Concept Brief: Hotel2Hospital

Period of Performance (POP) 1: October 1, 2023 – September 30, 2024

Bottom Line Up Front (BLUF)

Team Colorado is creating a Hotel2Hospital Playbook that would support the scalable, "just-in-time" conversion of a mid-size hotel into an Alternate Care Facility (ACF) to support a hospital surge. Our Playbook aims to outline how to convert any hotel with a minimum of 150 rooms into an operational hospital in 2-4 weeks.

Introduction

In October 2023, the University of Colorado Denver / UCHealth was one of three sites nationally to receive a grant to fund a "Modular/Convertible Capability Pilot Project" to increase medical surge capabilities and capacities to care for our Nation's combat casualties and to inform nationwide changes to the existing National Disaster Medical System (NDMS). Our concept is examining the potential of converting a hotel into a hospital that could provide additional capacity to regional hospitals.

We assembled a project team that includes clinical personnel as well as experts in project management, hospital and hotel architecture, and hospital operations to develop this "Hotel2Hospital" (H2H) concept. Also, a large portion of the project team was instrumental in designing and operationalizing the Colorado Convention Center as an Alternate Care Facility (ACF) during COVID-19. The H2H concept builds on the lessons learned at the Colorado Convention Center.

Planning Scenario and Assumptions

The planning scenario for this project has been defined by the Department of Defense: 1,000 combat casualties per day for 100 days returning from overseas conflict. This scenario will demand a significant increase in hospital capacity from a system that normally operates at 90% capacity; this leaves little room to surge within existing hospitals. There will be the need for non-hospital or lower-acuity care for a significant number of patients with less serious injuries, and our Hotel2Hospital concept is a solution to protect hospital-level care for those that need it. To this end, we assume:

- Disaster declarations would be in place to support funding and waivers for ACF operations.
- Local and/or state Emergency Operations Centers (EOCs) would be activated to support ACF operations.
- Patients will be active duty military (adults ages 18-50) and need acute care services with orthopedic and neuro-trauma injuries and specialties.

Our Hotel2Hospital Concept

We propose a "just-in-time" approach to convert a mid-size hotel into an alternate care site. An ideal hotel would have:

- A minimum of 150 rooms with bathrooms to provide for 150 patient beds (10 ICU and 140 medical/surgical beds). We propose to increase this number in increments of 25-50 beds for larger hotel facilities to reach a target of 250 patient beds.
- Space to support onsite Lab, Pharmacy, Physical Therapy, and Radiology services.
- Onside laundry and food service capabilities, existing IT infrastructure, parking lots, and easy vehicle access.
- Proximity to a partner hospital to provide materials management, staffing, electronic medical record, clinical oversight, and other operational services.

Project Outcomes

The result of this project will be a Hotel2Hospital Playbook that provides instructions and guidance for the just-in-time conversion of any hotel into a hospital during a medical surge that overwhelms the capability of the local healthcare system. This Playbook is to include:

- Strategies to select and engage a hotel partner.
- Guidelines for using and augmenting the existing power, medical gas, and IT infrastructure to support hospital care.
- An approach to convert hotel rooms into patient care rooms (including telehealth support).
- A list of clinical equipment and supplies.
- Considerations for establishing and operating an onsite pharmacy, lab, and radiology.
- Techniques to utilize or enhance onsite hotel services (such as laundry, kitchen facilities, parking areas, and lobby areas) to support patient care.
- Methods to identify personnel needs.
- Drafted regulatory waivers and variances necessary for conversion and operations.

For more information about this project and its outcomes, please contact
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