelling skills utilising both quantitative and qualitative analysis. David is an accredited workplace trainer and has facilitated workshops aligning operational processes to corporate strategy.

David has led a number of engagements including the operational re-design of processes and staff roles. He is a skilled facilitator leading operational management teams and staff through structured sessions to creatively solve key business problems and identify areas for improvement. David has undertaken business process review and redesign including identification of issues/opportunities, development of business cases for change; performance measurement and benchmarking.

## Further Information

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