

# Case Study: United Home Health, Inc

From Award-Winning Experts



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C L I E N T   S U C C E S S   S T O R Y

# From Vision to Thriving Agency:

How United Home Health Inc. Built a  
Multi-Million Dollar Agency in 24 Months

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*Prepared by*

**HealthBridge US**

Healthcare Startup & Compliance

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## EXECUTIVE SUMMARY

# A Dream Rooted in Purpose

In early 2023, Maria D., a registered nurse with 10 years of clinical experience, approached HealthBridge with a bold goal: to launch a licensed home health agency in the greater Los Angeles area that would serve underserved communities—particularly Spanish-speaking and elderly patients who faced systemic gaps in in-home care. She had the clinical expertise, the passion, and the community connections. What she needed was a roadmap.

What followed was one of the most successful agency launches in HealthBridge’s history. Within 24 months, United Home Health Inc. had earned its California Department of Public Health (CDPH) licensure, secured Medicare and Medi-Cal certification, grown to a team of 43, and generated over \$2.4 million in annualized revenue—all while maintaining a 97% patient satisfaction score.

*“I had been dreaming about this for years, but it felt impossible. The licensing process alone seemed like a mountain I couldn’t climb alone. HealthBridge didn’t just guide me—they climbed it with me.”*

— Maria D., RN, Founder & CEO, United Home Health Inc.

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## THE CHALLENGE

# Navigating California’s Most Complex Healthcare Landscape

Launching a home health agency in California is notoriously difficult. The state operates under some of the most stringent regulatory requirements in the nation. Maria faced a labyrinth of overlapping requirements including CDPH Home Health Agency licensure, Medicare & Medi-Cal certification, a rigorous survey readiness process, HIPAA-compliant operations infrastructure, HR compliance under California’s complex labor laws, and credentialing and quality assurance frameworks.

When Maria first came to us, she had already spent six months trying to navigate the process on her own—accumulating a stack of incomplete applications, contradictory guidance from different state offices, and mounting anxiety about whether her dream was even feasible.

*“I had called the state licensing office four times and gotten four different answers. I was spending money on an attorney who didn’t specialize in home health. I was six months in and hadn’t made a single step forward.”*

— Maria D., on the state of her agency before engaging HealthBridge

Beyond licensing, Maria faced the operational reality of starting a healthcare business from scratch: no electronic health record (EHR) system, no billing infrastructure, no HR policies tailored to California, no referral relationships with hospitals or discharge planners, and no clinical supervision structure to satisfy state requirements.

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## OUR APPROACH

# The HealthBridge Framework

HealthBridge deployed our launch framework—a phased, milestone-driven methodology that addresses every dimension of agency startup simultaneously. Rather than treating licensing, operations, and revenue as sequential steps, we run them as parallel workstreams coordinated by a dedicated launch team.

## Phase 1: Foundation & Licensure

Our first priority was halting the regulatory bleeding and getting Maria’s application on the right track. Our licensing specialists conducted a complete audit of her prior application attempts and rebuilt the submission package from scratch.

- Completed CDPH Home Health Agency license application with full supporting documentation
- Established the corporate entity structure and obtained all required local business permits
- Drafted and submitted Medicare CMS-855A enrollment application
- Developed a compliant organizational chart with qualified Director of Patient Care Services (DPCS)
- Created a policy and procedure manual of 2,000+ pages tailored to California HHA requirements
- Prepared the agency for the CDPH initial survey with mock survey walkthroughs

*“The mock survey was a game-changer. By the time the real surveyor came, my staff knew exactly what to expect. We didn’t just pass—we passed with zero deficiencies.”*

— Maria D., on HealthBridge’s survey preparation process

## Phase 2: Operations Build-Out

While licensing was in motion, our operations team began building the infrastructure that would allow United Home Health to function like an established agency from day one.

- Selected and implemented a California-compliant EHR/EVV platform integrated with Medi-Cal billing requirements
- Established a revenue cycle management (RCM) workflow for Medicare, Medi-Cal, and private-pay billing
- Built California-specific HR policies covering meal and rest breaks, overtime, and caregiver classification
- Designed a clinical supervision model meeting CDPH requirements for RN oversight and aide competency
- Created a HIPAA compliance program including staff training, BAAs, and breach response protocols
- Developed intake, care planning, and discharge documentation workflows

### Phase 3: Revenue Activation

Revenue activation began before licensure was final—a key advantage of our parallel-track approach. Our business development team worked with Maria to build referral relationships while her credentials were pending, so she was positioned to accept her first patient the week her Medicare certification arrived.

