



Administrator Program
Tuesday, November 18, 2025
3:30pm-4:30pm

**8b. Advanced Concepts in Strategic Planning –
Using Data to Build Your Value Proposition for
Each Specific Referral Partner to Drive Growth**

Presented by:
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Using Data to Build Your Value Proposition

November 18, 2025

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VP Post-Acute Data Analytics

 SimiTree



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Agenda

1. Organizational Value Proposition
2. Market Variation
3. Referral Trends & Varying Value Propositions
 - Hospitals
 - Physicians
 - SNFs
4. Opportunities by Patient Characteristics
5. Other Value Proposition Priorities



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Organizational Value Proposition



Both payer and referral partnerships require data supported value propositions to establish and sustain profitable relationships



Identify agency value leveraging quality performance measures (STAR ratings, CAHPS surveys, VBP performance, and Hospice QRP)



Present return on investment to either payer or referral partner through patient improvement, reduced hospitalizations, and patient satisfaction



Validate organizational costs and margins to sustain quality performance and set necessary referral or reimbursement targets for partners

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Trended Market Share

Home Health – Spokane County

Provider	2022		2023		2024		2025 Q1	
Provider	Position	Share	Position	Share	Position	Share	Position	Share
PROVIDENCE VNA HOME HEALTH - 507019	1	27%	1	25%	1	27%	1	26%
CENTERWELL HOME HEALTH - 507021	2	18%	2	19%	2	17%	2	19%
ASSURED HOME HEALTH - 507089	5	12%	4	12%	3	15%	3	14%
EDEN HOME HEALTH - 507130	6	9%	6	11%	5	12%	4	14%
SUNSHINE HOME HEALTH CARE - 507119	4	13%	3	13%	4	12%	5	12%
CENTERWELL HEALTH SERVICES - 507075	3	14%	5	12%	6	9%	6	10%
ASSURED HOME HEALTH - 507044	9	2%	8	2%	8	3%	7	3%
TOUCHMARK HOME HEALTH - 507118	8	3%	7	3%	7	4%	8	2%
ASSURED HOME HEALTH - 507048	10	0%	10	0%	10	0%	9	0%
PROVIDENCE ST MARY MEDICAL CENTER HOME HEALTH - 507034	11	0%	11	0%	11	0%	10	%
INTREPID USA HEALTHCARE SERVICES - 507109	7	3%	9	2%	9	1%	10	%
KAISER PERMANENTE HOME HEALTH AND HOSPICE - 507007	12	%	12	%	12	%	10	%

Data source: SimiTree MAP, build on Medicare claims

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Trended Market Share

Home Health – Whitman County

Provider	2022		2023		2024		2025 Q1	
Provider	Position	Share	Position	Share	Position	Share	Position	Share
CENTERWELL HOME HEALTH - 507021 #2 19% in Spokane County	1	95%	1	96%	1	↓ 93%	1	↑ 95%
EDEN HOME HEALTH - 507130 #4 14% in Spokane County	7	0%	7	%	↑ 2	4%	2	3%
ELITE HOME HEALTH - 507111 NOT in Spokane County	6	0%	↑ 3	1%	3	1%	3	1%
PROVIDENCE VNA HOME HEALTH - 507019 #1 26% in Spokane	2	2%	2	2%	↓ 4	1%	4	1%
ASSURED HOME HEALTH - 507089 #3 14% in Spokane County	4	0%	↓ 6	0%	5	1%	5	0%
SUNSHINE HOME HEALTH CARE - 507119 #5 12% in Spokane County	8	0%	↑ 4	0%	↓ 6	0%	6	%
TOUCHMARK HOME HEALTH - 507118	5	0%	↓ 7	%	7	%	6	%
INTREPID USA HEALTHCARE SERVICES - 507109	3	1%	↓ 5	0%	↓ 7	%	6	%

