Case Study

Business transformation sparks new opportunities for Medisys

Business situation

Like many organizations that grow through acquisition, Medisys Health Group's IT infrastructure had evolved into a complex labyrinth of disconnected systems.

With more than 8,000 applications to manage—many of them outdated and not equipped to scale—the company's IT environment had become a hindrance to Medisys' goals of delivering a differentiated customer experience to health care providers and their patients across Canada. Systems were slow and didn't work together, performance issues had reached a critical point, and many business processes were manual.

Compounding its challenges, Medisys lacked an overarching view of its entire business. The company's three business units did not have the tools they needed to support more automated sales, marketing and customer support. Acquired companies operated within their own legacy systems, making it difficult for employees to find one another and collaborate more effectively.

To retain and expand its market share across Canada, Medisys saw many opportunities to streamline and refresh its entire IT infrastructure to more closely align with business priorities and continue to build on what Medisys does best: support their customers with exceptional service.

"We knew that IT had to understand the direction the business wanted to go and craft a roadmap that reflected those priorities," *said John Marlowe, Vice President, Information Technology, Medisys.* "And we knew that to support the business, we needed to completely transform our IT infrastructure; consolidate the number of applications we supported; and optimize our business with innovative and modern technologies."

The solution

A three-year journey begins by exploring the 'Art of the Possible'
Medisys and Avanade started its multi-year transformation by hosting a three-day Leadership Summit with Medisys business leaders to understand both short-term and longer-term goals.

This exercise—and extensive interviews with stakeholders across the enterprise and collaborative discussions with Avanade technology and industry experts—led to Avanade's creation of a three-year

Company overview

The Medisys Health Group is Canada's leading provider of preventive health programs, independent medical assessments, travel health and medical imaging services.

Medisys employs over 800 people and works with more than 700 health professionals across the country to give each individual the time, care and personalized service they need.

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roadmap for Medisys. The plan focused on two primary goals: identifying key technologies required to support business goals over the next three years, and putting into place a foundation of IT applications that could support the company more efficiently and effectively.

Medisys sought to move away from numerous disparate applications in favor of platforms that required little customization but had broad enough functionality to meet a wide range of business needs. New systems had to also be nimble enough to rapidly bring on newly acquired companies or decouple divested businesses. Medisys stakeholders moved to standardize its entire business on the Microsoft® platform, with Avanade as its key partner in enabling its transformation.

"It all started with the creation of this critical blueprint and by demonstrating to key stakeholders the 'Art of the Possible'," Marlowe said. "We showed what we could achieve with the right IT infrastructure, and with every successfully deployed project we continue to demonstrate the value of IT as an enabler of the business."

**Streamlining a disparate
IT environment**
The Avanade team first worked with Medisys to consolidate its servers—which had grown to more than one server for every three employees—to a high-performing Microsoft SQL Server cluster. Avanade virtualized its IT environment with the creation of its own private cloud infrastructure, creating a single platform on which IT could centrally deploy and backup applications and manage content. Medisys leveraged Microsoft BizTalk, SharePoint and Microsoft Dynamics

XRM as foundational technologies that`could help individual business units deliver on their key priorities.

As part of this process, Avanade also worked with Medisys to rationalize every one of its 500 database applications. This led to the elimination of more than 400 applications that were outdated or no longer in use to a mere 100 business-critical solutions.

With this new foundation in place, Avanade set about deploying numerous new applications for Medisys that initiated many other dramatic changes.

**Desktop transformation and
SharePoint projects connect
employees and enable
collaboration**
With its employee base using a mix of Windows XP and Lotus Notes®, Medisys knew the key to better connecting employees across its 35 locations was to optimize its desktop environment.

With the deployment of Windows 7 and Microsoft Office 2010, employees could readily connect and communicate regardless of location. And for the first time IT staff had the ability to centrally manage the activation and deactivation of desktop applications, execute software patches and updates, and put into place important security features that rigorously protect patient data.

A significant part of this effort was Avanade's work to assess and rationalize more than 8,000 desktop applications, reducing the total number to less than 250. This standardization dramatically reduced the amount of time IT staff dedicated

to managing these applications, while also lowering maintenance and license costs associated with outdated, redundant or rarely-used software.

"We were able to provide a much more secure, higher performing and cohesive desktop experience across the entire business," Marlowe said. "We now have a way for the IT team to perform many important desktop functions from our central location in Montreal to any desktop across our footprint. This has significantly improved the way our employees work."

**Microsoft Dynamics CRM
automates numerous business
processes, enables delivery of
personalized customer service**
A critical component of its roadmap was to overhaul a costly legacy CRM system that threatened Medisys' ability to deliver a personalized customer experience.

While its UNIX®-based system was used to manage client, billing and clinic appointments, the information stored could not be fully leveraged across the enterprise to deliver better service. This legacy system also proved costly to maintain and operate.

