BUSINESS ACUMEN CENTER
Providing Resources to Sustain Disability Organizations

BUSINESS ACUMEN

WHAT WE KNOW AND WHERE WE'RE GOING

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NASUAD
National Association of States United for Aging and Disabilities

Business Acumen for Disability Organizations Grant

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- 3 years
  - October 1, 2016 – September 30, 2019
- Funded by the Administration for Community Living
- Goal/Vision:
  - Build the capacity of disability community organizations to contract with integrated care and other health sector entities
  - Improve the ability of disability networks to act as active stakeholders in the development and implementation of integrated systems within their state

Disability Business Acumen Grant

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- Capacity-Building: Build the capacity of community-based disability organizations (CBOs) to contract with integrated care and other health sector entities,
- Foster Collaborative Relationships: Connect payers, providers and states to establish well-functioning integrated care systems,
- Stakeholder Engagement: Improve the ability of disability networks to act as active stakeholders in the development and implementation of integrated systems within their state.

The Disability Network

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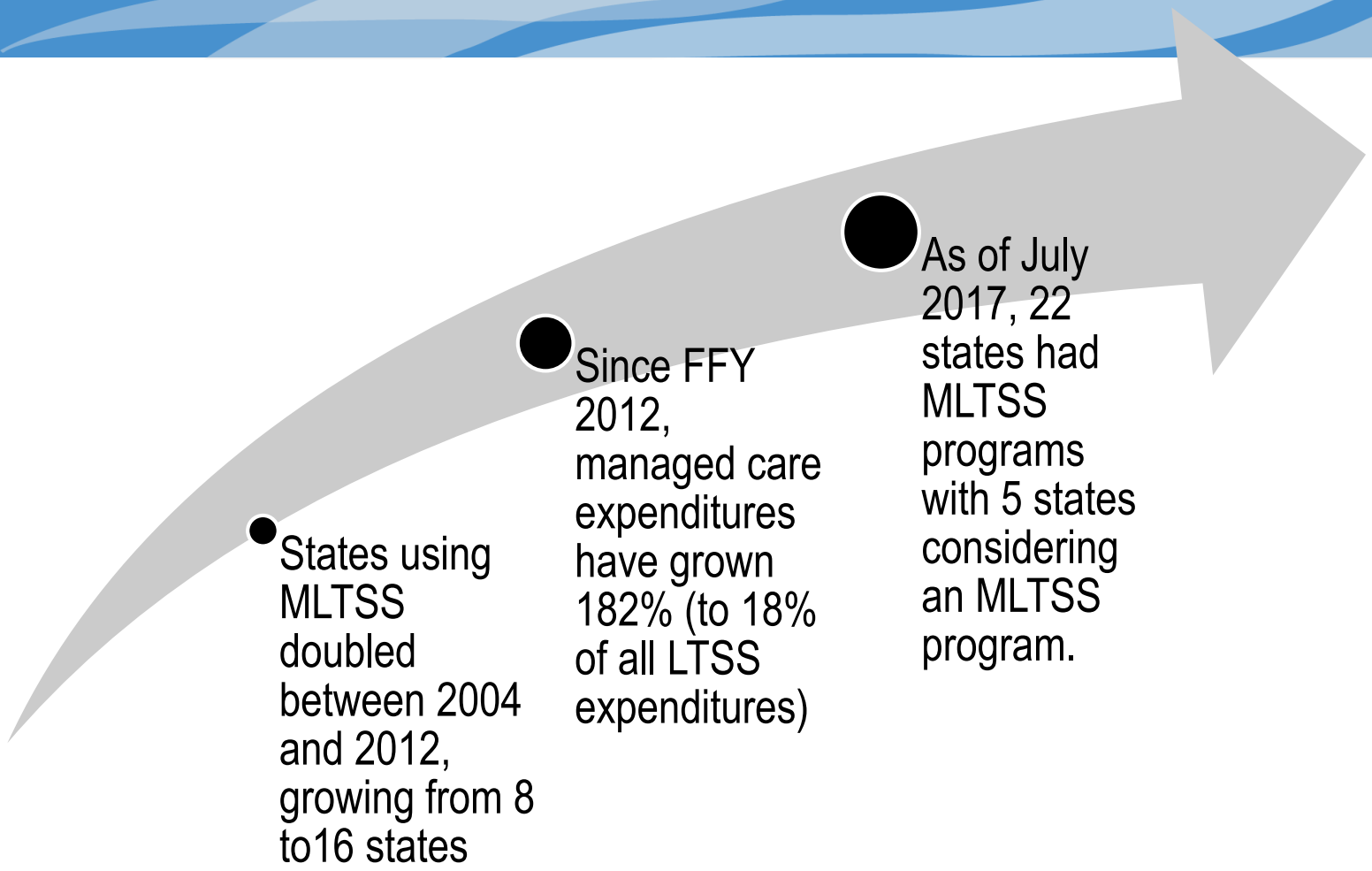
If you've seen one…

you've seen <u>one</u>.

