



**HOW  
HEALTH SYSTEM  
COMMAND CENTERS  
ARE FULFILLING  
THE MISSION**

**NO  
PATIENT  
WAITS**

**TeleTracking**



# THE TIME IS NOW

*The reality for too many health systems...*

*staff wait for caregivers,  
caregivers wait for resources,  
patients wait too long for care.*

*We have a better way.*

**OUR MISSION IS SIMPLE: TO ENSURE THAT NO ONE WAITS FOR THE CARE THEY NEED**

*That's been TeleTracking's mission for close to three decades—and why we recognized the significant benefits of a centralized approach to care. We pioneered the Command Center concept—and have implemented more than 100 across the United States and United Kingdom. The outcomes we deliver—improved efficiency, increased revenue, and enhanced patient safety and satisfaction—have been the subject of studies by the RAND Corporation and KLAS Research.*

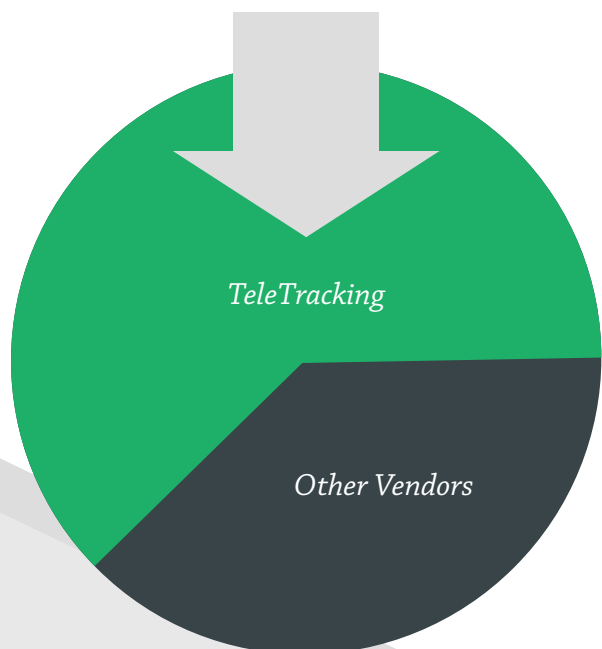
*COORDINATION OF CARE NEEDS TO BE MORE CENTRALIZED.*

As care delivery becomes more complex, finding ways to coordinate patient care across the continuum is one of the most important challenges facing healthcare institutions today and the reason Command Centers are central to a health system's organizational strategy.

TeleTracking recognizes the increasing complexity of health systems due to mergers, acquisitions and changing reimbursement models. It is clear to us that centralization, operational alignment, and shared situational awareness are the keys to successfully navigating this new reality. This is why, over the past 10 years, TeleTracking has been responsible for the launch of more than 100 Health System Command Centers across North America and Europe.

A December 2018 study by the global research firm KLAS reports that TeleTracking has built more Command Centers than all other vendors combined. In addition, the study confirms that Command Centers can drive significant, positive outcomes including improved efficiency, increased revenue, and enhanced patient safety and satisfaction.

**TELETRACKING HAS MORE HEALTH SYSTEM COMMAND CENTERS THAN ALL OTHER VENDORS COMBINED**



**2017 CORPORATE CITIZENSHIP AWARD**

*Pittsburgh Business Times*

**150 TOP PLACES TO WORK IN HEALTHCARE | 2018**

*Becker's Hospital Review*

# THE STATE OF CARE

The weighty challenges facing health care require bold solutions—and the time to act is now!



## DID YOU KNOW?

01.

Every year there are 20 million unnecessary patient days—capacity that could be used to provide care for an additional 3-5 million people.

02.

37,000 deaths each year correlate with emergency department boarding, while at the same time hospitals are experiencing \$100 billion in operational inefficiency.

03.

1.9 million patients leave without being seen each year, while 39 percent of hospital beds remain unoccupied.

04.

Demand is Increasing: An aging population, with half suffering at least one chronic condition, and more than a quarter suffering multiple chronic conditions, warns of challenges to come.

