

**Becker's Hospital Review
CEO Roundtable**



Time Matters...the New Strategic Imperative

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Chairman

November 14, 2018

Time Matters

Treat me like your patient
Just don't keep me waiting

Lady Gaga...Heal Me





• **Time Based Economy**

Consumer Expectations Have Changed

- Domino's...Pizza in 30 Minutes or Less
- Jimmy John's...Freaky Fast Delivery
- Uber...Access Driver within seconds
- Amazon...55% of US Households are Prime Members...5 Billion items Shipped Globally in 2017

- **When the Flight is Late...How Do you Feel?**



- **We Make People Stand in Line**



- And Fill Out Paper Forms in an Electronic World...That the Government Has Paid For!



Time is Money

Accessing Care...Obtaining Results...Delivering Care

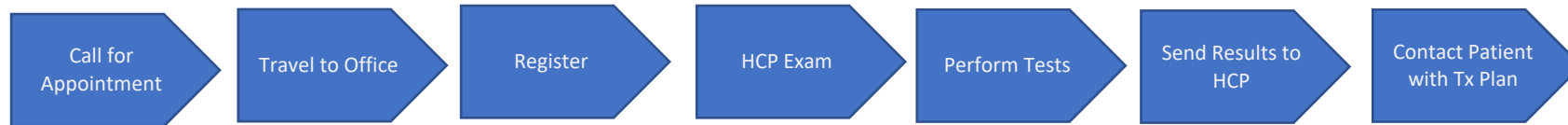
Decreasing the Time of Care



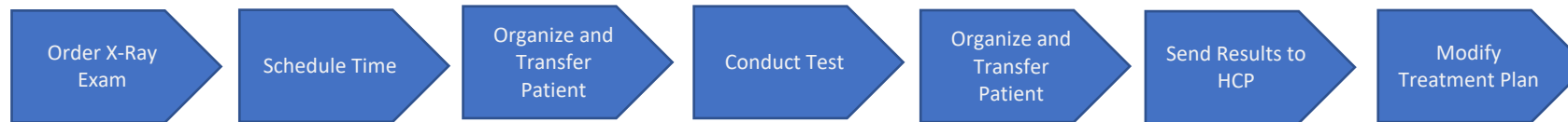
TOO MUCH TIME IS Costly!

Longer the Wait...the Resources and Beds Required

Reduce the Number of Steps and Reduce the Wait Saves Money



Wait between Each Step Total Elapsed Time Sum of Time of Each Step



Reduce Elapsed ER Visit Time by 30 Minutes on 25,000 Visits frees up 12,500 hours of staffing

● Patient Care Follows a Standard Process...

Bottlenecks Occur Across the Process



From registration to the first patient care area...exam, prep, or treatment room or inpatient room