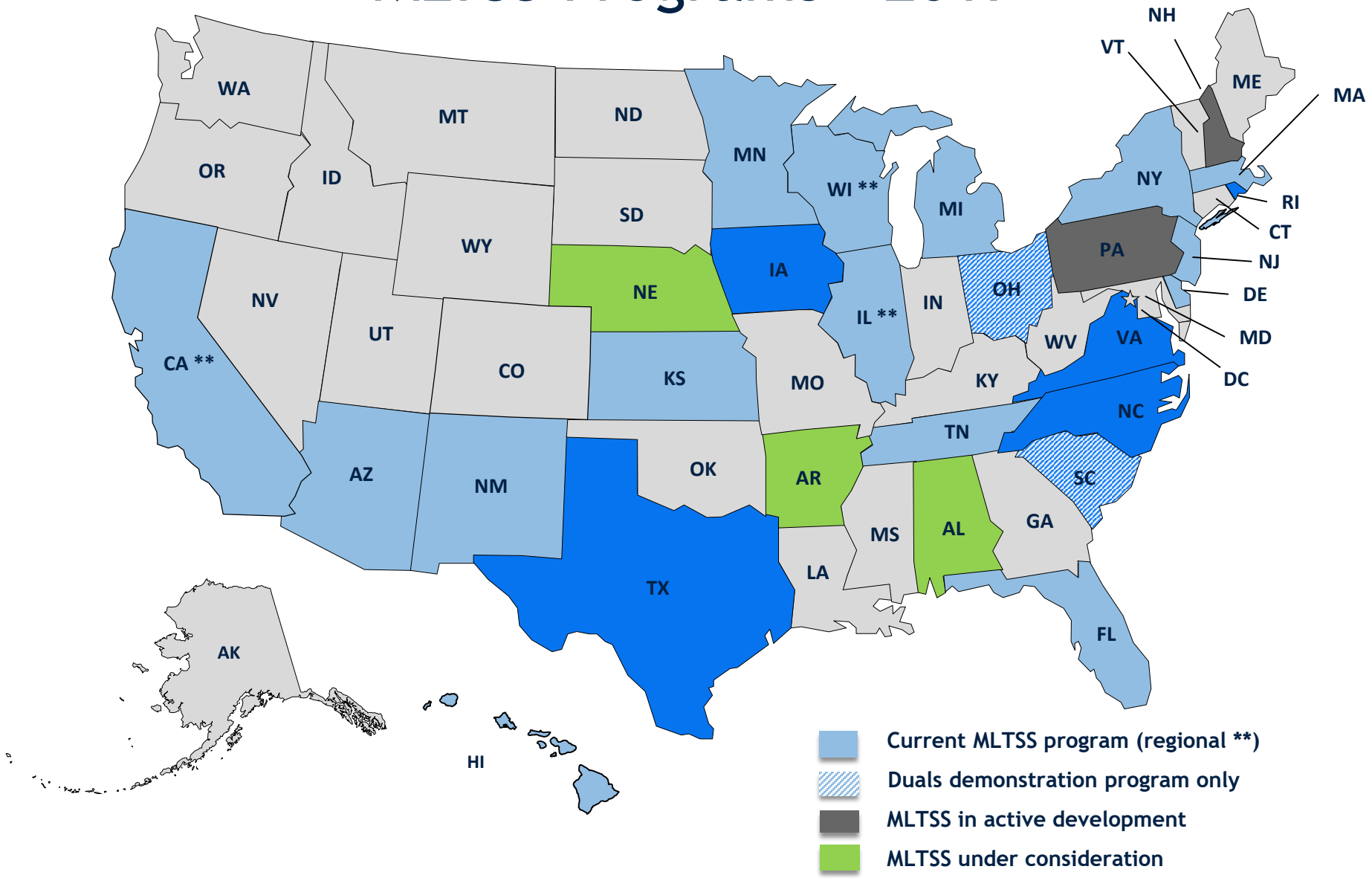
- Disability community organizations vary in:
  - Structure
  - Focus
  - Knowledge of MLTSS and business capacity

Growth of MLTSS



Sources: CMS Whitepaper – The Growth of Managed Long-Term Services and Supports Programs: A 2012 Update, July 2012; Truven Health Analytics, June 2017; GAO Report – Medicaid Managed Care: Improved Oversight Needed of Payment Rates for Long-Term Services and Supports, January 2017; NASUAD 2017

MLTSS Programs - 2017



Source: NASUAD survey; CMS data

Community Based Organizations…

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- Local organizations that offer community living services and supports to advance the health, well-being, independence, and community participation of older adults and people with disabilities and may include:
  - Aging and Disability Resource Centers
  - Behavioral health organizations,
  - Centers for Independent Living,
  - Developmental disability organizations,
  - Protection and Advocacy Agencies,
  - University Centers for Excellence in Developmental Disabilities Education, Research & Service
  - Faith-based organizations,
  - Area Agencies on Aging,
  - Aging services organizations,
  - Native American tribal organizations,
  - Nutrition program providers, and
  - Other local service providers for persons with disabilities and/or older adults

CBOs in MLTSS

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- CBOs have formed the backbone of the LTSS system for the last thirty years and are well-suited to provide key support services
- Understanding and seeking a balanced payor mix
- Opportunity to reinvent and reset expectations

- Partnering with States and Payers:
  - Contract for services
  - Demonstrate value and quality
  - Offer choice and self-determination
  - Provide outreach and education

What is Business Acumen?

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- Keenness and quickness in dealing with and understanding a business situation in a manner that is likely to lead to a good outcome.