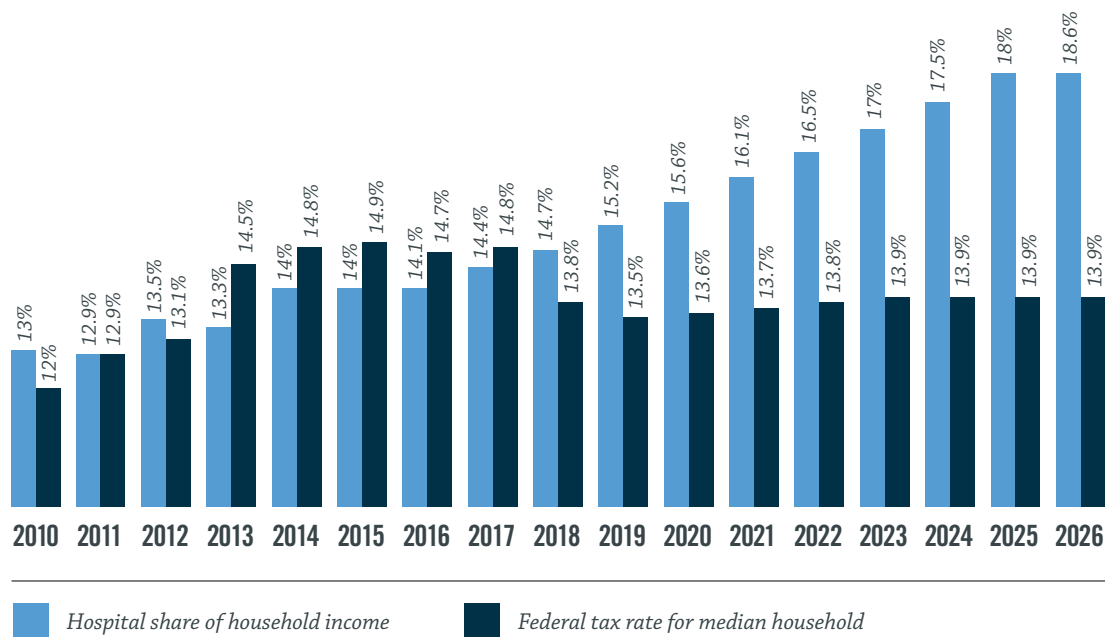
05.

While Supply is Tightening: The U.S. is entering the worst nursing shortage in more than five decades.

# AND THE IMPACT DOESN'T STOP THERE.

According to a December 2018 *Forbes* report, the average family spends 15% of their annual income on healthcare — more than they spend on federal taxes — and that number is rising. These metrics are not sustainable.

U.S. hospital spending as a share of median household income vs. federal tax rate for median household, 2010-2026E



## FROM OUR CLIENTS

*“Educating key stakeholders in our organization about TeleTracking and the reason behind a Command Center was critical. This is an operational decision that has implications to our EMR, to our clinical folks, to our finance cycle, and most importantly to our patients - especially if we chose to do nothing.”*

**JOHN WEIMER, MS, RN, FACHE, VP, NETWORK EMERGENCY, TRAUMA AND OPERATIONS COMMAND CENTER -  
KETTERING HEALTH NETWORK, DAYTON, OH**



# THE WAITING GAME

*The U.S. ranks 50th out of 55 countries in healthcare efficiency. When patients wait for the care they need, everybody pays. So, why are we waiting when there are seven open beds for every two patients admitted?*



# AT THE CENTER OF IT ALL

A Command Center is about unifying around a timely, cohesive patient experience. It is about breaking down silos and enabling situational awareness and operational foresight to drive long-term improvements. It is about getting the right patient to the right facility, at the right time, by the right mode of transport — the FIRST time. When these factors are working in concert, lives are saved.



*Carilion Clinic Transfer and Communications Center, Roanoke, VA*



A Command Center is a centralized hub made up of an interdisciplinary team coordinating the day-to-day activities of a health system by planning for, and responding to, the dynamic needs of its patients, community, clinicians and staff.



## KEYS TO SUCCESS AS YOU BEGIN YOUR JOURNEY...

- \* Establishing executive ownership and engagement from the very beginning because leadership support creates a foundation for success.
- \* Establishing the Command Center as the “hub” with all patient throughput activities—inbound, within (or throughout), outbound—flowing through it.
- \* Locating the Command Center in a flexible place—in fact, it’s recommended to establish it at an offsite location, like a corporate office park, especially for a multi-system enterprise.
- \* Running the Command Center 24/7, staffed by professionals that have an essential combination of critical thinking and clinical skills—and consequently can make rapid, effective decisions around patient care.