Data source: SimiTree MAP, build on Medicare claims

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Trended Market Share

Hospice – Spokane County

Provider	2022		2023		2024		25 Q1	
Provider	Position	Share	Position	Share	Position	Share	Position	Share
HOSPICE OF SPOKANE - 501503	1	49%	1	↓ 51%	1	52%	1	↓ 49%
HORIZON HOSPICE - 501535	2	38%	2	↓ 35%	2	↓ 37%	2	38%
GENTIVA - 501534	3	13%	3	14%	3	↓ 11%	3	↓ 12%
ASSURED HOSPICE - 501528 #3 14% in home health	4	0%	4	0%	4	0%	4	1%
ASSURED HOME HEALTH, HOSPICE & HOME CARE - 501512	5	0%	5	0%	6	%	5	0%
WALLA WALLA COMMUNITY HOSPICE - 501520	6	0%	6	%	5	0%	6	%

Data source: SimiTree MAP, build on Medicare claims

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Trended Market Share

HH & Hospice – King County

EVERGREENHEALTH HOME CARE SERVICES - 507079	←	1	28%	1	27%	1	29%	1	30%
HAVEN HOME HEALTH CARE - 507132		7	5%	↑ 4	↑ 9%	2	↑ 14%	2	16%
PROVIDENCE HOME SERVICES - KING COUNTY - 507068	←	3	12%	2	13%	3	13%	3	11%
ASSURED HOME HEALTH - 507099		5	7%	5	8%	4	8%	4	7%
CENTERWELL HOME HEALTH - 507082		2	16%	3	↓ 11%	5	↓ 6%	5	6%
EVERGREEN HEALTH HOSPICE CARE - 501523	←	2	28%	2	29%	1	32%	1	33%
PROVIDENCE HOSPICE OF SEATTLE - 501515	←	1	39%	1	↓ 31%	2	↓ 23%	2	21%
CONTINUUM CARE OF KING LLC - 501549		16	0%	↑ 3	↑ 9%	3	↑ 14%	3	14%
KLINE GALLAND HOSPICE SERVICES - 501540		4	6%	4	7%	4	7%	4	8%
FRANCISCAN HOSPICE - 501526		5	5%	5	5%	5	5%	5	6%

Data source: SimiTree MAP, build on Medicare claims

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Hospital Referrals

Home Health – Spokane County

%	1. PROV SACRED HRT MED CTR & CHILDS HOSP. - 500054	2. MULTICARE DEACONESS HOSPITAL - 500044	3. PROVIDENCE HOLY FAMILY HOSPITAL - 500077	4. MULTICARE VALLEY HOSPITAL - 500119	5. PROVIDENCE ST LUKE'S REHABILITATION MEDICAL CENTER - 503025
HHA Name ↑					
1. PROVIDENCE VNA HOME HEALTH - 507019	54%	6%	63%	3%	38%
2. CENTERWELL HOME HEALTH - 507021	14%	23%	1%	42%	10%
3. SUNSHINE HOME HEALTH CARE - 507119	5%	17%	3%	34%	11%
4. ASSURED HOME HEALTH - 507089	9%	21%	4%	11%	6%
5. EDEN HOME HEALTH - 507130	7%	14%	13%	7%	19%
6. CENTERWELL HEALTH SERVICES - 507075	5%	12%	9%	2%	10%
7. ASSURED HOME HEALTH - 507044	2%	5%	4%	%	4%
8. TOUCHMARK HOME HEALTH - 507118	5%	2%	2%	1%	%

