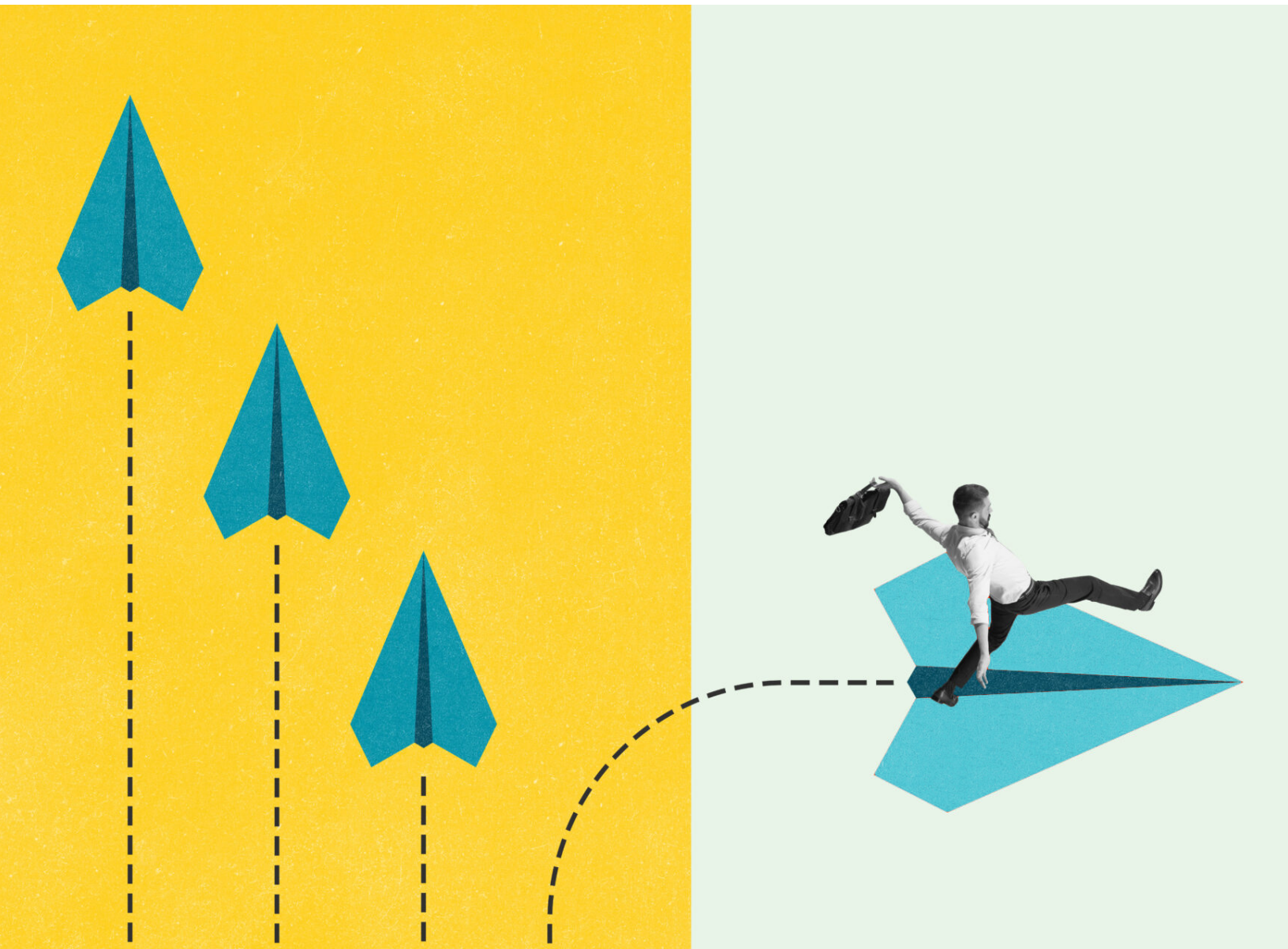


What Growth Leaders Are Telling Us & What Comes Next

CHAP Growth Solutions | Stress Test Your Business Plan



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Executive Summary

Growth in home and community-based care is generally limited by alignment.

Providers today face sustained demand alongside rising complexity. Payers are more selective. Workforce pressures are real. Expectations for quality, performance, and financial discipline continue to increase. Most organizations are not lacking ambition. They lack the systems that align strategy, people, data, and operations for confident execution.

