

Business Acumen 101: Modernizing Your Community Based Business in a Changing Environment

April 26, 2017



Welcome

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National Association of State Developmental Disabilities Services



Welcome!



- Growth of Managed Long Term Services and Supports (MLTSS) and Efforts to Promote Sustainability of Community Based Organizations (CBO)
- Business Acumen and CBOs
- Business Acumen for Disability Community-Based Organizations Grant
- Environmental Scan and Needs Assessment Survey

Managed Long Term Services and Supports (MLTSS)



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Managed Long Term Services and Supports (MLTSS) is...

- An arrangement between State Medicaid programs and contractors through which the contractors receive capitated payments for LTSS and are accountable for quality, cost and other standards set in the contracts
- Capitation can be for all services or selected services
- Contractors can be local, regional or national
- LTSS populations include persons with age-related, physical or intellectual/developmental disabilities. Many of these also have serious mental illness.

The Changing Environment



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MLTSS: Changing the Delivery of Care

- Delivery system reform plays a major role in shaping state Medicaid Programs, including LTSS
- Number of states are turning to Medicaid Managed Care
- Broad and flexible set of program design options
- Coordination for better health outcomes
- Efficient coordination for dual eligible people

MLTSS

Why now?



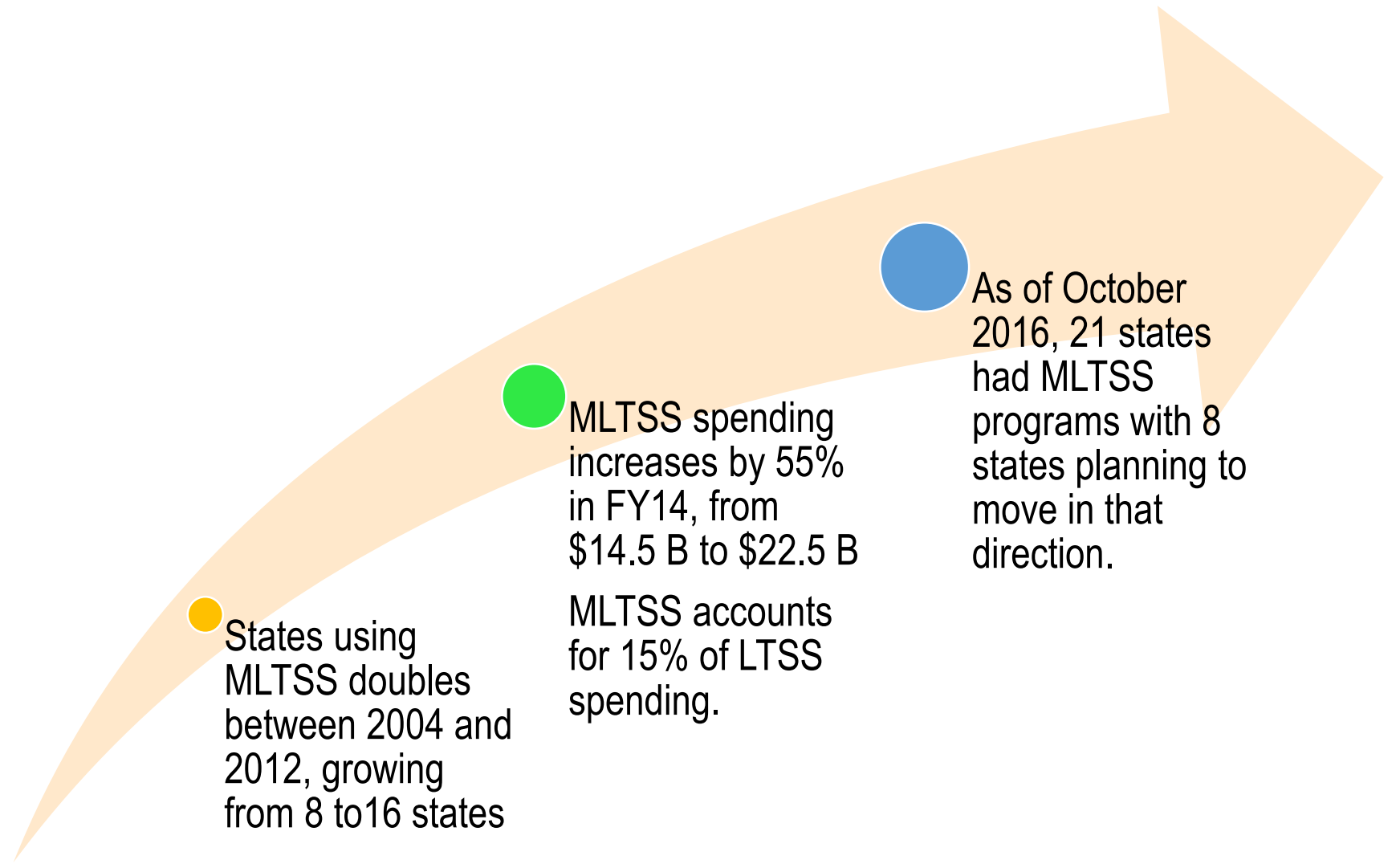
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- State budget deficits
- Growth in Medicaid spending
- Current LTSS spending trends are unsustainable
 - People receiving Medicaid LTSS represent only 6 percent of the Medicaid population, they account for a disproportionate share of Medicaid spending – nearly half of Medicaid spending overall
- ACA: Incentives to states to develop new service delivery and payment models
 - MMCO financial alignment, medical homes/health homes; 2014 Medicaid expansion
- Current system issues:
 - FFS incentives to maximize expensive services, institutional bias, inflexible service packages, etc...