Data source: SimiTree MAP, build on Medicare claims

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Hospital Referrals

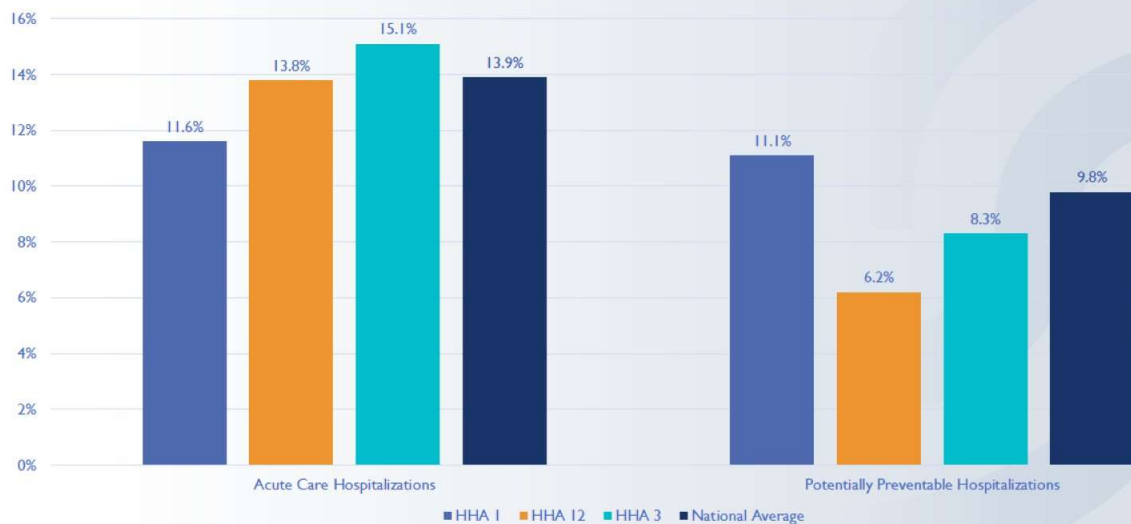
Home Health – Spokane County

Providers	'21 Q2 - '22 Q1		'22 Q2 - '23 Q1		'23 Q2 - '24 Q1		'24 Q2 - '25 Q1	
HHA	Admit %	Count	Admit %	Count	Admit %	Count	Admit % ↓	Count
▼ Hospital: 1. PROV SACRED HRT MED CTR & CHILDS HOSP. - 500054								
1. PROVIDENCE VNA HOME HEALTH - 507019	66%	373	61%	287	53%	223	54%	216
2. CENTERWELL HOME HEALTH - 507021	8%	45	10%	48	11%	47	14%	54
4. ASSURED HOME HEALTH - 507089	3%	15	5%	24	7%	28	9%	37
5. EDEN HOME HEALTH - 507130	3%	19	7%	32	6%	26	7%	28
6. CENTERWELL HEALTH SERVICES - 507075	7%	40	7%	32	7%	30	5%	20
3. SUNSHINE HOME HEALTH CARE - 507119	6%	34	6%	28	7%	30	5%	19
8. TOUCHMARK HOME HEALTH - 507118	3%	15	2%	<11	4%	16	5%	18

Data source: SimiTree MAP, build on Medicare claims

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Hospital Value Proposition- Hospitalizations



Data source: cms.gov Home Health Compare

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Hospital Referrals

Hospice – Spokane County

Provider	2022		2023		2024		25 Q1	
Provider	Position	Share	Position	Share	Position	Share	Position	Share
HOSPICE OF SPOKANE - 501503	1	49%	1	51%	1	52%	1	49%
HORIZON HOSPICE - 501535	2	38%	2	35%	2	37%	2	38%
GENTIVA - 501534	3	13%	3	14%	3	11%	3	12%
ASSURED HOSPICE - 501528	4	0%	4	0%	4	0%	4	1%

Data source: SimiTree MAP, build on Medicare claims

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Hospital Referrals

HH & Hospice – King County

%	1. VALLEY MEDICAL CENTER - 500088	2. UNIVERSITY OF WASHINGTON MEDICAL CTR - 500008	3. EVERGREENHEALTH MEDICAL CENTER - 500124	4. OVERLAKE HOSPITAL MEDICAL CENTER - 500051	5. SWEDISH MEDICAL CENTER - 500027
HHA Name ↑					
1. EVERGREENHEALTH HOME CARE SERVICES - 507079	30%	48%	88%	68%	5%
2. HAVEN HOME HEALTH CARE - 507132	43%	12%	1%	4%	4%
3. PROVIDENCE HOME SERVICES - KING COUNTY - 507068	2%	4%	2%	3%	80%
%	1. UNIVERSITY OF WASHINGTON MEDICAL CTR - 500008	2. EVERGREENHEALTH MEDICAL CENTER - 500124	3. VALLEY MEDICAL CENTER - 500088	4. OVERLAKE HOSPITAL MEDICAL CENTER - 500051	5. SWEDISH MEDICAL CENTER - 500027
Hospice Name ↑					
1. EVERGREEN HEALTH HOSPICE CARE - 501523	19%	99%	29%	71%	12%
2. PROVIDENCE HOSPICE OF SEATTLE - 501515	16%	%	41%	17%	44%
3. CONTINUUM CARE OF KING LLC - 501549	46%	%	16%	7%	25%

