



High performance. Delivered.

Defence Credential

Spanish Ministry of Defence lays foundation for high performance with an integrated information system to support healthcare information management

Client background

The Ministry of Defence is responsible for the planning and execution of Spain's military policies. More specifically, the Ministry helps Spain's prime minister in strategic management of military operations, managing the armed forces and administrating all related military processes. The Ministry of Defence also has the responsibility of overseeing the healthcare programs of military personnel.

Business challenge

The Spanish Ministry of Defence committed to modernizing its healthcare information network by developing a new, universal healthcare information system for military medical staff that would provide easy access to both healthcare and corporate management information anywhere in the world. The Ministry's vision is to have a single, leading-edge information system that integrates information from all points where healthcare is administered to Spanish military personnel. When completed, the new system will be in line with NATO requirements and holds the potential to become the model healthcare information system for all NATO members. The system will also be interoperable with the rest of the regional health services in Spain as the military hospitals accept civilian patients from other autonomous communities.

The Spanish Ministry of Defence issued a competitive bid to implement a comprehensive, standard healthcare information system and selected an Accenture/Hewlett Packard (HP) consortium. Both companies demonstrated extensive experience in developing health information systems as well as knowledge of the military environment. Accenture, who was chosen to implement the solution, possessed a robust methodology capable of supporting a project of this magnitude, process reengineering skills, project management capabilities as well as experience in training and change management. Accenture had strong knowledge of the Ministry's health operations and brought extensive functional healthcare, technical and execution skills.

The solution

The four-year project, which began in 2006, will develop a unified health information platform covering three military hospitals, nearly 400 medial units on barrack locations (such as primary care centers), Spanish Navy vessels and mobile military hospitals deployed around the world. The creation of the new system, known as BALMIS,¹ entails design, development, implementation and

¹ Named after D. Francisco Javier de Balmis y Berenguer (1753-1819), a Spanish doctor who led a three-year expedition to the Americas to promote the use of the smallpox vaccine.

maintenance. In addition to managing the consortium, Accenture is leading the program management responsibility, process design, training and change management, healthcare integration, implementation of departmental solutions, support and maintenance, and will collaborate with HP teams during implementation phases. The BALMIS system relies on the HP-HCIS solution from HP that reflects two decades of input from healthcare centers and professionals in its design.

Lifetime Electronic Health Records will be the central core to the new system and will replace the legacy IT systems, which encompass electronic medical records, health information systems and bed management, patient management, clinical stations and departmental systems. For the Ministry, information is designed to be accessible from any point within its healthcare network.

Through the integration platform, the solution will be able to interact with different departmental systems, remaining Defence systems, and external institutions, such as the Spanish Ministry of Health or the different Regional Health Organizations. BALMIS will also provide a master patient index system, enabling cross-referencing of patients within the Ministry and with other governmental and non-governmental agencies, such as the Ministry of Health and Regional Health Organizations.

The key aspects of the BALMIS project include:

- Design, creation and implementation of BALMIS through electronic health records based on the HP Health Care Information System solution.
- Implementation of departmental systems, such as hospital pharmacy, telemedicine and laboratories.
- Integration of BALMIS with other Ministry systems and horizontal services platforms (e.g., medical imaging, laboratories and enterprise resource planning systems).

- Training plan for users through face-to-face and e-learning platforms.
- Ongoing maintenance and support.

A dedicated change management team from Accenture is collaborating with the Ministry project team to address the changes a new system will bring and ensure acceptance of the new system. Using its change management methodology, Accenture is focusing on developing plans and actions for transformation and transition management as well as communications and training.

BALMIS is being implemented in several releases (one for each hospital, primary care by regions and field hospital solution), with plans to make the first hospital operational in June 2008 and the final implementation complete by the end of 2010.

High performance delivered

By teaming with Accenture, the BALMIS solution for the Spanish Ministry of Defence will integrate patients' health records and enable access to that information from any point within the system. BALMIS is expected to deliver high performance by transforming patient outcomes significantly by reducing wait times and ensuring continuity and coordination of healthcare for military personnel—from soldiers at hospitals in Madrid to those in mobile military units around the globe.

For the Ministry, BALMIS represents a cost-effective, efficient solution within the constraints of public expenditure—offering its soldiers and veterans the best quality of healthcare for the best price—and demonstrates leadership within the Spanish healthcare industry. With this project the Spanish Ministry of Defence will be among the leading Defence organizations in the world in the area of healthcare systems and field health services.

"The 20 engineers working with us decided that the Accenture and HP alliance was the best proposal that met the 800 criteria, both technical and administrative..."

"...this system is very important for us; it has to be compatible with the rest of the NATO countries, following the STANAG standards, as they are called by NATO. To be compatible with the rest of the regional health services in Spain is also a critical issue as we accept civilian patients from other autonomous communities."

— Carlos Royo
Inspector General CIS (Communication and Information Systems)—2005-2007
Spanish Ministry of Defence

About Accenture Defence

Accenture's Defence industry group provides leading services and methodologies that help departments of defense, the intelligence community and federal agencies achieve high performance in support of the warfighter. The addition of mission services to Accenture's consulting, technology and outsourcing offerings means that clients can meet future goals, mitigate risk and realize cost savings. Visit www.accenture.com/defence for more information.

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