- \* Putting a “One Call” philosophy to work, where the community knows that one phone number unlocks access to world-class patient care. Marketing the Command Center is also important—from making rounds at referring hospitals, to promoting within your own facilities, to sending announcements and postcards with the toll-free number—always be ready to promote the simplicity and streamlined approach to care.
- \* Providing consistent clinical protocols, along with an enterprise-level view of all available beds, leads to consistent and precise patient placement—and patients receiving the right care, in the right place, at the right time.
- \* Generating real-time and historical data through the Command Center helps drive accountability and collaboration across the organization; provides the ability to track and measure performance goals consistently and in one place; and provides the ability to implement process standardization and departmental benchmarking.
- \* Achieving a balance between capacity and utilization, and between strained tertiary facilities and under-utilized community facilities is now a reality.

### FROM OUR CLIENTS

*“Our Command Center makes it possible for us to manage patient flow. It is ‘Mission Control’ for our health system and has enabled us to reduce length of stay in our ICU, accept an additional 1,000 patients per year and decrease the amount of time it takes our housekeeping staff to turn rooms around by 50%.”*

**MELANIE MORRIS, SENIOR DIRECTOR,  
CTAC & EMERGENCY MANAGEMENT,  
CARILION CLINIC - ROANOKE, VA**



## FROM OUR CLIENTS

*"This is air traffic control for our health system. We can see every bed in the system and know where every patient is—from this centralized location. This level of visibility, plus having my team all under one roof, is great for managing the flow of day to day operations."*

**LISA MAPLES, DIRECTOR OF  
CENTRALIZED PATIENT LOGISTICS -  
HEALTH FIRST, MELBOURNE, FL**

# SHARED SITUATIONAL AWARENESS ACROSS A HEALTH SYSTEM

While every health system is unique, a Command Center provides alignment and transparency across the care continuum.



### PATIENT ACCESS:

Rapidly evaluates and documents patient referral and transfer requests, coordinates physician hand-offs and EMS dispatch, and communicates with referring and accepting care teams so that patients can transition to new care settings, have a positive experience, and receive timely access to the care they need.



### EMS DISPATCH:

Works hand-in-hand with access team members to ensure timely patient transport by facilitating the coordination of ground and air transport based on requests and patient conditions.



### PATIENT REGISTRATION:

Performs patient registration activities for patients entering through the Command Center to promote expedient, effective patient access. Updates and maintains patient information as necessary throughout the continuum of care.



### PATIENT PLACEMENT:

Ensures that patients are placed in the right bed, facilitates timely discharges, sets resource priorities to free up needed capacity, and manages patient throughput so the system can meet the needs of current and projected patient demand.



### EVS & TRANSPORT:

Work closely with patient placement to ensure optimum throughput, ensures timely bed cleans and patient transport, and tracks to improve performance.



### COMMAND CENTER DIRECTOR/MEDICAL DIRECTOR:

Manages overall system operations using data and analytics to: predict and prevent bottlenecks and constraints, rapidly see and solve problems, drive accountability, ensure compliance and timely reporting to key stakeholders, provide visibility to C-suite to support strategic business planning.



### CASE MANAGEMENT:

Responsible for utilization review of non-emergent transfers and direct admissions to ensure appropriate patient status upon admission. Works closely with Command Center staff and key stakeholders to maintain appropriate level of care status and movement of patients. Actively reviews patient information to ensure efficient, effective flow of patients throughout the continuum of care.



### TELEMEDICINE:

The use of telecommunication and information technology to provide clinical health care to overcome distance barriers and to improve access to medical services that are often not available in distant rural communities.



### EICU:

A method of delivering care to critically ill patients in remote hospitals by critical care specialists who work in a central location. Data on patients (including historical information, physical exam findings, hemodynamics, laboratory test results, and radiologic images) sent from satellite hospitals are transmitted to and from the bedside to eICU staff who can then adjust care plans accordingly.