Why Business Acumen Matters

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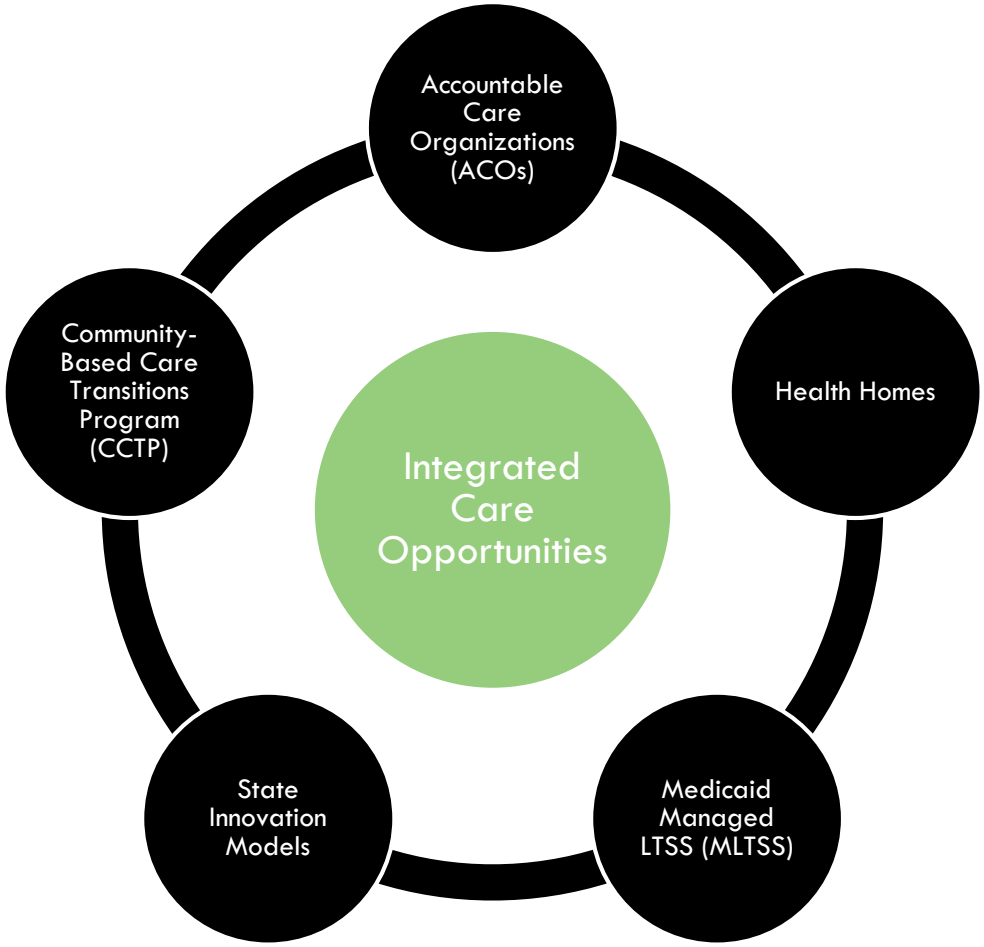

Disability Business Acumen Grant:
Business Acumen for Integrated Care

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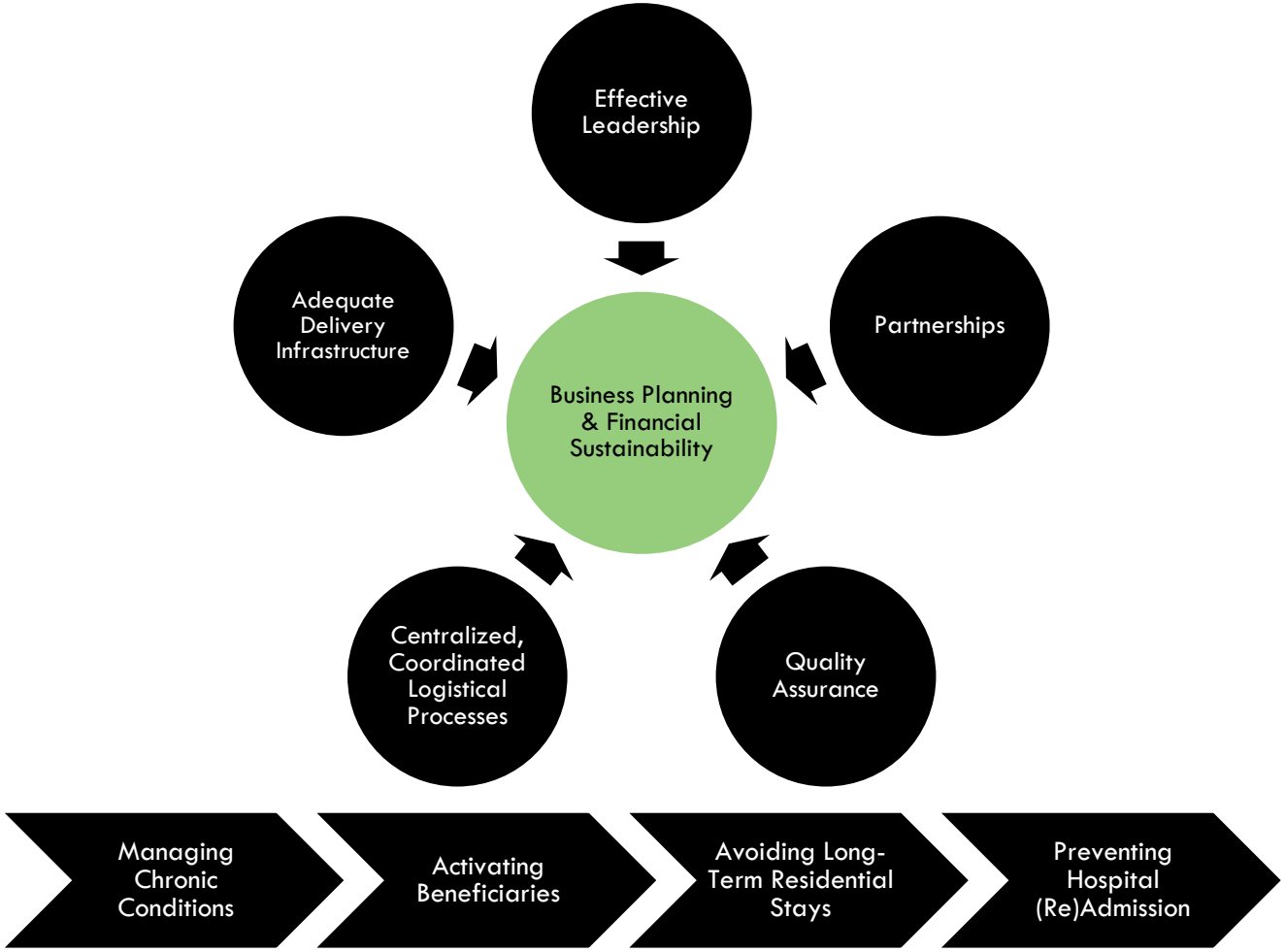

Business Acumen Grant Partners

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NASUAD
National Association of States United for Aging and Disabilities