Data source: SimiTree MAP, build on Medicare claims

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Hospital Discharge Disposition

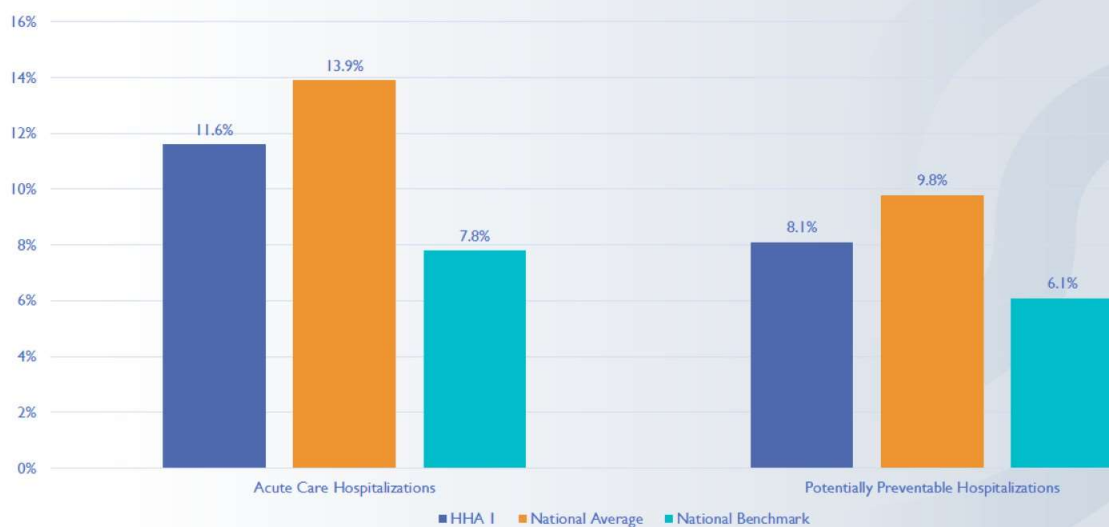
HH & Hospice – Spokane County

Provider	Expired			Home/Self Care			SNF			HHA			Hospice			2024 Disch.
Provider	2023	2024	2025 Q1	2023	2024	2025 Q1	2023	2024	2025 Q1	2023	2024	2025 Q1	2023	2024	2025 Q1	Total
PROV SACRED HRT MED CTR & CHILDS HOSP - 500054	6%	7%	7%	51%	51%	↓49%	17%	18%	18%	13%	13%	↓16%	3%	3%	2%	5,747
MULTICARE DEACONESS HOSPITAL - 500044	5%	4%	4%	53%	52%	51%	18%	19%	20%	16%	16%	16%	3%	3%	2%	2,660
PROVIDENCE HOLY FAMILY HOSPITAL - 500077	7%	8%	8%	44%	44%	43%	21%	21%	21%	16%	16%	16%	4%	3%	3%	1,831
MULTICARE VALLEY HOSPITAL - 500119	4%	↓6%	↓3%	39%	38%	39%	24%	↓26%	27%	23%	22%	22%	3%	4%	4%	1,280
PROVIDENCE ST LUKE'S REHABILITATION MEDICAL CENTER - 503025	*%	*%	0%	28%	28%	↑35%	11%	12%	↓10%	52%	52%	↓46%	0%	*%	0%	470

