

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

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.