

**Project Objective:** Design, implement and operate an Accounting Shared Services Center (SSC) to support existing network of hospitals and anticipated growth.

**Writeup:**

A growing network of hospitals, rehabs, and outpatient surgical centers anticipated doubling in size in as little as six years. But they knew it wouldn't be easy. The network lacked an Accounting SSC (shared service center) which would be required to efficiently support even its current size, to say nothing of its aggressive growth projections. The network asked Protiviti to determine the feasibility, cost, and benefit of establishing an SSC, and, ultimately, implementing such a solution.

Our Protiviti/Robert Half team conducted an AP Transaction Analysis to understand and quantify the current profile, trends, and opportunities. Next, the SSC design and implementation was executed to optimize processes as well as the ongoing cost commitments. Then we hired, trained, and managed temporary and full-time staffers to operate the previously manual processes and implemented new user-friendly solutions for invoice workflow, implementation of EDI, ACH, employee expense, travel management, and E-payable solutions. As a result, Protiviti helped standardize accounting processes across the network in accounts payable, fixed assets, general ledger, cash, insurance, and intercompany functions. Bottom line: our efforts optimized headcount in accounts payable and general accounting functions, resulting in a \$1.3 million savings, or a 24 percent payroll reduction, and reduced disbursement costs by implementing rebate programs resulting in returns of approximately \$2M annually.