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PricewaterhouseCoopers'  
services to the healthcare sector

# Shaping a healthier future\*



\*connectedthinking

PRICEWATERHOUSECOOPERS

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PRICEWATERHOUSECOOPERS

# PricewaterhouseCoopers provides authoritative advice and assistance to the healthcare sector in Ireland and internationally.

Healthcare systems in Ireland and globally are under intense pressure as a result of a combination of factors, including: growing demand; rising costs; out-dated service delivery models; and inconsistencies in the quality of service provision. Research undertaken by PricewaterhouseCoopers Health Research Institute, "Healthcast 2020: Creating a Sustainable Future", found that healthcare systems in many developed countries will become unsustainable in the next 15 years if left unchanged.

PricewaterhouseCoopers is well placed to help healthcare providers and policy makers deliver change of the magnitude and nature required. With more than 3,000 professionals dedicated to the provision of professional services to healthcare clients, the global practice has the breadth of expertise to provide quality advisory and assurance services to clients facing the most complex of challenges. This is conducted in a holistic, seamless manner. In Ireland, PricewaterhouseCoopers services to the healthcare industry incorporate the following capabilities:



	Capability	Selected experience
<b>Strategy, policy and economics</b>	<ul style="list-style-type: none"> <li>Policy development, strategic and business planning</li> <li>Feasibility and business case assessments</li> <li>KPI design and performance monitoring</li> <li>Multidimensional benchmarking</li> <li>Market research</li> <li>Patient and staff satisfaction surveys</li> </ul>	<ul style="list-style-type: none"> <li>Development and investment plan for public hospital department</li> <li>Forecasts of privately insured acute hospital demand and supply, 2005-2010</li> <li>Strategic review of community pharmacy in Ireland</li> <li>Assessment of demand for privately insured maternity care</li> <li>Feasibility assessments of new private hospitals</li> <li>Market study on MRI and CT diagnostic imaging sector</li> </ul>
<b>Organisational Change</b>	<ul style="list-style-type: none"> <li>Human resource strategy and management</li> <li>HR shared services and outsourcing advice</li> <li>Organisational/departmental design and change strategy</li> <li>Coaching, learning and development</li> <li>Reward/pay, pensions and benefits</li> <li>Executive resourcing</li> </ul>	<ul style="list-style-type: none"> <li>Completion and implementation of HR strategy for public sector start-up, including integration of existing healthcare entities</li> <li>Development of HR policies and procedures in line with best practice employment law principles</li> <li>Recruitment of CEOs and senior management for healthcare bodies and hospitals</li> </ul>
<b>Operational Effectiveness</b>	<ul style="list-style-type: none"> <li>Performance improvement and cost reduction</li> <li>Revenue cycle efficiency/revenue optimisation</li> <li>Business process and controls</li> <li>Shared services and outsourcing advice</li> <li>Programme management and project office support</li> </ul>	<ul style="list-style-type: none"> <li>Project management of the preparation of multiple bids for co-location hospitals</li> <li>Evaluation of investment in additional theatres based on hospital operational and financial performance</li> <li>Application of 'Six Sigma' principles to drive performance improvement in shared services centre</li> <li>Coordination of workload and performance analysis for consultants in private hospital</li> </ul>
<b>Governance Risk and Compliance</b>	<ul style="list-style-type: none"> <li>Corporate governance</li> <li>Risk management policy development</li> <li>Internal controls</li> <li>Business continuity</li> </ul>	<ul style="list-style-type: none"> <li>Survey and report on "Corporate Governance in Irish Hospitals"</li> <li>Business continuity planning for large hospital</li> <li>Implementation of organisation risk management framework for the DoHC</li> <li>Advisor to chairman on governance and board effectiveness</li> </ul>
<b>Information Technology, and Security</b>	<ul style="list-style-type: none"> <li>Align IT to healthcare strategy</li> <li>System and vendor selection</li> <li>IT strategy and e-Health/single patient record</li> <li>IT project management</li> <li>Information security advice and review</li> <li>Management information design</li> </ul>	<ul style="list-style-type: none"> <li>Advisor to large public hospital on IT strategy</li> <li>Assistance to large healthcare organisation on selection of major systems</li> <li>Establishment of project management office in large Irish hospital</li> <li>Review of security in major Irish hospital</li> </ul>
<b>Data Quality</b>	<ul style="list-style-type: none"> <li>Review of data quality standards</li> <li>Healthcare clinical records management</li> <li>Data protection advice</li> <li>Clinical coding</li> </ul>	<ul style="list-style-type: none"> <li>Definition of records management policies for healthcare provider</li> <li>Advise on data quality standards in major hospital</li> <li>Advise on data protection regulations for healthcare provider</li> </ul>
<b>Corporate Finance &amp; Transactions</b>	<ul style="list-style-type: none"> <li>Corporate finance and transaction support</li> <li>Private sector Mergers &amp; Acquisitions advice</li> <li>Fund raising</li> <li>Debt restructuring and refinancing</li> <li>PPP</li> <li>Due diligence (financial and operational)</li> <li>Post deal integration</li> <li>Business recovery and turnaround</li> </ul>	<ul style="list-style-type: none"> <li>Review of costing and pricing procedures for large Irish hospital</li> <li>Buy-side due diligence and vendor due diligence reports</li> <li>Provision of post deal implementation support for the new management team of newly acquired hospitals</li> <li>Provision of advice on healthcare PPP projects in Ireland and internationally over the past 10 years</li> </ul>
<b>Financial &amp; Assurance Services</b>	<ul style="list-style-type: none"> <li>Annual audit</li> <li>Financial reporting and controls</li> <li>Co-sourced/outsourced internal audit</li> <li>Property and asset management</li> <li>Review of internal controls</li> </ul>	<ul style="list-style-type: none"> <li>Provision of statutory audits to more public and private hospitals than any other audit firm</li> <li>Advice on healthcare specific financial accounts issues</li> <li>Provision of internal audit support</li> </ul>
<b>Tax &amp; Legal Services</b>	<ul style="list-style-type: none"> <li>VAT services</li> <li>Withholding taxes</li> <li>Tax compliance management</li> <li>Revenue audits</li> <li>Legal advice and implementation services*</li> </ul>	<ul style="list-style-type: none"> <li>Advice in relation to VAT matters, including identification of areas of potential liability and potential recoverability</li> <li>Advice in relation to the operation of withholding taxes, including PAYE, PRSI, PSWT and RCT</li> <li>Provision of tax and healthchecks and tax compliance awareness workshops for key staff</li> <li>Assistance with managing revenue audit process</li> <li>Legal advice on restructuring and refinancing, corporate governance, employment and property</li> </ul>
<b>Research &amp; Thought Leadership</b>	<ul style="list-style-type: none"> <li>PwC Health Research Institute (HRI)</li> <li>Global healthcare research</li> <li>Global healthcare specialists</li> </ul>	<p>PwC Global Reports:</p> <ul style="list-style-type: none"> <li>'Healthcast 2020: Creating a Sustainable Future' Report</li> <li>'Wellness' Report in conjunction with the World Economic Forum</li> <li>'Reactive to Adaptive - Transforming Hospitals with Digital Technologies'</li> <li>'Pharma 2020: The Vision - Which path will you take?'</li> <li>'Healthy Choices - The Changing Role of the Health Insurer'</li> </ul>

\* Delivered by Landwell, correspondent law firm of PwC