NCIL
National Council on Independent Living

ANCOR
American Network of Community Options and Resources
SHAPING POLICY • SHARING SOLUTIONS • STRENGTHENING COMMUNITY

American Association on Health and Disability

NATIONAL DISABILITY RIGHTS NETWORK
Protection & Advocacy for Individuals with Disabilities

UNIVERSITY OF MINNESOTA

ncoa
National Council on Aging

MERCER
MAKE TOMORROW, TODAY

ASAN
AUTISTIC SELF ADVOCACY NETWORK

NASDDDS
National Association of State Directors of Developmental Disabilities Services

Funded by:
ACL
Administration for Community Living

Disability Network Business Acumen Grant: Key Activities

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- Develop baseline knowledge of current community-based organizations
- Provide broad-based training and technical assistance for disability networks to build their capacity
- Convene and provide targeted technical assistance utilizing a learning collaborative model
- Engage integrated care organizations, managed care plans, and other health care entities regarding the needs of consumers and the roles of CBOs

Accomplishments to Date

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- Launched the Disability Network Business Acumen Resource Center website
  - http://www.nasuad.org/initiatives/disability-network-business-acumen-resource-center
- Conducted an environmental scan and needs assessment survey to determine the business acumen needs of disability community-based organizations across the country
- Established a monthly webinar series (5 webinars archived)
- Designing a toolkit to guide community-based organizations increase their business acumen
- As of Sunday, commenced the 2017 Learning Collaborative!

Environmental Scan and Needs Assessment Survey – Building a Strong Foundation

Community Based Organizations, Managed Care Organizations and States

What's important? Where can we help?

Environmental Scan and Needs Assessment Survey

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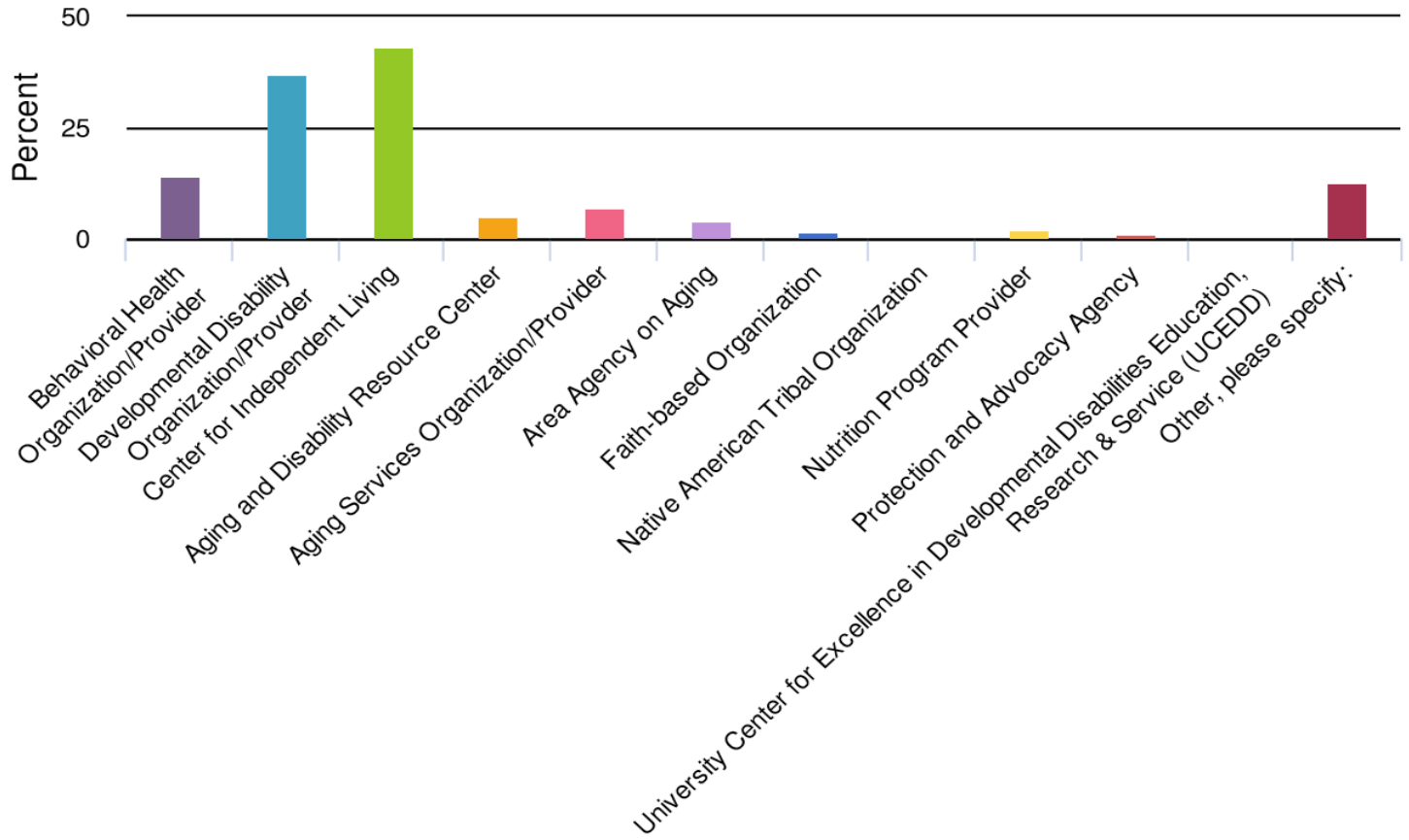
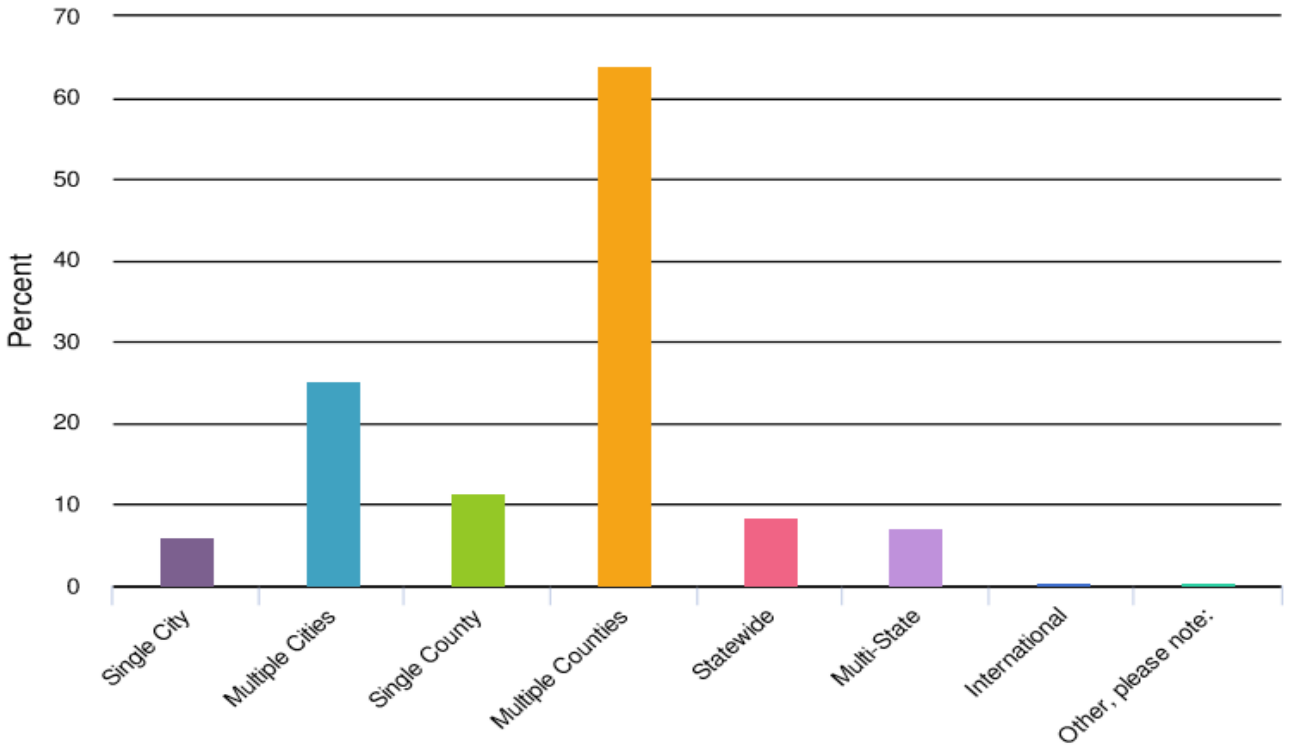
- Purpose: To determine the business acumen needs of disability community-based organizations across the country