Data source: SimiTree MAP, build on Medicare claims

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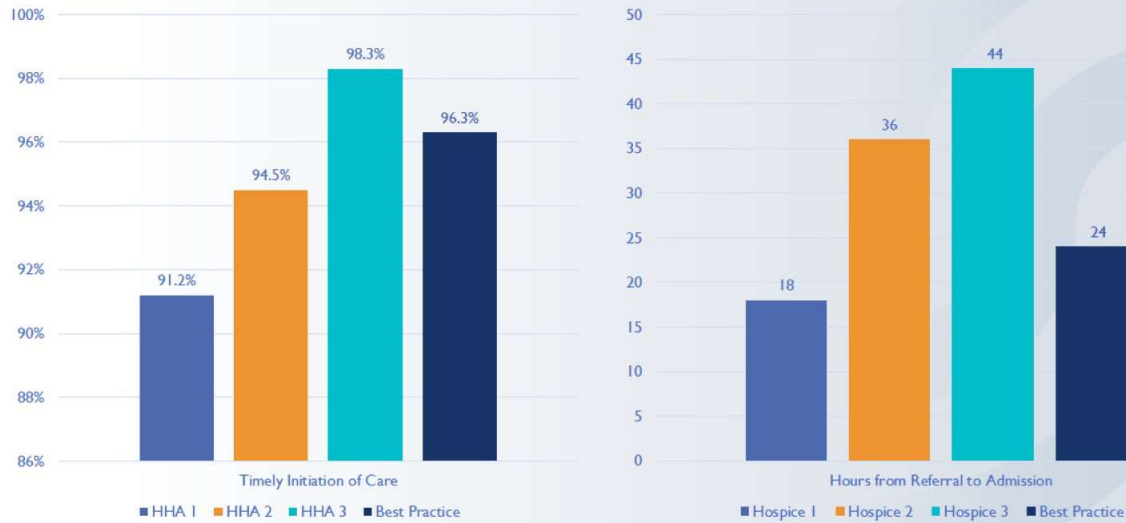
Hospital Value Proposition- Hospitalizations



Data source: cms.gov Home Health Compare

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Hospital Value Proposition- Timely Initiation of Care



Data source: cms.gov Home Health Compare

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Hospital Priorities & Opportunities by Clinical Group

Home Health – Spokane County

Hospital	Total HH Admits	Cardiac / Circ.		GI/GU		Infec. Disease		MS Rehab		Neuro / Stroke		Resp.		Surgical Aftercare		Wound	
		Vol.	Distr.	Vol.	Distr.	Vol.	Distr.	Vol.	Distr.	Vol.	Distr.	Vol.	Distr.	Vol.	Distr.	Vol.	Distr.
PROV SACRED HRT MED CTR & CHILDS HOSP. - 500054	370	59		23		36		61		58		43		37		25	
MULTICARE DEACONESS HOSPITAL - 500044	261	37		12		31		48		30		21		37		23	
PROVIDENCE HOLY FAMILY HOSPITAL - 500077	173	25		19		22		24		19		27		<11		12	
MULTICARE VALLEY HOSPITAL - 500119	171	28		26		18		29		13		25		<11		<11	
PROVIDENCE ST LUKE'S REHABILITATION MEDICAL CENTER - 503025	118	<11		<11		<11		32		63		<11		<11		<11	
REHABILITATION HOSPITAL OF THE NORTHWEST - 133027	<11	0		<11		0		<11		<11		0		<11		0	

Data source: SimiTree MAP, build on Medicare claims

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Hospital Priorities & Opportunities by Clinical Group

Home Health – Spokane County

Overall			Market Share For Each Clinical Group								
Provider	Total Admits	Overall Market Share	Cardiac / Circ.	Endo.	GI / GU	Infec. Disease	MS Rehab	Neuro / Stroke	Resp.	Surgical Aftercare	Wound
PROVIDENCE VNA HOME HEALTH - 507019	962	26.1%	23%	22%	25%	33%	27%	30%	28%	22%	26%
CENTERWELL HOME HEALTH - 507021	635	17.2%	23%	15%	23%	18%	15%	15%	16%	16%	19%
ASSURED HOME HEALTH - 507089	558	15.2%	15%	33%	15%	9%	13%	14%	14%	23%	13%
EDEN HOME HEALTH - 507130	515	14.0%	14%	8%	12%	12%	14%	17%	14%	12%	14%
SUNSHINE HOME HEALTH CARE - 507119	460	12.5%	13%	6%	11%	9%	15%	11%	14%	15%	12%
CENTERWELL HEALTH SERVICES - 507075	318	8.6%	6%	12%	8%	9%	8%	8%	5%	6%	13%
TOUCHMARK HOME HEALTH - 507118	134	3.6%	3%	0%	4%	4%	6%	3%	6%	1%	2%
ASSURED HOME HEALTH - 507044	87	2.4%	2%	3%	3%	6%	2%	2%	2%	5%	2%

