



*High performance. Delivered.*

## Accenture Helps DaVita Build an Infrastructure for Rapid Growth and High Performance

DaVita is the largest independent provider of dialysis services in the United States. The company serves nearly 100,000 patients in more than 1,200 outpatient dialysis centers across 41 states and the District of Columbia. The company also provides acute inpatient dialysis services to more than 300 US hospitals. In 2005, DaVita reported revenues of approximately US\$3 billion. With its October 2005 acquisition of Gambro Healthcare, DaVita expects its 2006 earnings to approach US\$700 million.

### **Business challenge**

Accenture's ongoing research into the characteristics of high-performance businesses reveals that these businesses are able to take advantage of strategic opportunities because they have mastered the right capabilities and know how to make decisions that drive growth and competitive advantage.

DaVita, with its solid market focus and position, has learned to make decisions that continually maximize growth opportunities, without reaching

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Gina Imbrenda, Sr. Director, HRIS

or scaling beyond its limits. Recently, DaVita recognized the need to create an organizational infrastructure that would further differentiate the company and provide a solid and stable foundation for growth. This effort comprised a number of initiatives, including:

**Clinical system transformation.**

Under its existing operations, the company had multiple ways of recording clinical services, billing and collections. By implementing standard clinical systems and processes, DaVita believed it would be able to improve its compliance levels, enhance employees' access to timely information, enable better communications among workers and deliver more consistent care for the thousands of patients that had come to rely on DaVita's critical services.

**Human Resources (HR)**

**transformation.** As it planned to complete its acquisition of Gambro Healthcare, DaVita knew that it would need a more robust HR system to seamlessly accommodate hundreds of employees from approximately 520 Gambro facilities. Particularly important was the need for a system that would enable better decision-making through advanced reporting and analytics. In the years leading up to the acquisition, DaVita struggled to deliver quality

HR services to its teammates due to limitations in the functionality and architecture of the legacy application. Furthermore, Accenture helped DaVita during the phase I stage of the HR Transformation project. The phase I stage of the HR Transformation project included a new HRMS platform which enabled DaVita to become more scalable system wise for the integration of Gambro Healthcare. All in all, Accenture helped DaVita determine that there were significant cost savings related to bringing the gross-to-net payroll processing in-house, while allowing a third-party administrator to continue to print and distribute paychecks.

For help in stabilizing its infrastructure in these two key areas, DaVita turned to Accenture. Several factors influenced the decision to engage Accenture. Accenture is one of the world's most respected providers of business and IT solutions, with a strong record of helping organizations in the health industry achieve stability in a volatile and highly competitive market. And it has the change management experience needed to drive workforce transformation and boost employee productivity. In all these ways, Accenture was uniquely qualified to help DaVita position itself for high performance.

**How Accenture helped**

Accenture first teamed with DaVita to assess its readiness for change, and then helped deploy new clinical systems and processes to hundreds of clinics throughout the United States. The project spanned several key areas:

**System deployment.** Accenture helped manage the implementation of the custom-built clinical system with a comprehensive change strategy that encompassed change management, communications, organization design, training and measurement components. Approximately two months prior to deployment, Accenture and the client selected a handful of system pilot sites and established a phased implementation approach. The new system—which tracks all patient service information and integrates that data with billing, registration and clinical systems—was rolled out to DaVita facilities at the rate of approximately 50 per month.

**Training program.** Accenture applied its extensive human performance experience and proven learning methodologies to help DaVita achieve high performance and transform its employee training procedures. Specifically, Accenture assisted in the development of an instructor-led training program to help employees use the new clinical system and processes most effectively. Accenture also helped identify DaVita employees who could serve as trainers within each facility, and conducted "train-the-trainer" sessions so that these employees would be prepared to effectively guide their co-workers in adopting the new way of working. Building on the success of this training initiative, Accenture helped DaVita select, customize and implement a Docent learning

management system that tracks training and further supports the DaVita training team.

**Incentive program.** To further confirm buy-in and help ensure a seamless transition to the new clinical system and processes, Accenture developed and implemented a unique and innovative incentive program to reward regional directors, training deployment teams and administrators of facilities that met key requirements 90-days post implementation. The incentive program proved to be a critical enabler of the project's success.

By taking these steps to improve its documentation systems and processes, DaVita was well on its way to establishing the organizational stability needed to accommodate an aggressive growth strategy. To create even greater organizational stability, Accenture turned its attention to helping DaVita transform its HR processes. The goal was to deploy a new HR and Payroll system that would provide comprehensive support for the growing organization, including deep functionality in reporting and analytics. After assessing the options, Accenture and DaVita selected PeopleSoft 8.1 as the HR system best suited to meet DaVita's needs. In addition to the implementation of PeopleSoft HR/Payroll, Accenture provided guidance in redesigning the Payroll organization, and developing an HR Service Delivery model to support Davita's new ability to process payroll internally. With the successful implementation of the initial implementation, Accenture was asked to help transition the recently acquired Gambro organization to the new PeopleSoft environment.

## High performance delivered

With Accenture's help, DaVita has stabilized its organization and transformed its operations to support long-term high performance. Specifically, Accenture helped deploy a standardized infrastructure that enables uniform documentation and processes at all locations, and makes it possible for physicians to provide a greater level of specificity and detail in reports. Accenture also implemented an industry-leading HR system that enables detailed analytics and supports the company's plans for ambitious growth.

By standardizing and transforming critical systems, DaVita is realizing immediate benefits:

- Clinical compliance in record keeping has now reached 100 percent.
- The new standardized clinical processes are helping DaVita improve productivity, while lowering costs.
- The streamlined training environment has contributed to more efficient operations, lower employee turnover and greater employee satisfaction.
- The new PeopleSoft HR system is allowing DaVita to analyze its business more effectively and gain insights that lead to better decision making.
- With the core HRMS platform in place, DaVita has the ability to cost-effectively scale its processes to support the additional growth of the business.

These clinical and HR transformation efforts have been particularly important in supporting DaVita's acquisition of Gambro Healthcare. According to Gina Imbrenda (Sr. Director HRIS), "The Gambro acquisition doubled our size and reach. Having standardized systems and processes in place ensured minimal disruption during the transition. This was critical since minimal disruption translated into greater revenue and uninterrupted service to tens of thousands of patients."

In short, by teaming with Accenture, DaVita now has the competitive capabilities needed to continue its bold market-penetration activities, firmly placing the company on the path to high performance.

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### **About Accenture**

Accenture is a global management consulting, technology services and outsourcing company. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. With approximately 177,000 people serving clients in more than 120 countries, the company generated net revenues of US\$21.58 billion for the fiscal year ended Aug. 31, 2009. Its home page is [www.accenture.com](http://www.accenture.com).

### **About Accenture's Health Industry Practice**

Accenture's health service group provides innovative solutions to both the private and public sectors of the health care industry, including integrated health care providers, health insurers, managed care organizations and public health organizations. The company has thousands of resources dedicated to helping organizations in the health industry achieve and sustain high performance.