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Effective Change Management for Hospital-at-Home Deployment

The impact of organizational culture and effective change management cannot be understated in Hospital-at-Home program design and implementation. Among the major drivers of scale, ‘capture rate’ – which is largely driven by provider willingness to accept the care model and organizational commitment to the home as a standard site of care – has the greatest impact to ADC of a H@H program.

Change in Forecasted H@H ADC by Select Variable and Scenario

Illustrative Sensitivity Analysis from >\$2B Health System Five-Year H@H Pro Forma

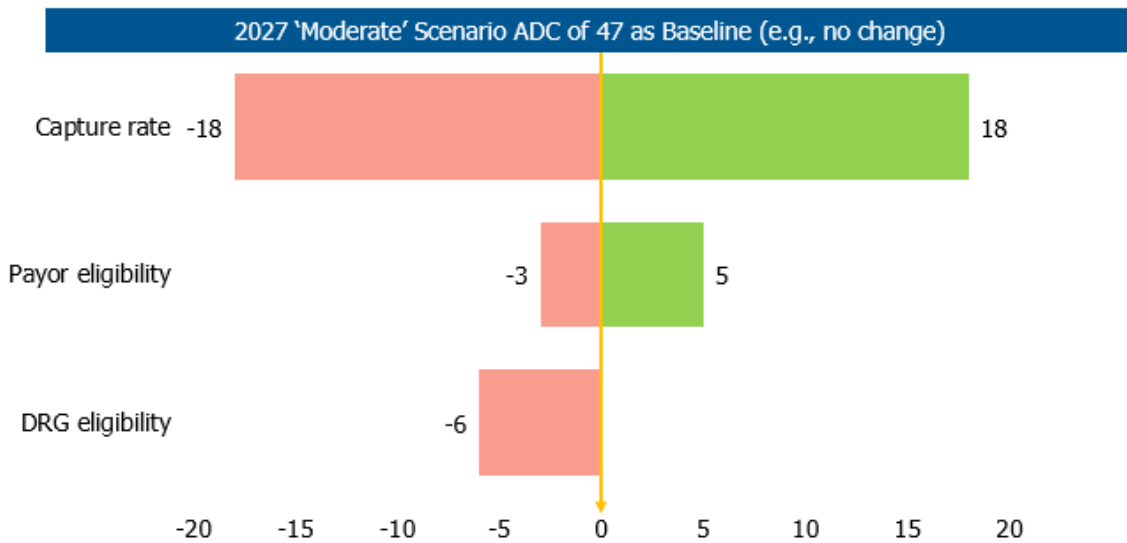


Chart Legend

Scenario:

Conservative	Moderate	Advanced
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Capture rate: the ability to “capture” any eligible patient after all other inclusion/ exclusions criteria have been applied – e.g., total H@H volume / available H@H volume.

15%	30%	45%
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Payor eligibility: segments populations by payor – e.g., Medicare FFS, Medicare Advantage, Medicaid, Commercial and All Else

Medicare FFS Only	+ Medicare Advantage	+ All Payors
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DRG eligibility: filters the addressable patient population by condition via DRG with ‘immediate fit’ conditions (e.g., COPD, CHF, UTI), ‘delayed fit’ and ‘non-fit’ conditions

Immediate Fit Only	+ Delayed fit	Same as Moderate
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Adopting Hospital-at-Home is a unique, profound transformation for which a natural initial reaction is that it seems very challenging. Therefore, health systems looking to deploy Hospital-at-Home at scale must take significant steps to shepherd their organization and stakeholders through the adoption process, deploying **effective change management that is exemplified by:**

- **clarity** in the goals and reasons for embarking on the journey;
- focus on **capabilities** required to operate in a new environment;
- alignment with **culture** – understanding how the values and behavior of an organization are reflected in the process;
- a **communication** program that promotes bi-directional conversations;
- a **course** that is flexible to navigate the challenges and learnings along the journey yet still leads toward the identified end state;
- **calibration** throughout the process to ensure that performance metrics are being measured and achieved;
- and **courage** to raise difficult and unpopular issues that impact achievement of outcomes