- Gathered feedback from Disability CBOs, State Agencies, and Integrated Care Entities
- Asked about…
  - CBO Familiarity with Integrated Care Terminology
  - Experience with Integrated Care
  - Organization's Current Capabilities

Types of CBOs who responded (primarily non-profit)



Where People are Served



Are all CBOs the same?

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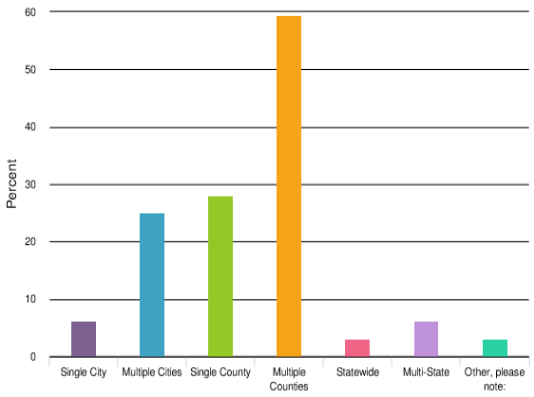
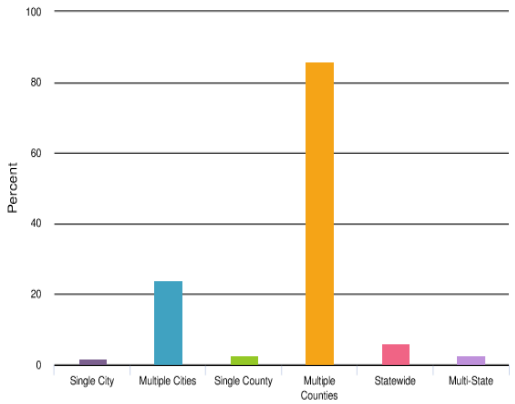
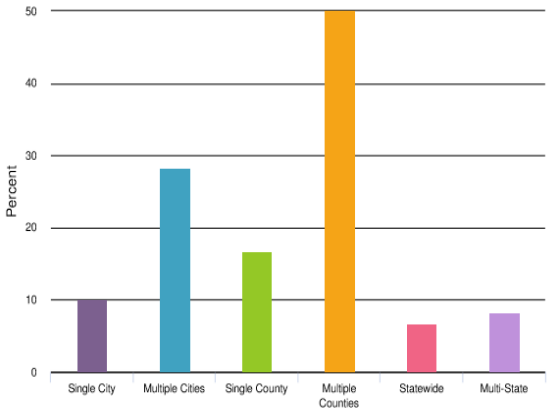
Where People are Served