# DISASTER READINESS

With disasters increasing in both frequency and severity, new Centers for Medicare and Medicaid rules require health systems to have much more robust capabilities in place. These include the ability to track staff and patients, a means of providing information about the general condition and location of patients, and current health system capacity.

With TeleTracking, these capabilities are built-in. Our customers tell us that only TeleTracking gives them the shared, real-time situational awareness they need to manage operations before, during and after a rapidly evolving incident. Health systems have relied on TeleTracking's operational platform to manage incoming patients and current and projected capacity during events from the Aurora, Colorado movie theater shooting to Hurricanes Harvey and Maria.



# POWERING MORE THAN 100 COMMAND CENTERS



*TeleTracking powers Command Centers for many different types of health systems.*

**HEALTH SYSTEMS IN COMPETITIVE MARKETS** *that have a goal to grow volume and market share, can do so by maximizing acceptance speed and providing an exceptional experience for referral partners.*

**LOW-DENSITY RURAL AREAS, WITH HIGHLY DISPERSED POPULATION SYSTEMS** *tightly coordinate with medical transportation and critical access hospitals—in order to deliver timely, quality care to all patients, even in remote locations.*

**LARGE REGIONAL SYSTEMS, WITH A FREQUENTLY CHANGING FOOTPRINT,** *rapidly incorporate new hospitals and practices to deliver cohesive care across the continuum, even as their networks evolve.*

**ACADEMIC MEDICAL CENTERS** *optimize capacity and provide access to care for specialty patients across the US and often around the world.*

**MULTI-MARKET HEALTH SYSTEMS** *align operations and care delivery across their networks, realize economies of scale, and become a single, cohesive system.*

**NATIONAL HEALTHCARE SERVICES AND TRUSTS** *operate ultra-efficiently, ensuring that they minimize patient wait times and deliver high-quality care.*

## THE COMMON THREAD: THE PATIENT.

All of these systems turn to TeleTracking for our expertise, our uniquely powerful operational platform and analytics, and our commitment to ensure no patient waits for the care they need.



# HOME TO HOME

A centralized care platform powered by TeleTracking can improve communication, reduce wait times and increase access. It also helps drive competitive opportunities for health systems.

It is unacceptable, unproductive and fiscally wasteful for patients to be waiting for the care they need because of operating inefficiencies and unnecessary cost barriers. We have a story on the patient journey that helps to show how every step—from outside the home, to returning home—can be the most productive.



## THE PATIENT:

*Meet Mr. Smith, a 72-year-old gentleman with diabetes, high blood pressure, high cholesterol and a history of mini-strokes.*

### HIS CARE JOURNEY:

01. During an office visit, Mr. Smith has a neurological episode. 911 is dispatched and he is transported to the nearest hospital.
02. Emergency medicine and neurology teams are alerted so they can assess him upon arrival. He is immediately transferred from the ED to an available bed in the NeuroICU that was pre-assigned when the health system Command Center learned of his symptoms.
03. After two days in the NeuroICU, Mr. Smith met all the stroke care milestones and was transferred to an available bed in the neurology unit.
04. Mr. Smith's expected length of stay was eight days. Because his patient ID bracelet was equipped with Real Time Location System (RTLS) capabilities, each step of his care was tracked and time-stamped.
05. On day six of his hospitalization, discharge planning milestones were reviewed by the entire care team during multi-disciplinary rounds. A pre-discharge order was initiated alerting team members that Mr. Smith was expected to be discharged the following day. In addition, Mr. Smith's rehab needs were coordinated through case management sitting in the Command Center.
06. On the day of discharge, the care team rounded on Mr. Smith first thing in the morning and because all the prep work was done the preceding day, transport was arranged for 11 am.
07. As the ambulance service wheeled Mr. Smith out, they removed his RTLS bracelet and dropped it in the kiosk. The technology automatically turned his bed status to empty and sent a notification to housekeeping to let them know the room was ready to be cleaned.
08. Mr. Smith spent two weeks in rehab and upon returning home, his progress was monitored via technology that linked him to his care team and case management. He was also able to self-schedule his series of follow appointments.
09. The day of his neurology follow-up, he and his wife were in Walmart when he received a text message from the office that they were running about 30 minutes behind schedule. He and his wife kept shopping and arrived promptly at the adjusted appointment time.