CHAP **Growth Solutions** exists to close that gap. We partner with providers to turn complexity into coordinated action, grounded in our mission to advance the highest quality of home and community-based care. Our approach is customized, partner-first, and focused on momentum rather than theory.

To better understand how growth leaders assess their readiness, we invited professionals across home-based care service lines to complete **Stress Test Your Business Plan**, an interactive self-evaluation designed to surface insight rather than assign scores. There are no right or wrong answers. There are signals.

A total of 230 leaders participated. Their responses reveal consistent patterns across territory strategy, data utilization, managed care readiness, planning effectiveness, and leadership development.

The results are consistent:

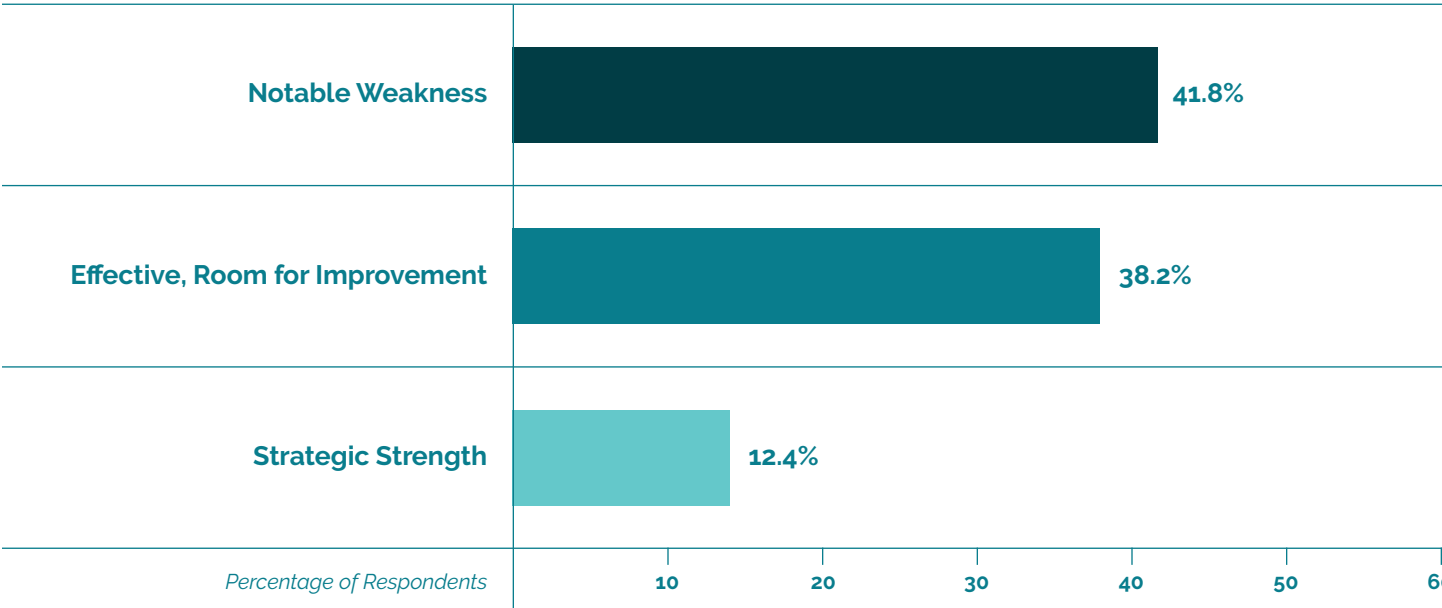
***Most organizations know where improvement is needed.
Few have the structure or clarity to act decisively.***

Key Findings: What the Data Reveals

Territory Design & Routing

How would you characterize your current approach to territory design and routing?

Territory Design Remains a Growth Constraint



Insight

Territory design is the strategic foundation that directs where your sales and clinical teams invest time, energy, and relationship capital. A territory that lacks clarity or strategic focus leads to scattered efforts, inconsistent referral engagement, and burnout.

The results show that nearly **80% of growth leaders see territory design as weak or only modestly effective**; a clear signal that many organizations lack the structures that create momentum and accountability in market-facing activity. This signals untapped capacity, misaligned coverage, and lost momentum at the front end of growth.



Focus Territory Design Around Segmentation & Prioritized Targets

Rather than visiting every referral source with equal effort, top-performing organizations segment accounts and prioritize those with the highest referral potential and best alignment to their services. Mapping based on referral patterns directs time toward the accounts most likely to drive sustainable admissions.