HCP interventions, diagnostic and treatment procedures

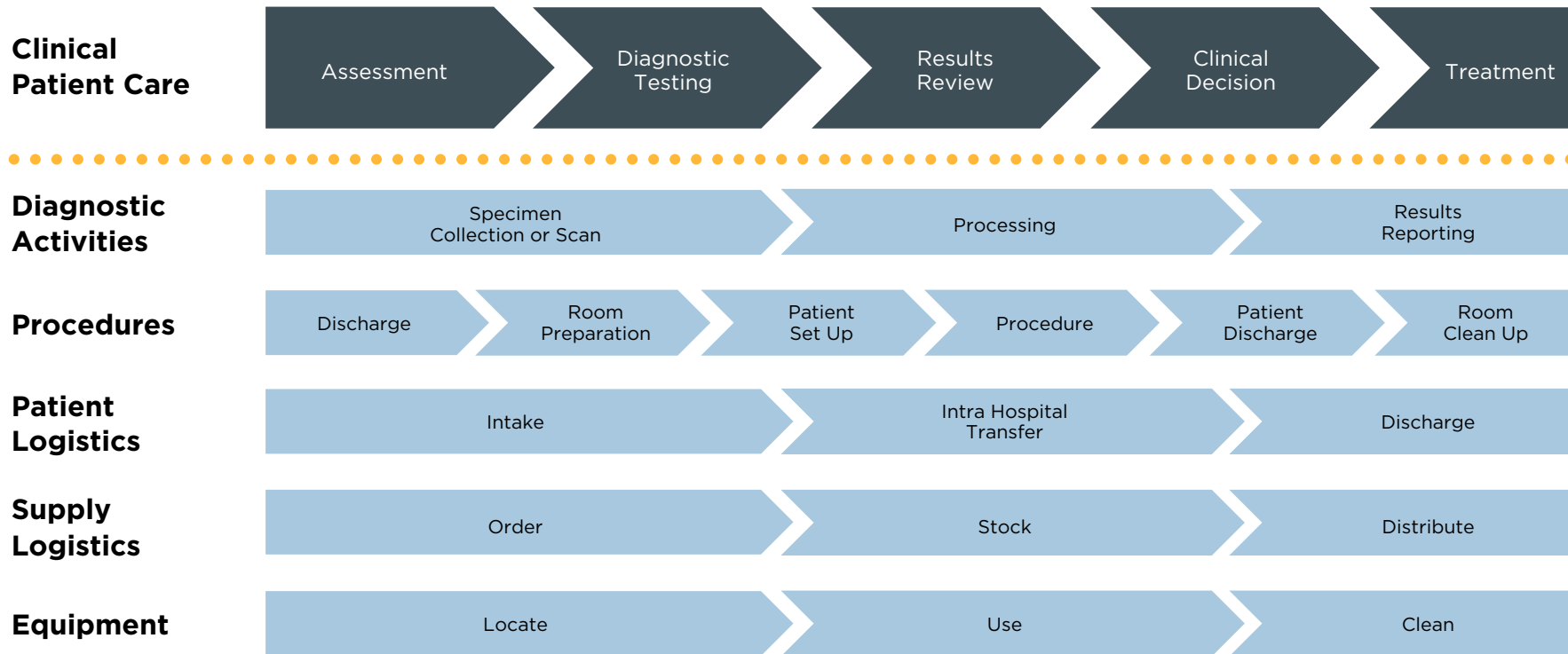
Active care ceases and patient leaves facility

- Amazon...Standard Process...Variable Products



