

Expanding the Definition of the Care Team in Hospital at Home: Integrating Tech Support as front-line operators

INTRODUCTION

Hospital at Home (HaH) programs have redefined the “**where**” of care by shifting acute-level services from traditional hospital settings to patients’ homes. This shift has simultaneously transformed the “**how**” of care, necessitating coordinated efforts between in-home clinicians, virtual providers, and service coordination teams. In most, if not all cases, this interdisciplinary collaboration and the logistics required to deliver decentralized care are enabled, supported, and augmented by various technological solutions. Despite this, technical support teams remain underrecognized as integral to care delivery and are often not considered “front-line” actors.

OBJECTIVES

- To bring awareness to the volume & scope of work of Technical Support teams in the context of Hospital at Home care
- Make recommendations with elements to consider to support effective collaboration between Technical Support & Clinical Operations

METHODS

This perspective draws on operational learnings from close collaboration with our Technical Operations and Support team, which manages both Hospital at Home (HaH) and other care offerings such as Emergency Room Alternative Care.

Our HaH enablement supports **20+ active programs**, representing more than **70,000 patient days of care in 2025 alone** and over **70,000 patients served since inception**.

We analyzed:

- **Quantitative data:** operational and technological incident reporting rates and severity ratings over the past 18 months.
- **Qualitative insights:** incident reviews, service disruptions, and team-reported engagement and satisfaction.

On average, the Technical Operations and Support team fields **~1,700 HaH incidents per month**, distinct from routine requests. **Incidents** represent unexpected events (e.g., platform downtime, login failures), while **requests** represent expected workload (e.g., new user access).

This dual lens—high-volume incident data plus qualitative review—provides a unique operational perspective on the critical role of Technical Operations in sustaining safe, reliable HaH care.

