



# 2003 Winner Professional Excellence Award

# TRAC2ES



Booz Allen worked with the U.S. Transportation Command to develop new processes and technology that resulted in a patient-movement system that saves lives



“TRAC2ES has saved lives.” There can be no greater endorsement of a successful engagement than these words, spoken by Lt. Gen. George P. Taylor, surgeon general, U.S. Air Force.

“Our system has been instrumental in saving life, limb, and eyesight,” says Lt. Col. James Patterson, deputy functional manager for TRAC2ES.

TRAC2ES (pronounced “traces”) is an acronym for the TRANSCOM Regulating and Command and Control (C2) Evacuation System, a Web-based system that tracks and coordinates movement of sick or injured service men and women within the U.S. military’s network of healthcare facilities around the world, during both war and peace.

The system also covers veterans and families of service men and women. Developed and deployed by the United States Transportation Command (TRANSCOM) with Booz Allen Hamilton, TRAC2ES gives users almost instantaneous feedback on the whereabouts of patients from origin to destination.

Patient evacuation is a critical issue for the U.S. military. It is a complex, time-sensitive logistical challenge that, if done well, has a huge impact on the quality of patient care, morale, and asset utilization.

TRAC2ES was born in the aftermath of Operation Desert Storm, which revealed the need for an improved system for coordinating medical care of injured soldiers. In that conflict, 60 percent of the wounded were taken to the wrong hospital and 50 percent were sent to the wrong country. Patients needing specialized care

were taken to facilities without that specialty. Proper aircraft were often not available. And it could sometimes take days for the military system to track down a patient’s whereabouts.

Whether the mix-ups were due to the confusion of battle, air transport itinerary changes, or other factors, it was clear that TRANSCOM needed to make the patient-movement process more efficient.

Work began on a new system in 1993, but by 1998, when Booz Allen was called in, TRAC2ES was still not operational, and some doubted it would ever work. Given TRANSCOM’s complexity, it was clear there would be no such thing as a simple technical solution for the challenge of troop transport, even for one piece of TRANSCOM’s

responsibility area—patient movement. A successful solution would have to acknowledge, respond to, and satisfy the needs and requirements of the interconnected components. Booz Allen began the TRAC2ES engagement with that strategic vision, which then drove the technical solution.

Booz Allen had observed a previous contractor's attempt to develop a technology solution without considering TRANSCOM's business processes and complex stakeholder needs. From the outset, Booz Allen's chief strategy was to go beyond technology issues and examine business processes first.

"Instead of looking at TRAC2ES solely as a computer solution, we looked at the project as a business problem," says McLean-based Senior Vice President Al Picarelli, the Booz Allen officer in charge of the project. "We recognized that the medical system's business processes had to change, and then we could automate a solution."

It was clear that this job was experientially beyond anything the firm had tackled before and there was a risk that we couldn't deliver what we had contracted to do. To accomplish a successful delivery, the team implemented new processes that brought several senior clients from extreme skepticism—and in some cases direct opposition—to becoming owners of the Booz Allen process and product. The Booz Allen team employed a wide array of new technologies to accomplish the mission. Perhaps more important, the project relied heavily on deploying the firm's organizational and change management capabili-

ties as an integrated technology and process delivery team.

Booz Allen helped change business processes in part by implementing a reorganization that TRANSCOM had outlined years earlier. TRANSCOM's plan was far-reaching and had won substantial acclaim yet remained largely unrealized. Booz Allen took a proactive role in working out the intricacies of the program and implementing them at detailed levels, even in some cases helping TRANSCOM redraft regulations to allow for changes in business processes.

After a three-year development effort, TRAC2ES was fielded as the primary U.S. Department of Defense patient-movement management system in mid-2001.

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It did not take long for the system to get its first real-world test. In fact, TRAC2ES passed an unexpected, unplanned field test in the aftermath of the USS *Cole* attack, in 2000.

Following the terrorist attacks of September 11, 2001, TRAC2ES was deployed to support operations in Afghanistan, and it is currently in use in Iraq.

"We were able to accomplish a very expeditious transport of all the sick or wounded," says Lt. Col. Patterson, who was deployed as a medical planner to Southwest Asia in support of Operation Enduring Freedom and Operation Iraqi Freedom. "We were able to look out and see what the best transportation was, and we got these people to care faster than ever before. This was definitive care where they really got what they needed. In the process, we saved lives, which is what it's all about."

TRAC2ES' reliability has freed TRANSCOM leadership to concentrate on the mission and stop worrying about the automated part of the system. But perhaps the most important result is the enduring—and personal—significance TRAC2ES has and will have for wounded soldiers, sailors, and airmen, and their families.

With TRAC2ES, "we have provided 100 percent in-transit visibility," says Lt. Col. Patterson, "and we have moved more than 14,000 patients since 9/11."