2015 Business Acumen Learning Collaborative: Welcome Call
Agenda

• ACL’s history, interest, and activities related to business acumen
• Our goal and the journey ahead
• About learning collaboratives
  — Our change package
• Who is on this journey with you?
• How do we get there? (What lies ahead)
• Making individual technical assistance requests
• Questions
Integrated Care Opportunities

Accountable Care Organizations

Health Homes

Community-Based Care Transitions Program (CCTP)

Medicaid Managed Long-Term Services and Supports (MLTSS)

Duals Financial Alignment Initiative

State Innovation Models
Where do CBOs add value?

- Stanford model of chronic disease self-management
- Diabetes self-management
- Nutrition counseling
- Meal provision
- Education about Medicare preventive benefits

Evidence-based care transitions
Care coordination
Medical transportation
Evidence-based medication reconciliation programs
Evidence-based fall prevention programs/home risk assessments
Caregiver support
Environmental modifications

Evidence-based care transitions
Person-centered planning
Chronic disease self-management
Benefits outreach and enrollment
Employment related supports

Managing chronic conditions

- Stanford model of chronic disease self-management
- Diabetes self-management
- Nutrition counseling
- Meal provision
- Education about Medicare preventive benefits

Evidence-based care transitions
Person-centered planning
Chronic disease self-management
Benefits outreach and enrollment
Employment related supports

Preventing hospital (re)admissions

State aging & disability agencies

- Nursing facility transitions (Money Follows the Person)
- Person-centered planning
- Assessment/pre-admission review
- Environmental modifications
- Caregiver support
- LTSS innovations

ACL

Communities-based aging & disability organizations

- Evidence-based care transitions
- Person-centered planning
- Chronic disease self-management
- Benefits outreach and enrollment
- Employment related supports

Activating beneficiaries

Diversion/ Avoiding long-term residential stays

Care coordination
Medical transportation
Evidence-based medication reconciliation programs
Evidence-based fall prevention programs/home risk assessments
Caregiver support
Environmental modifications

- Evidence-based care transitions
- Person-centered planning
- Chronic disease self-management
- Benefits outreach and enrollment
- Employment related supports
ACL Business Acumen Activities

2012: Grants to national partners to build the business capacity of aging and disability organizations for MLTSS

2012 - Present: Engagement with public and private partners

2013-Present: Business Acumen Learning Collaboratives
Our goal

• Each network will have at least one new contract with an integrated care entity by the end of the collaborative.
The journey ahead

- Format: Action learning collaborative
What is an action learning collaborative?

• **Aim** (*Each network will have at least one new contract with an integrated care entity by the end of the collaborative.*)

• Change package

• Learning sessions/pacing events

• Individual technical assistance (TA)

• Action periods
What is our change package?

• Understand the market
  – Existing and changing
  – What do your customers want?
  – What are your network’s strengths (and weaknesses)?
  – Who are your competitors?

• Identify your product line
  – What are your costs?
  – What can the market bear?
Change package (continued)

• Articulate your value/business case
  – Communicating your services and value clearly and consistently
  – How does what you can offer meet your customer’s needs or solve their problems?

• Forge relationships/partnerships
  – Who is in your network? Who isn’t, but needs to be (based on customers’ needs)?
  – Who are your champions (especially those closely tied to your target customers)?
Change package (continued)

• Change your organizational culture
• Establish your legal structure
  – What are your options for structuring your network?
  – What firewalls do you need?
  – What is your contracting vehicle?
• Determine your pricing/capital/cash flow
• Build your infrastructure for referral/billing/tracking outcomes
  – Information technology
Change package (continued)

- Ensure scalability/volume
- Sell your services/negotiate your contract
- Quality/performance management/accreditation
Who is on this journey with you?

