

The Consulting Excellence framework drives our behaviour and resonates throughout our values. The core of the framework sits within 3 pillars: ethical behaviour; client service and value; and professional development.

Within these 3 pillars sit 9 principles which we have adopted and integrated across the business to drive better service and value for our clients.

Consulting Excellence is a standard to which all management consultancies should aspire and we are proud to be one of its early adopters.

Some examples of how we live and breathe the principles are:

Pilar 1: Ethical Behaviour

1. The vision of GE Healthcare Partners is “To improve the health and wellbeing of citizens through the clients we serve.” The cornerstone of our work is thus ethically based and informed by a shared commitment to helping our clients serve the citizens more effectively.
2. GE infuses compliance and governance into every aspect of its business. We are committed to maintaining a world-class compliance culture as part of the GE business. We recognise that our reputation for integrity and compliance is a competitive advantage and we are proud to be part of an organisation that has been honoured as one of Ethisphere’s ‘World’s Most Ethical Companies’ for ten straight years (2007-2016).
3. At the heart of GE’s Integrity program is The Spirit & The Letter, a code of conduct and set of policies that cover our integrity commitments. Our employees complete mandatory training in ethical business practices every year and have access to a wide range of resources (e.g. <https://integrity.ge.com>) to help them “do the right thing” and to “do things right” in every situation.
4. We participate in GE’s diversity networks, helping attract and develop diverse talent, for example: GLBTA Alliance, People with Disabilities Network, Women’s Network, GE Volunteers, Veterans Network, African American and Hispanic Forum.
5. We recognise that GE Healthcare Partners has a corporate social responsibility. To this end we routinely invest in the local economy, support charities, schools and third sector organisations in the most effective way we can. The support we provide falls into three categories:
 - **Fundraising:** individuals and teams are encouraged to support national and local charities. Examples include: a London to Paris cycle for Help for Heroes, Santa Dash for RP Fighting Blindness, sky dive for Sheffield Hospital, run for the Epilepsy Society and run for Help for Heroes.
 - **Volunteering:** funded donation of staff time to support local hospitals and schools (for example gardening, decorating, and providing real world experience for students).



- **Pro-bono consulting:** supporting the development of charities through leveraging our consulting skills to make a difference in the community. Examples include: supporting St Mungo's healthcare strategy for their homeless clients, and supporting multi-disciplinary teams within Help for Heroes who support Recovery Centres.

Pilar 2: Client service and value

1. We were amongst the first organisations in the world to gain registration to the ISO 9001:2015 quality standard. Our Quality Management System ensures the ability to consistently provide products and services that meet our customer and applicable statutory and regulatory requirements. Our system was selected as a benchmark for presentation at the global ISO 9000 conference in March 2016.
2. Identifying initiatives for continuous improvement (CI) is core to our work, both internally and with clients. We constantly question and listen to our client and look for opportunities to accelerate CI. Our approach uses analysis of issues, such as 'problem-back', root cause analysis and '5 Whys' to identify key items and to build options to address them. We then develop plans for effective implementation of the CI initiatives. Over 60% of our delivery teams are trained (and 20% are certified) in our renowned CI techniques (Lean, Six Sigma, WorkOut and FastWorks) which we use in our service delivery. Plus, all employees are trained in GE's proprietary change acceleration process (CAP) and we have certified CAP coaches within our business.
3. We have a structured process of post-engagement lessons learnt involving customer feedback to ensure continuous improvement of our delivery models (including the use of the WorldApps solution). Our customer satisfaction scores are among the highest in the sector - in the 90th percentile across all indicators.
4. GE Healthcare, and its innovation catalyst Healthymagination invests \$1B annually on research to improve healthcare quality, access and affordability, to bring better care and better health to more people. It means healthy people, healthy communities, healthy employees and innovative tools for better healthcare.
5. We frequently partner with public sector organisations to develop, deliver and scale innovative solutions. One recent example involved partnering with West Midlands Academic Health Science Network (AHSN) to develop, deliver and manage their Meridian Innovation Management platform, bringing together NHS, academia, industry and investment teams to develop innovative solutions for adoption across the NHS.

Pilar 3: Professional development

1. We operate at a scale where we can offer our staff interesting work that connects with and grows their strengths and specialisms. They are given opportunities to develop their thought leadership and undertake international placements. Our retention rate of 98% and attendance levels of 99.85% are testament to the success of our culture.



2. We apply a comprehensive development framework, including twice-yearly reviews, underpinned by a training programme. As part of the annual review, each consultant agrees a set of Priorities for the year with their line manager. This includes: client delivery, business development, developing the practice, and thought leadership. All staff are encouraged to give ongoing feedback and recognition to each other via our “PD@GE” and “Above and Beyond” online programmes. These are included as part of our formal performance reviews.
3. Our employees have access to a broad range of personalised training and development:
 - Quarterly staff training and development days which ensure all staff are kept updated on areas affecting quality management and customer service.
 - Functional skills training (e.g. Lean Six Sigma Blackbelt Training).
 - Leadership and management development (e.g. cohorts of our team engage in a 6-month leadership development programme through the Kings Fund).
 - Continuing Professional Development to maintain professional accreditation. Our staff are members of professional associations (e.g. the Royal Colleges and CIPFA).
 - Informal training: shadowing senior staff, buddying, coaching by assignment managers and partners, agreed training time on client projects to ‘learn through doing’ and learning through developing thought leadership.
4. We undertake regular reviews of our capabilities against new policy initiatives and national programmes which may have an impact on our customers through multiple processes and channels:
 - We have regular update meetings with DoH, NHSE and NHI, identifying and contributing to future policy where appropriate.
 - We have daily dialogue with customers about policies of concern to them.
 - We have links with policymakers, regulators, think tanks, Academic Health Science Networks and universities.

“As an organisation that is honoured to serve clients who help to improve the health and well-being of people in the UK and beyond, we are very proud to be associated with the MCA Consulting Excellence standard. It is the maintenance of such high standards that has enabled us to win multiple awards for our work.”

Rob Holt -Head of Operations, GE Healthcare Partners (EMEA)

