

Embedding Hospitalization at Home into Health System Operations: Leveraging a Clinical Command Center

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BACKGROUND

- Hospitalization at Home (HaH) programs aim to deliver high-quality, patient-centered acute care in the comfort of a patient's own home.
- The decentralized nature of HaH introduces unique operational complexities that can limit both scale and efficiency.
- At our institution, we recognized the need for deeper integration between HaH and our broader health system infrastructure to overcome these barriers.

CLINICAL COMMAND CENTER

- 24/7 centralized hub that utilizes a multidisciplinary team to manage care, throughput and safety across the health system.
- Oversees key operational functions such as:
 - Real-time bed management and capacity monitoring
 - Intra-facility and inter-facility transfers
 - Monitoring of key safety alerts/early warning scores
 - Tele-consult coordination
 - Coordination of discharges to post-acute facilities

Utilizing the Clinical Command Center allowed MSHS Hospitalization at Home to align decentralized home-based care with system-wide operations, leading to increased patient referrals and throughput.

INTERVENTION

- We embedded some HaH operations into real-time systemwide decision-making enabling:
 - Improved patient throughput
 - Centralized coordination of transportation home
 - Increased referrals
 - Earlier patient identification
 - Expanded access to tele-consults

FINDINGS

- Increased referrals:
 - Co-developed programmatic algorithm
 - 726 patients referred by the CCC's Central Hospitalist between January 2025 and May 2025
- Earlier patient identification:
 - ~36% of patients admitted to HaH referred and admitted while still physically in the Emergency Department
- Expanded access to tele-consults:
 - 20 service lines across 10 specialties
 - Consult services include cardiology, dermatology, endocrinology, hematology, infectious disease, nephrology, nutrition, palliative care, pulmonary and psychiatry
 - Future expansion to include rheumatology and wound care

CONCLUSIONS

- Partnering Hospitalization at Home with a Clinical Command Center can enhance integration within the health system, scalability, and efficiency.
- Key lessons include the importance of real-time collaboration with throughput teams, early patient identification through data-driven workflows, and strengthening consult and transport infrastructure.