



# Case Study

## Upstate University Hospital

Improving patient throughput, decreasing boarding and automating the patient discharge process.

### Challenge

Upstate University Hospital faced throughput challenges with their patient discharge process and patients remaining in their room post discharge. This increased the length of time emergency and elective admissions had to wait for a bed to become available causing excessive patient boarding in the ED, Pediatric ED, and PACU. Additionally, unit to unit transfers were well above their target goals.

### Solution

Upstate leadership designated patient flow as a top priority and put forth a strategic plan to improve capacity management and patient throughput. This plan included:

- Establishing a dedicated, multidisciplinary Throughput Operations team
- Co-locating the transfer center team, environmental services, patient transport and bed placement into one room, creating the Throughput Operations Center (TOC) powered by TeleTracking's Operations Platform
- Implementing Discharge Hospitality Centers (DHC) at University Hospital and Community Hospital
  - Staffed by RNs with operating hours based on peak discharge times
  - Provides a comfortable space for patients to wait for rides once discharged
- Creating a Patient Flow Administrator position to support throughput and manage the DHC
- Utilizing auto dispatch of patient transport job functionality within TeleTracking
- Establishing a service level agreement between the transport team and nursing team stating transport would complete 70% or more of all discharges
- Leveraging TeleTracking's data and analytics solutions to deliver reports, dashboards and unit level scorecards

### Results

Upstate has achieved:

#### Return on Investment:

- >\$10M in reduced patient leakage through the transfer center\*  
\*over 2 years
- New patient transport department established at Community Hospital, 100% funded by operational ROI

#### Reduction in Hold Time for Procedural Patients at University and Community Hospitals:

- \$1M+ in savings

#### Decreased Boarding Hours Utilizing TeleTracking's Workflow Automation at University Hospital:

- 4,817 hours of bedtime saved
- \$236,023 total savings\*  
\*Assumes \$49 per boarding hour

#### Discharge Hospitality Center Impact at University & Community Hospitals:

- 35% volume increase YoY in DHC
- 200+ inpatient bed days saved YoY
- \$1M+ in growth opportunity in 2 years

# Lessons Learned

from the Upstate University Hospital Executive Team



Review data through an interdisciplinary lens to determine if goals are being met successfully. If not, collaboratively discuss what can be done better and determine where efficiencies can be gained in workflows.



Sharing monthly performance metrics with key stakeholders & leadership will help you overcome barriers and identify improvement opportunities.



The DHC process is most effective when it's viewed as part of the discharge workflow and not as an additional bedside nursing task.

# Upstate Overview

Located in Syracuse, New York, Upstate is the only academic medical university in Central New York and serves a 19-county clinical catchment area with a population of more than 140,000. The Upstate University Health System serves 1.8 million people, often the most seriously ill and injured, and includes Upstate University Hospital (387 licensed beds), Upstate University Hospital at Community Campus (314 licensed beds) and Upstate Golisano Children's Hospital (71 licensed beds).

**Operational Platform:** TeleTracking

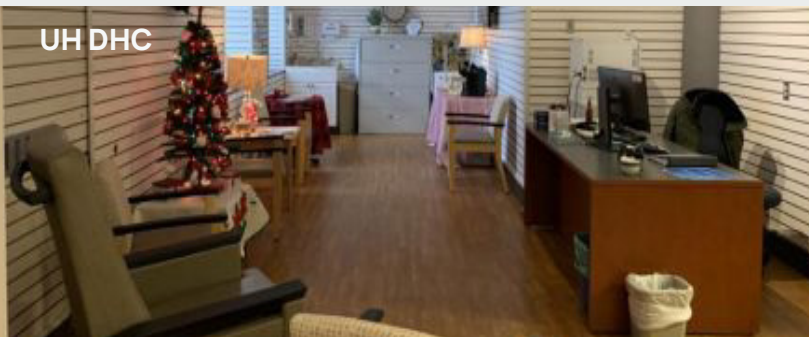
**EMR:** Epic

**Total Acute Beds:** 770+

**TeleTracking Partner Since:** 2021

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UH DHC



CH DHC



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Throughput Operations Center Motto