

CASE STUDY: Streamlining a Large, Diversified Healthcare Organization Through Enterprise Reporting Implementation

For any well-run healthcare organization, identifying and implementing innovative ways to deliver high quality care at competitive prices is an on-going priority. That's why one leading health care ministry providing integrated medical assistance to communities on the east coast, boasting over 40 facilities, including hospitals, nursing care, assisted living and retirement homes, home health services and hospice, and employing more than 25,000 people in ten states, came to Innovative Information Resources looking for advice.

The customer determined that a system-wide, integrated approach to improving performance and oversight was necessary, and that implementation of Lawson Software for the entire enterprise, would enable management, from line manager to CEO, to improve operating performance dramatically by providing a comprehensive view into supply chain expense-reduction opportunities.

By standardizing financial reporting, spreading the best practices of their local business units rapidly throughout the organization, early identification of cost savings opportunities and reduction of reactionary efforts was estimated to be likely to save the company \$30 million in the first year.

iiR's Challenge:

In order to start the customer's company on its path of clearing out inefficiencies and taking advantage of coordinated purchasing opportunities, Innovative Information Resources (iiR) was initially called on to create several reports with Crystal Decisions' Crystal Reports application, to generate metrics for supply expenses and other financial areas.

Through reporting, potential cost savings would be identified to enable the organization to determine vendor consolidation opportunities (and resulting lower supply costs), and expired discounts lost. In short, the organization anticipated greater visibility into their financial and operational performance, resulting in identifiable and actionable cost-saving items.

iiR's deep expertise with both Lawson and Crystal Decisions software, and the initial project's success, soon led to an expanded role: a project that called for the creation of 12 high-level reports for the organization's executives. Until this time, management had to wait weeks after each closing to get their respective financial statuses, and they had no easy method of getting to other key ad-hoc information in the meantime.

iiR recognized what our customer was looking for: the ability to utilize reporting to identify cost-savings opportunities. Both the customer and iiR knew the importance of creating a complete reporting life cycle. In many organizations, reports are created without thought given to the life cycle of reporting. In other words, many reports are created, some overlap each other in a huge duplication of effort, training has to be constantly repeated for new report designers, and the wheel gets invented over and over again. This costs a lot of money and wastes resources. What the client needed was a ground-up reworking of their reporting system to make their reports actually work for their needs.

iiR's Response:

Along with creating the initially desired reports, iiR proposed and implemented an environment, life cycle, and best practices to allow the organization to be confident in its efficiencies in report creation, maintenance, enhancements and use - right from the start.

iiR delivered:

- 12 very useful high-level reports for the organization's employees, from line managers to senior executives, across multiple lines of business
- A complete report design methodology – specific to the Lawson/Crystal environment - from useful specifications through user sign-off, including best practices and standards
- Validation of the Crystal Enterprise implementation and its ability to expand with future report design growth
- A mentoring structure and methodology – specific to the Lawson/Crystal environment - to transfer knowledge to the customer's report designers
- Recommendations and best practices for the Crystal Repository for shared code
- Recommendations and best practices for a formal Report Library and Librarian to prevent duplication of effort
- Recommendations and best practices for creation of Report Templates and custom functions
- An efficient security structure, accounting for various existing systems and desired flexibility in reports
- A trend reporting subsystem
- A customized training system for report design and administration for the customer's internal resources – specific to the Lawson/Crystal environment and data structures

The Result

The customer's reports now give managers and executives across all departments, key information regarding their performance. Management is able to identify areas where cost savings, streamlining, and efficiencies can be implemented, daily, instead of waiting weeks for performance information to become available. From the first few weeks of the new system, inefficiencies were already being corrected, and substantial money was being saved. Through implementation of a strategic and integrated enterprise reporting system, our customer now readily identifies what the issues are, what issues will come, and how to best contend with them. Their business runs more efficiently, money is saved, processes become faster, retraining becomes easier, and the system requires less hands-on labor.

In other words, reporting is a vital, on-going mechanism or tool that enables this large and diversified healthcare organization to keep an eye on expenses, institute savings, and move towards its objective of streamlining expenses by \$30 million this year.

About Innovative Information Resources

Headquartered in New York, Innovative Information Resources is a privately held firm providing business intelligence solutions to premier middle market companies. iiR has a wealth of experience and expertise in providing business intelligence to leading healthcare organizations, particularly in regards to Lawson/Crystal integration and enterprise reporting. In addition, iiR has been a Premier Crystal Decisions' Partner for eight years, and has the oldest and largest certified Crystal Decisions training center in the New York Tri-State area.

Call Innovative Information Resources for more information, toll-free: 1-888-637-2370