National Alliance Summit: the operating model challenge in home-based care

Explore the key strategies for building a resilient operating model in home-based care, focusing on efficiency, data visibility, and workforce performance.

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The conversations at this year's National Alliance Finance & Technology Summit were remarkably consistent. Providers aren't asking whether technology is important–they already know it is.

The question they're wrestling with is much bigger:

How do we build an operating model that can withstand mounting financial pressure while continuing to deliver exceptional care?

Across sessions, networking discussions, and conversations with care-at-home leaders, one theme surfaced repeatedly: technology alone is not the answer.

The organizations succeeding today are using technology as part of a broader strategy to improve workforce efficiency, operational visibility, financial performance, and patient outcomes.

Here are five takeaways that stood out most to me.

1. Margin pressure is forcing a new level of operational discipline

Home-based care providers continue to navigate reimbursement uncertainty, rising labor costs, recruitment challenges, and increasing regulatory complexity.

As a result, leaders are scrutinizing every aspect of their operations. Questions that once seemed tactical are now strategic:

- How quickly can we fill open positions?
- How efficiently are we scheduling caregivers and clinicians?
- Where is avoidable administrative work occurring?
- How much visibility do leaders have into labor costs and workforce utilization?
- Are we getting the full value from our technology investments?

Organizations can no longer afford inefficiencies hidden within disconnected processes. Operational discipline has become a competitive necessity.

2. Digital transformation has moved beyond system replacement

For years, digital transformation often meant replacing one application with another.

Today's conversations are different, with leaders looking at entire workflows.

They're asking how information moves from recruiting to onboarding, from scheduling to payroll, from care delivery to financial reporting.

The most significant opportunities come from connecting processes that have traditionally operated in silos. That shift represents a much more mature view of transformation than the industry has seen in the past.

3. Data visibility is becoming a leadership requirement

One of the most common themes throughout the conference was the increasing importance of actionable data. Finance and technology leaders are looking for clearer visibility into operational performance and the drivers behind business outcomes.

Leaders want answers to questions such as:

- Where are labor costs trending?
- Which locations are experiencing retention challenges?
- What is impacting productivity?

- How effectively are resources being utilized?
- What risks can be identified before they become problems?

The goal is to create enough visibility to make better decisions faster.

4. Workforce performance and financial performance are inseparable

Perhaps the strongest message from the summit was the connection between workforce outcomes and financial results.

Historically, organizations often evaluated workforce initiatives separately from operational metrics.

That separation no longer exists. Today, providers increasingly recognize that:

- Retention impacts profitability
- Staffing stability impacts care quality
- Hiring efficiency impacts growth
- Scheduling impacts labor costs
- Employee experience impacts organizational performance

The workforce is no longer one line item among many. It's now one of the primary drivers of business success.

5. Sustainable growth requires connected operations

Many providers have experienced growth over the past several years, but scaling successfully requires operational consistency.

Organizations must be able to support larger workforces, increased compliance requirements, more complex scheduling demands, and higher reporting expectations without creating additional friction.

The providers best positioned for long-term success are building connected operational foundations today rather than reacting to growth challenges later.

Finding future success in home-based care

What I found most encouraging at this year's National Alliance Summit was the industry's focus on practical transformation.

Providers are looking for ways to strengthen financial performance, improve operational efficiency, support their employees, and ultimately deliver better care.

Technology certainly plays a role, but the organizations leading the way understand something more important:

Technology creates value only when it supports a well-designed operating model.

The future of home-based care will belong to providers that align people, processes, data, and technology around a common goal. Long-term success will be determined by how effectively your organization works together.

Ready to level up your operating model? Let us show you what happens when everything is connected.

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