# BENEFITS FOR ALL

*Getting leadership, operations, clinical, technology, finance and all system-wide departments at the table engaged and aligned is critical to centralized success.*

TeleTracking engages with every member of your organization—from the front-line to the C-suite—to ensure each member of your organization understands their unique role in adopting change. As your partner, we work with you to understand organizational goals, what areas of opportunity exist, and what capabilities you are trying to gain.

By understanding your operations inside and out, we build a customized road map to help you achieve results in a cadenced and attainable manner. Whether your goals are tactical, such as reducing ED boarding, or more strategic, like improving the patient experience and increasing market share, we can put a plan in place to help you reach them.



## FROM OUR CLIENTS

*“We have been able to sustain the positive changes to our operations—and the resulting outcomes—because the benefits to our patients are clear and we have strong buy-in from every level of our organization. There is a real passion here because we believe it allows us to provide better patient care. And it is why we’re so tenacious and committed to moving forward. We have hardwired the processes at our organization and live and breathe it every day.”*

**IRENE AGOSTINI, MD, CHIEF MEDICAL OFFICER, UNIVERSITY OF NEW MEXICO HEALTH SYSTEM — ALBUQUERQUE, NM**



### FOR EXECUTIVES:

A Command Center makes it possible for CEOs to have immediate feedback by putting systems, controls, and feedback loops in place. They can see the services that are growing, which ones are right sized, and what services can be transitioned to alternative points of care and done in a simpler way. With visibility and trust, the Command Center provides objective data indicating if the system is meeting, exceeding, or is off-target with core metrics.



### FOR OPERATIONS:

A Command Center provides COOs with transparency, visibility and access to real-time and trended demand for care. It results in fewer calls related to operational issues, happier physicians, strong workforce retention and enhanced ROI due to the efficient use of space and effective processes.



### FOR TECHNOLOGY:

A Command Center helps CIOs deploy the right systems and in turn provide the right types of actionable data to drive best practices. It also provides insight into the demands being placed on the systems that are being deployed and the direct impact that technology can have on patients. And since a Command Center works as the central hub, it's possible to deploy a scalable ecosystem across an entire health system.



### FOR FINANCE:

The Command Center helps accelerate decision-making processes and workflows, so results can be seen quickly. It also helps with bringing the right patients in—where patient needs align with the services that the facility, accepting the new patient, can deliver. The ability to access significant amounts of data also helps with the decision-making process for both small and large projects.



### FOR CLINICAL:

A Command Center helps the CMO put the proper processes in place so patients can navigate through the system and receive the proper standards of care. It helps them create a closed loop system between acute care and community care. Finally, it helps with long-range strategic planning—for example, they can look at shifting population needs, like an increase in diabetes, and ensure that there are enough endocrinologists to effectively serve these patients.

This leads to quality outcomes for patients, especially for the most vulnerable populations.

With access to data that provides tracking and trending visibility it's possible for CNOs to understand the acuity of the hospital in aggregate, so they can staff for it. It helps answer questions such as—how many nurses do I need, are we placing and deploying them in the smartest way to meet patient needs, how do I attract qualified staff, and how do I retain them? It provides deep awareness, allowing them to be proactive in managing staffing and workforce wellness, as well as managing purchasing budgets and fleets of equipment.



### FOR PROCESS IMPROVEMENT / LEAN / QUALITY / PATIENT EXPERIENCE:

A Command Center, supported by TeleTracking, embodies fundamental Lean principles such as visual management, pull systems, and one-by-one flow. Quality improvement professionals impact the patient flow value stream by marrying people and processes to technology. With standard work and optimization, it's possible to create the transparency that eliminates waste and wait times, enhancing the experience for patients and staff.



# BEYOND TECH

An unrelenting focus on delivering quality patient care is a complex pursuit—but our job is to make it not feel that way. Every health system has an electronic medical record [EMR] for clinical documentation, and every health system needs an operational overlay like TeleTracking to automate workflows and generate actionable data to address bottlenecks before they occur. Beyond the technology, our experience and intelligence ensure that the implementation, as well as the training and reinforcement of consistent best practices, results in ideal outcomes.