Process Requires Synchronization of Multiple Sub Processes

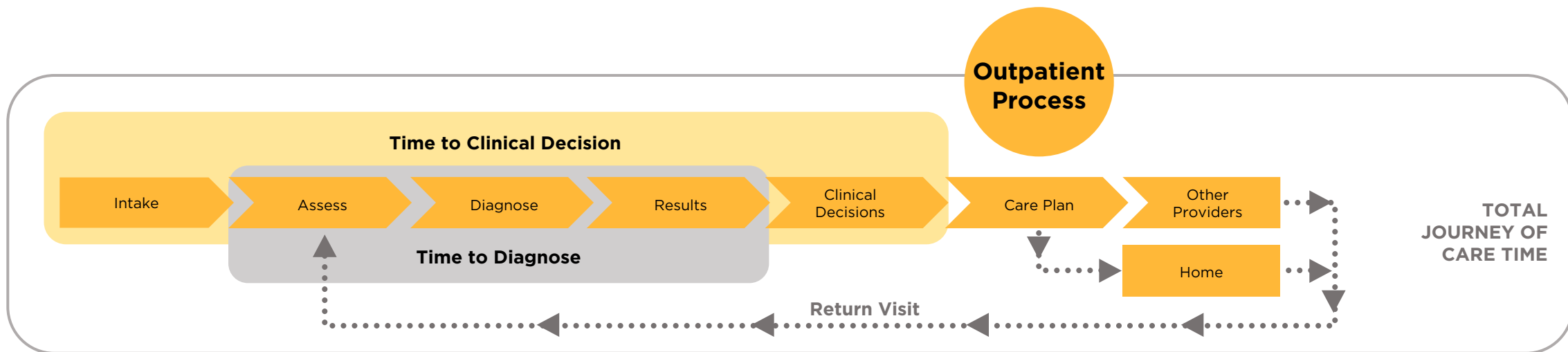
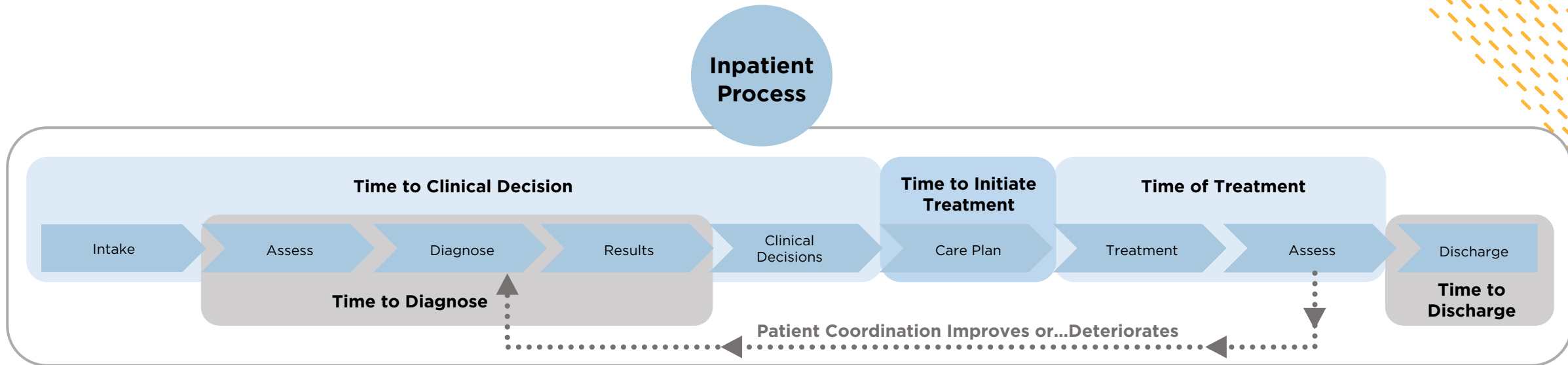
Delays in One Process...Delays Other Processes and the Delays Build

