

# ERP readiness assessment for a leading hospital group

## Case study on assessment of hospital's technology and processes



### Background

The client is a 1800 bed multi super specialty hospital group and one of the largest corporate healthcare group in Telangana and Andhra Pradesh, India operating 5 successful, fully-independent hospitals with plans for further expansion in near future



### Pain points

PwC was engaged to assess client's enterprise resource planning (ERP) adoption readiness by reviewing their technology architecture and hospital information system (HIS) and associated non-clinical processes for revenue cycle management, material management and finance and accounts. The key issues identified were-

- Lack of streamlined processes from procurement to pay with a unique identifier
- Significant manual intervention in core finance activities and almost every area of operation leading to mismatch in information available with different departments
- Lack of proper integration between various IT systems - HIS, HR system, accounting system, payment gateway, SMS/E-Mail gateway, Document management system (DMS), etc.
- Lack of proper change request process and ineffective requirements traceability

### Our solution

- Mapped the current functionalities of the client hospital information system (HIS) with standard HIS functionalities
- Identified user issues with existing HIS
- Identified current state integration with back-end solutions for finance and accounting, material management and human resources
- Identified solution architecture, product related documentation and data fields of critical MIS

### We assessed and provided recommendations on the following aspects-



PwC has established healthcare domain expertise and was able to combine the understanding of hospital workflows and healthcare technology know how to deliver the objectives of this assignment successfully

### Client benefits

After the successful completion of the engagement, the client is now aware where it stands on its ERP adoption readiness and what it needs to do for smooth adoption. The other benefits are:

Clear understanding of next steps for ERP adoption

List of improvement opportunities in its core IT application – hospital information system and technology architecture

Recommendations on setting up of harmonised business processes across all the hospitals to give one instance of truth

Understanding of the leading practices and opportunities for improvement in HIS and non-clinical processes for revenue cycle management, material management and finance and accounts

### Fulfilling the PwC purpose of building trust in society and solving complex problems

*Additional benefit for the community at large:* Our recommendations have helped the hospital group identify not only the challenges that are preventing them from delivering efficient, fast and quality care to a large number of patients, but also the steps required for a robust, efficient, scalable and highly available IT eco-system

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