



## Case Study

# Bravis Optimizes Business Processes with AX4Health

### Context

To ensure the continued provision of complex medical specialist care to the West Brabant region of the Netherlands, the Lievensberg hospital in Bergen op Zoom and the Franciscus hospital in Roosendaal merged on January 1, 2015 to form the Bravis hospital.

The two hospitals were already working closely together before the merger was even conceived and, in 2013, they opted for the same

ERP system to support them in their business processes (finances, procurement and logistics). "We were working with a range of outdated systems and both establishments were in need of something innovative," explains Leo Simons, Manager of Corporate Affairs at Bravis. "The process of working together to decide on, select, prepare and implement a solution proved to be excellent preparation for our actual merger."

### Solution

When it came to selecting a new system, the hospitals compiled a list of requirements and brought in external expertise. "It was important for the new system to include best practices and to be standardized," explains Simons. A unanimous decision was made in favor of Avanade AX4Health, a template ERP solution developed specifically for hospitals and based on Microsoft Dynamics AX. "AX4Health is a modern, future-proof system that covers the entire procurement, logistics and financial process and continues to evolve," says Simons.

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"After all, you don't want to have to introduce a new ERP system every three years. We also recognized the benefits of Microsoft AX, which requires less maintenance, management and customization than SAP. Avanade's presentation and our visit to the Westfriesgasthuis hospital, where AX4Health is already in use, made the decision clear."

AX4Health was implemented in both hospitals in 2013 in what proved to be an important learning process. "You implement an ERP system to enable you to ultimately work more efficiently, make fewer mistakes and ensure faster turnaround of processes," explains Simons. "The procurement, storage and financial handling processes are more closely interlinked than ever. Employees have to adopt a different way of working and departments have to increase their level of cooperation. AX4Health is very easy to use, but we had been using the same system for a long time, so we needed some time to familiarize

ourselves with the new way of working. Where previously we were primarily occupied with the actual 'doing', we now have more of a monitoring role," adds Karin Pallast, Director of Avanade Health Care. "The processes run differently with a modern system like AX4Health. In some cases, this leads to different roles. AX4Health provides considerable support for the whole process, from procurement to financial administration. This can sometimes work out less favorably for individual departments but ultimately all parties benefit from a more efficient system."

A second round of implementation took place when the hospitals merged at the beginning of 2015. "We were both already using AX4Health but, for reasons of competition, we didn't want to combine our databases until the merger took place. The biggest challenge was merging all the data and eliminating duplicates, while still preserving all interrelationships," explains Simons.

## Results

By using AX4Health, Bravis has made a huge step forward in terms of efficiency, which is reflected in all departments. The most significant gain has been made in procurement, as this function is now fully centralized. As Luc Stevens, Finance & Control Manager explains, "Where departments would previously order a chair themselves, via the procurement department, from a supplier of their choice, they now have access to a central portal in AX4Health. This gives that department a much greater overview of orders, so they can be bundled. This means items can be purchased at more attractive prices and better agreements can be made with suppliers. As hospitals spend very large sums of money on procurement, even a 1% saving represents a major gain. Implementing AX4Health has also helped to reduce waste and lower the consumption of goods."

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The logistics and administrative departments also benefit from the use of AX4Health. In terms of logistics, Bravis has made savings on inventory by introducing automatic replenishment and online scanning of department stock. "Once you are familiar with using AX4Health, the process of scanning and electronically approving invoices, electronic processing of bank statements and automated reconciliation of invoices is more efficient for both the accounts payable department and the budget holders," continues Stevens.

Finally, the link between the three departments also increases efficiency as data is no longer entered twice.

When asked whether any specific lessons have been learned, Stevens responds that "If we did this again, we would provide better internal descriptions of the processes in

advance and we would be better at sharing information with each other. In some cases, discussions are still taking place during the implementation phase on exactly how the processes work within the hospital."

The merged AX4Health environment is now in full use. Bravis is pleased with the result and is keen to exploit the possibilities of AX4Health further by making process handling even more efficient. The next step is to implement the operating room logistics module.

Avanade is working together with Simons and Stevens as well as representatives from other hospitals to continue to develop the system. Potential areas for expansion include accommodation and medical technology. "We also hope to be able to use the system to generate even better operational management information," says Stevens.

## About Bravis

The Bravis hospital opened its doors on January 1, 2015 following a merger between the Lievensberg hospital in Bergen op Zoom and the Franciscus hospital in Roosendaal. Combining our knowledge and expertise has enabled us to further strengthen what we have already been doing successfully for a long time, namely working together—with colleagues in the hospital, with the care providers around us, with the health insurance companies and with patients. Working well together allows us to provide an exceptional level of individual care, placing us in an even better position to face the challenges of the future.

The Bravis hospital provides a wide range of specialist medical care for the West Brabant region. 243 medical specialists, some 3000 employees and around 250 volunteers work in the Bravis hospital.



### About Avanade

Avanade is the leading provider of innovative digital and cloud-enabling services, business solutions and design-led experiences, delivered through the power of people and the Microsoft ecosystem. Majority owned by Accenture, Avanade was founded in 2000 by Accenture LLP and Microsoft Corporation and has 29,000 professionals in 23 countries.

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