

Direction Home, LLC

Background

Established four years ago, Direction Home, LLC was created to leverage the competitive advantages that the twelve Ohio Area Agencies on Aging (AAA) possess to successfully flourish in the evolving, value-based health care market. The AAAs are unique among the home- and community-based providers in their experiences and capabilities in supporting older adults aging at home, preventing admissions and readmissions, and providing resources for the management of chronic conditions – all priorities of the Affordable Care Act (ACA).

Solution

Direction Home retained Health Dimensions Group (HDG) to assist in leveraging this history of community service excellence through the development of a strategic business plan. The goal of the engagement was to position the organization and its members as desired market leaders, thus differentiating them within the competitive, often poorly understood, community-based provider market with key target clients. These key clients included the MyCare Ohio dual-eligible plan managed care organizations (MCOs), as well as health systems, accountable care organizations (ACOs), and other MCOs, such as Medicare Advantage and commercial payers.

The strategic plan developed in collaboration with HDG provided Direction Home with key actionable recommendations, among them:

- Organizational, ownership, and governance structure to reflect the diversity in human capital and operational resources among the AAAs.
- Clear value proposition for each target client, which includes specific products and services that will offer clients improved patient engagement, superior outcomes for the most expensive patients, decreased readmissions, higher provider satisfaction, and a superior cost profile.
- Tools and language to communicate this value proposition.
- Necessary short-term and long-term infrastructure and programmatic and capital investment to support the recommendations and the needs of the AAA members.

Results

This strategic plan has allowed Direction Home to evaluate and develop new business lines that are grounded in target client needs; capitalize on economies of scale, unique AAA capabilities, and broad geographic coverage; and create a path toward consistency among AAA members with regard to care delivery, cost of care/services, quality, data gathering, and evaluation. Each of these elements is critical to Direction Home and the membership successfully transforming to solution providers that are addressing the needs of current and future clients.