Strategic Mapping Improves Productivity & Balance

Using territory mapping to understand where time is spent enables leaders to improve time management across teams and foster a healthier work-life balance. Strategic mapping provides efficiency, confidence, and clarity in growth activity, reducing frustration and enhancing results.



Prioritize Where Growth Will Come From

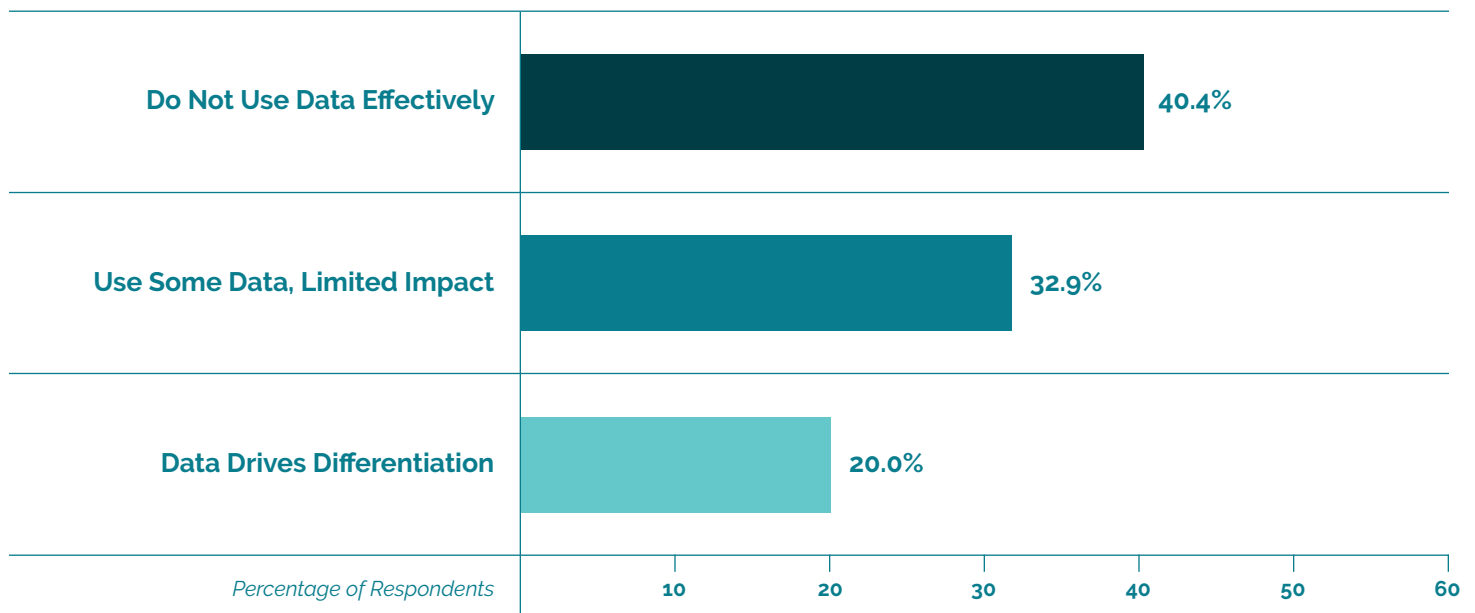
This article highlights the 90/10 principle: roughly 90% of results stem from the top 10% of accounts. Smart territory design helps organizations identify high-impact referral sources and allocate resources to them, rather than diluting effort.

Together, these insights show why territory design is a strategic growth lever. Done right, territory mapping creates clarity that drives focused engagement with referral sources, balances your teams' workloads, and lays a stronger foundation for measurable growth.

Use of Data to Define Market Differentiators

How do you use data to identify your market differentiators?

Most Organizations Underuse Data for Differentiation



Why This Matters

In crowded markets where many providers offer similar services, differentiation provides a data-driven narrative that referral sources trust. The Stress Test results show that **more than 73% of respondents either underutilize data or could use it more effectively to define their differentiators**. That means most organizations are competing on generalities rather than evidence-backed value. In practice, this leads to slower referral conversions, weaker managed care positioning, and less compelling conversations with strategic partners. Most organizations collect data but don't convert it into a clear, compelling story for referral sources or payors. Differentiation remains intuitive rather than evidence-based.



Organizations that succeed in this area *translate data into intentional, referral-worthy positioning.*



Data Establishes Credibility, Not Just Claims

According to "[Discover Your Unique Market Position: Utilizing Data to Identify Differentiators](#)," data-driven differentiators allow providers to back claims with measurable evidence. This turns subjective points of pride (like "excellent care") into objective, referral-friendly stories based on outcomes, service mix, and performance metrics. Providers that leverage internal data, such as diagnosis mix, quality scores, and clinician expertise, can frame targeted messaging that resonates with specific referral audiences.