- Developed a referral marketing strategy targeting hospital discharge planners and SNFs in the San Fernando Valley and East Los Angeles
- Coached Maria and her admissions coordinator on relationship-based sales with case managers
- Secured 3 signed LOIs from hospital discharge departments before the first patient admission
- Created a bilingual (English/Spanish) marketing package to serve the agency's target community
- Built a community outreach program connecting with senior centers, community clinics, and faith organizations

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## OUTCOMES & RESULTS

### 24 Months of Remarkable Growth

The results of United Home Health's launch exceeded even our optimistic projections. Below is a summary of key milestones and outcomes achieved through the HealthBridge engagement:

<p><b>5 Stars</b></p> <p>Medicare Care Compare Rating</p>	<p><b>\$2.4M</b></p> <p>Revenue (Yr 1)</p>	<p><b>247</b></p> <p>Active Patients</p>	<p><b>43</b></p> <p>Staff Hired</p>
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## Quality & Patient Satisfaction

Growth without quality is not success. United Home Health maintained exceptional clinical standards throughout its rapid expansion:

- 97% patient satisfaction score based on HHCAHPS survey data at 12 months
- 0 substantiated patient complaints filed with CDPH in the first 24 months
- 100% caregiver competency compliance—every aide completed required skills verification before first assignment
- Zero Medicare or Medi-Cal billing audits resulting in recoupment in Year 1
- Re-hospitalization rate of 8.2%—well below California’s state average of 15.3%

*“We never sacrificed patient care for growth. HealthBridge helped us build the systems that made both possible at the same time. Our families trust us because everything—from the first call to the last visit—is done with intention.”*

— Maria D., on balancing rapid growth with clinical excellence

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## COMMUNITY IMPACT

### More Than a Business—A Community Anchor

United Home Health’s impact extends well beyond its financial performance. From the beginning, Maria’s mission was to provide high-quality, culturally competent care to communities that historically had limited access to home health services.

Over 60% of United Home Health’s patients are Spanish-speaking, and the agency employs bilingual care coordinators and clinical staff to serve them effectively. The agency has also partnered with three federally qualified health centers (FQHCs) in East Los Angeles and the San Fernando Valley to provide continuity of care for patients transitioning from clinic-based to home-based treatment.

Additionally, United Home Health has become a meaningful employer in its community—providing living-wage jobs with benefits to 43 caregivers and administrative staff, many of whom are community members themselves.

*“We’re not just providing care—we’re creating careers. Many of our caregivers are mothers in this community who needed flexible, dignified work. I’m proud of what we’ve built for patients and for our team.”*

— Maria D., on the agency’s role as a community employer

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## KEY SUCCESS FACTORS

### What Made United Home Health Different

In our experience launching dozens of home health agencies across California, the most successful startups share a common set of characteristics. United Home Health exemplified all of them:

<b>Mission-Driven Leadership</b>	Maria’s clinical background and genuine commitment to her community translated into an agency culture that attracted quality staff and loyal patients from the start.
<b>Parallel-Track Launch Strategy</b>	By running licensing, operations, and revenue development simultaneously, United Home Health collapsed an 24–24 month typical timeline into under 12 months.
<b>Community-Centered Marketing</b>	Rather than competing for the same referral sources as larger agencies, United Home Health built relationships with underserved referral partners—creating a less competitive, high-loyalty referral network.
<b>Investment in Infrastructure</b>	Maria made the deliberate choice to invest in proper systems (EHR, billing, HR) from day one rather than cutting corners. This avoided costly retrofits later and built credibility with payers.
<b>Survey-Ready Culture</b>	HealthBridge’s mock survey process created a culture of compliance readiness that paid dividends beyond the initial survey—staff maintained documentation standards because they understood why it mattered.

## LOOKING AHEAD

# What's Next for United Home Health

United Home Health's story is far from over. With a strong foundation in place, Maria and her team are now exploring a second phase of growth that includes expanding into the South Bay and Inland Empire markets, adding private duty home care services to complement their skilled nursing programs, building a training institute to develop future caregivers from within their community, and pursuing Joint Commission accreditation to strengthen their reputation with hospital referral partners.

HealthBridge continues to serve as a strategic advisor to United Home Health as they enter this next chapter—supporting expansion planning, additional location licensing, and leadership development for Maria's growing management team.

*"Two years ago I was ready to give up. Today I run a company that employs 43 people and takes care of nearly 200 patients every week. HealthBridge helped me believe it was possible—and then helped me make it real."*

— Maria D., RN, Founder & CEO, United Home Health Inc.

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## About HealthBridge Consulting Group

HealthBridge Consulting Group is California's premier home health agency startup and compliance consulting firm. We specialize in guiding first-time and experienced operators through every stage of agency development—from initial licensure through Medicare certification, operational build-out, revenue activation, and long-term compliance management.

Our team includes former state surveyors, healthcare attorneys, RN clinical consultants, revenue cycle specialists, and healthcare HR experts who have collectively launched more than 60 agencies across California. We believe that every community deserves access to excellent home health care—and we exist to make that possible for the clinicians and entrepreneurs who dare to provide it.

**Ready to start your home health agency?**

Contact HealthBridge today for a discovery call.

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