Growth of MLTSS



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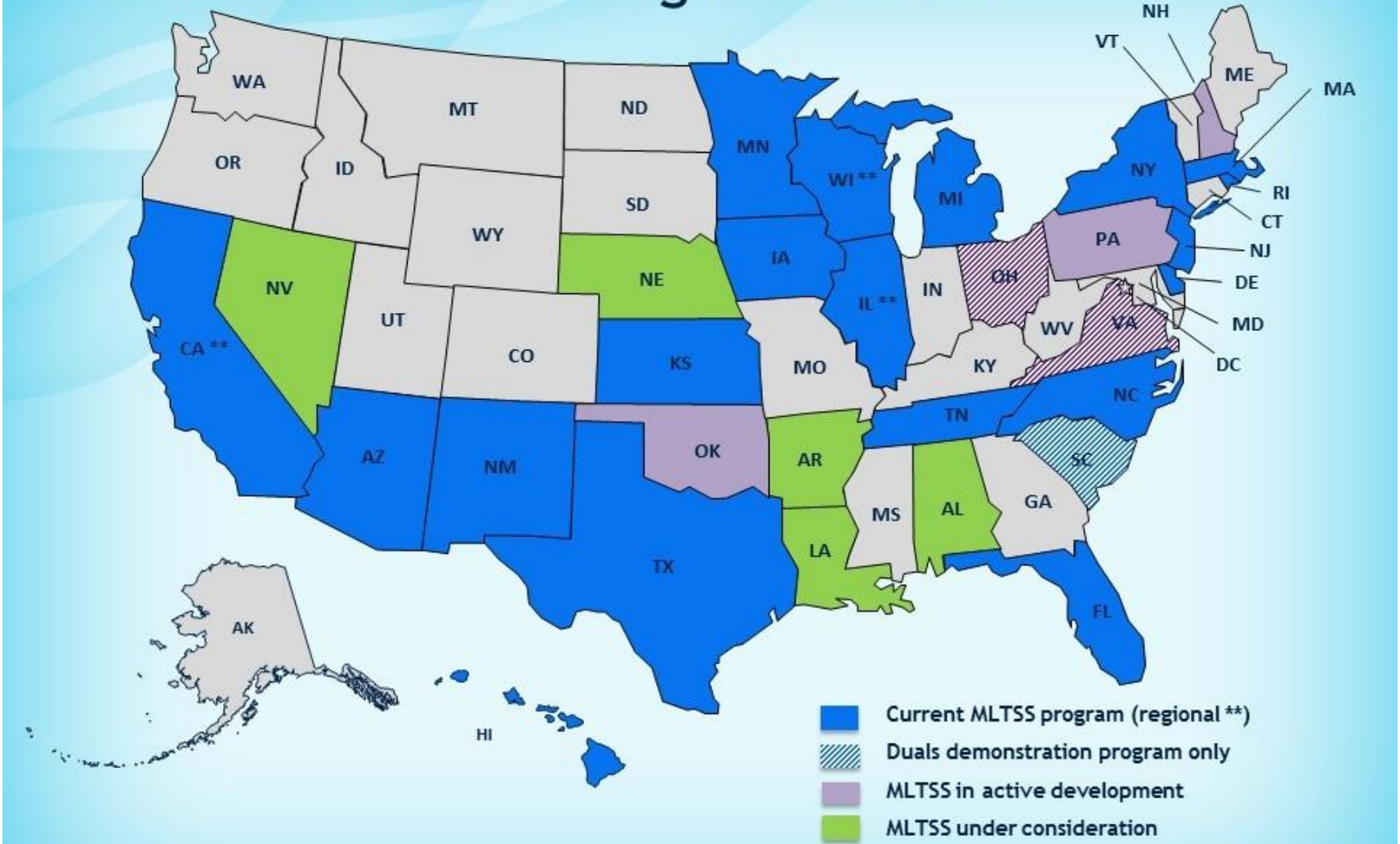
- Sources: CMS Whitepaper – [The Growth of Managed Long-Term Services and Supports Programs: A 2012 Update](#), July 2012; Truven Health Analytics, [Medicaid Expenditures for MLTSS in FY2014](#), April 2016; GAO Report – [Medicaid Managed Care: Improved Oversight Needed of Payment Rates for Long-Term Services and Supports](#), January 2017

