

Homeward bound:

A large AMC builds a scalable hospital at home care model

The vision

A large academic medical center (AMC) set a strategic priority to scale its hospital at home offering, increasing the size of its demonstration program 20-fold. To achieve this goal, the AMC had to transform its legacy hospital at home program by aligning disparate processes and establishing a foundational, scalable infrastructure before expanding to additional community hospitals.

Co-creating the solution

The AMC partnered with Chartis to identify and prioritize strategic, organizational, and operational capability gap closures. Before scaling the hospital at home program further, the AMC needed to address disparate processes, unscalable care team models, immature supply chain and logistics management systems, and a nascent workforce management infrastructure. The AMC also needed scalable pharmacy, point of care testing, and mobile imaging capabilities, all supported by a robust logistics orchestration infrastructure to enable care delivery for a significantly higher daily census.

To ensure high-quality and safe care delivery, the AMC needed to develop a workforce forecast model, define roles specific to acute care delivery in the home, and establish bespoke compensation models to support recruitment and retention.

Finally, the AMC needed to define a comprehensive financial framework, including a virtual profit and loss statement to measure the financial impact of hospital at home. Chartis partnered with the AMC's leaders to create a business case, close capability gaps, and establish a platform for transforming acute care delivery.

Key challenges with scaling hospital at home

- Unscalable and time-consuming workflows
- Lack of standardization and scalable care team models
- Disparate processes and minimal foundational, operational, and performance management capabilities
- Culture change needed for care at home vision
- Lack of comprehensive financial modeling and budget accountability

Transformation in action

Assess and identify

Conduct capability assessment to identify and prioritize operational processes to close gaps

Design and document

Define scalable processes, care team structures, and workflows

Deploy and implement

Support implementation of refined processes and new capabilities

Train and manage

Deploy robust training and communication to support stakeholder buy-in

Believe in better

Through a strategic, multifaceted approach, the AMC closed capability gaps and built the foundational capabilities needed to support rapid growth. The AMC is now equipped with streamlined processes and tools to automatically identify eligible patients, and a new care team model (including a dedicated team of admitting providers, nurse navigators, and care coordinators) to screen and admit. The optimized program is positioned to rapidly scale across the AMC and its community hospitals, with enhanced inpatient pharmacy capabilities and new vendor relationships for expanded point of care and mobile imaging. The AMC can now track and sustain its performance with a dynamic workforce forecast model and a virtual profit and loss statement.

“The Chartis team’s dedication and strong collaboration allowed us to quickly address capability gaps and build the foundation necessary to make meaningful progress on our growth objectives.”

—Executive leader, AMC Care at Home Offerings

Meaningful outcomes

The AMC’s hospital at home strategic and operational progress enabled the program’s expansion throughout the engagement and into the future:

1,110+

admissions (5,500+ census days)
over nine months

\$6.8M

in backfill capacity margin unlocked

5

hospitals with expanded
access to hospital at home

Building to better

A successful hospital at home program requires:

Structured and scalable
workflows and processes

Sufficient workforce resources
and optimized staffing models

Widespread alignment and
buy-in across the organization

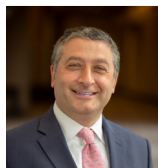
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