

The Schumacher Group is the 3rd largest and fastest-growing Emergency Medicine Management organization in the United States.

Hitachi Consulting is helping The Schumacher Group pursue an aggressive BI Leadership program that is changing the way they service 2.5 million patients each year. These efforts are fueling significant organizational change and becoming a driver behind their endeavor to change the way emergency medicine is administered.

## Case Study

### The Schumacher Group

#### Business Challenge

The Schumacher Group's desire to grow quickly through multiple methods is driving a need to have timely, accurate insight into business performance and revenue.

Challenges in Multiple Areas drive the need for change:

- Lack of leadership consensus over key performance indicators
- Shortage of timely, accurate information for key business functions
- Limited insight into performance backlogs
- Inability to predict downstream impacts from stressed business processes
- High costs of capital
- Inaccurate picture of current cash position
- Limited feedback to key stakeholders on pointed actions they can implement in order to improve business performance

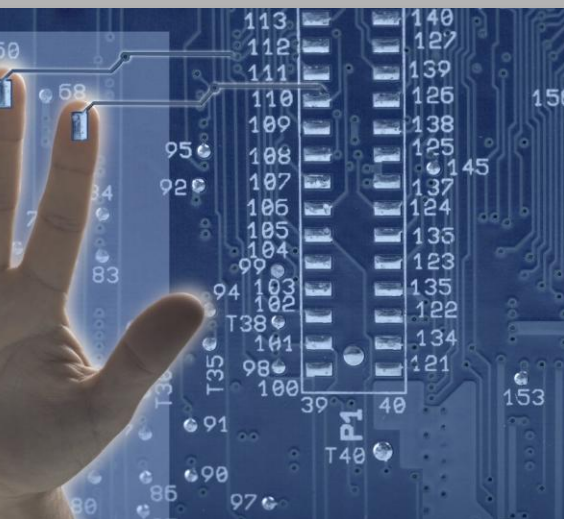
#### The Solution

Hitachi Consulting applied its proven Business Intelligence Competency Center methodology to help The Schumacher Group build out a powerful internal Business Intelligence and Enterprise Information Strategy.

The approach assessed Schumacher's capability from the Methodology, Metrics, People, Data, Architecture, Process and Applications perspectives. Schumacher's leadership team worked closely with Hitachi Consulting to establish a plan for building a world-class BI organization and information architecture.

The assessment resulted in Hitachi Consulting and Schumacher employees are using an end-to-end Microsoft BI solution, including Performance Point Analytics, SQL Server, Analysis Services and Reporting Services, to drive large-scale organizational change and improvement.

This journey is now aiding The Schumacher Group in transforming its legacy from silos of disjointed data to a powerful, integrated information architecture that is helping them shape future business decision-making.



# The Schumacher Group

## Business Benefits

The Schumacher Group is experiencing broad benefits from this endeavor, including:

## Changed Core Business Practices

- Executives, Managers and team members have a consistent, timely view of performance
- Key Stakeholders (Medical Directors, Physicians, Coders, etc.) are receiving timely feedback on what they can do to help The Schumacher Group succeed
- Managers are now “pushing” work rather than of employees “pulling”
- New tools allow for tighter controls over outstanding work in process
- Data-driven process improvement has reduced or eliminated bottlenecks in core business functions

## Benefits

- Identified receivables are not longer held up due to process and system issues
- Identified “lost” receivables which were aging and not actively being worked
- Doctors, Medical Directors, Coders and other key participants are getting timely feedback on how they can positively impact The Schumacher Group’s profitability
  - Improved views of accountabilities between departments
  - Better conversations due to consistently defined and reliable metrics

## Results

- Leadership now actively managing the overall process using timely information
- Department leaders understand their contribution and accountabilities
- Work is distributed according to capacity instead of tradition
- Inventory backlog is constantly monitored and managed
- Noticeable improvements in key revenue measures cycles
- Several million dollars in “lost” receivables were identified and sent for collection

## About Hitachi Consulting Corporation

As Hitachi, Ltd.'s (NYSE: HIT) global consulting company, Hitachi Consulting is a recognized leader in delivering proven business and IT solutions to Global 2000 companies. With a balanced view of strategy, people, process and technology, we work with companies to understand their unique business needs, and to develop and implement practical business strategies and technology solutions.

Hitachi Consulting's client base includes nearly 25 percent of the Global 100 and many leading mid-market companies. From business strategy development through application deployment, we help clients quickly realize measurable business value and achieve sustainable ROI.

Hitachi Consulting – Inspiring your next success!®

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