States with MLTSS



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MLTSS Programs - 2017



CBOs and MLTSS: Responding to Change



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Community Based Organizations



- **What is a Community-Based Organization?**
 - 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

- CBOs have formed the backbone of the LTSS system for the last thirty years
- Well-suited to provide key support services
- 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



CBOs – Vital to MLTSS success



- People and their families cannot afford to see the existing delivery system completely diminished
- New expectations can be set based on customer needs and desires
- CBOs well-suited to provide key support services
 - drawing on their core competencies,
 - their visibility within their communities
 - their historical strengths.
- Based on CMS 2013 guidance on MLTSS, states will need
 - new consumer education
 - enrollment and advocacy infrastructure
 - opportunities for CBO business development



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In life, change is inevitable. In
business, change is vital.

Warren G. Bennis

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CBOs and Change



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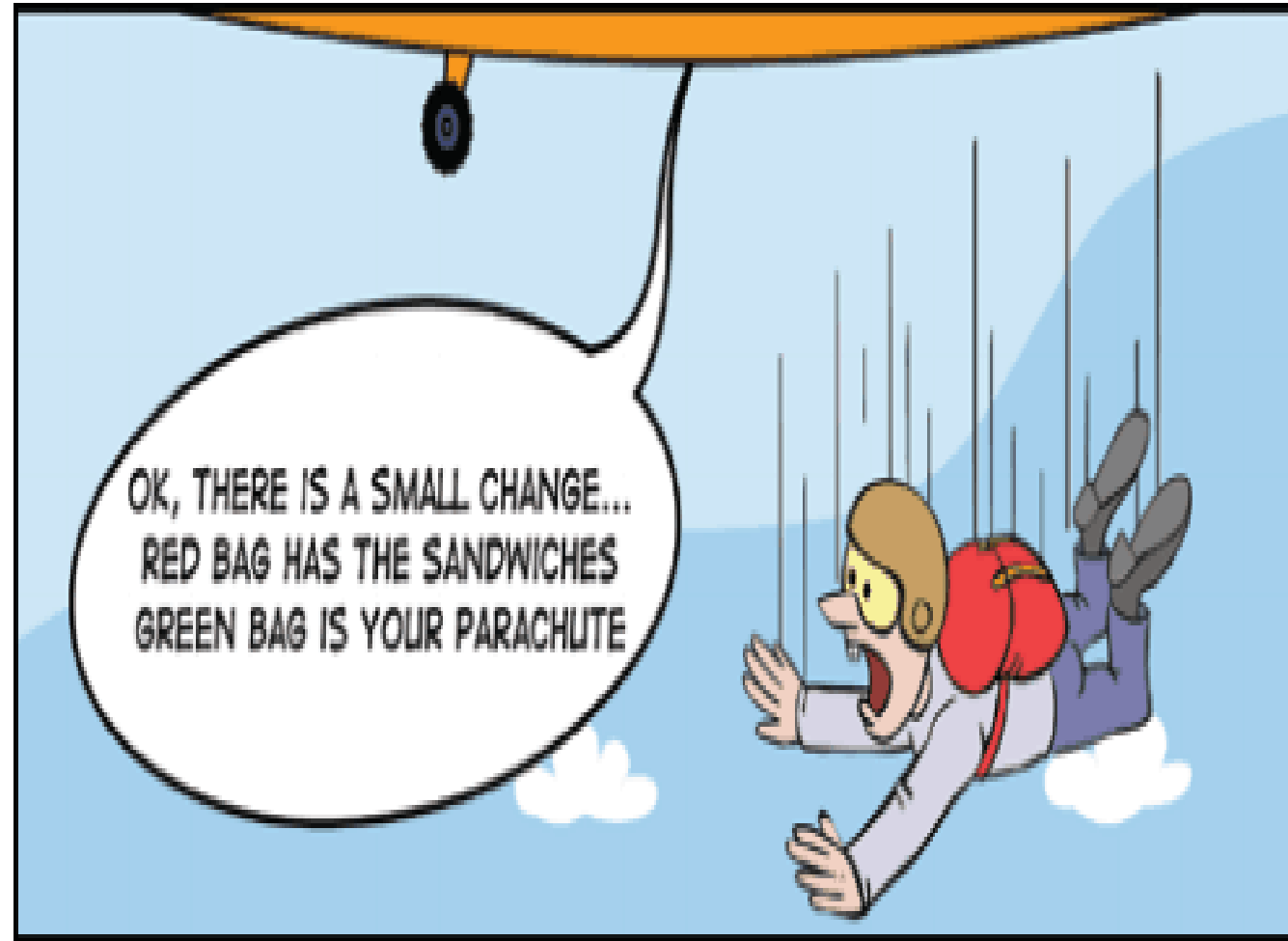
Community Based Organizations:

- know change is not a new concept.
- have the ability to adapt, learn and grow to better meet the needs of people with disabilities and older adults.
- often began as a group of families getting together to develop services for their children.
- have been able to adapt their business models to meet the increasing demand of people leaving institutions and opting for services in their community.
- have been responsible for inspiring social change in their local communities.
 - Independent Living
 - Employment
 - Use of Technology
 - Self-Directed Services
 - Person-Centered Thinking
 - Person-Driven Care

Change



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National Efforts to Establish Sustainability of Community Based Organizations



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The Administration on Community Living (ACL)



- The Administration on Community Living is an organization created by the US Department of Health and Human Services (HHS)
 - Includes: Administration on Aging, the Administration on Intellectual and Developmental Disabilities, and the HHS Office on Disability
 - Federal agency responsible for increasing access to community supports, while focusing attention and resources on the unique needs of older Americans and people with disabilities across the lifespan.