Data source: SimiTree MAP, build on Medicare claims

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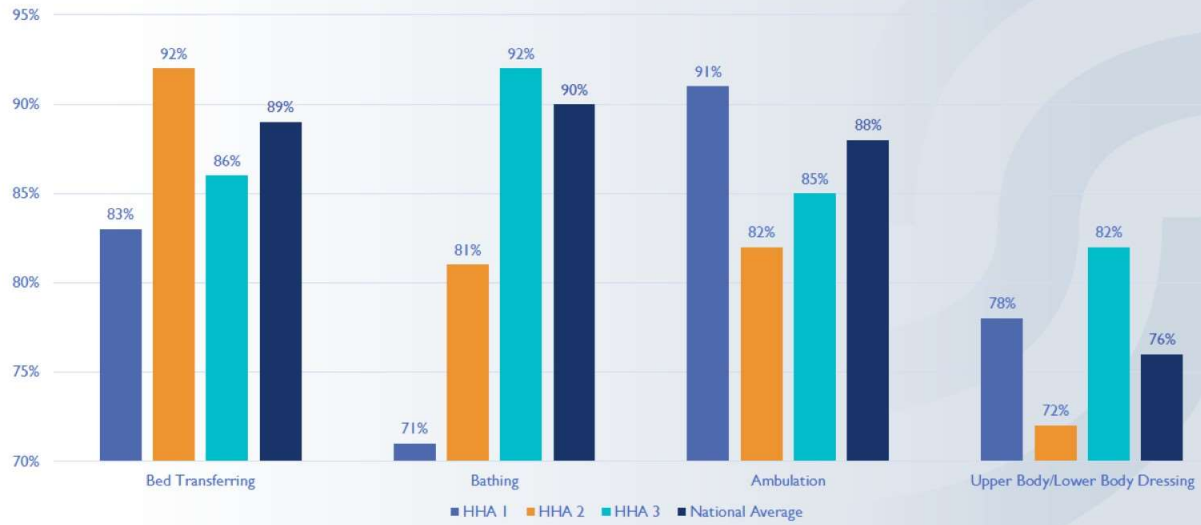
Hospital Priorities & Opportunities by Clinical Group



Data source: SimiTree MAP, build on Medicare claims

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Hospital Value Proposition- Outcomes



Data source: cms.gov Home Health Compare

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Physician Referrals

Home Health – Spokane County

%	1. PROVIDENCE HEALTH AND SERVICES WASHINGTON	2. MULTICARE HEALTH SYSTEM	3. SEVA MEDICAL PLLC	4. Unknown or No Physician Group	5. PACWEST HEALTHCARE, PLLC
HHA Name ↑					
1. PROVIDENCE VNA HOME HEALTH - 507019	61%	7%	13%	16%	12%
2. CENTERWELL HOME HEALTH - 507021	11%	31%	20%	17%	11%
3. CENTERWELL HEALTH SERVICES - 507075	10%	9%	14%	13%	9%
4. ASSURED HOME HEALTH - 507089	5%	31%	20%	5%	32%
5. EDEN HOME HEALTH - 507130	7%	9%	29%	10%	24%
6. SUNSHINE HOME HEALTH CARE - 507119	3%	10%	3%	4%	12%
7. TOUCHMARK HOME HEALTH - 507118	2%	1%	1%	26%	%
8. ASSURED HOME HEALTH - 507044	1%	2%	%	5%	%

