



## RCPI and PwC Management Consulting Fellowship 2022/23

RCPI, in partnership with PwC, is now seeking applications from suitable candidates for an exciting opportunity to work in one of Ireland's leading management consultancy firms.

Now in its second year, RCPI has partnered with PwC to offer three trainees in Higher Specialist Training the opportunity to work full-time for a one-year period as a management consultant to gain practical business and management experience in a healthcare context.

### Fellowship Details

- Post: Working with PwC Ireland, the country's largest professional services firm
- Duration: 12 months
- Commencing: Mid-July 2022
- Eligibility: This fellowship is targeted at trainees in the final two years of Higher Specialist Training. Trainees may take the year as a leave of absence and will be paid the equivalent salary that they are entitled to as an SpR.
- Training credit. The year may count the same as a year or part thereof as OPCE or a research year. This is dependent on the Faculty / Institute and with the relevant NSDs.
- Salary: The Fellowship holder will receive a salary equivalent to what they are entitled to as an SpR. The salary does not give overtime as per PwC's policy for managerial staff's pay.
- Location: Based mainly out of the PwC Dublin offices (Spencer Dock, Dublin 1), with flexible arrangements in line with PwC's policy for work practices and wider public health advice.

The aim of the programme is to provide trainees, who are intending to remain in clinical practice, an opportunity to gain valuable experience of the management and business environments. This will most likely be in a healthcare context.

Working as a management consultant, you will gain experience helping organisations to improve their performance by developing strategies, implementing new technologies or processes and managing change. You will learn new skills, using best in class, leading industry standard methodologies and frameworks to identify problems and develop recommendations for more effective or efficient ways of working.

To note, this fellowship is not intended to act as a bridge for trainees to exit medicine although individuals may make career decisions based on their experience.

### ***What will I be exposed to and what skills will I acquire?***

This fellowship's goal is to provide trainees with valuable skills that continue to be practical and relevant on the return of trainees to clinical practice. Successful applicants will work as a PwC team member on projects which support organisations to find solutions to the challenges or problems they face. Through a combination of their work with other team members and formal training, trainees will build and refine skills in such areas as:

- Understanding how senior decisions are made, and influenced, in organisations such as in those in the healthcare system.



- Working on programmes and projects that change, improve and enhance health and social care services.
- Formulating and implementing strategies, including the use of industry best practice frameworks and standards, in the design and development of innovative solutions.
- Managing and delivering change, including how to achieve buy-in and support for new ways of working.
- Managing programmes and projects, including identifying and managing risks and dependencies, and promoting effective reporting and good governance.
- Engaging and collaborating with clients across a variety of areas, organisations and specialisms.
- Working alongside PwC team members with diverse backgrounds and a wide range of skill sets, capabilities and competencies.

Trainees will also have the opportunity to broaden their network, not only within PwC but also with client organisations across the healthcare system.

Whilst at PwC you will have a Buddy and Coach from within PwC's Advisory-Consulting practice supporting you through your onboarding, learning, upskilling and ongoing development across the 12-month period. The leader of your programme or project will work closely with you and your Coach to give you regular formal feedback on various KPIs such as: communications, interpersonal skills, team, business acumen and insight, project management skills and your own leadership. The RCPI will also provide you with a Mentor as a support.

## **About PwC**

PwC is the largest professional services firm in Ireland and offers a broad range of services across the fields of audit, tax and advisory. A diverse organisation and one of the largest employers in the world, we know that to create the best value for our clients, we must have the best people available to solve their problems. We have motivated and energetic people from a variety of backgrounds — business, engineering, finance, law, arts, and medicine — who ensure our clients receive the depth and breadth of insight and perspective required to negotiate an increasingly complex global and local environment.

### ***About PwC's Advisory-Consulting practice***

Our consultancy services help organisations to work smarter and grow faster. By taking time to understand a client's business and the issues and challenges they are facing, our consultancy teams leverage local and global knowledge to help them challenge conventions and achieve their strategic objectives. We help our clients to accelerate the impact of technology, efficiently align funding and activity to their business strategy, create unique customer experiences and unlock the potential of data. In recent years, PwC has built a substantive market-leading consultancy practice in the Irish health sector, in areas ranging from the public health service to private healthcare and health insurance.



### ***Your role at PwC***

During your time with PwC, you will be a member of our Advisory-Consulting practice and will deliver client-facing work as a PwC team member on a consultancy project. This project will most likely be in a healthcare context and may involve supporting the client in such areas as programme and project management, stakeholder engagement, data analysis, activity or financial modelling, business analysis, process design, organisation design, or change and stakeholder management. You will receive formal training in core areas and the majority of training will be learning from other members of your team and, more importantly, from doing your work.