ACL Goals for CBO's and MLTSS



- Desire to ensure that CBOs are part of the evolving service delivery system and that their significant knowledge and experience serving people with disabilities is preserved.
- Provide framework for effective response and network development to:
 - deploy evidence-based programs and
 - build state and CBO business capacity

Why Business Acumen Matters



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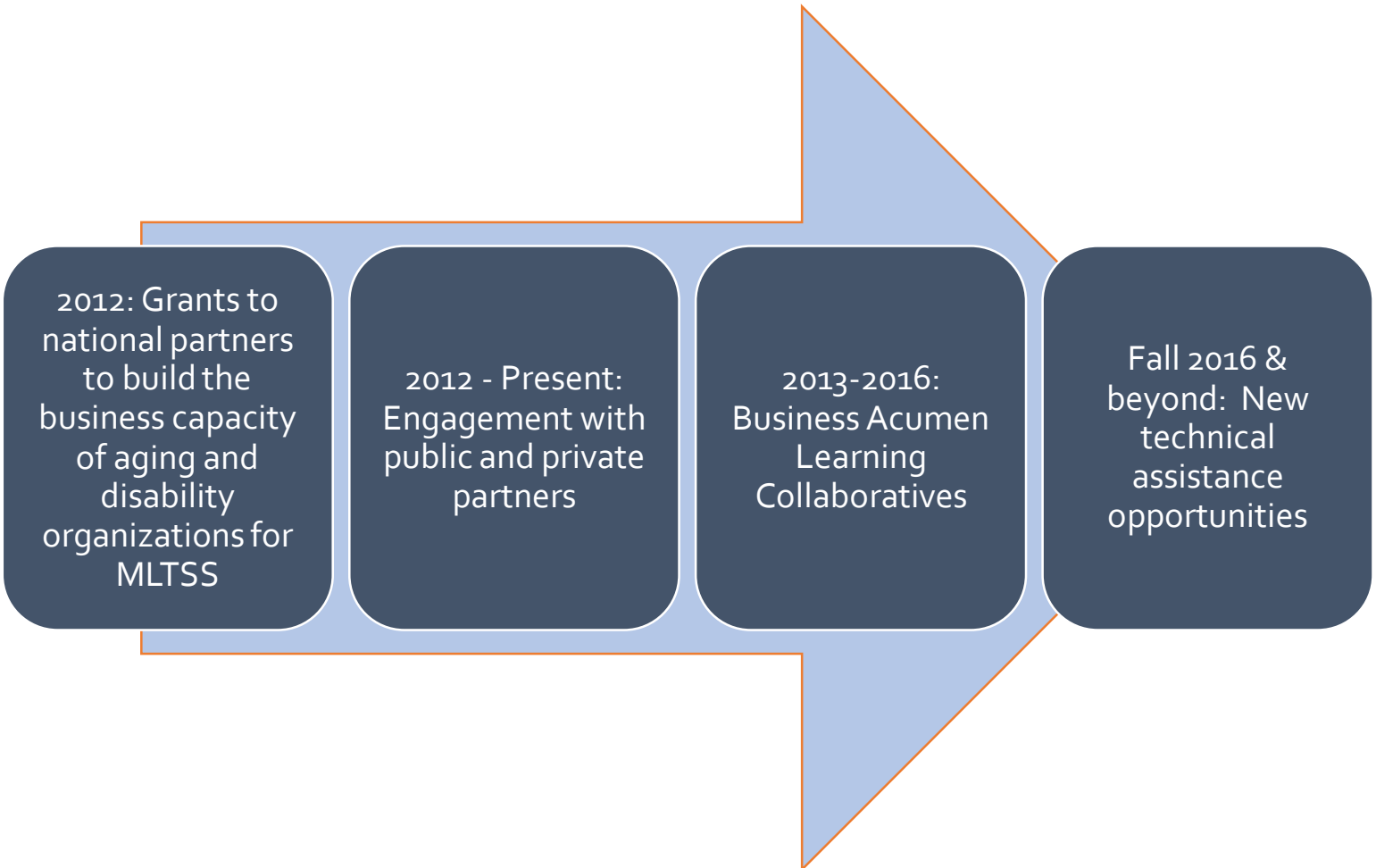
ACL & Business Acumen for CBOs



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ACL, in partnership with foundations, is providing aging & disability organizations with the tools they need to partner and contract with health care payers and providers in delivery system reform.



