



**Siemens Healthcare Consulting
Case Study for Diakoniekrankenhaus
Rotenburg (Wuemme) gGmbH, Germany**

Supporting Cardiology Strategy in a Tertiary Care Hospital

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Customer Situation

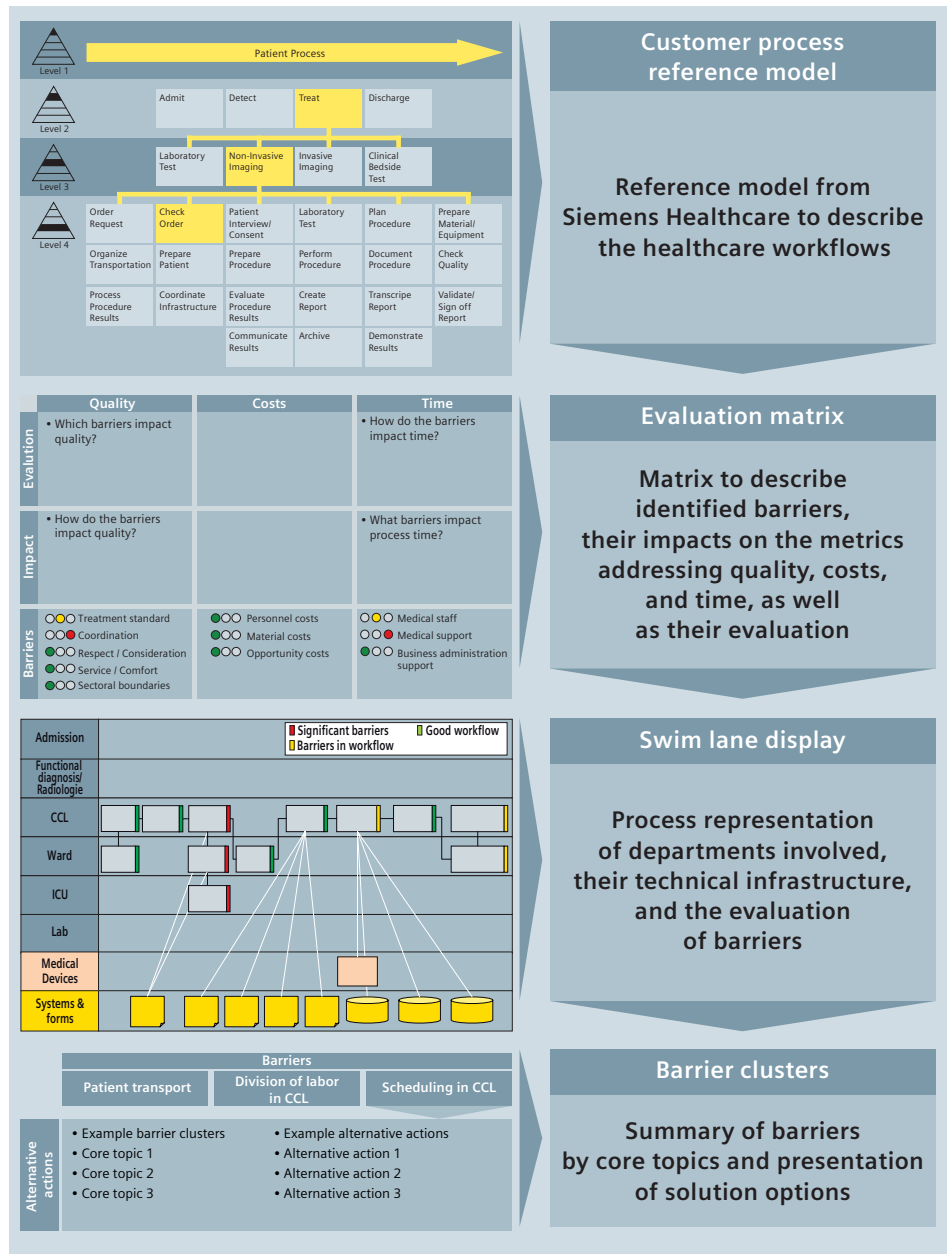
With a capacity of 800 beds and 30,000 inpatients annually, Deaconess Hospital Rotenburg (Wümme) is one of the largest hospitals in Northern Germany. For a facility of this size, it is critical to develop forward-looking concepts as early as possible to enable dynamic, flexible reactions to the competition. Cardiology, as one of the most cost-intensive but also as one of the strongest revenue generating areas, plays a critical role.

Task

With the support of physicians and the nursing staff, a team of consultants from Siemens was tasked with designing a concept for the future of Cardiology. A primary focus was to identify the potential for optimization within processes and the organization structure, as well as to develop the corresponding implementation actions. In addition, a dedicated market and competitive analysis examined future potential service volumes and the extent to which a service spectrum including outpatient cardiac diagnostics and therapy would positively impact the utilization and financial situation of the facility.

Methodology and results for process optimization

Processes, structured and recorded on the basis of the Customer Process Reference Model (CPRM) of Siemens Healthcare, were critical to this project. It enabled barriers to be identified and evaluated; and Best Practice solutions to be derived. The methodical approach of the Healthcare Consulting team enabled extremely efficient recording and analyzing of processes, with minimal involvement of Diakoniekrankehaus Hospital resources. Representatives of the individual departments were interviewed, and data from the hospital Controlling department analyzed. Using the information obtained, a comparison was performed with the results of other Healthcare



Methodological procedure of process optimization

ment of the solution options. The results were presented in a catalog with concrete recommendations for action that would enable the hospital to utilize its significant capacity reserves, eliminate resource bottlenecks, and deal with its limited bed capacity. On the basis of these solution options, there was the potential to increase revenues by €150,000 annually.

