

Often IT-projects are just looked at from a technical point of view. But also other characteristics of an organisation such as structures, strategies, personnel, know-how and processes are exerting a strong influence on information techniques. If you don't take them into account severe disadvantages may occur and projects may even fail. A promising approach is to define IT-projects for reorganisation right from the start as projects for organisational development. The advantage of this approach is: First of all organisational problems are solved; afterwards the IT-solution is planned. This was the path the University Hospital on the Right Side of the River Isar in Munich (Universitätsklinikum rechts der Isar - MRI) decided to follow together with OrgaTech GmbH with the declared intention to create an efficient organisation of processes for third-party funds – projects.

Introduction of a new project controlling

New processes and IT – structures within 3 months

Accomplishment of an IT-organisation project at the university hospital on the right side of the river Isar (Universitätsklinikum rechts der Isar - MRI)

State of affairs

The conflict hospital management is facing today is characterised by the assurance of medical care and high performance and on the other hand by economic efficiency.

Just like in other administrative associations also in the domain of medical care modifications of the existing processes have to be introduced in order to achieve an optimal efficiency and effectiveness. These modifications have to be made on a well-founded basis taking into consideration functional and social aspects.

OrgaTech as a partner

Against this background the University Hospital on the Right Side of the River Isar (Universitätsklinikum rechts der Isar - MRI) has decided to carry out a project for **„efficient organisation of processes for administration of third-party funds“**. For the support of this project MRI looked for a consulting partner who was able to analyse the processes according to business management aspects in order to quantify the existing potentials of cost reduction and who was in a position to take into account all organisational and technical conditions. Simultaneously process documentation was created in close cooperation with the involved staff of the organisational units. This documentation served as the basis for the common reorganisation.

The management of MRI has decided to charge OrgaTech with the accomplishment of this project. One of the core competences of OrgaTech GmbH consist in the improvement of quality in the realisation of modification processes.



The focus is on the controlling of projects dealing with third-party funds

Managing a third-party funds project requires a detailed cost overview. For this you need a well functioning reporting. This idea sounds really impressive: Instead of wading through legwork you just have to push a button in order to see the usage list at your visual display unit – ready for signature, ready for being printed and to be dispatched to the grantor of third-party funds.

Besides the third-party funds also the own resources of the hospital are usually flowing into projects. The knowledge of these costs is a crucial detail for the obligation of MRI to give external accounts.

Indeed the division for third-party funds of MRI had always been able to generate reports but these had always been rather summary. There was no sophisticated detailed reporting so far.

Furthermore a mapping of the commitment for personnel costs was missing, even though the personnel costs usually are the main items of a project.

In order to be able to make available an informative controlling and reporting in the field of third-party funds, the actual costs of a third-party funds project were to be represented in a

transparent way with the help of the data from the existing SAP system.

Organisational problems can't be solved just with IT

For achieving the declared objective - which was an improved controlling of third-party funds – the implementation of an ad hoc IT – solution was not enough. IT- solutions are often introduced on the basis of a lopsided view of problems. Here technical facts like certain processes of the organisation are put in the foreground. Often people try to make insufficient processes more functional by introducing technical solutions. But these technical solutions just cement what actually should have to be improved. So changes get more and more difficult. The proper causes for the problems cannot always to be found in the technical domain. Consequently the start of the project is always a detailed process analysis.

Valid target results require a well-founded analysis of actual facts

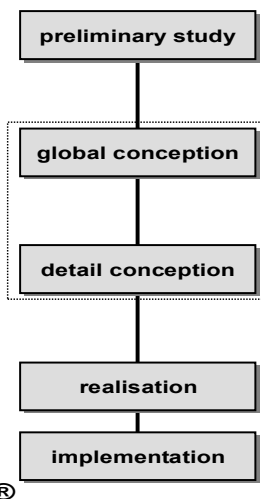
Having in mind this statement the project started in the middle of May 2004 with a process definition in order to create a conceptual design which was tailor-made for the MRI Hospital.

As the realisation of this project took place during a rather short period of time the workshops for defining the current state were pre-



pared by making available documents and rough process descriptions.

The way of proceeding in the project reflects the OrgaTech Approach Model that has proved its worth in many former projects. It sets the agenda in methodological proceeding during project run. (Source: Richartz/Kurpicz: Ganzheitliches Projektmanagement zur Organisationsgestaltung (Integral Project management as an instrument for Organisation) ISBN 3-933913-06-3)

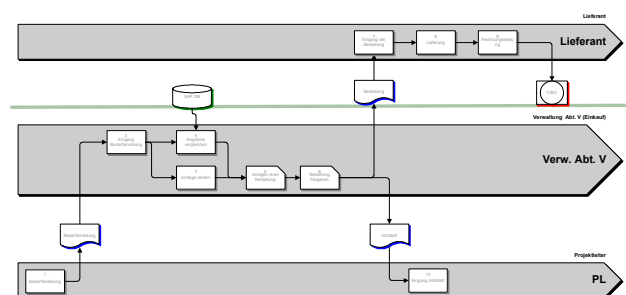

OrgaTech
5-steps approach model


OrgaTech – Approach Model

The proceeding proposed by OrgaTech is the basis for a transparent and structured project run in close collaboration with the project team members of MRI.

OrgaTech tracks a cooperative project accomplishment that makes a point of conceding to the involved staff the respective time needed for the project and of giving them the right to take the necessary decisions for reorganisation. The intense integration of personnel ensures the later acceptance of the new processes and functions.

These processes and functions were gathered by OrgaTech in a database-supported process and quality tool. This instrument for process management allows an efficient analysis, optimisation, modelling and documentation of the processes. The organisation and progress of processes get transparent and weak points of the processes are detected and eliminated. Furthermore this way of proceeding makes it possible to compare the different development



levels during project run.

OrgaTech – process representation





Process oriented definition of objectives

Now the preparation of a target concept according to process-oriented planning of objectives followed. The recommendations for optimisation worked out and prioritised in the analysis of the actual state were documented in the detail concept. On the basis of this concept the employees of MRI could elaborate together with OrgaTech the necessary adaptations and the correct IT implementation. These results could be taken over and processed independently in further stages of project run.

With the existing SAP R/3-software the foundation was already laid and the data needed for third party funds controlling were already available. In the effort to introduce an all-embracing project controlling and an internal instrument for project management the implementation of the SAP module PS (project system) was proposed for future use.

In order to be able to generate the desired reports for third-party funds in a short delay the projects were mapped in the module CO via account assignment objects which are so called internal orders.



What we are all about

OrgaTech GmbH was founded in 1999 by Dirk Richartz and Bernhard Kurpicz and its head office is in Lünen.

The specialisation on the domain of health-care, on plant engineering and construction and on steel industry is an important precondition for the development of custom-made consultation products in an SAP environment.

Applying a special approach model in the domain of project management 30 employees create customer-specific state of the art solutions with measurable surplus value. They are thus helping to ensure decisive competitive advantages.

Why we are the right partner for you

Would you like to test us? Just do it!

Consultation requires confidence. But why should you trust us? Why should you decide in favour of us just because you have seen our flyer – We really understand your qualms.

We would be very pleased if we could present to you our portfolio of services personally and if we could point out for you the benefit and the chances of an IT optimisation project.

Are you interested? Just contact us:

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