

# Home & Community-Based Services Brokerage Design Guide

*A road map for establishing a brokerage for home  
and community-based services*



# The Need

- Healthcare and social supports = 2 systems of care
  - uncoordinated care
  - gaps and duplications in services
  - not prioritize the individual's needs or preferences
  - fragmented service delivery system
  - difficult to navigate
  - poor health outcomes
  - escalating healthcare costs
- Recent changes highlight the need for HCBS to live as independently as possible

# An Opportunity

**Healthcare Provider**



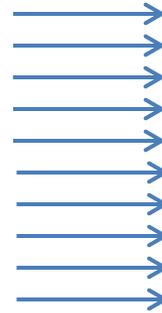
**1 call...**



**Brokerage**



*Can include expert assessment  
& short term service coordination*

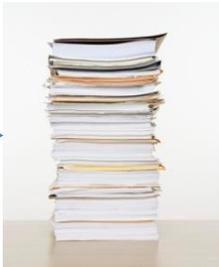


**HCBS Providers**

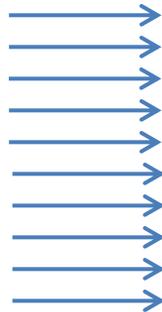


**... Numerous services**

**HCBS Providers**



**Numerous bills...**



**Brokerage**



**Healthcare Provider**



**...One invoice**

# San Diego County Case Study

- AIS/ADRC - Early Analysis
  - Model Design & Assessment
  - Start Up Requirement Identification
  - Prioritization for Resolving Unknowns
  - Brought forth issues and considerations requiring additional expertise



# The SCAN Foundation

- SCAN Foundation Grant
  - The project was supported by a grant from The SCAN Foundation - advancing a coordinated and easily navigated system of high-quality services for older adults that preserve dignity and independence.
  - For more information, visit [www.TheSCANFoundation.org](http://www.TheSCANFoundation.org).

# The HCBS Brokerage Design Team

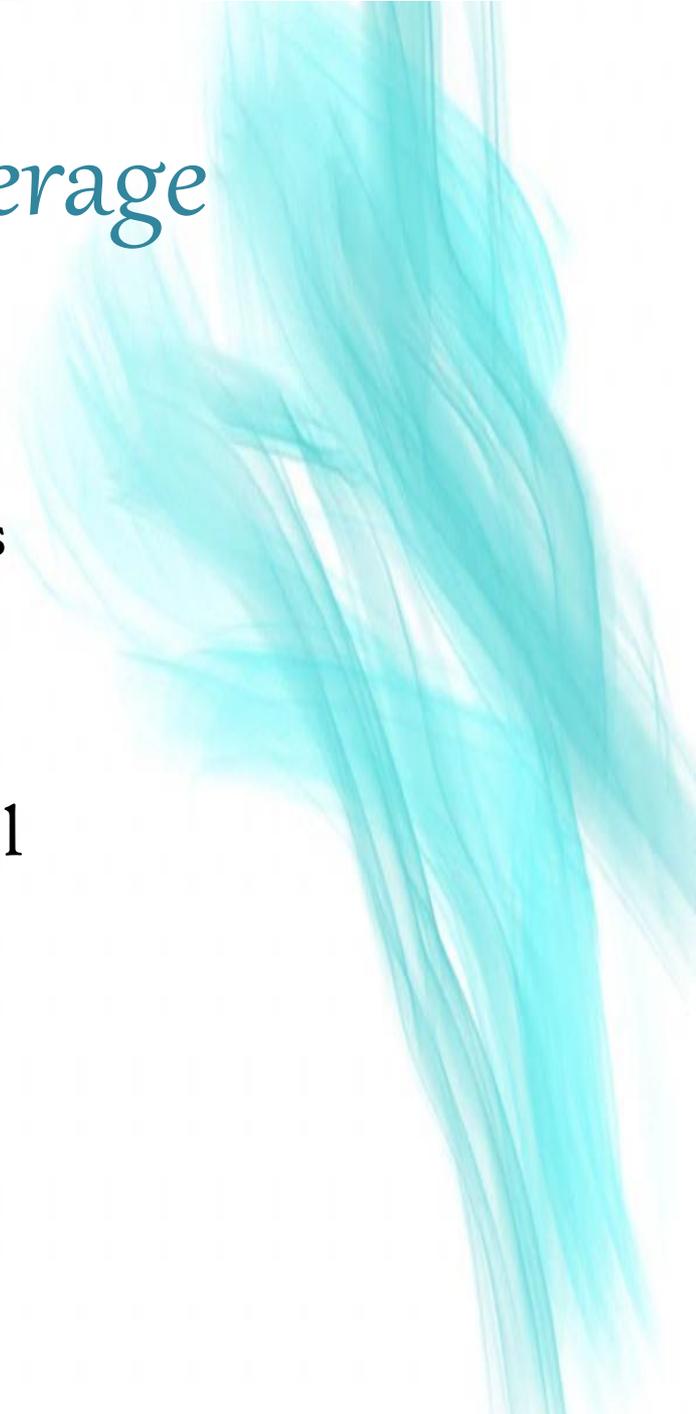
- Collaborative Consulting
- Executive level local thought leaders
  - Healthcare providers and payers
  - HCBS providers
  - AIS representatives



# Design Guide

- Framework to analyze the feasibility and potential demand for a local brokerage as well as recommended actions for implementation.
- Purpose is to outline potential models and to provide considerations for the development and implementation of a home and community-based services brokerage.
- Not intended to be prescriptive.
- The case study undertaken by the County of San Diego served as the baseline and helped illustrate the concepts of the guide.

# Steps to Designing a Brokerage

- Step 1: Design the Service Model
  - Step 2: Identify the Requirements
  - Step 3: Assess Viability
  - Step 4: Select the Business Model
  - Step 5: Resolve Unknowns
  - Step 6: Implement!
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# Step 1: Design the Service Model

- Existing State
- Unit of Service
- The customer experience – Service Delivery
  - Model A | Model B
- The Value Added - The Early Business Case
- Unknowns

# Step 2: Identify the Requirements

- Start Up Requirements
- Workforce
- Audit & Compliance
- Legal & Contracting
- Risk Management
- Unknowns

## Step 3: *Assess Viability*

- Market Analysis of Community Readiness
- Environmental Scan of Current Solutions
- Financial Viability
- Unknowns

# Step 4: Select the Business Model

- Potential Business Structures
- Examples of Possible Legal Entities
  - Limited Liability Company (LLC)
  - Another type of LLC - L3C
  - S-Corp
  - Tax Exemption - 501 (c) (3)
  - AAA/ADRC

# Step 5 & 6: Resolve Unknowns & Implement!

- List of uncertainties that you have been maintaining and identify how and when you will resolve each of them.
  - Develop a marketing strategy and establish the implementation plan, steps and timeline.
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# Project Outcomes

- Submitted to The SCAN Foundation
  - Post to the LTCIP website
  - Widely distribute to serve as a resource for communities interested in improving access to HCBS
  - Strong support in San Diego County for a HCBS Brokerage
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