Data source: SimiTree MAP, build on Medicare claims

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Physician Referrals

Home Health – Spokane County

Providers	'21 Q2 - '22 Q1		'22 Q2 - '23 Q1		'23 Q2 - '24 Q1		'24 Q2 - '25 Q1	
HHA	Admit %	Count	Admit %	Count	Admit %	Count	Admit % ↓	Count
Physician Group: 1. PROVIDENCE HEALTH AND SERVICES WASHINGTON								
Physician Group: 2. MULTICARE HEALTH SYSTEM								
4. ASSURED HOME HEALTH - 507089	17%	285	28%	518	24%	400	35%	561
2. CENTERWELL HOME HEALTH - 507021	31%	511	30%	540	31%	517	30%	479
5. EDEN HOME HEALTH - 507130	6%	98	6%	102	9%	150	10%	159
6. SUNSHINE HOME HEALTH CARE - 507119	12%	203	12%	214	10%	169	9%	138
1. PROVIDENCE VNA HOME HEALTH - 507019	13%	209	9%	159	10%	165	7%	111
3. CENTERWELL HEALTH SERVICES - 507075	13%	224	11%	196	11%	184	6%	94
8. ASSURED HOME HEALTH - 507044	2%	29	2%	34	3%	47	3%	50

Data source: SimiTree MAP, build on Medicare claims

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Physician Referrals

Hospice – Spokane County

%	1. Unknown or No Physician Group	2. EMERGENCY PHYSICIAN SERVICES P S HOLY EMERGENCY CENTER	3. NORTH IDAHO DAY SURGERY LLC	4. MULTICARE HEALTH SYSTEM	5. SEVA MEDICAL PLLC
Hospice Name ↑					
1. HOSPICE OF SPOKANE - 501503	62%	100%	100%	11%	29%
2. HORIZON HOSPICE - 501535	28%	%	%	89%	71%
3. GENTIVA - 501534	10%	%	%	%	%

Data source: SimiTree MAP, build on Medicare claims

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Physician Value Proposition- Outcomes



Data source: cms.gov Home Health Compare

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SNF Referrals

Home Health – Spokane County

%	1. SUNSHINE HEALTH & REHAB - 505411	2. TOUCHMARK ON SOUTH HILL NURSING - 505498	3. PROVIDENCE ST JOSEPH CARE CENTER - 505414	4. ROYAL PARK HEALTH & REHABILITATION CENTER - 505379	5. AVALON CARE CENTER AT NORTHPOINTE - 505496
HHA Name ↑					
1. SUNSHINE HOME HEALTH CARE - 507119	74%	3%	4%	7%	2%
2. PROVIDENCE VNA HOME HEALTH - 507019	4%	10%	84%	15%	14%
3. KINDRED AT HOME - 507021	12%	11%	3%	3%	8%
4. EDEN HOME HEALTH - 507130	1%	1%	1%	61%	32%
5. TOUCHMARK HOME HEALTH - 507118	%	67%	%	%	%
6. ASSURED HOME HEALTH - 507089	7%	2%	4%	3%	20%
7. CENTERWELL HEALTH SERVICES - 507075	2%	6%	4%	3%	15%
8. ASSURED HOME HEALTH - 507044	%	1%	%	3%	11%