Business Acumen for Disability Network Community Based Organizations



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What is Business Acumen?



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

Business Acumen Skills

- Understanding:
 - The market
 - Your competitors
 - Your value/business case
- Knowing how to:
 - Forge relationships/partnerships
 - Sell your services/negotiate your contract
 - Ensure scalability/volume
 - Address quality/performance management/accreditation



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Business Acumen for Disability Organizations



- **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
- **3 years**
 - October 1, 2016 – September 30, 2019

Business Acumen Grant Partners

- Partner Organizations



Business Acumen Objectives

- Develop baseline knowledge of current community 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 community organizations



Key Activities

- Environmental Scan and Needs Assessment Survey
- Webinars and Technical Resources
- Learning Collaborative



Environmental Scan and Needs Assessment Survey

- **The Environmental Scan Survey will help us learn more about Community Based Organizations and their...**
 - Familiarity with Integrated Care Terminology
 - Experience with Integrated Care
 - Organization's Capabilities



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Developing Baseline Knowledge



- **The Findings from Environmental Scan Survey will drive our work**
 - Training and Technical Assistance
 - Development of a Learning Collaborative
 - Sharing of Promising Practices
 - Attention on Areas of Needed Improvement
 - Sharing of Perspectives and Needs across the various Stakeholders

Environmental Scan and Needs Assessment



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NASUAD National Association of States United for Aging and Disabilities

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HCBS

NATIONAL HOME & COMMUNITY BASED SERVICES CONFERENCE

Save the Date!
August 28-August 31, 2017
Baltimore Marriott Waterfront

HCBS Conference: Save the Date

The 2017 Home and Community Based Services Conference will be held in Baltimore, MD August 28-31, 2017. The HCBS Conference highlights innovative programs, present unique partnerships, and recognize the work within states. Registration opens at the end of April.

[Read More](#)

SAVE THE DATES! HCBS National Home & Community Based Services Conference

NASUAD News

4/5 National I&R Center Announces Technology in Practice Contest Award Winners

Advocacy Alerts

3/22 Affordable Care Act Repeal Legislation Analysis

NASUAD IQ

This online platform offers a variety of trainings focused on the programs

Environmental Scan and Needs Assessment



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NASUAD > Initiatives

Initiatives

NASUAD works directly with states to design and implement cost-effective strategies to build and sustain home and community based long term services and supports systems.

Our initiatives are organized into seven core areas:

- Tracking State Activities
- Assisting in the Development of Medicaid Managed Long Term Services and Supports
- Supporting Information and Referral and State Health Insurance Professionals
- Advancing Quality in Aging and Disability Programs
- Securing Strong Adult Protective Services Programs
- Advocating the use of Volunteers in the Aging and Disability Networks
- Collaborating with the State Long Term Care Ombudsman Programs

Initiatives

- Managed Long Term Services and Supports
- National Core Indicators - Aging and Disabilities
- National Information & Referral Support Center
- Business Acumen for Disability Organizations Resource Center**
- Long Term Care Ombudsman Resource Center
- Protection & Advocacy
- Promoting Volunteerism
- Health Insurance Assistance