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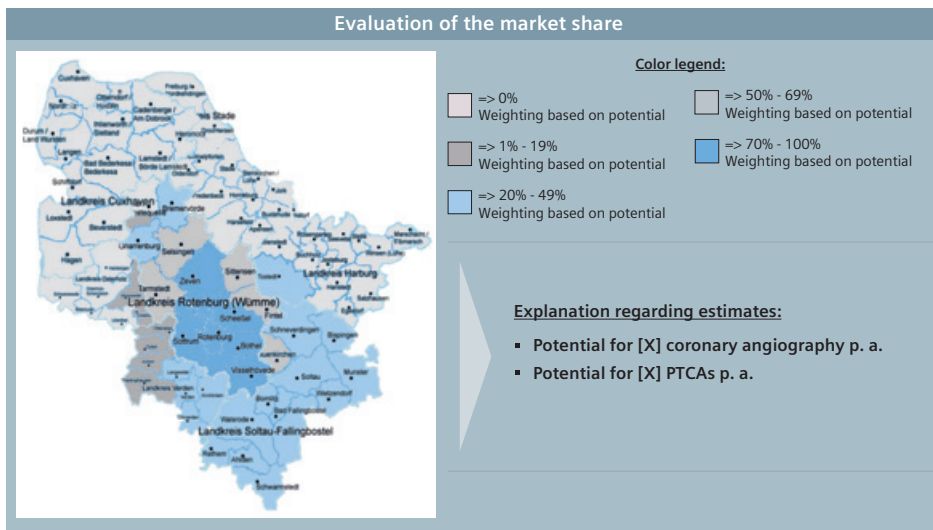
Methodology and results for Strategic Development

Market and competitive analysis

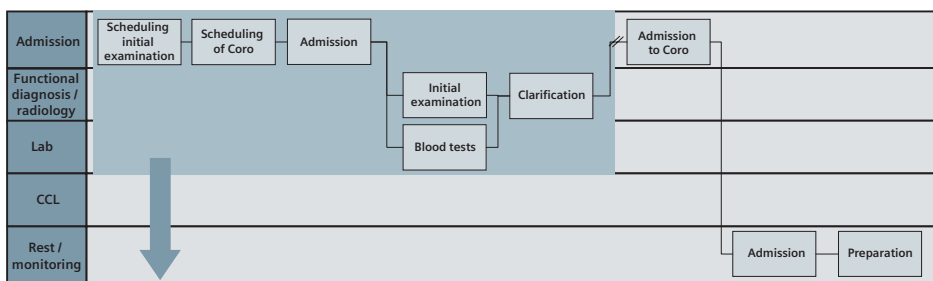
Siemens consultants performed a regional market and competitive analysis focused on identifying the addressable market. In a first step, the team determined the service volumes for coronary angiography and percutaneous transluminal coronary angioplasty (PTCA) at the municipal level for the counties of Rotenburg, Cuxhaven, Harburg, Osterholz, Soltau, Stade, and Verden, Germany. In the second step, a competitive analysis was performed for the addressable market. Their geographical distance from Diakoniekrankenhaus Hospital, area served, and respective service spectra were evaluated. On this basis, three key questions were addressed:

1. Given the geographical situation and service area of competitors, what are the maximum service volumes that can be generated in Rotenburg?
2. Where were there significant deviations in the estimated and actual patient residency numbers?
3. What conclusions and measures can be derived from these findings within the framework of referrals?

The following graphic presents the results of the market share analysis, taking into account the hospital's service area, the service area of competitors, and geographical factors. This information was used as the basis for discussions in the workshops.



Graphic on patient potential on a municipal level



Process draft for outpatient coronary angiography

Offering outpatient services based on recent regulatory changes

The results of the investigations described above were also used to derive potential service volumes that could be obtained by offering outpatient services based on recent changes in German Healthcare regulation. The Siemens consultants then investigated how the outpatient service spectrum and associated processes could be best integrated into the Cardiology Clinic. After clari-

fying basic legal questions, the process was developed in its individual steps and compared with the capacity planning of all participating departments. In addition, a floor plan was created and revenues and costs were compared in an accounting model based on the available data. The final results showed that the service spectrum for outpatient coronary angiography could be realized, and as a result, significant additional income outside of existing budgets could be generated.

Customer benefits

The results of the work by Siemens consultants provided the following results:

- Increase in the weekly cardiac cath lab service volumes by approx. 55%
- Short and medium-term increases in revenue of up to €150,000 annually

As part of a scenario, the customer was provided a decision document for enhancing his service spectrum through outpatient coronary angiography. The clear potential impressed management, who immediately assigned the actions a high priority for implementation.

“These results cannot become another unused concept filed away in a drawer.

We have to keep the project’s momentum going and move directly to implementation.”

Director of Finance
at Deaconess Hospital
Rotenburg/Wümme

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Hinweis: Innerhalb definierter Toleranzen kann es Abweichungen von den technischen Beschreibungen in diesem Dokument geben.

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