Aging Services Organizations, ADRC's and AAA's

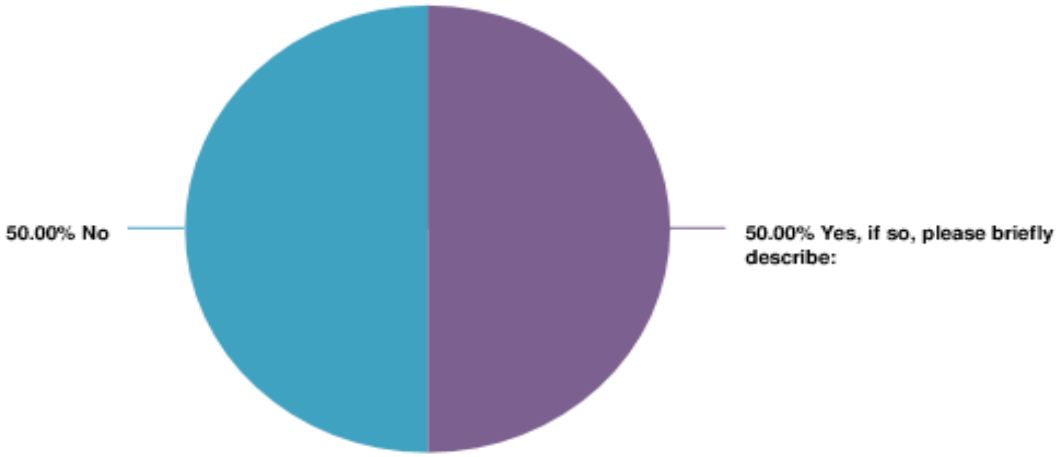


Centers for Independent Living



Developmental Disability Organizations

Impact of MLTSS Transition



"Floor rates have limited the number of referrals we can accept"

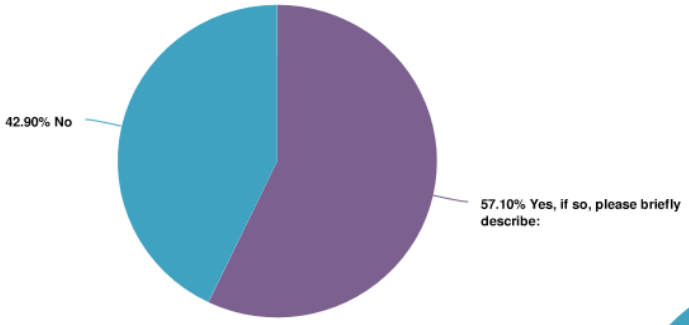
"Harder to get services authorized"

"Reduction of the multiple services we were approved to provide in the waiver"

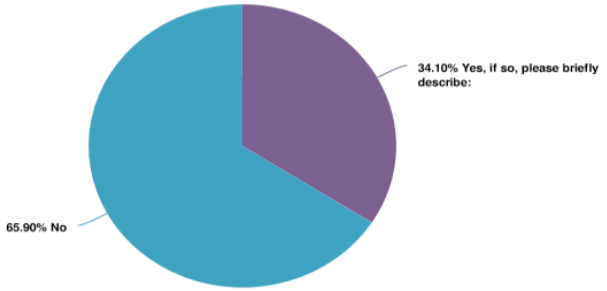
"We are on the verge of closing. Have already shut two services"

"Cautious to grow because of the unknown"