For example, analyzing internal data may reveal that a wound care specialty is a significant source of admissions, providing the basis for a differentiated message with referral sources who value that expertise. External data (e.g., Medicare quality scores) can further enhance credibility and narrow the field.



Pair Data With Strategic Planning to Sharpen Differentiation

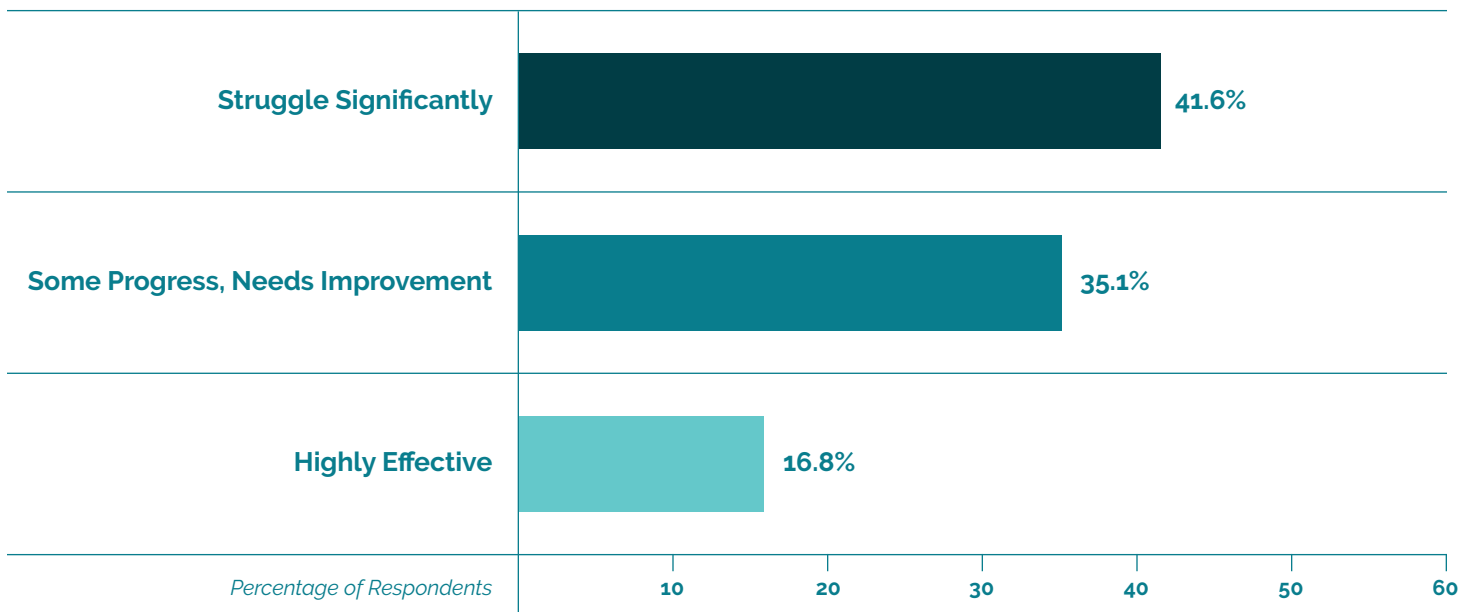
Our article on [Business Strategy](#) reinforces the idea that data alone isn't effective unless it is integrated into a thoughtful business strategy that includes SWOT analysis, targeted segmentation, and execution planning. To define meaningful differentiators, organizations should combine analysis of their strengths and opportunities with structured plans that set specific, measurable, and actionable objectives.

This approach encourages leaders to go beyond descriptive metrics (like "number of referrals") toward strategic insights that influence where they invest in relationship building, how they guide sales conversations, and where they focus managed care engagement.

Managed Care Opportunity Identification

How would you rate your effectiveness in identifying and leveraging managed care opportunities?

Managed Care Opportunities Remain Hard to Capture



Why This Matters

Managed care is a major source of referral pathways, payer relationships, and predictable revenue streams. Yet when nearly 42% of respondents report significant struggle identifying or leveraging managed care opportunities, it reveals a critical gap: organizations know managed care matters but lack the strategy, financial clarity, and operational alignment to pursue it confidently.

The challenge isn't that managed care contracts don't pay well; it's that unmanaged cost structures, misaligned internal processes, and unclear value messages make profitability unpredictable and referrals harder to secure.