## *DRIVING TRANSFORMATION*

### **THE VALUE OF GOOD PEOPLE**

Our experts provide a foundation for our proven best practices in conjunction with change management and ongoing integrated advisory and support. With extensive operational and clinical backgrounds, they have centuries of experience to help guide health systems on their improvement journey. These experts have been on both the frontlines of patient care and the implementation of Command Centers. They know how to marry technology, process, proven best practices and people to ensure that all functions are working in concert—everything from the emergency department and the ICU to air and ground dispatch and telehealth—to manage a “home-to-home” approach to care. Our teams consistently deliver repeatable, positive results, along with real, demonstrable outcomes across the entire care continuum.

### **BEST PRACTICES LEAD THE WAY**

We work with you to understand organizational goals, areas of opportunity, and competences that you are trying to gain. Then, equipped with this knowledge, our experts choose a series of operational guiding principles or ‘best practices’ for your organization to adopt. These best practices come from our nearly three decades of experience optimizing healthcare operations and are the tool we execute against to drive outcomes. By understanding your business inside and out, we build a customized road map to help your team adopt these best practices and achieve results in a cadenced and attainable manner. For example, our best practices can help you address:

- Time between initial call to patient accept for outside transfers.
- Environmental services bed cleaning turnaround times.
- Percentage of discharges before 11 am and 2 pm.
- Total trip time for patient transport.
- Hold times for internal transfers.

### **ALL IN THE DETAILS**

With a large-scale initiative that involves implementing patient flow efficiencies system wide, the creation of new capabilities and the realization of outcomes require a methodical, step-by-step approach. In order to formalize this approach, and communicate it clearly to clients, TeleTracking developed ACHIEVE.

ACHIEVE is the method we use to instrument change and help your organization adopt best practices.

## FOUR STEPS TO OUR ACHIEVE METHODOLOGY

ACHIEVE makes it possible to clearly identify time-to-value to outcomes. We respect that time is the one thing clinicians do not have enough of—and why it's more important than ever to use time effectively in order for them to treat more patients and deliver the best possible care.



# 01.

*Align: Creating  
a shared vision  
of success*

We work with you to define operational goals and put a plan in place to help you gain new capabilities through the adoption of best practices.

# 02.

*Equip: Executing  
your capability  
road map*

Operational workflows are designed, software is installed and validated, and we train your teams to execute on the first set of best practices to ensure a successful go-live.

# 03.

*Adopt: Helping  
you realize and  
optimize your  
vision of success*

We optimize processes and technologies and monitor key metrics. We then put a plan in place to help you adopt those best practices.

# 04.

*Evolve: Invoking  
a “better never  
stops” philosophy*


Revisiting your road map, identifying what's next and partnering with you to break down organizational barriers ensures that your organization evolves to stay competitive in the market and helps you maximize your investment with us over time.






# BY THE NUMBERS


TeleTracking: three decades of transforming health system operations




Nearly **30 years** of experience driving monumental and measurable outcomes for health systems -  
Founded **1991**




**First** to use technology to address hospital bed turnover




Launched **first** enterprise operational platform to expand health system efficiency and patient access to care




Installed at more than **1,000** hospitals




Helped customers build the **first Command Centers** to transform care




Developed operational best practices based on evidence from the **14 million patients a year** that move through TeleTracking systems on a daily basis



Now have more than **100** Command Centers powered by TeleTracking in the U.S. and U.K.



Customers rely on our clinically-trained operations experts, who make up more than **15%** of TeleTracking's staff



To date, we've invested more than **\$1 billion** in R&D to ensure that no patient waits for the care they need

A control room with multiple monitors displaying data and a person's silhouette. The room is dimly lit with a blue tint. The monitors show various data visualizations, including bar charts, line graphs, and a 3D model of an airplane. A person's silhouette is visible on the left side of the image.

# ARE YOU IN?

*The time is now to centralize  
operations and to deliver ideal care  
today, tomorrow and beyond.*



**TELETRACKING  
POWERS MORE  
HEALTH SYSTEM  
COMMAND CENTERS  
THAN ALL OTHER  
VENDORS COMBINED**



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**FOR MORE INFORMATION PLEASE VISIT [TELETRACKING.COM](http://TELETRACKING.COM)**