History and Vision of Business Acumen Learning Collaboratives

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Key Elements of Integrated, Sustainable Service Systems/Networks

- Effective Leadership: PH and Aging, Falls Coalition/management team
- Adequate Delivery Infrastructure: Sites, workforce, ↑ geographic reach
- Partnerships: Embedded into LTSS and health systems, delivery system partners
- Centralized, Coordinated Logistical Processes: Ongoing marketing, referral, registration, ADRC integration
- Business Planning and Financial Sustainability: Diversified funding, business plan
- Quality Assurance: CQI and fidelity monitoring
Integrated Care Opportunities

- Accountable Care Organizations (ACOs)
- Community-Based Care Transitions Program (CCTP)
- Patient-Centered Medical Homes
- Health Homes
- Medicaid MLTSS
- Duals Financial Alignment Initiative
- State Innovation Models
For integrated care entities (especially health plans), the question is...
Many national insurers have a core mission to improve health outcomes through health promotion and education efforts.

Patient-Centered Medical Homes (PCMHs) are required to offer self-management for NCQA accreditation.

ACOs receive “shared savings” for improving their quality and lowering their costs.

Health plans are beginning to provide financial incentives to patients for completing a CDSME program.

Doors are opening
Where do CBOs add value?

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

Preventing hospital (re)admissions
- 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

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

Diversion/Avoiding long-term residential stays
- Nursing facility transitions (Money Follows the Person)
- Person-centered planning
- Assessment/pre-admission review
- Environmental modifications
- Caregiver support
- LTSS innovations

ACL
- State aging & disability agencies
- Community-based aging & disability organizations
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 Collaborative(s)
2013-2014 Business acumen learning collaborative

- Targeted technical assistance to build business capacity of community-based integrated care networks
- **Goal:** Each network would have at least one new contract with an integrated care entity by the end of 2014.
- Network leads:
  - Partners in Care Foundation (CA)
  - San Francisco Department of Aging and Adult Services (CA)
  - Healthy Aging Regional Collaborative (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)
2015 Business acumen learning collaborative

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

• 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)
Key sustainability issues to address

• 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
  - Decide what products/services to sell
  - What are your true FULL costs?
  - What price can the market bear?
Sustainability issues (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)?
Sustainability issues (continued)

- Sell your services/negotiate your contract
- Ensure scalability/volume
- Quality/performance management/accreditation
What we’ve learned

• Culture matters
• Relationships (and champions) are critical to the process
• Contracts take TIME
• Infrastructure to deal with “back office” functions (e.g., billing, tracking outcomes, information technology) is as important – if not more important – as pricing
• Contracting and network development are a “both-and”, not an “either-or”
• What you want to sell may not be what they want to buy
• Still many issues that need more work: Network service quality, performance measurement, information technology, accreditation, and more
Next steps

• New Business Acumen Learning Collaborative for 2015 underway
  — Build on the learnings of the original collaborative, including engagement of original sites as “faculty” for new collaborative

• Disseminate learnings from current collaborative to larger field of aging and disability organizations

• Continue development of public-private partnerships

• Develop strategic plan for business acumen activities for ACL
Sustainability Resources

- Variety of sustainability resources available including:
  - Online training modules (business planning & program quality)
  - Cost calculator
  - Toolkits
  - Webinars

http://www.ncoa.org/improve-health/center-for-healthy-aging/sustainability.html
Community Health Care Integration Resources

- Resources include:
  - Sample contract
  - DSMT toolkit
  - Instructions for obtaining a Medicare provider number
  - Multiple webinars

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