

# From pilot to long-term promise: AMC rethinks hospital at home to build capacity, expertise

## The vision

Anticipating a regulatory extension of the Acute Hospital Care at Home (AHCAH) waiver, a northeastern academic medical center (AMC) sought a rapid analysis of its hospital at home infrastructure and resources, as well as an implementation plan to quickly grow its hospital at home capacity.

## Co-creating the solution

Partnering with Chartis on the rapid diagnostic, the AMC identified the main operational challenges to expanding its hospital at home capacity. In a matter of weeks, the team had determined the health system's strategic and tactical needs, created a capacity-building roadmap, and established implementation priorities.

Key to it all was developing a dedicated hospital at home department and care team. In addition, the team established a framework for continually evaluating efforts in three key areas: organization and economics, care delivery model, and engagement and experience.

## Believe in better

The AMC now has a clearly articulated, strategic hospital at home vision and business case—including its goals, value, and impact. Coupled with comprehensive new models for care delivery, operational support, integrated technology, and stakeholder engagement, its hospital at home department is poised for immediate growth (starting with a five-fold increase in average daily census) and long-term profitability.

### Meaningful outcomes

The AMC has a path forward to support the following results within 12 months:

## 5x growth

in average daily census

## A dedicated department

with a care model and staffing structure that supports growth

## A refined business case

that supports revenue and investment requirements for growth goals

### Building to better

To grow hospital at home capabilities and capacity, health systems should:

#### ESTABLISH A PLAN FOR INVESTMENT

to achieve value realization targets

#### CREATE DEDICATED STRUCTURE AND STAFFING

to overcome capacity challenges

#### PRIORITIZE CHANGE MANAGEMENT

to initiate and promote a new culture

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