Hope doesn't cut it. Success in managed care comes from being *strategically prepared*, operationally resilient, and relationship-savvy.



Profitability Begins With Financial Clarity

In **“How to Make Profitability Work Without Sacrificing Quality.”** we emphasize that profitability in a market with constrained reimbursement rates requires leaders to understand their true cost of care, not just top-line revenue. Agencies that map cost structures (including clinician time, overhead, and service mix) can make smarter decisions about where managed care makes sense and how to negotiate from a data-driven rather than an ambiguous place.

This preparation enhances credibility in payer conversations and positions agencies as *predictable operational partners.*



Align Teams so That the Managed Care Strategy is Executable

Managed care is both a sales problem and a clinical issue. **“Misaligned Teams Cost More Than Just Revenue”** highlights that when departments operate in silos, with sales chasing contracts without clinical input, clinicians are unaware of payer expectations, and leadership is unclear on goals. This results in friction that costs money and opportunity. Organizations that are strongest at managed care integration align teams around shared financial, clinical, and operational goals. This alignment builds internal confidence, strengthening external payer relationships.

Be Intentional With Financial Strategy

“Make Every Dollar Count: Budget Strategies You Can Implement” outlines how strategic budgeting (prioritizing investments that drive referrals, improving speed to admission, and eliminating low-yield expenses) creates financial breathing room. When financial strategy supports managed care readiness, organizations can decide where to accept volume and where to push for higher rates. Having a clear budget plan strengthens negotiation posture and avoids unmanaged growth that erodes margins.

Respondents aren't wrong to struggle with managed care; the economics are complex. But winning every contract or rejecting all low-payor agreements does not always indicate success. What does indicate success is:

- Knowing your actual cost of care so you can choose wisely
- Aligning sales, operations, and finance so managed care isn't an afterthought
- Using disciplined budgeting to invest where managed care partnerships yield real volume and long-term relationships

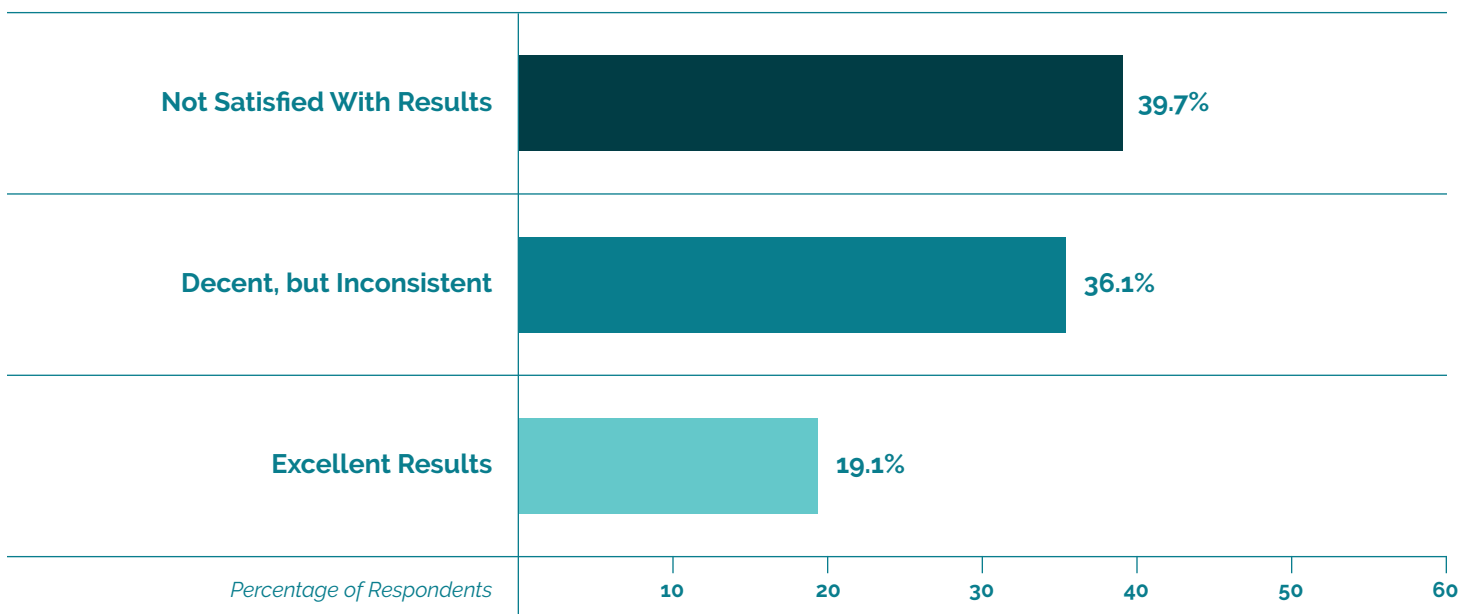
Referral sources and payers don't accept surface-level competence. They partner with agencies that show financial clarity, operational readiness, and a consistent story grounded in

Managed care participation becomes less about rate negotiation and more about strategic fit and sustainable execution.

