Hospital integrated command and operations centers improving efficiency and responsiveness in daily operations

A better way to make decisions

“is it the next big thing?”

Thierry Guyader, International Business Development
John Graham, Product Management

April 2018
How many of you have an Operations Center today?
Topics

- The concept and application of operations center
- How operation centers are used to speed up decision
- Conditions and parameters of an effective system
- It is the next big thing?
Concept

The concept and application of operations center

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Integrated Decisions

- bring all the decision makers into one room,
- bring the information from the field in real time, so operators can adjust rapidly,
- communicate the decisions to the field for execution,
- track progress in real time,
- and forecast demand to adjust the plan.

Managing daily operations as if we are in time of crisis all the time.
Silos

- Multiple teams pursuing independent goals
- Periodic synchronization about patients, tasks, and activities
- EHR update delays
- Point-to-point communication of decisions
- Empirical forecast and unsynchronized plans
- Reactive adjustment of resource allocation

In perfect sync in times of crisis
For a few hours at a time
Patients

- Allowing for clear identification of where patients are in the organization
- Establishing systems to highlight patients at risk.
- Facilitating appropriate services being delivered by the most appropriate personnel in a timely way
- Monitoring the indicators of patient safety at an organizational level
Tools

- To broadcast decisions and to monitor activities in real time.
- To adjust resource schedules to meet last minute variations
- To schedule resources based on forecast
- To forecast demand so resources are planned and adjusted more precisely
Operations

How operation centers are used to speed up decision?

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How many of you have visited a command center recently?
Functions

- Surgical Preadmission, Direct Admission, Transfer
- Bed management, patient flow, reservation
- Discharge Planning, Waiting for long term care, Ambulance
- Environmental, Transport, and Dietary Services
- Patient safety, infection control, off service, outliers, at risk
- Staffing and workload management
- Length of stay management
Realtime Wall

- How many patients are waiting and for how long?
- How many patients are leaving and when?
- How many staff do we have? where and when?
- How many patients are in isolation, or with advanced conditions, or at risk?
- How many patients are arriving and from where?
Utilization

Center’s stations are staffed 24/7 by decision maker and monitoring specialists
Daily huddle meeting takes place standing in front of monitors
Night and week end duties staff operate from the center
Emergency management teams work in the center in time of crisis
Feedback Loop

- Nursing unit synchronization
- Mobile apps for service teams
- Secure notification of exceptions
- Meeting guidelines
Effective system

Conditions and parameters of an effective system

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Are any of you considering setting up an Operations Center?
Focus

- Activities and resources are planned based on forecasted admissions and discharges
- Fewer variations occur at the last minute
- With real time information, decisions are made and communicated faster
- Staff are more effective, and processes are more efficient
- Patients wait less and spend less time in the hospital
Outcomes

- Shared understanding of dependencies
- Consensual solutions
- Immediate clarification
- Decision with all the information
- Respected decision
Benefits

3%-10% decrease
Plan to forecast
Schedule to plan

20%-50% decrease
Anticipate peaks and valleys
Schedule to forecast

2%-10% decrease
Real time adjustment
Anticipate variations

By providing information to key users the Capacity Management Solutions change the way organizations make decisions and create opportunities to effectively adjust resources to match constantly changing and evolving demands.
Is it the real thing?

Audience Question
Supervisory Control And Data Acquisition
SCADA in a Factory