

Slovak Diagnostic Group incorporates four modern healthcare facilities focused on magnetic resonance with 6 years experience since 2003. Its facilities are currently situated in the cities of Bratislava, Nové Zámky, Poprad and Prešov. Progressively orientated management of the Group identified the need for managing its facilities – not just on the operative and daily basis – but also with strategic orientation on performance development, and efficiency and quality of services.

Slovak Diagnostic Group Secured Strategy and Quality Driven Management by building a Management Information System with QPR



“The Group has now a fully functional and automated system for measurement and performance management in accordance with Balanced Scorecard in its disposal. This Management Information System regularly helps us to monitor the key factors affecting to our success. Just now I see what we manage.”

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be declared more than just on the paper. Consequently the management chose QPR ScoreCard software to support this decision.

The management also chose QPR's Advanced Value Added Reseller in Slovak, EMARK to implement the Management Information System (MIS). EMARK is a consultancy firm with local expertise in healthcare managerial consulting and broad know-how in implementing world class software solution from QPR.

Defining KPIs and pre-requests for the Management Information System

First phase of the project included diagnostics of the present state of strategic management in Slovak

Strategy Implementation and Performance Management in Healthcare Sector.

Methodology frameworks used:

- Strategy Management (BSC)
- Quality Management (ISO 9000)

QPR products used:

- QPR ScoreCard
- QPR ProcessGuide

Integrations to other systems:

- Financial Information System
- Radiological information system
- MS SQL Server

Slovak Diagnostics Group wanted to secure the successful Balanced Scorecard implementation into its entire Group's culture. To achieve this they chose QPR's performance management software QPR ScoreCard. Encouraged by the success with it, the Group has decided next continue to process management and optimization with the help of QPR ProcessGuide process management software.

Through many available methodologies the management of Slovak Diagnostic Group (SDG) decided for Balanced Scorecard (BSC), which is focused on balancing four key perspectives for the organization – financial, customer, internal processes, and development - and stresses the causality of their relationships.

Successful BSC implementation depends on integrating it to entire firm's culture. To achieve this process must

Diagnostic Group and process analysis in magnetic resonance facilities. The result of this phase was a concept of Balanced Scorecard and the QPR ScoreCard performance management software implementation. Together they defined:

- The KPIs, or the key performance indicators, which would be set for planning, measurement and monitoring the Group's performance;
- Technical performance management software concept – interoperability of involved systems;
- Administrators and the MIS users; and
- Main reports and views available in MIS.

After this phase the technical implementation could begin.

Continuing with integrating QPR ScoreCard to financial and radiological information systems

The first objective was to create a supporting data warehouse which would be responsible for integrating data from several company information sources.

As the key source systems were selected the financial information system and the radiological information system, which would insure statistic data about processes.

It was necessary to reserve appropriate time for creating the data warehouse because it is a very specific and complex work inside the SQL database environment, which must be precise in details. Supporting data warehouse is one of the most important parts of the whole system, because it is the source of the data for Management Information System application and is also helpful in data processing.

Taking performance monitoring to doctor level

Next step was to create the KPI structure in QPR ScoreCard software. A

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correct setup of this KPI structure is normally a challenge comparable to data warehouse building and requires a complex methodological approach. However, rewards justifying the effort are the user-friendly and intuitive software tools which are very flexible and do not task managers with complicated views and reports.

As a result of this part of the project were for example KPI reports in financial analysis, pareto customer performance analysis, or productivity analysis of every single doctor.

Fully functional and automated system for measurement and performance management as the result

Last phase was the integration of Balanced Scorecard into the whole management system of the organization. It required KPI planning, performance management process mapping, and user trainings of how to work with the performance management software. From technical point of view it was also necessary to finish the automation process for performance management software, as one of the key purposes of this system is to minimize the administrative costs.

At the end of the project the Slovak Diagnostic Group had the fully functional and automated system for measurement and performance management in accordance with Balanced ScoreCard in its disposal. This system regularly helps to management to monitor the key factors which affect the Group's success.

The key benefits of Balanced Scorecard and QPR ScoreCard performance management software implementation in Slovak Diagnostic Group are:

- Regular and clear information about internal operations;
- Performance against plan evaluation and monitoring of the slight offsets in performance;
- Seeking for hidden reserves, long term cost cutting and efficiency improvement;
- Scoring the critical factors important for improvement of the service quality; and
- Automated data processing and minimization of administrative work in data processing and results presentation.

The most important role of the Balanced Scorecard methodology and QPR ScoreCard is in increasing of the management's pro-activity, through the actual and accessible information and analysis. Thanks to this information the management is able to produce quick and right decisions, which will help the Group in continuous improvement.

Heading to process optimization with QPR ProcessGuide

Slovak Diagnostic Group's Management Information System is a perfect start for further development of management system in the organization. It makes possible to interconnect the Balanced Scorecard with the quality management system, process measurement and also motivation system, or to redefine some KPI into more detailed and analytical level by using the Online Analytical Processing (or OLAP) tools.

Upon this project Slovak Diagnostic Group decided to continue in development of the Group's management by process optimization and implementation of process management utilizing QPR ProcessGuide. Process implementation project started in November 2009 and should be finished in April 2010.