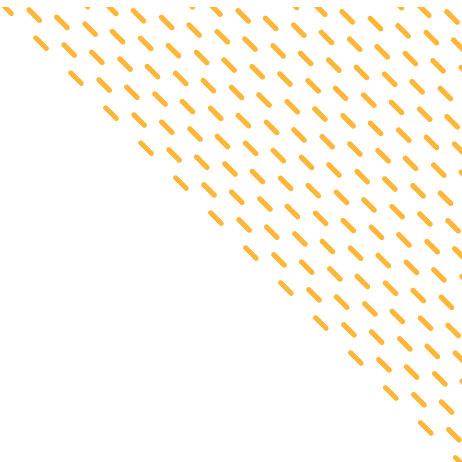


Hospital Management Focuses Below the Line...

Major Impact is Above the Line

Care Process Can Be Tracked for Delays





- **Patient “Work Process” Can Be Standardized and Measured**

Hospital Resources Can Be Aligned if Process Identified Early in Care Journey

- Scheduled Patients...Care Process Aligned and Standardized
- Unscheduled Patients...Care Process Ad hoc at the Initial Stages...then Aligned and Standardized

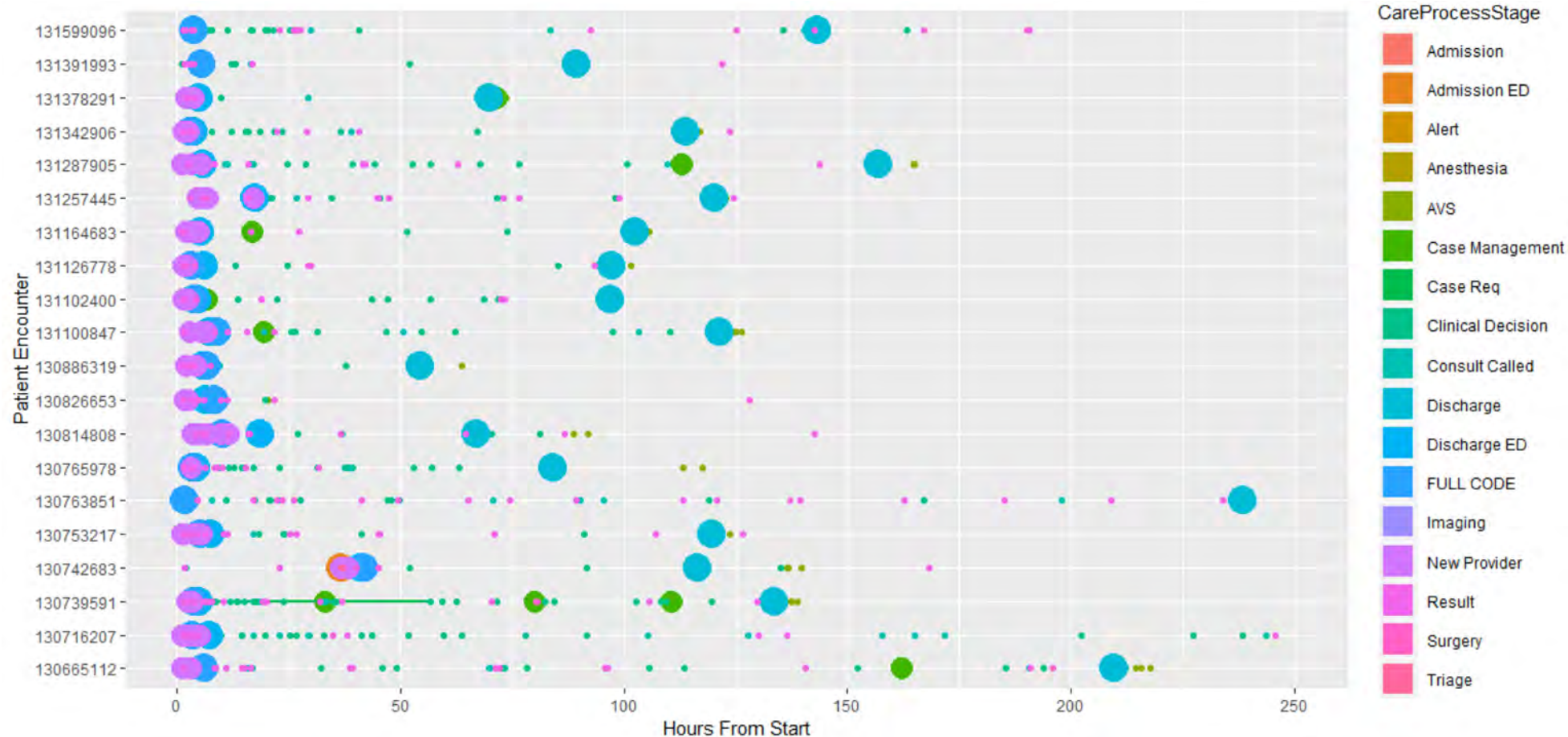
● Elements of Care Process Can Be Assessed from Patient Record