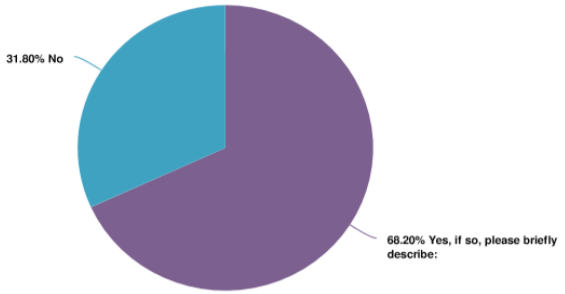
Impact of MLTSS Transition



Aging Services Organizations

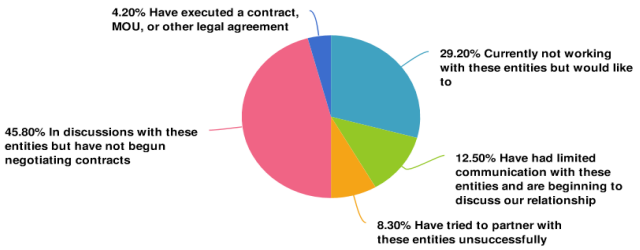


Centers for Independent Living

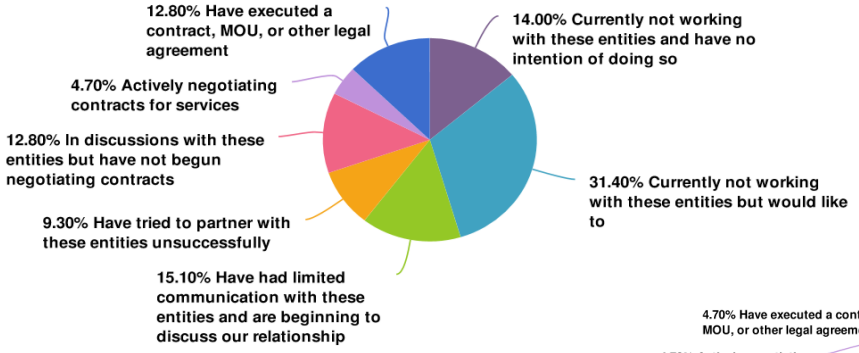


Developmental Disability Organizations

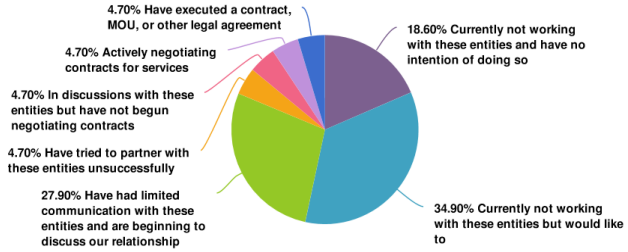
Contracting Efforts



Aging Services Organizations

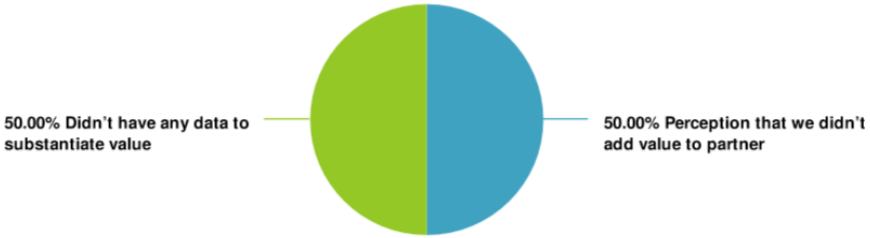


Centers for Independent Living



Developmental Disability Organizations

Contracting Efforts



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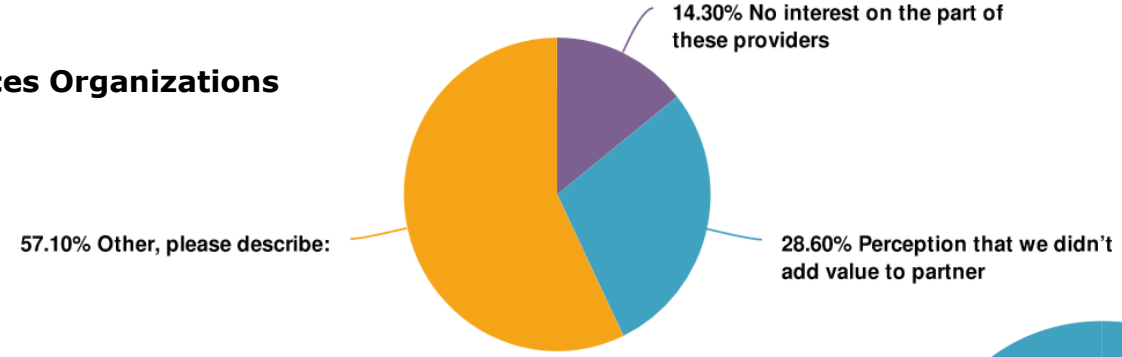
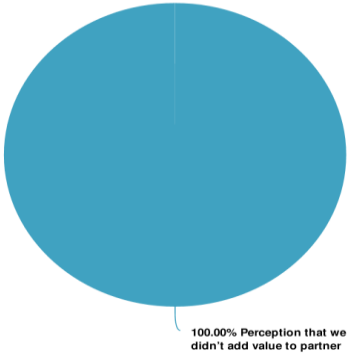


Centers for Independent Living



Developmental Disability Organizations

What MLTSS health plans tell us

- They seek partnerships with CBOs to…
  - Offer a local approach that fosters community integration and quality of life
  - Enable people with disabilities to remain connected to their community
  - Provide high quality that promotes health and social outcomes that can be demonstrated through data

Community Based Organizations tell us…

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- To engage in these partnerships with MCOs, they need support…
  - To articulate their value proposition
  - To know who to connect with
  - How to market their services
  - How to price their services
  - How to meet contract expectations

Ways in which health plans and CBOs can work together

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Partner	Activities	Goal Achieved
Centers for Independent Living	Peer support, Home Modifications	Transitions, Keeping consumers in the home
Community Rehabilitation Providers, local businesses	Vocational programming	Quality of life, Integrated in Community, Community Living
Area Agencies on Aging	Falls Prevention and Caregiver Support Programs	Reducing hospitalizations and caregiver burnout
Home Care	Enhanced communication processes – early identification of needs/issues	Decreased hospitalization, increased PCP visits
Technology	Remote monitoring (e.g. motion, contact, bed, and toilet sensors) and analytic services	Reducing avoidable, costly transitions in care
Personal Emergency Response Systems	24/7 communication for emergent and non-emergent needs	Promotes safety and independence, Keeping members in their home

But…

If health plans want to work with CBOs and CBOs want to work with health plans – why doesn't it always work?

Skills for Success

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What skills and expertise are most important when modernizing the delivery of care and services:

Community Based Organizations	Managed Care Organizations	States
Analytical, Data-Driven Decision-Making	Consumer Engagement	Communication Skills
Consumer Satisfaction	Consumer Satisfaction	Articulating your Value
Consumer Engagement	Innovative Thinking	Building Essential Infrastructure Support
Understanding Customer Needs	Managing Risk in a Managed Care Environment	Consumer Engagement
Articulating your Value	Measures (e.g. outcomes, consumer satisfaction)	Consumer Satisfaction

Opportunities for Skill Development/Enhancement in CBOs

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What skills and expertise are most important *and* how strong are you in those skills:

	Importance 5 - Very Important (%)	Demonstrated Capabilities 5 - Very Strong (%)
Analytical, Data-Driven Decision-Making	87	10.8
Consumer Satisfaction	82.1	52.2
Consumer Engagement	73.2	42.5
Understanding Customer Needs	72.9	48.1
Articulating your Value	65.3	18.8

Opportunities for Skill Development/Enhancement in CBOs

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What skills and expertise are community based organizations the least strong in:

	Importance 5 - Very Important (%)	Demonstrated Capabilities 5 - Very Strong (%)
Evaluating Competition	24.1	4.9
Effective Sales Techniques	29.4	5.9
Developing Information Technology Systems	45.5	7.6
Understanding and Articulating Return on Investment	38.8	7.6
Pricing and Rate Determination	46.6	8.3

Perception of Strength vs. Importance

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Where is there the greatest spread between what is important, yet community based organizations report the need for increased capability:

	Importance 5 - Very Important (%)	Demonstrated Capabilities 5 - Very Strong (%)	Standard Deviation
Analytical, Data-Driven Decision-Making	87	10.8	53.88
Articulating your Value	65.3	18.8	32.88
Building Essential Infrastructure Support	56.1	13	30.48
Developing Quality and Performance Management Systems	51.1	8.6	30.05
Making the Business Case for your Services	51.1	10.9	28.43

