Accenture provides The Christ Hospital a prescription for high performance by helping it achieve independence

- Consulting
- Technology
- Outsourcing
Founded in 1888, The Christ Hospital of Cincinnati, Ohio, has earned its reputation as a leader in medical excellence by continuing to plan and innovate for the future. The Christ Hospital is a 555-bed, not-for-profit acute care facility, offering services across a broad range of medical specialties. The hospital has the region’s largest medical staff with more than 1,000 physicians, 3,700 employees and more than 300 volunteers. In addition, the hospital offers The Christ Hospital Medical Associates, a primary care physician practice with several office locations throughout the Greater Cincinnati community.

**Business challenge**

Since 1995, The Christ Hospital had been operating as a member of a multiple-hospital health care delivery network but over time found its design no longer supported the hospital’s mission, including its strategic direction and plans for investing in the growth of its urban campus. In January 2006, the hospital’s Board of Directors decided to sever the ties and become independent.

Engaging Accenture to help review the hospital’s complex business position and develop the overall strategic transition plan, the Board was ready to embark on the transition to independence beginning April 2007. The Board wanted to complete the separation in less than a year—a dramatically compressed time frame and an unprecedented undertaking that would normally entail two to three years or longer.

Considering there were 400+ patients in beds, the Board’s goal of “speed-to-separation” also had to be achieved without compromising the stability of the hospital’s operations and guarantee the provision of continued high quality patient care and safety. At the same time, the hospital’s vision was to be recognized as a top 10 community hospital nationally by the year 2010. Achieving this recognition required market-leading systems with advanced user functionality and self-service capabilities.

Adding to the challenge, the hospital had no infrastructure of its own, as it had been fully integrated into a shared-services operating model from its multiple-hospital delivery network for all non-patient care functions. Moreover, the systems provided were heavily customized and difficult to maintain.

In effect, the hospital needed to rebuild its entire operational infrastructure from the ground up, including departmental processes and systems for IT, finance, revenue cycle, supply chain, purchasing, human resources, marketing and planning, and payroll. The hospital also needed to procure additional office space for each of these departmental functions, staff them and hire executive leadership to oversee them.

The Christ Hospital selected Accenture to lead the ambitious transformation program due to its breadth and depth of knowledge, skills and capabilities in hospital operations, building and integrating enterprise-wide operational functions and supporting infrastructure processes and IT systems. In addition, Accenture brought valuable insights from its ongoing High Performance Business research, in-depth knowledge of the health care industry and unrivaled experience and capabilities in managing large-scale, complex transformation programs.

### How Accenture helped

To develop and enable the hospital-wide strategic transformation plan, Accenture mobilized a multidisciplinary team of highly experienced leadership and skilled consultants across its Accenture Global Health Industry Practice group, Systems Integration, Revenue Cycle, Supply Chain Management, and Talent & Organizational Performance practice areas. Between May and July 2007, Accenture conducted significant due diligence to understand the existing shared-services operating model versus what the hospital needed to build its infrastructure for operating on its own.

Key to achieving independence, The Christ Hospital and Accenture teamed to establish leading practice processes and functions across the infrastructure areas being built. A compelling business case was required to bring in-house previously outsourced services. After several iterations in determining the hospital’s core functions, the resulting solution plan design included building the internal finance capability, outsourcing billing and creating a hybrid supply chain model. In effect, the team helped select a billing outsourcer, group purchasing organization and prime distributor. The selection of the technology providers occurred in parallel with these strategic infrastructure redesign decisions.

In what would normally take more than one year, The Christ Hospital team, with Accenture’s assistance conducted a super-accelerated, six-week vendor selection process for the hospital’s clinical information systems, enterprise resource planning systems and technology infrastructure outsourcing providers. Accenture was instrumental in participating and spearheading the request for proposal processes, interviewing vendors and ultimately selecting partners.

With the technology providers on board, The Christ Hospital team then applied a comprehensive approach to delivering the overall solution, linking the strategy, technology, process and organizational components of the hospital’s operations. Accenture Delivery Methods was leveraged as the overarching methodology framework for managing the end-to-end solution delivery and was customized to support the hospital’s dramatically accelerated separation timeline.

Collaborating closely with the hospital and its infrastructure outsourcing service provider, CareTech Solutions, Accenture provided direction and oversight for the technology providers.
The Christ Hospital Board of Directors Chairman, Mike Keating, concludes, “Accenture was the ideal partner. They worked with a sense of urgency and purpose. They were accountable and reported timely against plan milestones. Accenture brought distinctive value to the discussions and outperformed our expectations. This was an extraordinary undertaking understanding the unprecedented time frame we had to transition our systems and processes. The circumstances demanded that we consistently hit our milestones while we transitioned to an independent platform and Accenture assured that we did. Accenture’s strength is its people and their ability to listen to an organization’s needs and suggest appropriate and creative solutions. We are most appreciative of their efforts.”

Susan Croushore, President and CEO of The Christ Hospital
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.

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.

About Accenture Management Consulting

Management consulting is at the heart of Accenture’s promise to its clients—high performance delivered. We apply our groundbreaking research and solid experience to identify the business ingredients that can help our clients outperform their peers. We then work with them to determine where they are on their journey to high performance and design innovative, achievable strategies that address their key business priorities. Accenture is one of the leading providers of management consulting services worldwide, employing more than 15,000 deeply-skilled management consultants in 49 countries. We work with clients in every major industry, including 91 of the Fortune Global 100 and two-thirds of the Fortune Global 500. As well as strategy and industry-specific consulting, our consulting services cover four key business areas: customer relationship management, finance and performance management, talent & organization performance and supply chain management. For more information, visit www.accenture.com/global/consulting.