Avanade deployed Microsoft Dynamics CRM in an initial proof of concept (POC) to show Medisys decision makers how a cohesive CRM approach could improve the business, focusing initially on a segment of the company that offers premier healthcare services to executives. The POC proved highly effective in delivering personalized and effective support to this customer base, convincing Medisys that Dynamics CRM should serve as the

single platform to support all of its customers as well as its sales and marketing teams.

Avanade helped Medisys migrate more than one million data records from its legacy platform into Dynamics CRM. Following an agile approach to meet changing business needs, the Avanade team completed a second phase in which all of the company's frontline employees were empowered with Dynamics CRM. Finally, Avanade helped Medisys incorporate sales and marketing data into the platform—giving Medisys for the first time a single source of truth about its customers, sales pipeline and marketing activities.

Approximately 200 users across Medisys clinics now use the Dynamics CRM platform. As a result, Medisys has achieved its vision of leveraging all information to deliver personalized service to its patients and arm the business with the knowledge and tools that make its teams more effective.

And, with additional Business Intelligence tools, Medisys' sales and marketing teams also have real-time access to information to target initiatives, understand the pipeline, and track the efficacy of campaigns.

Results
Medisys has deployed virtually all of the recommendations incorporated in Avanade's three-year roadmap. This has resulted in significant benefits, including:

- **Modernized infrastructure.** The company's new IT infrastructure provides a foundation upon which all future initiatives can be readily launched and supported as Medisys grows. Automating the

back-office also has significantly improved the IT team's ability to deploy desktops and other systems remotely through a centrally managed platform. For example, Medisys was able to consolidate the technologies of several clinics into a new flagship clinic in Toronto over a weekend.

"This kind of seamless IT transition would not have been possible without the centralized infrastructure that Avanade helped us build," said Marlowe.

- **Significant improvements in uptime of IT environment.** Prior to its IT refresh, Medisys' systems averaged only 70% uptime. Today, Medisys has a best-in-class environment, with 99.999% uptime. This single improvement has dramatically impacted the business by delivering reliable and stable performance that can scale.

- **A single system of record for all patients, suppliers and accounts.** Medisys now has a unified platform to house all of its data so that it can be used effectively by diverse teams across the enterprise. With this information all in one place, customer service is easier and more effective; targeted marketing campaigns are now possible; and precise sales pipeline information is readily available.

- **Competitive advantage through personalized service.** Medisys sought to leverage CRM as a key asset in retaining its competitive edge. By using CRM across all of its business units, from its clinics, call centre to sales and marketing, Medisys is able to deliver a differentiated and personalized

approach to supporting each patient's needs. In addition, the company can use its CRM platform to deliver new services to doctors and other health care providers that choose Medisys clinics.

"Being able to offer cutting-edge services to health care providers is our differentiator," Marlowe said. "These powerful new tools give us the capability to, not only continue to deliver personalized service and support, but create new competitive offerings in the marketplace."

- **Targeted marketing and sales capabilities.** Previously, Medisys' sales and marketing teams lacked the ability to segment its customers to better pinpoint campaigns. With marketing and sales force automation in place, marketing can not only better target patients with relevant campaigns but track the campaign's efficacy. This will result in a higher rate of return on marketing investments as it is used regularly by the team. In addition, for the first time sales has the ability to measure progress against its pipeline, track leads and identify closed deals.

- **Automated processes.** Gone are the days when employees tracked programs with spreadsheets and paper trails. Most of Medisys' administrative processes are automated, which has reduced errors, sped time to market and enabled real-time access to information. Medisys also has automated patient support processes including appointment reminders, which it believes will lead to greater satisfaction and a more personalized customer experience overall.

Medisys also can leverage automated reporting capabilities to understand in real-time the impact of preventive healthcare programs, such as flu vaccinations. This enables Medisys to be more proactive in helping employers who use the company's services understand the uptake of specific preventive healthcare programs.

- **IT viewed as a strategic business partner.** Medisys' IT team has worked closely with key internal stakeholders to ensure that its roadmap helps the business deliver on its goals. This approach has generated a new culture within Medisys in which IT is viewed as an enabler and as a strategic partner.

Reflecting on Avanade's role in Medisys' IT transformation, Marlowe commented, "We've implemented virtually every part of the roadmap that Avanade developed with us. The Avanade team helped us align IT with the business, and as a result virtually every aspect of our business is improved and best positioned for growth in a very competitive marketplace."

Marlow continued, "When it comes to the future of our information technology, we are always trying to think outside the box. We want to find new technologies that will speed up processes, provide enhanced diagnostic capabilities, improve our

clinic service levels and foster healthy long-term relationships with our clients."

"By taking the time to understand our needs, Avanade was able to assist us in streamlining core business processes in innovative and imaginative ways while laying the foundation for continuous improvement."

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