



THE HOTEL2HOSPITAL (H2H) PROJECT: A PRACTICAL SOLUTION FOR MEDICAL SURGE

UNIVERSITY OF COLORADO DENVER: CHARLIE LITTLE, DO, FACEP; JASON PERSOFF, MD, SFHM; RYAN SCHULTZ

ALL CLEAR EMERGENCY MANAGEMENT GROUP: JENNY SCHMITZ, MA, MEP; MEGAN NIES, MPH; AMY HERRON, MPH; ELAINA HUFFMAN, MPS, CHEC

INTRODUCTION

Alternate Care Facilities (ACFs) are a common medical surge solution. Team Colorado learned many lessons about the benefits and challenges of using convention center spaces for ACFs during the COVID-19 pandemic. These lessons were the foundation for the H2H Conversion Project.

BACKGROUND

The University of Colorado Denver / University of Colorado Hospital was one of three sites funded by the Department of Defense (DoD) to provide solutions for their surge scenario: **1,000 combat casualties per day for 100 days.**

Team Colorado assembled an experienced project team to explore the potential of converting a suitable hotel into an ACF with hospital-level care (both intensive care and medical-surgical capability) within 2-4 weeks.

The team validated their research by converting and equipping portions of a hotel into a hospital. The 2025 H2H Conversion Guidebook includes guidance and recommendations from this proof of concept.

The H2H Conversion Guidebook and materials are on our website.
All resources are free to use.

FROM H2H GUIDEBOOK...

In July 2025, Team Colorado transformed a portion of a hotel into a hospital, including converting:

- Three hotel rooms into an ICU, two hotel rooms into medical-surgical patient rooms, and a conference room into an ICU.
- Hotel rooms into a nurses' station, laboratory, pharmacy/medication room, radiology room, and a utility room.
- Expanding the electronic medical record and IT network to ensure full connectivity from the H2H to the University of Colorado Hospital.

TO PROOF OF CONCEPT

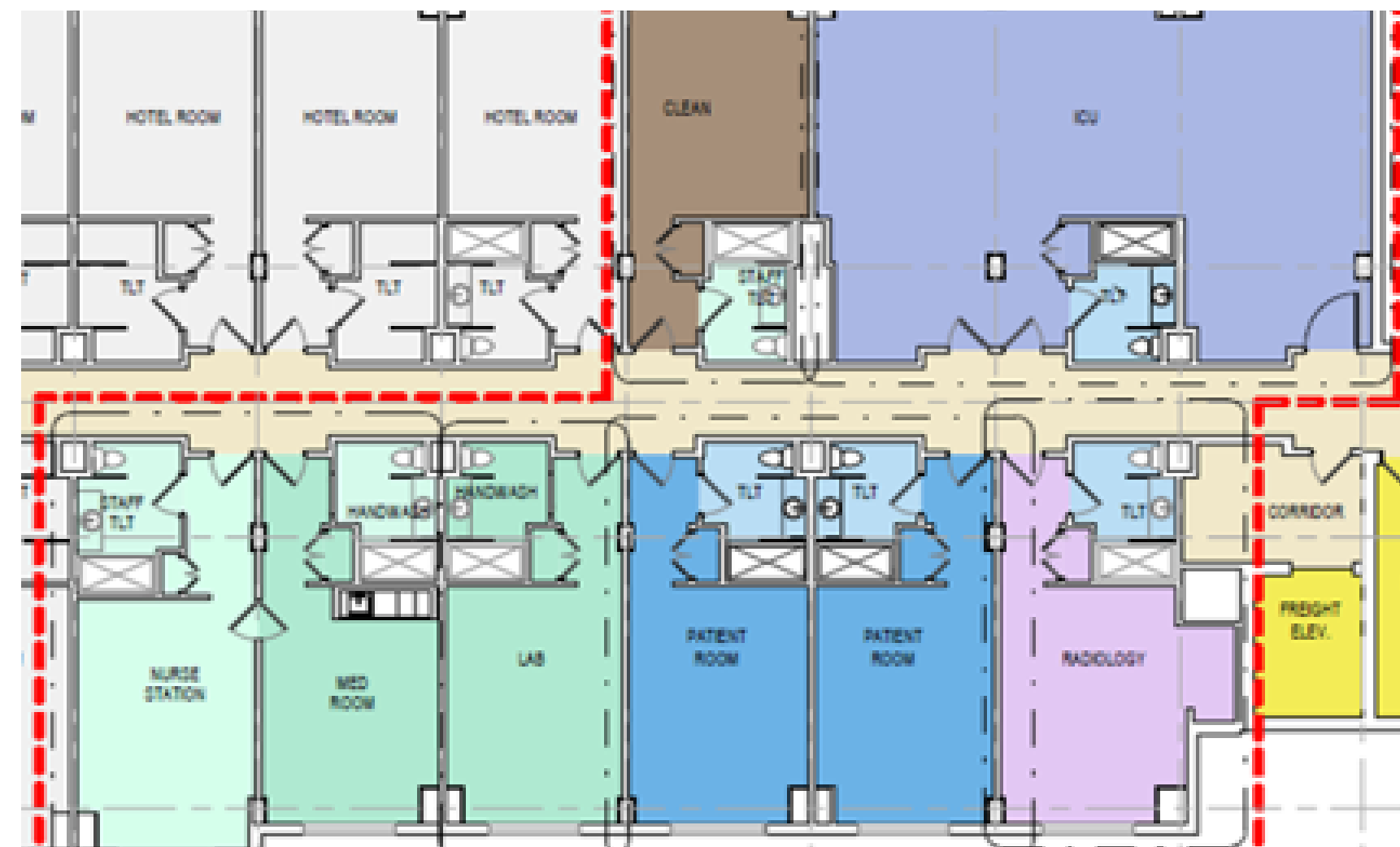
In 2024, Team Colorado wrote a theoretical guidebook that explains how to rapidly convert a hotel to a hospital with ICU and med/surg level capabilities. This included:

- Guidance for conversion, construction, activation, operations and demobilization
- Architectural drawings to support rapid conversion needs
- Interactive tools to calculate staffing numbers, supply needs, and cost estimates

A Guidebook for Medical Surge Planners, Responders and Leaders



With Conceptual Drawings and Hotel Room Layouts



To Real Life Hotel to Hospital Conversion and Testing



VISIT OUR WEBSITE

www.hotel2hospital.info

