



Outsourcing: Beyond Cost-Cutting to Transformation

Achieving High Performance
in Health Care

accenture

High performance. Delivered.

• Consulting • Technology • Outsourcing

With traditional outsourcing, health organizations can lower costs. With Accenture's transformational outsourcing, they can achieve new levels of business performance and lower costs. How? At Accenture, we focus relentlessly on measuring and managing service levels and—unlike many of our competitors—use our own management teams to stay the course. The result: a commitment to year-on-year improvements, not just one-off savings.

Accenture goes beyond the traditional focus on applications maintenance and infrastructure support to help improve your supply chain, revenue cycle, human resource and care management processes; facilitate your new business initiatives; upgrade your technical capabilities; and integrate your existing systems. For large health providers, Accenture typically sees benefits ranging from 15 to 40 percent.

A focus on long-term value

Accenture's transformational outsourcing solution combines our strengths in outsourcing with those of our consulting business. With our extensive transformation skills, our focus is on creating long-term business value. We establish customer relationships that generate business results by leveraging technology, improving processes and maximizing the human performance of a business segment.

Accenture has the resources needed to help run a state-of-the-art IT organization, including more than 500 professionals with experience in packaged systems used by health organizations, and a team of more than 450 people available for custom development work.

Through transformational outsourcing, we help health organizations to:

- **Implement new business models that create value**

We undertake integrated business process transformation. We address specific areas of opportunity, such as supply chain management, revenue cycle processes, human resources and clinical transformation. We implement the new business model, which may leverage relevant Accenture assets or our global delivery model. We facilitate timely implementation of applications and enabling technologies.

- **Continuously improve**

Rigorous management, measurement and process improvement are the cornerstones of our continuous improvement initiatives. These ongoing initiatives refine our business model and look for improvements that add to the savings and business value over time.

- **Stabilize the IT organization**

We focus on reducing operating costs and implementing activities designed to generate an immediate savings for your organization. We help establish governance and service level management to support business processes. We implement leading practices for organizational structure, measurement management, process improvement and productivity. We provide application and technology experience, tools and access to our global delivery model.

We offer several outsourcing models:

- **Design, build and run (DBR)**

This model focuses on a specific application and business area. We assist in implementing a specific application with emphasis on business process change, human performance and attainment of the business case for the initiative. Accenture then takes over maintenance, or the "running," of the application. Examples include hospital information system (HIS) applications, electronic health record (EHR) applications and enterprise resource planning (ERP) applications.

- **Applications management (AM)**

In this model, we run and maintain one or more applications for you. The system is licensed to you and may be physically located at your site, at an Accenture site, or a combination of these. This model may or may not include the transfer of employees.

- **Business process outsourcing (BPO)**

Here, we take responsibility for managing and operating a business process. The business processes may include revenue cycle, supply-chain and human resources. As is the case with applications management, this model may or may not include the transfer of employees, and the operating model may be on-site or include Accenture's global delivery model. Typically, our clients pay for this service based on improved and sustained performance targets.

- **Procurement services**

We can help you procure hardware and software from leading technology companies. We can use our global purchasing power to pass the savings on to you.

- **Full information technology outsourcing (ITO)**

Here, Accenture takes responsibility for managing and operating all components of your IT organization and commits to providing IT services to you at an agreed-upon level of service. People are typically transferred, and assets and system licenses may or may not be transferred.

Achieving high performance

Most health organizations use outsourcing as a critical tool to manage costs. Some organizations are going beyond lowering cost through outsourcing to use it instead as a means to achieve high performance. Accenture works with these health plans to achieve continuous improvements, and to develop new and innovative business models.

Through our breadth of capabilities in outsourcing and in health care, combined with our global reach, Accenture helps companies achieve high performance through outsourcing.

About Accenture's Health & Life Sciences Group

Accenture's Health & Life Sciences professionals deliver innovation and insight to both the private and public sectors of the marketplace, which includes integrated health care providers, health insurers, managed care organizations, public health organizations and pharmaceutical, biotechnology and medical products companies. With more than 5,000 professionals dedicated to serving the global Health & Life Sciences industry, Accenture is committed to working with clients across the industry to help them achieve and sustain high performance. We have worked with companies of all sizes, including 21 of 24 health care and pharmaceutical companies in the FORTUNE® Global 500.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company. Committed to delivering innovation, Accenture collaborates with its clients to help them become high-performance businesses and governments. With deep industry and business process expertise, broad global resources and a proven track record, Accenture can mobilize the right people, skills and technologies to help clients improve their performance. With more than 115,000 people in 48 countries, the company generated net revenues of US\$13.67 billion for the fiscal year ended August 31, 2004. Its home page is www.accenture.com.

For more information on achieving high performance, contact Health & Life Sciences:

Lewis Redd
+1 678 657 5478
lewis.redd@accenture.com

Brad Hitt
+1 414 212 1361
bradley.j.hitt@accenture.com

Copyright © 2005 Accenture
All rights reserved.

Accenture, its logo, and
High Performance Delivered
are trademarks of Accenture.