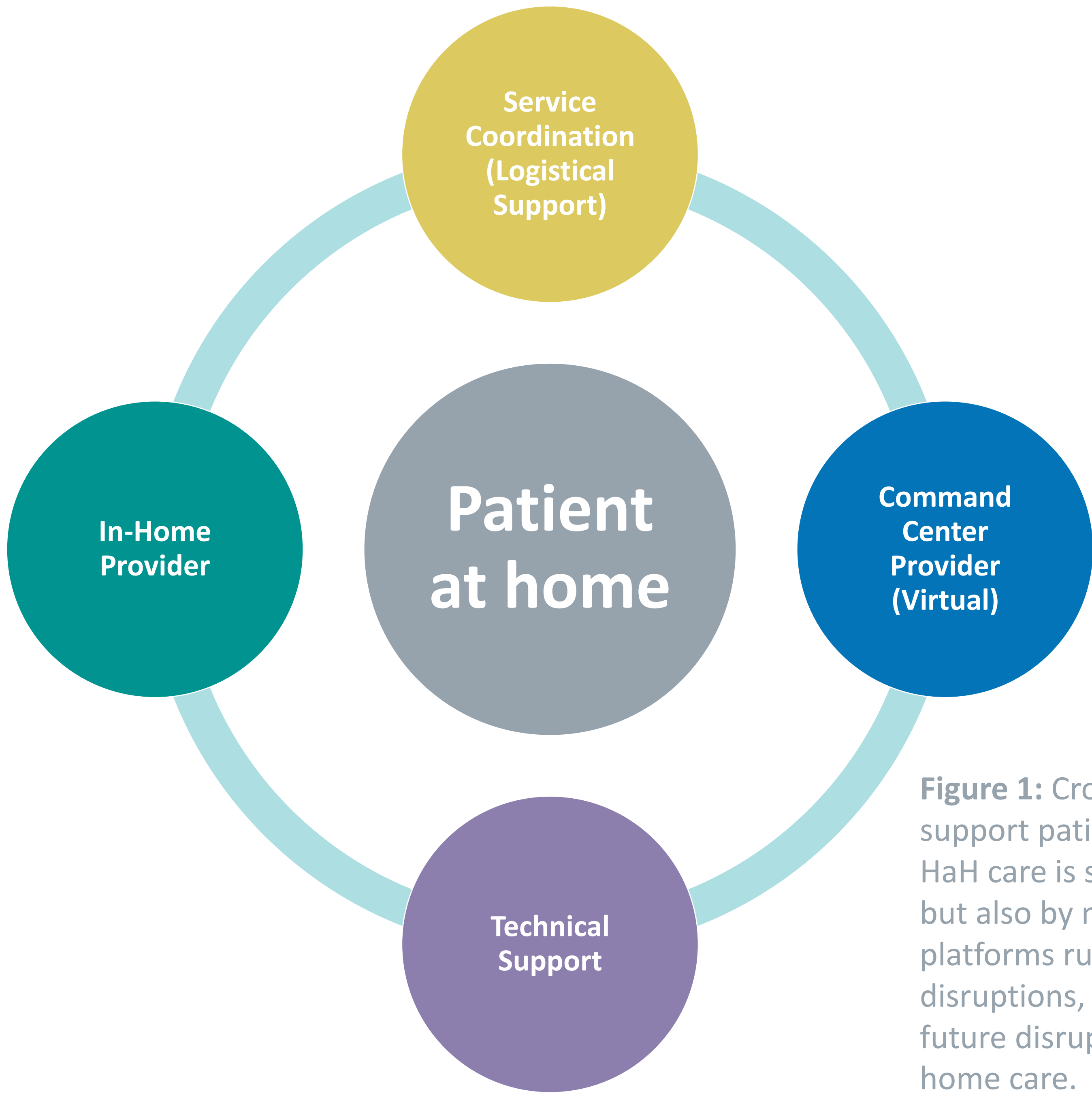


Figure 1: Cross-functional support is required to support patients in their home. HaH care is supported and enabled by many actors but also by many tools and platforms. Keeping these platforms running effectively, responding during disruptions, and learning from incidents to prevent future disruptions is critical to safe, reliable hospital at home care.

RECOMMENDATIONS

Sensitivity to Operations

- Build shared situational awareness across clinical, operational, and technical teams
- Incorporate team shadowing (clinical, operational, and technical) to foster collaboration and understanding of workflows
- Engage Technical Operations & IT leaders in daily safety huddles for rapid activation during disruptions
- Conduct cross-functional risk assessments for all major operational or technical changes (see Case example below)
- Establish clear communication protocols for downtime events to ensure transparency for patients and providers

Cross-functional accountability

- Capture technology-related incidents in safety reporting systems and metrics
- Expand technical incident taxonomy to reflect patient, provider, and operational impacts, alongside urgency and severity
- Leverage technical incident data for trend analysis, quality improvement, and proactive risk mitigation
- Incorporate usability and reliability assessments to ensure tools are purpose-built for safe, effective care delivery
- Share lessons learned from technology events across teams to close the loop and reinforce system resilience

Urgency Level	Definition	Example Use Case
Critical	Immediate action is required. The issue poses a direct risk to patient care, provider enablement, or operational continuity.	<i>The clinical mobile device is non-functional during shift start.</i>
High	Urgent attention needed. The issue significantly impacts user workflow or project timelines—no viable workaround.	<i>You cannot access software needed for end-of-week reporting.</i>
Medium	The issue affects performance or usability but does not halt operations. A workaround exists.	<i>The printer is not functioning, but other printers are available nearby.</i>
Low	Cosmetic or informational issue. Does not disrupt operations.	<i>Font error in an internal report template.</i>
Unset	Urgency not classified by submitter or agent.	<i>Requires follow-up triage and review.</i>

Priority Level	Definition	Example Use Case
P0	System-wide outage or critical risk to patient care. Immediate response required; all hands on deck.	<i>National dashboard outage or EHR failure</i>
P1	High-priority issue impacting multiple users or markets with no workaround.	<i>Systems sync failure is impacting provider scheduling.</i>
P2	Important issue, but with a workaround or lower scale impact.	<i>Slow-loading clinical reports in one region</i>
P3	Low-priority or backlog issue. Often cosmetic or minor.	<i>Broken link in internal knowledge base</i>
P4	Feedback or future request, not an issue.	<i>Enhancement suggestion for ticketing UI</i>

Table 1: Technical incident taxonomy should consider and reflect clinical, operational, and reputational impact

Case Example | Telephony Log-off Risk

Patient call cut off unexpectedly; initially thought to be a connectivity issue.
Root cause: telephony platform automatically logs users off at 12 hours.
Incident was first closed (system “working as designed”), but operational leaders flagged major risk since most teams work 12-hour shifts.
Cross-functional collaboration, led by Technical Support, drove rapid mitigation:
 Temporary fix: Banner alert before auto log-off
 Long-term fix: Session auto-refresh without user log-in/out
Key Learnings:
 Early cross-functional review of technical “features” is essential to prevent patient care disruption
 Technical incident review must include operational & clinical impact assessment
 Proactive risk assessment is more effective than reactive response

CONCLUSIONS

HaH care relies on technology, from remote patient monitoring and electronic documentation to logistics and communication platforms. Downtime events, whether system-wide or localized, can significantly disrupt patient care, provider workflows, and program operations.

The rapid response and proactive maintenance performed by tech support teams are essential for operational reliability, patient safety, and program effectiveness. To deliver reliable, high-quality care in HaH models, healthcare systems must broaden their understanding of the care team to include IT and tech support teams. Recognizing these roles as front-line operators is essential to sustaining safe, technology-enabled care in the home.