Example of Repp Health Taxonomy...Over 1,500 Events Classified

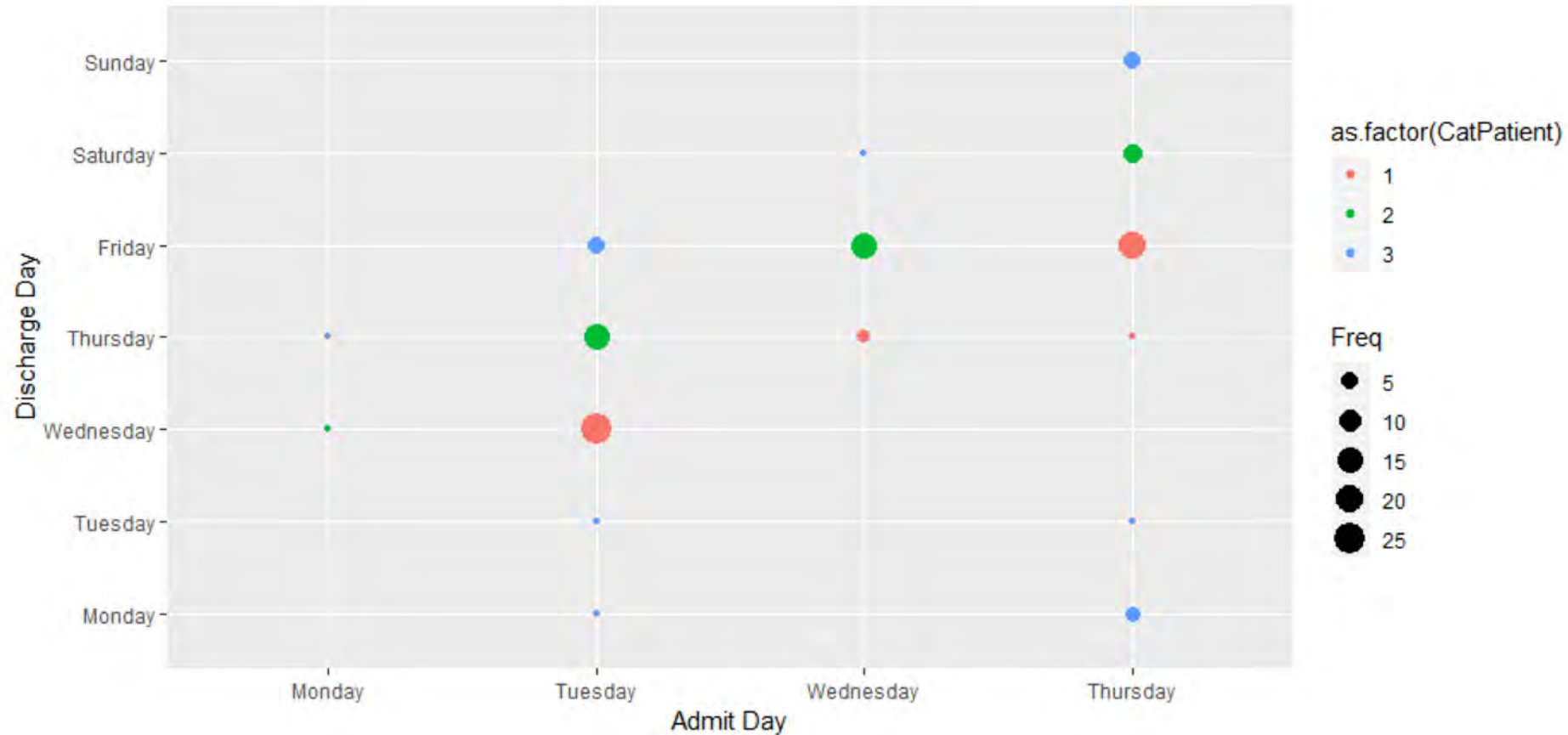
Consult Ordered [1603007102]	Consult Called	Consult	Consult Called
CT Final Result [1603008002]	CT Result	CT	Result
CT Ordered [1603007002]	CT Order	CT	Order
CT Preliminary Result [1603007502]	CT Result	CT	Result