- Introductions:
  - Networks
  - ACL staff
  - Collaborative funders
  - Individual TA providers
  - Other TA partners
Who is on this journey with you? (Networks)

- Network leads:
  - County of San Diego, Health and Human Services Agency Aging & Independence Services (CA)
  - Alameda County Aging, Disability, and Resource Connection (CA)
  - Indiana Association of Area Agencies on Aging, Inc., and the Indiana Aging Alliance, LLC (IN)
  - Aging and Disability Resource Consortium of the Greater North Shore, Inc. (MA)
  - St. Louis Metropolitan Integrated Health Collaborative (MO)
  - Center on Aging and Community Living (NH)
  - INCOG Area Agency on Aging and Ability Resources, Inc. (OK)
  - The Arc Tennessee (TN)
  - Vermont Association of Area Agencies on Aging (v4a) and the Vermont Community-Based Collaborative (VT)
  - Aging and Long Term Care of Eastern Washington (WA)
  - Wisconsin Institute for Healthy Aging (WI)
Who is on this journey with you? (ACL staff)

- Marisa Scala-Foley (marisa.scala-foley@acl.hhs.gov; 202-357-3516)
- Lauren Solkowski (lauren.solkowski@acl.hhs.gov; 202-357-3494)
- (...and many others)
Who is on this journey with you? (Collaborative funders)
Who is on this journey with you? (Individual TA providers)

- Tim McNeill, ACL consultant (tmcneill@me.com; (202) 344-5465)
- Aging and Disability Partnership for MLTSS, Mary Kaschak, mkaschak@n4a.org; 202-872-0888)
  - Disability Rights Education and Defense Fund
  - Health Management Associates
  - National Disabilities Rights Network
  - National Senior Citizens Law Center/Justice in Aging
Who is on this journey with you? (Other TA providers)
Who is on this journey with you? (Members of the 1st collaborative)

- Partners in Care Foundation (CA)
- San Francisco Department of Aging and Adult Services (CA)
- Florida Health Network (FL)
- Elder Services of the Merrimack Valley (MA)
- The Senior Alliance and the Detroit Area Agency on Aging (MI)
- Minnesota Metro Aging and Business Network (MN)
- AAAs of Erie and Niagara counties (NY)
- PA Association of AAAs, Inc. in partnership with the PA Centers for Independent Living (PA)
- North Central Texas Council of Governments (TX)
How do we get there? (The specifics)

• Pacing events:
  – Monthly calls (topical and office hours)
  – In-person (2 days) meetings in DC area: Possible dates for first meeting -- March 30-31, April 15-16, or April 16-17
    ➢ Hartford/SCAN will pay for *up to 2 people per network* to come
    ➢ You may bring up to 2 additional people from your network (at your own cost)

• Action periods: Work in between on your own (& occasional homework)
How do we get there? (The specifics)

• One-on-one technical assistance (TA)
  — Situational, SWOT, and gap analyses
  — Strategic plan with a deliverable schedule
• Other optional learning opportunities (conferences, webinars)
• Monthly reporting (through Partners in Care Foundation)
What happens now?

• Situational analyses/interviews
  — Tim McNeill will contact you in the next week or so
Making individual TA requests

• Initial requests:
  — Contact Lauren Solkowski
    ([lauren.solkowski@acl.hhs.gov](mailto:lauren.solkowski@acl.hhs.gov); 202-357-3494)

• Subsequent requests can be made directly through TA provider(s)
Resources

• ACL Business Acumen Technical Assistance website: [click here for website]

• The SCAN Foundation:
  — Tools for CBOs to value and price services for partnerships with health payers: [click here to access tools]
  — Victor Tabbush: Overview of Preparing Community-Based Organizations for Successful Health Care Partnerships -- [click here to access the paper]

• Aging and Disability Partnership for Managed Long Term Services and Supports website: [click here for website]
Resources (continued)

• National Resource Center on Nutrition and Aging – Momentum Webinar 101 Series: Positioning your HCBS Organization in the Healthcare Market
  
  —  Part 1 – Overview of Health Reform Initiatives - How this Affects Your Organization and Terminology 101: Offered on January 20th, click here to access recording
  
  —  Part 2 – Market Analysis - Determine Health Reform Initiatives in Your Market Area: Offered on January 22nd, click here to access recording
  
  —  Part 3 – Network Development - The Need for Collaboration: Scheduled for early March (Date TBD). Click here to register
  
  —  Part 4 – Developing a Strategy and a Business Model for Your Organization: Scheduled for early March (Date TBD). Click here to register
Resources (continued)

• National Council on Aging (NCOA):
  • *Sustainability*: [click here to access Sustainability website](#)

  • *Diabetes Self-Management Training (DSMT) Resources*: [click here to access resources](#)

  • *NCOA online communities (Healthy Aging and DSMT groups)*: Discuss issues related to sustaining evidence-based programs. [To join, click here](#)
Questions?