



SAP Concur 

SAP Concur Case Study | EXTERNAL

Hospital Corporation of America Improves Efficiency, Gains Visibility and Centralizes Travel and Expense Processing with SAP Concur

Quick Facts

Company Name

Hospital Corporation of America (HCA)

Solutions

- Concur® Expense
 - Concur® Expense Pay
 - User Support Desk
 - Intelligence
 - Reporting Services
 - Service Administration
 - User Support Desk
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Industry

Healthcare

Company Size

- 204,000 Employees
 - 40,000 SAP Concur Users
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Location

Nashville, Tennessee

Why SAP Concur

HCA was looking for an end-to-end travel and expense solution that centralized their expense processing and increased efficiency for users and back-office staff. SAP Concur provided them a solution that did just that, plus reduced processing time, increased overall visibility and integrated seamlessly with Lawson.

About HCA

Founded in 1968, Nashville-based HCA is the largest hospital system in the world, with 170 locally managed hospitals and 115 freestanding surgery centers in 20 states and the United Kingdom. More than 60% of HCA-affiliated hospitals are on The Joint Commission's Top Performers list based on key quality measures. More than 27 million patient care encounters are provided annually by more than 240,000 team members, including more than 80,000 RNs. Above all else, HCA is committed to the care and improvement of human life.

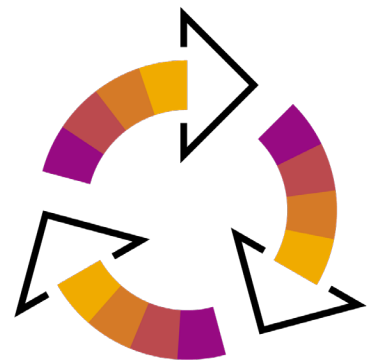


The Challenge: Gaining Visibility into Employee Bookings and Overall Spend

Since its inception, HCA's focus has always been centered on patient care, with an **ongoing mission to deliver high-quality, cost-effective healthcare** in the communities it serves. With help from SAP Concur, HCA has fundamentally changed the way it manages travel, processes expense reports and oversees T&E spend company-wide, transforming a disparate, cumbersome process into a **seamless, end-to-end workflow**.

“We went from processing for the corporate office to processing for the whole company – **in less time with fewer people**.

Zach Clayton, Director of Disbursement Operations, HCA



FOR MANY, ONE

This story begins in the late 1990s. At the time, HCA owned its own travel agency, but with no strictly enforced policy to use it, the benefits fell short.

Travel, for the most part, was managed on a local level. The reimbursement process was highly manual, decentralized and inefficient for staff and processors alike.

Employees filled out paper expense reports, routed these to the appropriate managers' inboxes for approval, then sent the signed reports to the corporate back office or one of eight regional payment centers for processing. The back office and the payment centers all used **different processing systems**, so there was no consistency among the groups. Reimbursements took weeks, processes were labor-intensive and, because travel for staff in the field was managed locally, there was **limited visibility into overall spend**.

"We knew we needed to get our arms around what was happening. In 2000, we decided to get out of the travel agency business, since it wasn't our core competency," explains Lynn Brunner, CCTE, GLP, director of travel and meetings for HCA. "That same year, we rolled out SAP Concur's online reservation

tool and electronic expense reporting to our corporate users. This gave us great data on what was happening with these users; however, our payment centers were still on different systems, so nothing was integrated."

Translation: No big-picture view.

The eye-opener came on September 11, 2001. Brunner **struggled to locate employees globally**, without a single resource for knowing who was traveling and where those staff members were. That day was the catalyst for an operational evolution that culminated in 2009, when HCA centralized expense processing and rolled out the Concur Expense and Expense Pay platform to all users, creating a consistent, efficient, end-to-end process for T&E that was organization-wide.

MORE EFFICIENCY, FEWER PROCESSORS, GREATER CONTROL

Today, the SAP Concur platform is used by 40,000 HCA employees in the United States, the United Kingdom and China. Employees use the solution to book travel, complete expense reports and submit these reports to HCA's centralized back-office team in Nashville for processing.



"I know what we book, what we spend and where we're spending it."

Lynn Brunner, CCTE, GLP, Director of Travel and Meetings, HCA

“With SAP Concur, **travel and expense reporting went from manual and paper-based to efficient and electronic,**” explains Zach Clayton, director of disbursement operations for HCA. “Because we have visibility into the workflow, nothing falls into a black hole. Our employees **get an email every step of the process,** so they don’t have to wonder whether we got their expense reports or when they’ll get their reimbursement.” Filling out expense reports is also easier for HCA’s staff.

“If the employee charges travel or another approved expense on a corporate American Express® card, those fields are pre-populated on the expense report, with no re-entry,” Brunner says. “If the employee chooses, we can pay American Express® directly on his or her behalf, instead of depositing funds into their direct deposit account and having them write a check to pay their corporate credit card. All of these factors reduce our overall processing time, and make everything from booking a reservation to submitting expense reports to getting money faster and easier.”

How fast? The same expense reports that used to take a month from submission to reimbursement now get processed within five days maximum – with a **typical report turning around in just one or two days.**

More impressive than this metric is the small number of processors it now takes to handle the workload.

“I can tell you that we used to have six people in accounts payable just to process expense reports for our 2,000-person corporate office, with about 1,500 of these submitting travel expenses,” Clayton says. “One of those processors moved to a different department and another left the company and was not replaced. So, now we have four people processing 190,000 expense reports for 40,000 SAP Concur users every year. We



went from processing for the corporate office to processing for the whole company – in less time with fewer people.”

COMPLETE VISIBILITY, COMPREHENSIVE REPORTING AND DUTY OF CARE

In addition to saving time, this centralized, streamlined T&E operation gives HCA leaders fast access to something they didn't have before: **comprehensive, accurate data**.

“I know what we book, what we spend and where we've spent it,” Brunner says. “We can go in, manipulate the data to find the information we need with a few clicks, and generate reports for the field.”

Most importantly, in case of emergency or disaster, HCA leaders **never have to wonder whether or not their employees are safe**.

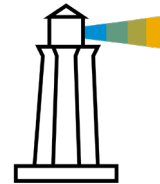
“Because of SAP Concur, we now have a relay process for emergencies,” Brunner says. “If there's a disaster or a weather incident, I can see which of our staff was affected, reach out to them and verify that they're okay. That's a huge benefit for us, and something that our employees appreciate. They know we're looking out for them.”

Although HCA is known for providing premier patient care, with a little help from SAP Concur, it's also made some healthy changes to the way it handles travel and expense within the organization. Improved visibility, efficiency and an end-to-end process that **makes life easier for employees who travel**: that's an outcome any healthcare organization would love.



REDUCED TIME ON T&E

HCA reduced the time it took to process and reimburse expense reports and eliminated the need for internal resources to handle employee “how-to” questions, so they could spend their time where they added the greatest value.



IMPROVED DUTY OF CARE

After the 9/11 terror attacks, HCA began leveraging SAP Concur to gain greater insight into where employees are in the event of an emergency and provide the support they need to keep them safe when they're on the go.



GAINED GREATER VISIBILITY

A comprehensive view of spend data gives HCA auditors the information required to ensure accuracy and compliance, employees insight into the status of their reimbursement and administrators access to reports needed to make strategic decisions for the organization.

Learn more at concur.com

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