Perception of Strength vs. Importance: By Type of CBO

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	Aging Organizations	Centers for Independent Living	Developmental Disability Organizations
Articulating your Value		**3**	**1**
Using Data to Generate Reports	**3**		**3**
Cost Savings	1		
Understanding and Articulating Return on Investmernt	2		
Making the Business Case for your Services		4	
Relationship Building and Maintenance		1	
Building Essential Infrastructure Support		2	
Building Enthusiasm for Change		5	
Building Effective Teams			2
Communication Skills	4		
Measures (e.g. outcomes, consumer satisfaction)	5		
Consumer Satisfaction			4
Analytical, Data-Driven Decision-Making			5

Listen, Learn and Disseminate

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Disability Network Business Acumen Learning Resources

Disability Network Business Acumen Resource Center website

- http://www.nasuad.org/initiatives/disability-network-business-acumen-resource-center
  - Learning Collaborative
  - Webinars
  - Disability Network Business Acumen Environmental Scan and Needs Assessment Survey
  - Partner Organizations

Monthly Webinar Series

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- 4th Wednesday of every month from 12:30P – 1:30P eastern
  - http://nasuad.org/initiatives/business-acumen-disability-organizations-resource-center/webinars
- Topics to date:
  - Business Acumen 101: Modernizing Your Community Based Business in a Changing Environment
  - Managed Care – Understanding the Changing Environment
  - Perspectives and Language – Business, Health/Medical, LTSS, Disabilities/Aging
  - Are they buying what you're selling - An inside look at what health plans need from community based organizations
  - From Mission to Fruition: Developing your relationships with payers

Business Acumen Toolkit

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- Stakeholder Engagement
- Developing and Sustaining Relationships and Partnerships
- Negotiating and Contracting
- Pricing Services
- Articulating Your Business Case
- Successful Organizational and Culture Change While Maintaining Your Mission

Disability Network Business Acumen Technical Assistance

Supporting Collaboration & Partnerships

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- Helping states, CBOs, and plans to:
  - Listen, learn, and engage on creating successful pathways to integrated care/support;
  - Leverage their respective experience and expertise;
  - Implement best practices, evidenced based practices and outcome based practices for shared goals; and
  - Remain focused on supporting people with disabilities to have quality lives

Preparing CBOs for Success

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- Think big: Exploring options beyond the current constraints and regulations
- Find out what is important to the MCO (health plan, ACO etc..) Ask questions and listen, while keeping their goals in mind.
- Define their goal and detail plans for reaching them, including scalability.
- Use data to tell their story. What do you bring to the table that the MCO wants or needs, or that can demonstrate improved quality of life and efficient use of resources.

Disability Network Business Acumen Learning Collaborative

Disability Network Business Acumen Learning Collaborative

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- 5 States: MD, MO, NH, NY, TX
- Key Themes / Alignment in Identified Themes:
  - Identify **strengths, gaps, and opportunities** to increase CBO capacity to implement **sustainable business practices** to **work closely with integrated health entities** to meet the growing **needs of the people they serve**, including those with significant medical and/or behavioral health needs.
  - Promoting disability provider organizations to be successful in building & implementing integrated care systems with an eye to both building specialized “home grown” disability MCOs and to meeting MCO needs; ensuring these emerging organizations can engage as partners with MCOs and other integrated care organizations in meeting needs of those with disabilities.

Transitions: Challenges and Opportunities

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- Challenges:
  - Conclusion of key federal initiatives
  - Need to continue nursing facility outreach and diversion
  - Focus on data-driven outcomes
- Opportunities:
  - Environmental changes
  - Strengths of CBOs

Transitions:
What can be done about it?

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- Action:
  - Educate CBOs about the states overall healthcare structure
  - Have CBOs evaluate their service structures
    - SWOT analysis
      - Integrate CBO's experience in consumer controlled and directed practices into managed care
  - Improve CBO internal business processes
  - Improve CBO communication and negotiating skills with MCO
    - Learn how to price and package relocation services

I/DD system: Challenges and Opportunities

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- Challenges:
  - Changes in how the programs are to be delivered
  - Increased demand and request for services and dollars.
    - Increased complexity of those served.
    - Lack of workforce capacity: rates, aging workforce.
  - Inefficient or outdated systems
    - Need for effective billing and payment mechanisms
    - Need for utilization review, outcome based measures
- Opportunities:
  - Use of $ to develop prioritized services
  - Need for integration among medical, behavioral, whole person

I/DD Systems: What can be done about it?

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- Building relationships with integrated health care entities
  - Focus on high users of medical and/or behavioral health services
  - Increase ability to contract with integrated care and MCOs
- Structuring and building community-based networks.
- Strategic business planning
  - Performance based and value based contracting and payment process
  - Consider and manage culture change
- Develop systems and processes
  - Utilization Review Process
  - Data Analytics

Disability Network Business Acumen Learning Collaborative

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- To accomplish these aims, the Learning Collaborative will focus on building awareness and capabilities around:
  - Understanding the overall healthcare structure
  - Articulating Value
  - Innovation
  - Pricing and various fee structures
  - Performance-based and value-based contracting
  - Contracting and negotiating
  - Real-time, uniform Utilization Review Process
  - Information technology to assist with data analytics capacity.
  - Promoting evidence based and leading practices (i.e. community, integrated employment; nursing facility transitions)

Dissemination

The Future…

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- Collect and disseminate promising practices from learning collaborative
- Continue to provide content via webinars
- Respond to CBO, State or health plan specific requests for technical assistance
- Disseminate the Business Acumen Toolkit
- Continue to evaluate needs in the field

Opportunities to Get Involved

- Contribute to the Business Acumen Resource Center
- Participate in ongoing feedback and dissemination
  - Webinars
  - Conference presentations
- Provide Technical Assistance
  - Short-term
  - Peer-to-Peer exchanges
  - Learning Collaborative

Thank You!

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http://www.nasuad.org/initiatives/business-acumen-disability-organizations-resource-center

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For more information, please visit: www.nasuad.org

E-mail: businessacumen@nasuad.org

Or Call: 202.898.2583

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National Association of States United for Aging and Disabilities