

SAP Customer Success Story Healthcare



Hospital San José saw that by improving efficiency and visibility of its operations, it could deliver better care to patients while improving business processes. Now that it selected software from the SAP® for Healthcare portfolio, patient information is centralized and up-to-date, billing is fast and accurate, and resources are optimized for exceptional patient care.



HOSPITAL SAN JOSÉ – TEC DE MONTERREY

SAP® FOR HEALTHCARE PORTFOLIO OF SOFTWARE AND SERVICES IMPROVES PATIENT CARE

Hospital San José – located in Monterrey, Mexico – prides itself as a medical institution committed to the highest level of patient care. The 138-bed hospital treats thousands of people each year, with 700 employees and an active staff of close to 200 physicians and medical professionals. The medical complex is recognized nationwide for its innovations in cardiology, cardiovascular surgery, pediatrics, gynecology, and obstetrics. Along with a medical school, it also specializes in ophthalmology, oncology, diagnostic radiology, and radiotherapy.

Providing superior healthcare depends on people and the environment in which they work. Hospital San José realized that it could offer even higher quality care by centralizing information about patients and resources, streamlining administrative and billing processes, and analyzing key hospital data. To add more efficiency and visibility into its operations, Hospital San José selected the SAP® for Healthcare portfolio of software and services – specifically SAP® Patient Management and mySAP™ Enterprise Resource Planning (mySAP™ ERP) – becoming Mexico's first implementation of the SAP portfolio for healthcare providers.

IMPLEMENTATION TEAMWORK

“It becomes very clear when running a hospital where improvements can be made,” says Ernesto Dieck Assad, Hospital San José’s CEO. “A lot of our departments weren’t communicating as well as they could. We had billing process problems, patient record and information issues, and resource visibility challenges.”

Seeing that its legacy systems, which were developed in-house for individual departments, needed to be replaced, the hospital evaluated alternatives and selected software from the SAP for Healthcare portfolio. The board of directors named the SAP implementation project “Nosotros” (“Us”), and adopted the project as their own. Jesus Diaz Garaygordobil, marketing and information technology director at Hospital San José, rolled out the project in three phases. A dedicated team of users from all areas of the hospital took part in the implementation to define necessary requirements and business processes. The hospital also had the help of consultants who were responsible for adapting the SAP industry-relevant software to Mexican laws and healthcare practices.

“When we implemented the SAP software, it forced us to look at the way we were operating our hospital,” says Dieck. “We went through a process that helped us evaluate and then standardize procedures from department to department. We also adopted best practices as a result of implementing the system.”

In October 2002 – and in less than four months – mySAP ERP went live; the payroll capability of mySAP™ Human Resources followed in November and SAP Patient Management in March of 2003. The transition from the legacy systems was smooth and almost transparent, with a remarkably short learning curve.

INTEGRATION AND VISIBILITY BRING RESULTS

Having accurate, up-to-date information that was accessible to a variety of hospital staff was a major requirement for Hospital San José. “When you work in a big hospital like this one, you cannot have different databases,” says Dieck. “You cannot go to one department for patient information and to another department – such as the laboratory or operating room – and start at the beginning. Now we have complete patient information that all departments can use without having to rekey it. SAP saves us time and information is more accurate. Plus, with integration you have centralized data to make better administrative decisions as well as make physicians more effective when treating patients.”

Visibility into operations is another major benefit that SAP for Healthcare delivered. Before, with separate departmental systems that were not connected, scheduling resources and managing supplies were difficult.

“Today, when we ask the employees who manage our equipment and inventories if they can see what is needed for tomorrow in the operating room, they can immediately determine if any special equipment or medicines are required,” says Dieck. “Everybody is informed of what’s going to happen tomorrow – or any other day – and what they will need for the operation. We didn’t have that kind of communication before.”

The hospital also improved how it calculates supply needs to better oversee and manage purchasing and procurement. And, it now has a better view of what resources it uses – such as diagnostic equipment and operating rooms – to coordinate surgery schedules, diagnostics, and postsurgery care.

“SAP has given our hospital the opportunity to work with a best-of-suite technology.”

Jesus Diaz Garaygordobil, Marketing and Information Technology Director, Hospital San José

KEEPING TRACK OF COSTS AND REVENUES

Hospital San José is a nonprofit, self-funding hospital. As such, it needs to have a clear understanding of what needs to be billed, where revenues are coming from, and what is purchased. SAP software enables the hospital to handle complex insurance reimbursement and itemized billing requirements.

“The system helps us run the hospital, especially in our finance area,” says Dieck. “The billing process within Mexico’s healthcare system is very drawn out. Everything is itemized, and the hospital obviously wants to recover its money as quickly as possible. The SAP solution helps speed up the invoicing and billing process.”

SAP also gives the hospital a larger view of its operations, which is vital from a strategic and planning perspective. “Today, I can go to my computer and see what is happening in any area of the hospital in real time. I look at costs for each department, how much money comes in, the income for each department and what we expected, versus what we actually realized. This is very good because people in every part of the organization have visibility into all our costs and revenues – and where there might be some problem areas.”

Software from the SAP for Healthcare portfolio also provides the hospital with analytical tools to help it understand resource utilization and patient demographics.

“We can measure the length of stay for people, revenue per patient, revenue per hospital stay, and revenue related to diagnoses,” says Dieck. “In the future, we would like to use our analyses and compare how we are doing against some hospitals in the U.S. and around the world. We will also use SAP to help us plan for capital expenditures to determine whether we need additional equipment and resources. We need to have that kind of information to make good decisions going forward.”

CONTINUOUS IMPROVEMENTS

Hospital San José sees the SAP solution as a way to make a difference. “SAP has given our hospital the opportunity to work with a best-of-suite technology,” says Diaz. “At the same time, we have been able to share our own best practices through the localization process, which makes us very proud.”

“Hospital San José can focus on delivering high-quality care to our patients, leaving the administrative responsibility to SAP. The biggest gain is that SAP is helping us to be the most efficient hospital in Mexico.”

Ernesto Dieck Assad, CEO, Hospital San José

Dieck adds, “Hospital San José can focus on delivering high-quality care to our patients, leaving the administrative responsibility to SAP. The biggest gain is that SAP is helping us to be the most efficient hospital in Mexico. We really have the opportunity to be more effective against our competitors – and ahead of everybody in Mexico and Latin America.”

www.sap.com/contactsap

THE BEST-RUN BUSINESSES RUN SAP



50 064 337 (03/07)

© 2003 by SAP AG. All rights reserved. SAP, R/3, mySAP, mySAP.com, xApps, xApp, and other SAP products and services mentioned herein as well as their respective logos are trademarks or registered trademarks of SAP AG in Germany and in several other countries all over the world. MarketSet and Enterprise Buyer are jointly owned trademarks of SAP AG and Commerce One. All other product and service names mentioned are the trademarks of their respective companies. Printed on environmentally friendly paper.