Data source: SimiTree MAP, build on Medicare claims

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SNF Referrals

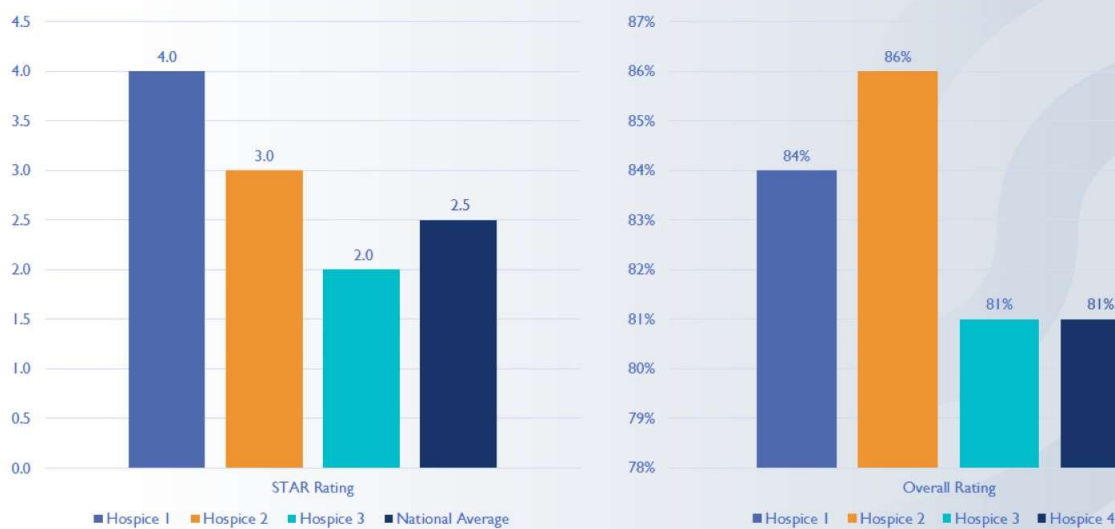
Home Health – Spokane County

Providers	'21 Q2 - '22 Q1		'22 Q2 - '23 Q1		'23 Q2 - '24 Q1		'24 Q2 - '25 Q1	
SNF Name	Admit %	Count	Admit %	Count	Admit %	Count	Admit % ↓	Count
▶ HHA: 1. SUNSHINE HOME HEALTH CARE - 507119								
▼ HHA: 2. EDEN HOME HEALTH - 507130								
5. ROYAL PARK HEALTH & REHABILITATION CENTER - 50...	49%	35	60%	58	66%	48	56%	36
4. REGENCY AT NORTHPOINTE - 505369	10%	<11	11%	<11	26%	12	45%	33
3. PROVIDENCE ST JOSEPH CARE CENTER - 505414	3%	<11	3%	<11	1%	<11	4%	<11
1. SUNSHINE HEALTH & REHAB - 505411	2%	<11	4%	<11	2%	<11	4%	<11
2. TOUCHMARK ON SOUTH HILL NURSING - 505498	1%	<11	3%	<11	1%	<11	2%	<11

Data source: SimiTree MAP, build on Medicare claims

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SNF Value Proposition- STAR Rating/CAHPS



Data source: cms.gov Home Health Compare

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SNF Referrals

Hospice – Spokane County

%	1. SUNSHINE HEALTH & REHAB - 505411	2. ROYAL PARK HEALTH & REHABILITATION CENTER - 505379	3. PROVIDENCE ST JOSEPH CARE CENTER - 505414	3. REGENCY AT NORTHPOINTE - 505369	5. SPOKANE FALLS CARE - 505024
Hospice Name ↑					
1. HOSPICE OF SPOKANE - 501503	52%	50%	75%	75%	33%
2. HORIZON HOSPICE - 501535	33%	50%	%	25%	67%
3. GENTIVA - 501534	14%	%	25%	%	%

Data source: SimiTree MAP, build on Medicare claims

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SNF Value Proposition- HIS & HVLDL



Data source: cms.gov Home Health Compare

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Hospice Priorities & Opportunities- Patient Mix

Hospice – Spokane County

Provider	Patient Mix By Primary Diagnosis at Admission				Patient Mix By Location of Care at Admission					Days By Level of Care		
Provider	Cancer	Circulatory	Degen. Diseases	Other	Home	ALF	LTC	SNF	Inpt Hospice	RHC	GIP	Respite
National	24%	29%	21%	26%	56%	13%	12%	5%	9%	95%	5%	0%
Selected Market	30%	20%	27%	23%	49%	34%	5%	2%	10%	98%	2%	0%
HOSPICE OF SPOKANE - 501503	37%	17%	21%	26%	53%	23%	8%	0%	16%	97%	3%	0%
HORIZON HOSPICE - 501535	20%	24%	38%	18%	43%	52%	0%	6%	0%	100%	0%	0%
GENTIVA - 501534	11%	32%	41%	16%	33%	61%	0%	9%	0%	100%	0%	0%
ASSURED HOSPICE - 501528	0%	50%	25%	25%	75%	25%	0%	0%	0%	100%	0%	0%

Data source: SimiTree MAP, build on Medicare claims

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Organizational Value Proposition



Services offered inclusive of all disciplines for both home health & hospice



Volume distribution of patients by clinical group/primary condition



Ability to service all levels of care necessary for hospice



Ability to service all locations of care for hospice patients

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Q & A

Michael Simone, MBA

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Let's Stay Connected



800.949.0388



SimiTreeHC.com



ContactUs@SimiTreeHC.com

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