

# KPMG COVID-19 resilient recovery matrix for healthcare

The following maturity matrix can help healthcare organizations understand where they are on their journey to adapt and respond to the challenges posed by coronavirus.

	AD hoc	Organized	Managed	Agile
<b>01 Digital delivery</b>	<ul style="list-style-type: none"> <li>— Temporary workarounds and solutions as issues emerge</li> <li>— No coordinated response based on existing strategy</li> </ul>	<ul style="list-style-type: none"> <li>— Individual or group tasked to respond to virtual care and remote work issues</li> <li>— Emerging coordination without overarching strategy</li> </ul>	<ul style="list-style-type: none"> <li>— Coordinated response management for business continuity</li> <li>— Management of select remote working and virtual solutions</li> </ul>	<ul style="list-style-type: none"> <li>— Digital issues managed flexibly with a strategic response aligned to established and emerging tools</li> </ul>
<b>02 Agile workforce</b>	<ul style="list-style-type: none"> <li>— No modeling of needs</li> <li>— No clear view of current gaps</li> <li>— No view of the tasks versus skills and competencies of staff</li> <li>— Little attention to wellbeing</li> <li>— Constrained silo working</li> </ul>	<ul style="list-style-type: none"> <li>— Basic modeling of needs</li> <li>— Some coordinated view of current workforce gaps and tasks versus skills and competencies</li> <li>— Emerging focus on wellbeing</li> <li>— Constrained silo work dominates</li> </ul>	<ul style="list-style-type: none"> <li>— Modeling of needs performed</li> <li>— Clear view of current workforce gaps and tasks versus skills and competencies</li> <li>— Wellbeing plans in place</li> <li>— Multidisciplinary team working</li> </ul>	<ul style="list-style-type: none"> <li>— Dynamic real-time modeling</li> <li>— Multidisciplinary teams deployed according to tasks and competencies rather than roles and job titles</li> <li>— Strong emphasis on wellbeing</li> </ul>
<b>03 Developing new care models</b>	<ul style="list-style-type: none"> <li>— Reactive problem solving</li> <li>— No clear single view or model of patient flow and resources</li> <li>— No central coordination</li> <li>— Fixed and inflexible pathways</li> </ul>	<ul style="list-style-type: none"> <li>— Individual or group oversight of care pathways providing some central view and coordination</li> <li>— Some modeling of needs</li> <li>— Emerging flexibility in pathways</li> </ul>	<ul style="list-style-type: none"> <li>— Central coordinated view of care pathways and current status</li> <li>— Modelled flow and resources</li> <li>— Managed and flexible pathways</li> </ul>	<ul style="list-style-type: none"> <li>— Dynamic responsive care pathways with a clear overview of patient flow and resources</li> <li>— Multi-stakeholder central coordination and communication</li> <li>— Population risk-based capacity planning across services</li> </ul>
<b>04 Resilient operations</b>	<ul style="list-style-type: none"> <li>— No single point of truth and/or conflicting view of current status</li> <li>— No clear view of current gaps</li> <li>— No modeling of needs</li> <li>— No central coordination</li> </ul>	<ul style="list-style-type: none"> <li>— Individual or group tasked with coordination and oversight</li> <li>— Emerging view of current status/gaps and risks</li> <li>— Some modeling of needs</li> </ul>	<ul style="list-style-type: none"> <li>— Coordinated view of current gaps and risks with central coordination</li> <li>— Established model of needs</li> <li>— Flexible and responsive, with some degree of resilience</li> </ul>	<ul style="list-style-type: none"> <li>— Responsive real-time modeling of needs with centralized analysis of scenarios and risks</li> <li>— Adaptive and resilient by design</li> <li>— Established event monitoring</li> </ul>
<b>05 Financial recovery</b>	<ul style="list-style-type: none"> <li>— Current financial position not clearly established</li> <li>— Loose grip on financial control</li> <li>— No recovery planning initiated</li> </ul>	<ul style="list-style-type: none"> <li>— Current financial position known or path to establish that, with control mechanisms in place</li> <li>— Emerging recovery planning</li> </ul>	<ul style="list-style-type: none"> <li>— Financial position known, with control mechanisms in place and scenario planning undertaken</li> <li>— Recovery planning established</li> </ul>	<ul style="list-style-type: none"> <li>— Financial position actively updated and modelled based on most likely updated scenarios</li> <li>— Recovery plan running in parallel</li> </ul>

COVID-19: Recovery and resilience in healthcare: Global insights, practical advice and tools to help healthcare leaders build and sustain a resilient new reality, KPMG International, 2020.