



Reorganizing to provide better care: a transformative vision for the Doutor José Maria Grande Hospital

When reengineering and strategy come together to create a more efficient, integrated, and people-centered healthcare campus.

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The Alto Alentejo Local Health Unit (Unidade Local de Saúde do Alto Alentejo, E.P.E. - ULSAALE) decided to tackle a decades-old challenge: a hospital with structural and functional limitations, where the dispersion of services across several buildings in the city – many of them rented – led to increased costs, inefficient circuits, and difficulties in accessing care. The Doutor José Maria Grande Hospital in Portalegre, opened in 1975, no longer fully met the requirements of a modern healthcare system.

The need for reorganization was evident, but so was the opportunity. The proximity of the former Diocesan College, adjacent to the hospital facilities, opened up new perspectives for the future. Recognizing the strategic potential of this property, ULSAALE asked LBC (www.lbc-global.com) to conduct an economic and financial feasibility study on its acquisition and integration into the overall hospital reorganization plan. LBC's work aimed to assess, based on concrete data, the feasibility and impact of this operation, framing it within a broader project to transform the hospital and create a truly integrated health campus.

In addition to physical expansion, the project involved redesigning the hospital experience. This is because centralizing services allows for greater operational efficiency and significant cost reductions, both by eliminating rents and by streamlining circuits and resources. The creation of the campus also makes it possible to respond more quickly to demand, shorten waiting lists, and improve comfort and working conditions. The project also enhances the institution's attractiveness, favoring the retention and recruitment of healthcare professionals – a critical factor for the future of the system.

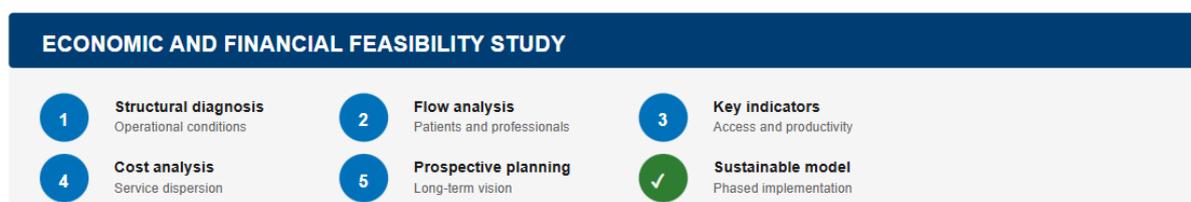
Figure 1 - The challenge of reorganization: identified limitations



From analysis to transformation: a study that shapes the future

With an approach based on technical rigor and strategic thinking, LBC, the consultant and technology partner responsible for the project, developed an economic and financial feasibility study that combined diagnosis, planning, and forward thinking. The team analyzed in detail the hospital's structural and operational conditions, user and professional flows, access and productivity indicators, as well as the costs and limitations associated with the dispersion of services.

Figure 2 - Strategic overview of the feasibility study



The result was a reorganization model that combines economic rationality with concrete gains for users and the public service. The proposal defines a phased implementation, ensuring that the transition is balanced and sustainable over time.

The areas will be redistributed between the hospital and the new building, progressively integrating a wide range of services that are currently scattered throughout the city. The new campus will house, for example, the Plátano Family Health Unit (Unidade de Saúde Familiar - USF), the Ammaya Community Care Unit (Unidade de Cuidados na Comunidade - UCC), the Portalegre Personalized Health Care Unit (Unidade de Cuidados de Saúde Personalizados - UCSP), and the Pneumology Diagnostic Center.

The reorganization of spaces will also ensure better conditions in outpatient services, the Multipurpose Day Hospital, Outpatient Consultations—including the Ophthalmology, Cardiopneumology, and Telehealth units—as well as Physical Medicine and Rehabilitation, the Psychology Unit, among other services.

In addition to these clinical and care areas, the project also includes the expansion and reorganization of support and management services. Overall, the new health campus will create a more cohesive, efficient, and user-centered hospital ecosystem.

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Figure 3 - New health compus



“The work carried out together was extremely positive, marked by professionalism, dedication, and quality. The team always demonstrated availability and attention to needs.”

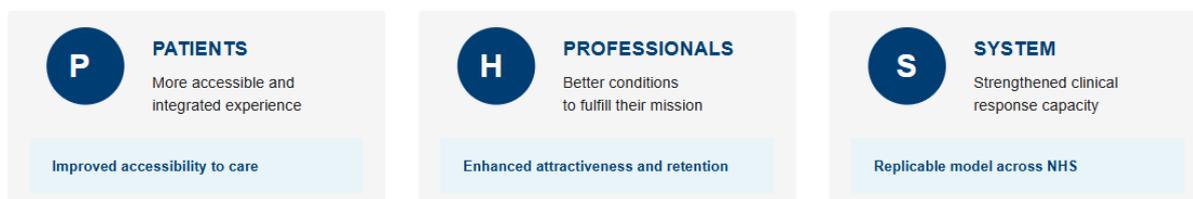
Ana Amélia Silva, executive member at ULSAALE

Transformative results and lasting lessons

The projected results were promising. The new configuration will improve accessibility, strengthen clinical response capacity, and optimize resource utilization. The benefits will be felt by users, who will enjoy a more personalized and integrated experience, and by professionals, who will find better conditions for carrying out their mission.

The study also demonstrated the economic sustainability of the operation and the potential for return on investment, pointing to a model that can be replicated in other contexts within the National Health Service (SNS).

Figure 4 - Projected benefits



Above all, however, this project leaves us with an essential lesson: rethinking infrastructure means rethinking the very way we provide care. Hospital reengineering is not just a question of space—it is an opportunity to refocus the system on those who matter most: people.

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LBC is an international strategy consulting and digital transformation company with experience in 18 countries and an innovation lab in Silicon Valley.

LBC can provide guidance to executives challenged by the pace of rapid transformation and support with implementation of digital transformation.

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