Planning & Strategy Effectiveness

Are you getting the results you expected from your planning and strategy?

Planning Exists, Execution is Inconsistent



Why This Matters

Planning is fundamental to growth, but you need more than planning alone to generate results. The Stress Test results show that **more than 75% of respondents report plans that are either unsatisfying or only moderately effective**. That reveals a familiar pattern: organizations have plans but lack the rhythm, process, and execution discipline to turn strategy into sustainable outcomes.

Regulatory changes, workforce challenges, payer behavior, and competitive pressures create a rapidly shifting growth environment. It is essential in this environment that effective planning becomes a repeatable system, not a task completed once and then set aside.



Planning Needs Both Cadence & Purpose

“Unlocking Growth: The Impact of Quarterly Business Planning” highlights that planning is a strategic rhythm. Quarterly business planning breaks growth into manageable cycles, allowing organizations to track progress, reset priorities, and course-correct. It’s not about longer planning documents; it’s about momentum and accountability.

Effective growth leaders treat quarterly planning as a checkpoint and a commitment that aligns teams, defends resources for priority initiatives, and adjusts plans based on real performance metrics.



Planning Must be Agile

According to **“Stuck in Planning Mode? Project Management Tips to Move Forward,”** planning can become self-limiting when teams spend more time drafting documents than driving action. Project management helps organizations clarify what gets done first, assign ownership, and enforce deadlines. This turns strategic plans into operational milestones that bridge the gap between intention and execution.



Mindset Drives Strategic Effectiveness

From **“Beyond Limitations: Growth Mindset vs. Fixed Mindset,”** strategy succeeds when teams approach planning with confidence and adaptability rather than caution and resistance. Growth mindset organizations view planning as a tool for learning and iteration. This encourages creative problem-solving and increases resilience when strategy intersects with real-world constraints.



Smart Planning Integrates Segmentation & Clarity

In **“A Smart Approach to Business Strategy,”** we trace the link between segmentation, prioritization, and meaningful strategic planning. Strategic clarity (who we are, where we compete, and how we win) emerges when organizations segment markets thoughtfully and align their resources accordingly. Segmenting referral sources, service areas, and growth opportunities provides the filter that turns broad goals into executable strategies.



The Best Planning Embeds Actionable Steps

“Your Best Quarterly Planning” reinforces that a strong plan includes measurable milestones, clear owners, and defined timelines. These are the elements that separate “good intentions” from growth acceleration.

Across these insights, three themes emerge:

1 PLANNING IS A SYSTEM

Good plans are revisited regularly with measurable checkpoints, not archived after creation.

2 ACTION-ORIENTATION MATTERS

Projects beat plans that don’t move forward. Planning should outline the next steps and the strategies to support them.