Long Gaps in Care Evident...Taking Up Needed Beds

Clinical Flow COPD Patients

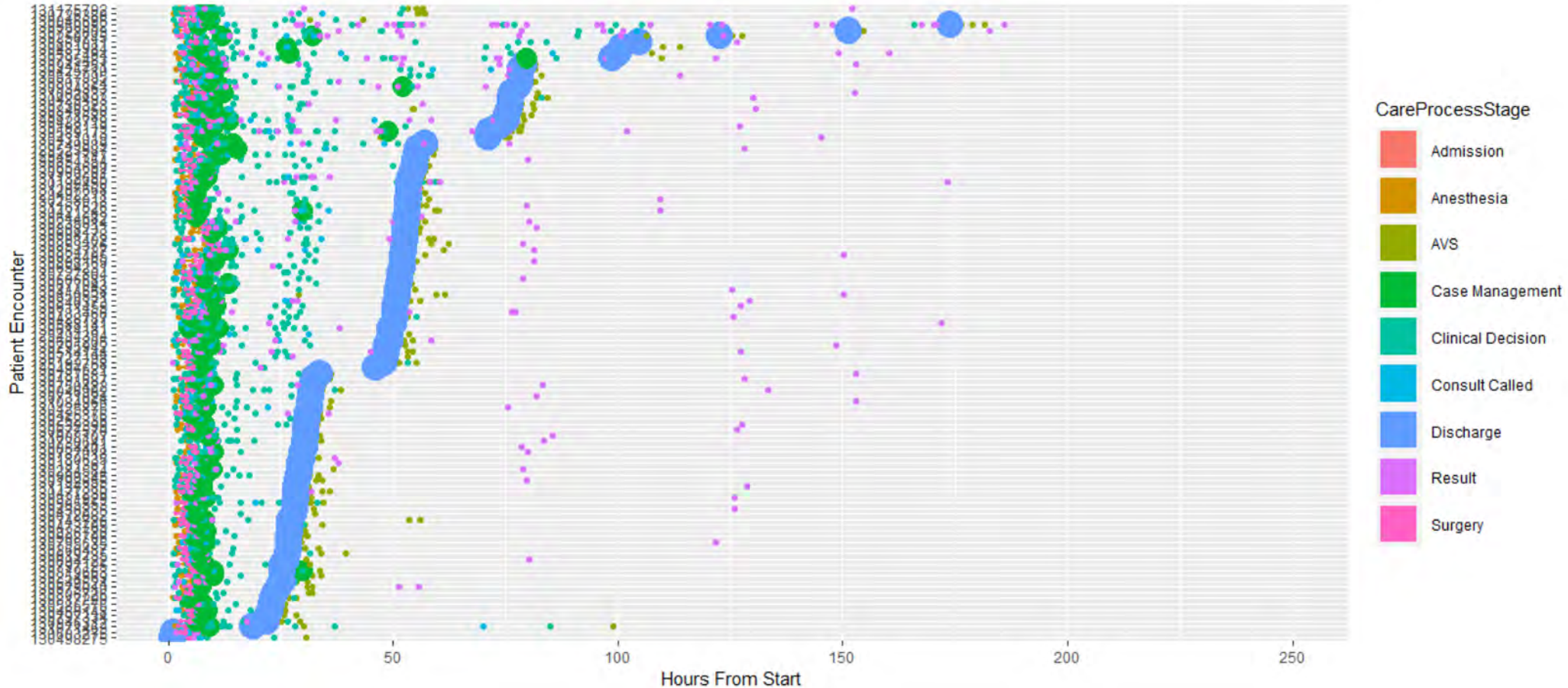


Patients Admitted for Surgery Wednesday Stay an Extra Day for no Reason

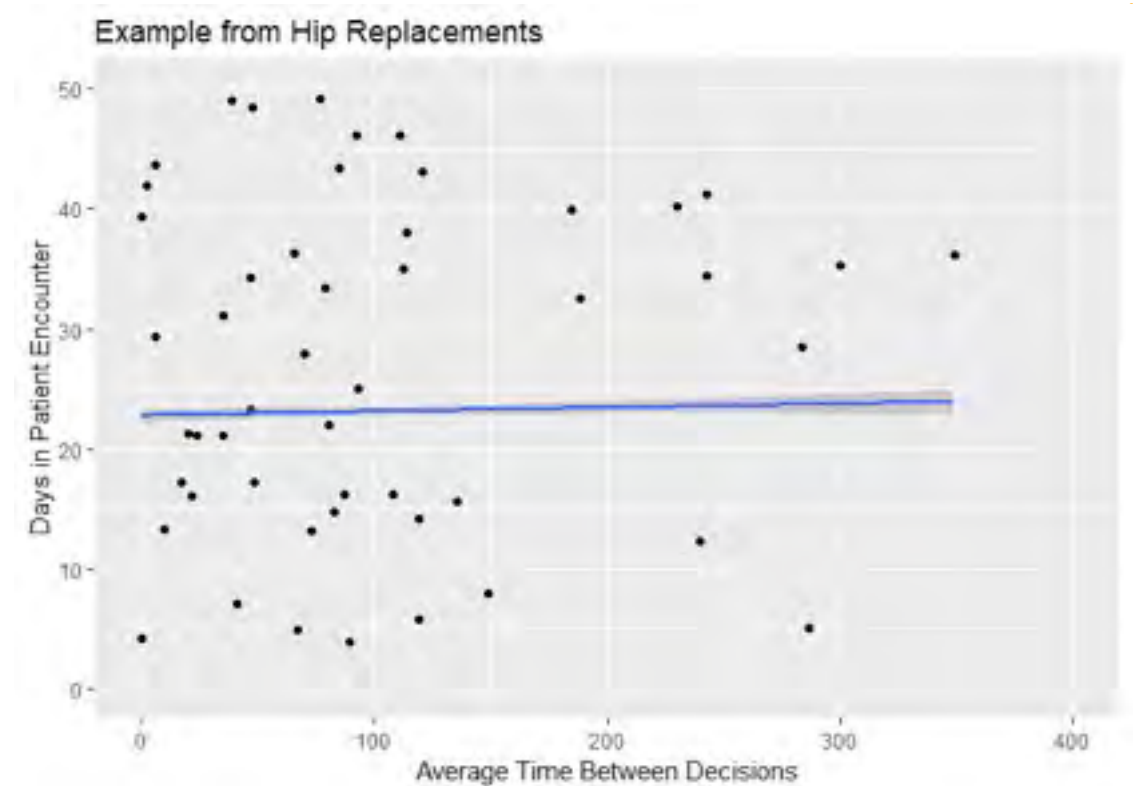
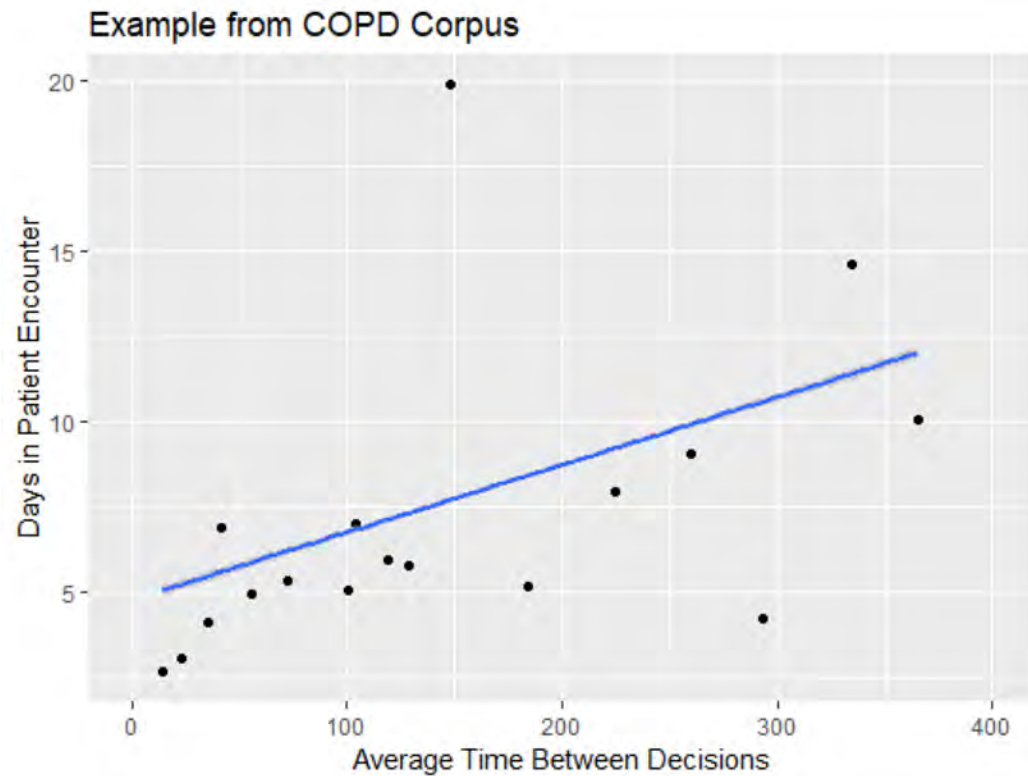


Patients with Days of Stay without Care...Reducing Revenue Per Bed

Clinical Flow for Hip Replacements



Care Process Seems Better Managed in COPD Patients Versus Hip Replacements



- Create a Culture of “Time Matters”



● Accelerate the Pace of Care

- Examine the Data...Spot the Problems
- Track Movement in Real Time
- Organize to Improve

Unlock the Capacity in Your Institution

Wait Time is Expensive Time!



• Time Matters...Eliminate the Wait!

- Reduce Staff...Lower Operating Costs
- Free Up Capacity...Increase Patient Volume...Generate More Revenue per Square Foot...Decrease Need for Additional Capital
- Improve Patient Satisfaction...Gain Market Share

Thanks

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