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Accenture's Global Health  
Industry Practice

## Helping the Italian Ministry of Health Achieve High Performance through the Establishment of World-class Information Management Capabilities

### Client

The Italian Ministry of Health is the regulatory board responsible for coordinating National Health Service activities. The Ministry's main responsibilities involve establishing policies, guidelines and regulations that dictate the delivery of health care throughout Italy. The Italian Ministry of Health's primary focus areas include health care planning, pharmaceutical authorization and oversight, health care prevention, and professional development and resource management.

### Business Challenge

Effective organizations continually look for ways to rationalize, simplify and standardize their information technology environment to manage the total cost of ownership more effectively and to enhance productivity. Equally importantly, they use new and existing information technologies to generate insights that move the entity forward. At Accenture, we believe future government leaders will be those

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that embrace these new waves of technology to optimize every aspect of their customer services, core processes and IT infrastructure.

The Italian Ministry of Health is one government body that understands the value of a technology focus—particularly in the area of information management. Since 1997, the Italian system of health care has moved toward a decentralized model that gives regional authorities greater responsibility for organizing health-related services and activities in their territories. In terms of information management, 19 regional authorities (and two independent provinces) organize the collection of health care information related to citizens in their territories and aggregate data to examine health care trends. They also send this information, aligned to key performance indicators, to the Ministry of Health. The decentralized model also

places more information-gathering responsibilities on approximately 200 local health authorities and 150 hospitals. These entities collect all patient information on their information systems and send this data to their regional authority, the Ministry of Health, or both, depending on the nature of the information.

The Ministry of Health—which uses information from regional and local providers to manage the national health plan, allocate funding, and define clinical and accreditation guidelines—recognized the need for a coordinated approach to ensure optimal data quality and information-sharing in the new environment. Specifically, it wanted to replace its existing health care information system with a new technical architecture that would drive better market analyses and benchmarking activities.

For help in designing and implementing the new health care information system, the Italian Ministry of Health turned to Accenture. In addition to having the deep industry expertise and technical acumen needed for a project of this scale and importance, Accenture had repeatedly proved its commitment to helping European health care organizations apply technology in innovative ways to drive higher levels of performance.

### How Accenture Helped

Accenture—in collaboration with local business partner, Engineering Ingegneria Informatica—quickly teamed with the Ministry of Health to develop a global information system that would integrate a number of independent regional and local systems. The project needed to meet national, as well as regional, objectives. On the national level, the new information

system needed to support the government's ability to coordinate National Health Service activities and manage the exchange of information between regions and local authorities. Specifically, the new information management applications needed to enable the integration of patient health information and the monitoring of the Italian health services network, costs and drug life cycles. At the local and regional levels, the new systems needed to allow these entities to retain ownership of local health services and health-related prevention activities.

As a first step toward transforming health care data management, Accenture worked with the Ministry to develop a quality plan that outlined all life cycle process management activities. This plan was revisited at the launch of major project phases—planning/estimating, functional analysis and user requirements gathering, design, implementation, user testing, and pre-production—to ensure that the project was advancing as planned. With the plan in place, Accenture worked with the Ministry to define and design the new IT architecture and oversee the procurement of software licenses.

To date, Accenture has implemented more than 25 new information management applications focusing on data solutions related to pharmaceuticals, medical devices, health planning and health professions. The new system comprises transactional applications running in a J2EE environment on IBM software, a data warehouse based on Oracle and Business Objects technologies, a Documentum document management architecture, a digital signature application and an e-learning platform delivered by Engineering Ingegneria Informatica. Accenture also planned and implemented a new information technology security system that

enabled asset identification and evaluation, threat and vulnerability analysis, and the definition of asset management policies and procedures. Finally, Accenture developed and conducted traditional training sessions and developed e-learning modules to help ensure the solution's smooth uptake.

The reengineered system transforms the way the Ministry acquires and validates data. It introduces a new, more efficient, conceptual health care model, designed in collaboration with regional and local health authorities. And it provides a physical data warehouse on which it will be possible for the Ministry to build new reporting and statistical systems.

Throughout the project, the team relied heavily on the Accenture Delivery Methods, Accenture General and Reusable Net-centric Delivery Solution (specifically GRNDS customization, in collaboration with Engineering Ingegneria Informatica) and DWIDA (Data Warehouse and Information Delivery Architecture). Customized to meet the needs of the Ministry, these proven, pre-built, J2EE, DW/BI architectures helped the team deliver the solution more quickly and at lower cost. Accenture also used proprietary methodologies to conduct comprehensive assessments to mitigate project risks and defined a customized methodology and quality plan—based on Accenture Delivery Methods and RUP (Rational Unification Processes) for object-oriented design and development.

## High Performance Delivered

With Accenture's help, the Italian Ministry of Health has a new global information management capability that integrates individuals' health information from regional, local and national systems. With this solution, the Ministry is improving its data integrity, as well as its ability to monitor the cost and level of quality of Italy's health care network. It can generate insights that will not only help drive the National Health Service's strategic agenda and lower costs associated with health care delivery, but also influence the creation of similar data management solutions for other public administration entities, including the Ministry of Economy and Ministry of Innovation and Technology

In all these ways, the Accenture-led solution is helping to position the Italian Ministry of Health as a leader in European health care oversight and delivery. Equally importantly, the solution serves as a model, which other government authorities can emulate when it comes to using technology to enable effective service delivery.

## 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.

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