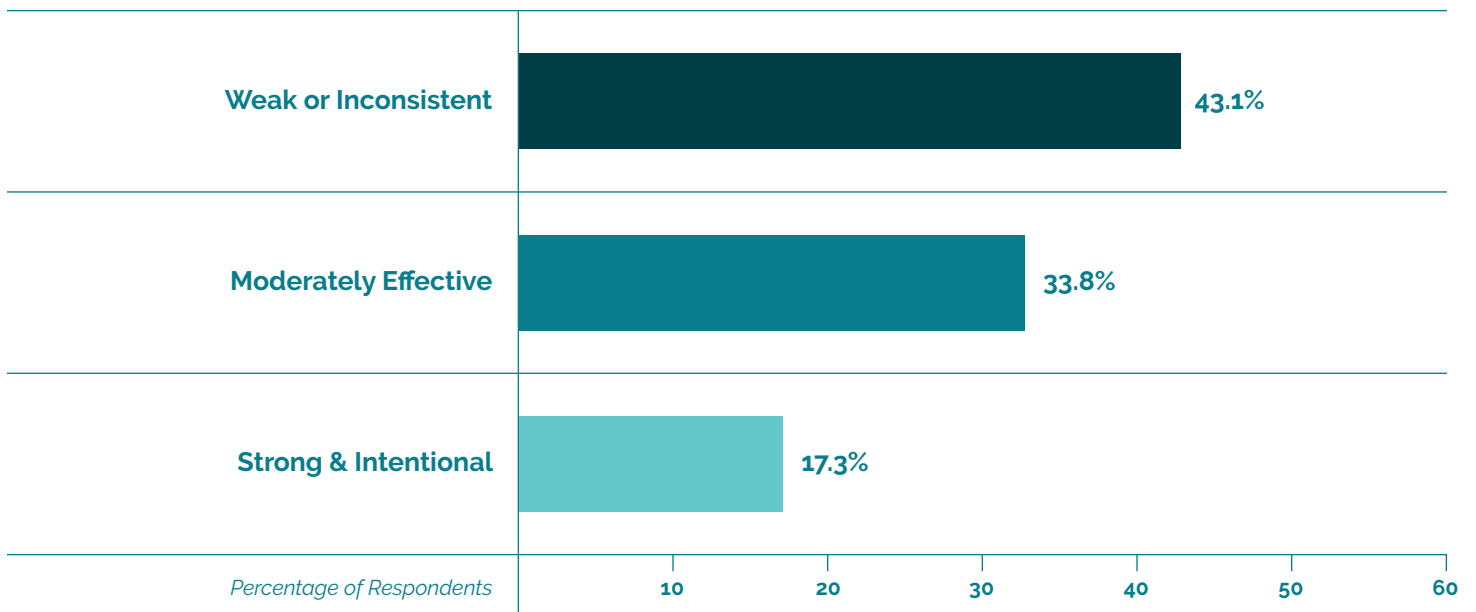
3 MINDSET INFLUENCES EXECUTION

When combined, these approaches align teams around what matters most, create ownership, and turn strategic intentions into real growth results.

Leadership Development & Talent Investment

How would you rate your organization's leadership development initiatives?

Leadership Development is a Major Growth Gap



Insight

People remain the most underdeveloped growth lever. Leadership, coaching, and accountability structures are often reactive rather than intentional.

Why This Matters

People are the engine of growth. Yet nearly **half of the respondents describe leadership development as weak or inconsistent**. This reveals a systemic constraint on performance, accountability, and culture. Without strong leadership structures, growth initiatives lose momentum, teams fail to align, and even the best strategic plans stall. Investment in leadership is imperative to growth. The organizations that excel are those that build systems for coaching, accountability, and scalable team performance.

Supporting Growth Solutions Insights



Great Leadership Multiplies Capacity

“Leaders Coaching Leaders” emphasizes that leadership development is a relational and iterative process. Leaders who coach their teams cultivate engagement, accountability, and adaptability. When leaders can give honest feedback, mentor others, and elevate performance, they build the muscles that sustain growth. Coaching becomes the infrastructure through which strategy meets results.



Leadership is About Influence — Not Title

“Leading with Purpose: How to Lead Without Limits” explores what separates average leadership from growth leadership: influence, clarity of vision, and consistent modeling of expectations. Leaders who lead with purpose create cultures where accountability is expected rather than enforced, where teams feel empowered to make decisions aligned with strategic goals, and where performance standards are clear and shared.



Scaling Teams Requires Intentional Structure

In **“Scaling Your Sales Team — Lessons from High-Performing Organizations,”** we highlight that growth is about building repeatable roles, clear expectations, and development pathways. High-growth organizations define the competencies they need, build onboarding systems that set expectations early, and provide ongoing coaching so new hires ramp faster and contribute sooner. A predictable talent pipeline helps sales leaders avoid reactive hiring and instead invest in strategic capability building.



Accountability Creates Momentum

“The Cadence of Accountability to Foster Growth” emphasizes that strong leadership systems pair expectations with rhythms of check-in, measurement, and feedback. Accountability includes clarity of roles, transparency of progress, and predictable evaluation cycles that keep teams aligned to growth goals.

Leaders who implement accountability cadences reduce ambiguity and increase execution confidence across their teams.

The combined insights make one thing clear: leaders who develop leaders multiply organizational capacity. Strong leadership systems:

- Turn strategy into action
- Drive team alignment
- Accelerate performance improvement
- Strengthen accountability
- Create a culture of growth and adaptability

When leadership is underinvested, all other systems struggle to translate into results. But when leadership is intentionally built, coached, and supported, growth becomes a repeatable system.