Having team members with a clinical background on a healthcare project brings value to external consultancies working in healthcare settings. Having a nuanced understanding of what is important from a service and clinical perspective can enhance solutions and outcomes. In your time with PwC you will both develop your management and advisory skills, as well as contribute and add value to projects in terms of bringing your own clinical understanding / experience / practice and border understanding of the healthcare system.

### **What to expect during your time with PwC**

Below, this year's fellows recount their experiences of working on healthcare projects during their time with us to date in the first year of the fellowship.

#### ***Fellow 1***

On arrival in the firm, I was given a detailed synopsis of the various ongoing initiatives in which I might be involved. Ultimately, following discussion with the HSE engagement team, I joined two separate teams managing separate projects. The first project related to enhanced access and capacity of diagnostics services and supporting the development of GP access to diagnostic testing in the community, both radiological and non-radiological. The initiative was implemented in order to reduce waiting times for patients and to prevent presentation to acute hospitals for imaging purposes. I was given project management responsibilities for defined aspects of the project from an early point. This involved: regular stakeholder engagement with public sector agencies, private providers and Higher Education Institutions among others; development of a project plan and associated milestones, and; design and analysis of project metrics and outcomes.

I was also involved in the reform of services for older people, a complex project with the ultimate aim of transforming residential and community services to support an ageing population and shifting care "to the left", in line with the aims of Sláintecare. The project has focused on creating a demand model for residential care, intermediate care and home support, and developing the supports necessary to bring about specific service provision changes and improvements. My role as a member of the PwC team involved advising on care pathway design and modelling future demand and capacity for the care of older and frail people into the future.

#### ***What I've learnt?***

The experience with PwC has been invaluable in numerous ways. Having the opportunity to view change management within the health service has been greatly beneficial. I have learned how



decisions are made, by whom and which factors are considered in doing so. I have been able to appreciate the healthcare system from a national perspective and how resource allocation is decided at that level. I have developed an understanding of how organisations like PwC collaborate with the health service and their role in delivering effective change that is seen on a daily basis when working in acute medicine. From a personal point of view, I have honed skills in management, organisation, presentation and communication that will be of significant benefit into the future.

### ***Fellow 2***

When I joined PwC the initial few weeks involved induction, orientation around the firm and current projects, and meeting new colleagues. I started work on implementing HSE Community Healthcare Networks, under the Enhanced Community Care Programme, which is focused on delivering more care in the community and keeping people in their homes.

A significant part of my role is engaging with the client directly - face to face. I actively take part in client meetings where ongoing projects and new ideas are developed. Our PwC team works together to listen to what the client wants, and consider the next steps to the project, whilst understanding the clients' needs. From day one on the team, I have been given responsibility and autonomy to develop elements of our project. I have been assigned tasks as they arise that feed into the overall development of our project (the 'bigger picture') and have worked with all the team to get feedback on work that I've performed. The work varies broadly, giving opportunities to learn on-the-job, and demands skills in communication, organisation, IT, rational thinking, timekeeping, and working well under pressure.

### ***What I've learnt?***

My experience so far has included learning the process for developing a new pathway or piece of work, and reflections on gaining buy-in from stakeholders. My learnings in PwC help articulate how to develop a process much more clearly and to consider risk management i.e., thinking ahead to problems that may arise and troubleshooting when they do.

Reflecting on my experiences to date has allowed me to identify my strengths, weaknesses, and new learnings from my role. I have gained an insight into management processes and structures within the HSE, how decisions are made, processes are developed, and identifying relevant stakeholders that feed into areas of work. I have identified common skills required for working in project management and medicine that I've built upon - communication, teamwork, listening, motivation, fact-finding, and honesty.

The experience I have gained to date in PwC will be essential to working as a hospital consultant; I have learned approaches that can be applied to any industry, and my experience in PwC offers a unique perspective on managing projects and teams within healthcare.



## **Applications Process and Timeframe**

Applications close at noon on Monday, 6 December 2021. To apply, interested candidates must submit the following to Colm Small, Head of Training and Examinations, RCPI at [colmsmall@rcpi.ie](mailto:colmsmall@rcpi.ie)

1. An up-to-date Curriculum Vitae (maximum three pages)
2. A completed PwC Standard Template Application Form (MS Word document)
3. Confirmation of CSCST date (in the covering email)

Successful candidates will be selected by shortlist and through an interview between the candidates and PwC, based on RCPI making available to PwC the candidate's full application as above. Interviews will be held in mid-December 2021. Successful candidates will be chosen no later than the first week of January 2022.

## **Where can I get more information?**

For more information on this Fellowship, including further details on eligibility and training credits, trainees may contact Colm Small, Head of Training and Examinations, RCPI at [colmsmall@rcpi.ie](mailto:colmsmall@rcpi.ie)

If you would like to discuss this Fellowship with current fellows or members of PwC's Advisory-Consulting practice, contact details are available upon request. We are also happy to put you in contact with the two Fellowship holders who are currently with PwC for the training year 2021/22.