

For the Good of the Patients

HELIOS Kliniken GmbH manages hospitals with the help of MIK-OLAP

HELIOS Kliniken GmbH is one of the largest and leading medical hospital organizations in all of Germany. The group consists of 51 hospitals with a total of 15,200 beds, four of which are maximum care hospitals located in Erfurt, Berlin-Buch, Wuppertal and Schwerin, Germany. Each year, the 24,800 employees who work for the company perform some 420,000 in-patient treatments and only recently generated sales of 1.55 billion euros. This makes HELIOS one of the largest providers of in-patient and out-patient services in all of Europe, in addition to being one of the leading medical institutions.

Raising quality by »learning from one another«

Unlike independent clinics, the entire group is what matters most to HELIOS. Secondary activities, such as cleaning and serving meals, are taken care of by subsidiaries that are capable of performing these tasks more cost-effectively than comparable local companies. Purchasing takes place centrally, which already means the entire organization is granted better prices, due to its size. Most importantly, however, the group is very active when it comes to exchanging information.

»Not every service has to be offered locally. Often-times, it suffices to expand one area in one of our hospitals and then arrange for the other hospitals to rely on this service. However, for our organization, replacing competitive thinking with close cooperation goes much further«, explains Heiko Kirst, who works in group financial controlling for HELIOS Kliniken GmbH.

For example, HELIOS established overriding expert groups that cover various career categories and these communicate with each other on a regular basis. Training sessions for doctors and medical personnel take place quite frequently as a way of introducing new technologies and working methods on a broad scale basis. In the area of administration, as well, the various units work together very closely. This results in many new ways of optimizing activities and saving money, without having to cut into the quality of patient care.

»For HELIOS, well-founded financial planning is the key to success. Thanks to MIK-OLAP, we now enjoy the transparency we need in order to compete successfully, despite even extremely difficult economic conditions.«

Heiko Kirst, financial controlling employee at HELIOS Kliniken GmbH and responsible for the MIK solutions

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For HELIOS, a solid financial foundation represents an important prerequisite to using the most modern medical technology to assist patients.

Finances completely under control

»Generally speaking, HELIOS insists on having decisions made by those who have the greatest expertise«, explains Kirst and adds: »This is why our centralized administration with its approximately 60 employees is rather small. Most of the issues are resolved by the local hospital administrators. Nevertheless, cash flow is of vital importance to our entire organization. This is why our headquarters in Fulda pulls all of the strings when it comes to financial matters.«

In public institutions, budgets are made at the beginning of a year and when the

year comes to an end, everyone looks to see how much money is left. Those who make the mistake of not spending their entire budget receive less money the following year. This is why budgets are almost always exhausted, at the expense of saving money. At HELIOS, however, spending takes place based on actual needs. Funding is available for the ongoing business, investments and necessary incidental expenditures. If the head of a hospital plans to make a larger purchase, he has to include this in his annual budget. The headquarters then reviews how much spending will be

nineties, HELIOS acquired GSD, a software company based in Berlin, that has since been responsible for managing the IT infrastructure«, Kirst explains. »It was obvious to us that we should link our management information system to this platform.«

However, it soon became clear that the solution they were considering would be unable to offer the necessary flexibility. What was needed was a management information system that was particularly strong in the commercial area and would be able to deliver the necessary results extremely quickly, yet be modified in a flexible manner to meet changing needs.

Following a long and detailed review process, HELIOS decided in favor of MIK. »As soon as we received our licenses for MIK-OLAP, I immediately went to work. My superiors were extremely surprised when I was able to present them with the initial results of my work that very first day«, Kirst remembers.

A management information system capable of growing

Since then, MIK-OLAP has become more and more important to HELIOS. Kirst developed 16 different data cubes that address various tasks. Today, 20 users utilize this information. The users themselves have absolutely nothing to do with the complexity of the data structures that cover a total of 80 accounting areas in all of the hospitals and the holding. Instead, they are presented with complete reports that can be accessed and worked on over the intranet.

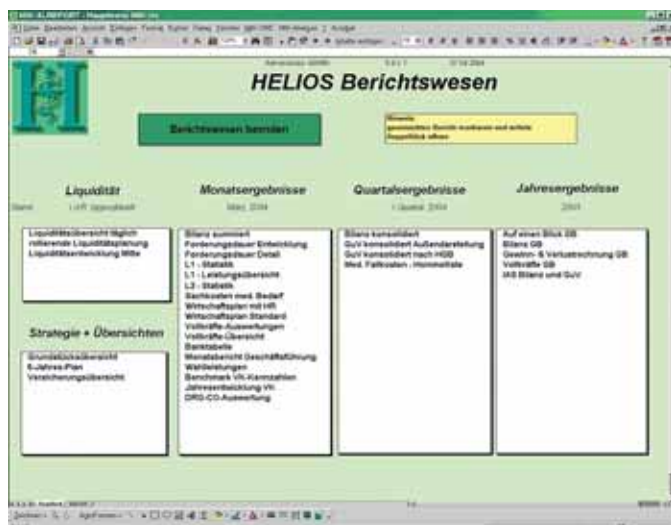
In order to make these large volumes of information as easy as possible for users to work with, Kirst developed a centralized Excel spreadsheet from which all of the reports can be retrieved. Access is controlled during the registration process.

Depending on their specific access rights, users are able to review various menus. In addition, the individual reports are structured according to four main categories: monthly reports, quarterly reports, annual reports and liquidity calculation.

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In order to help users access data as easily as possible, Heiko Kirst developed a centralized Excel spreadsheet from which individual reports can be accessed directly.

necessary and reconciles this information with the needs of the other hospitals. In this way, HELIOS can be certain that its funds are being spent most effectively.

This is only one aspect of budgetary control. »The group is continuing to grow. In fact, if we continue to grow at the current rate, two new hospitals will have to be integrated into our group each year«, Kirst explains. Thanks to centralized cash flow, information on liquidity is made available on a daily basis. This means financing does not require any shows of strength, but rather careful planning and targeted use of the available funding.

Management information system from MIK

When it became clear at the beginning of 2001 that a management information system was needed as a result of the strong growth, the company looked at a number of alternatives. The solution of choice appeared to be a system that could be used together with SAP. »Today, most hospitals run systems from SAP. Towards the end of the