These Findings Tell A Clear Story

Growth challenges are rarely isolated. They are interconnected. Weak territory design limits sales effectiveness. Limited data utilization undermines differentiation. Inconsistent leadership development erodes accountability and execution.

Many organizations are not failing at growth. They are operating without aligned systems.

When the fundamentals are unclear or inconsistently applied, it becomes harder to:

- Penetrate new referral sources
- Articulate value in managed care conversations
- Respond to payer and regulatory shifts
- Scale admissions without adding friction

The encouraging signal is this: **these are solvable problems.** They do not require reinvention. They need structure, focus, and partnership.

CHAP Growth Solutions: Turning Insight Into Action

CHAP Growth Solutions partners with providers to move from insight to execution without prescribing a one-size-fits-all model.



Partnered Discovery

We begin by listening, and together, we identify where growth efforts stall, what is already working, and which priorities matter most. Quality, performance, and efficiency become a shared scorecard rather than competing goals.



Strategy & Sales Enablement

We help organizations redesign territories using data and best practices so teams focus on the right geography, referral sources, and conversations. We translate internal data into a compelling growth narrative that supports referrals, managed care negotiations, and admissions momentum.



Leadership & People Systems

Growth depends on people who understand expectations and have the tools to meet them. We help organizations clarify accountability, strengthen communication, and invest in leadership development through CHAP certifications, workshops, and targeted coaching.



Operational Strategy & Change Management

Stress-testing your plan is only the beginning. We help build planning cadence, streamline speed to admission, and embed quality and compliance into daily operations so growth scales without disruption.



Tailored Tools & Resources

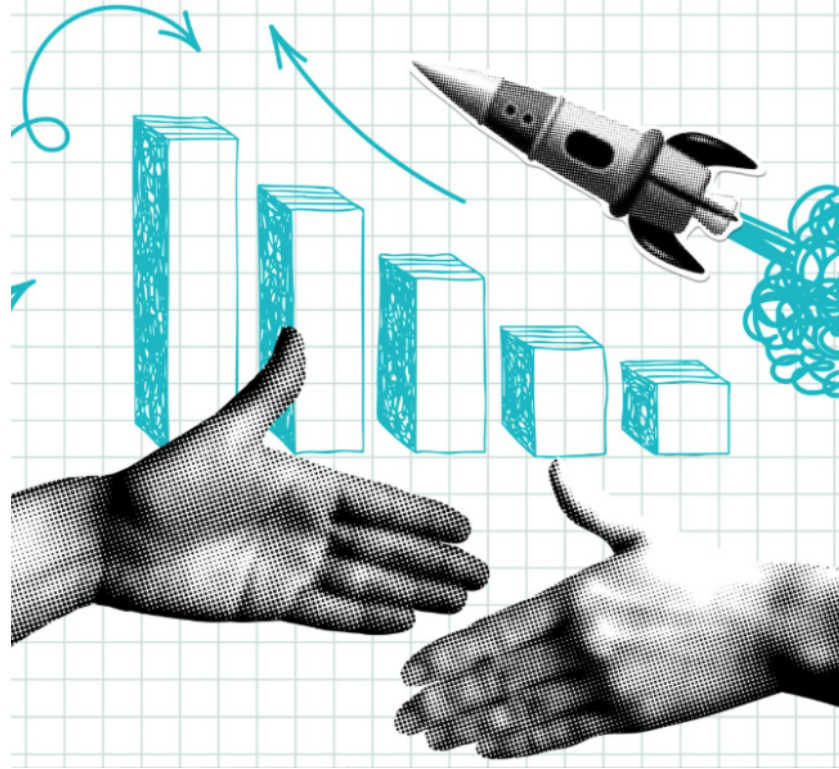
From ROI calculators and SWOT analyses to interactive content and sales enablement tools, our resources are designed to support honest conversations.



Credibility & Compliance

As organizations grow, CHAP's 60-year legacy, CMS recognition, and non-prescriptive standards provide a stable foundation. Growth does not come at the expense of quality. It is built on it.

Conclusion & Next Steps



The Stress Test Your Business Plan survey shows where growth leaders are focused and where they want support. The opportunity is not to do more. It is to do the right things with clarity and consistency.

CHAP Growth Solutions partners with providers to turn insight into execution and complexity into momentum.

Next Steps:

- ✓ Schedule a Growth Solutions conversation
- ✓ Explore tools and workshops at chapinc.org/growth

***You are not alone
in navigating growth.
Together, we build what
comes next!***

