



## STRATEGY



# EY with Leicester, Leicestershire and Rutland health and care economy

Health and social care are always sensitive issues. They require a delicate balance between the needs of patients, financial constraints and political demands at both local and national levels. So when NHS regulators asked EY to carry out a strategic review of a challenged health economy, the firm knew that a simple 'over the counter' remedy would not provide the necessary long term cure.

Leicester, Leicestershire and Rutland (LLR) is one of 11 challenged health economies in need of rapid rehabilitation – an existing Better Care Together programme had stalled due to the lack of an underlying strategy.

EY rapidly developed a sustainability strategy working alongside key stakeholders in eight organisations to address this challenge, while ensuring the current organisations achieved and maintained key standards of service provision, patient safety, experience and access.

With a history of difficult relationships between the organisation's stakeholders, there was a need for a highly flexible, emotionally intelligent and experienced team to drive disparate people with potentially conflicting agendas towards a single, agreed strategy.

In the first 12 weeks, EY working alongside the partner organisations:

- Developed a strategy to realise £400m of savings over five years
- Aligned five health and three social care organisations to support a single agreed plan
- Agreed operating principles and underpinning models of care

Subsequently, EY has supported LLR to develop the strategic outline business case which gets LLR ready for implementation by documenting this strategy in an investment case.

EY's work on the LLR strategy has been viewed as the fastest and most successful of its kind, despite the health economy being considered to be among the most challenged in England.