Environmental Scan and Needs Assessment



A screenshot of a web browser displaying the NASUAD website. The browser's address bar shows "nasuad.org/initiatives/business-acumen-disability-organizations-resource-center". The website header includes the NASUAD logo and navigation links: "NASUAD", "HCBS CLEARINGHOUSE", "NASUAD IQ", "HCBS CONFERENCE", and "SUBSCRIBE". A search bar and social media icons (LinkedIn, Facebook, Twitter) are also present. The main navigation menu includes "ABOUT NASUAD", "PUBLICATIONS", "STATE TECHNICAL ASSISTANCE", "INITIATIVES", "POLICY", and "COMMUNITY OPPORTUNITIES". The page content is titled "Business Acumen for Disability Organizations Resource Center" and includes a sub-header "Business Acumen Center". The main text describes the center's mission and lists partner organizations. A red arrow points from the "Business Acumen Center" logo to a sidebar menu. The sidebar menu, under the heading "Initiatives", lists several items, with "Business Acumen for Disability Organizations Resource Center" circled in red. Below this, "Disability Network Business Acumen Environmental Scan" is also circled in red. Other items in the sidebar include "Managed Long Term Services and Supports", "National Core Indicators - Aging and Disabilities", "National Information & Referral Support Center", "Partner Organizations", "Long Term Care Ombudsman Resource Center", "Protection & Advocacy", "Promoting Volunteerism", and "Health Insurance Assistance".

Environmental Scan and Needs Assessment



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Disability Network Busi x +

nasuad.org/initiatives/business-acumen-disability-organizations-resource-center/disability-network-business

Environmental Scan

The rapid expansion of Medicaid managed long term services and supports (MLTSS) and other efforts to integrate healthcare and long-term services and supports is creating new, exciting and yet challenging opportunities for Community Based Organizations (CBO) - seeking to work within these new program designs.

These new approaches mean that CBOs - Area Agencies on Aging, aging services organizations, behavioral health organizations, Centers for Independent Living, developmental disability organizations, faith-based organizations, Native American tribal organizations (American Indian/Alaskan Native/Native Hawaiian), nutrition program providers, Protection and Advocacy Agencies, University Centers for Excellence in Developmental Disabilities Education, Research & Service, and other local service providers for persons with disabilities and/or older adults - need to think differently about the services they offer, the customers they serve, and the way they demonstrate the value they add to services and supports. Instead of contracting directly with government funders, CBOs are now negotiating contracts with hospitals, health systems, accountable care organizations (ACOs), health plans, and other integrated care entities.

To equip CBOs with the skills, training and experience needed to effectively negotiate and partner with integrated care entities and other payers, the Administration on Community Living is funding a three-year Business Acumen for Disability Organizations grant. This work is intended to ensure that CBOs are part of the evolving service delivery system and that their significant knowledge and experience serving people with disabilities is preserved. The grant is being implemented in partnership with 10 national organizations representing a variety of perspectives and experience on disability.

To best understand the needs of the disability network community, **we are conducting an environmental scan of the business acumen of the disability network.** Responses are being solicited from the following three categories, each with its own unique survey and survey link:

- *Community Based Organizations (CBOs)*, [click here](#).
- *Managed Care Organizations (MCOs), Accountable Care Organizations (ACOs)*, and other healthcare and long-term services and supports payers, [click here](#).
- *States currently operating or planning to implement a managed long-term services and supports (MLTSS) program*, [click here](#).

The survey should take no more than **20-30** minutes to complete.

Your responses will be used to guide the development of a web-based resource center, on-going training opportunities, and the development of an intensive learning collaborative.

As we work together to respond to this shifting landscape, we appreciate your candid and honest feedback to the

National Core Indicators - Aging and Disabilities

National Information & Referral Support Center

Business Acumen for Disability Organizations Resource Center

- Disability Network Business
- Acumen Environmental Scan
- Partner Organizations

Long Term Care Ombudsman Resource Center

Protection & Advocacy

Promoting Volunteerism

Health Insurance Assistance

What do we
want to see
happen?



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- **Short-term**
 - Improved knowledge of the business acumen needs of disability community organizations
 - Increased awareness of disability community organizations by health care providers and payers.
- **Intermediate**
 - Increased number state/community-based networks or collaborations
 - Increased recognition of the value of disability community organizations by health care providers and payers
- **Long-term**
 - Improved integration between the health care and social services sectors
 - Increased sustainability of disability community organization

Opportunities to Get Involved

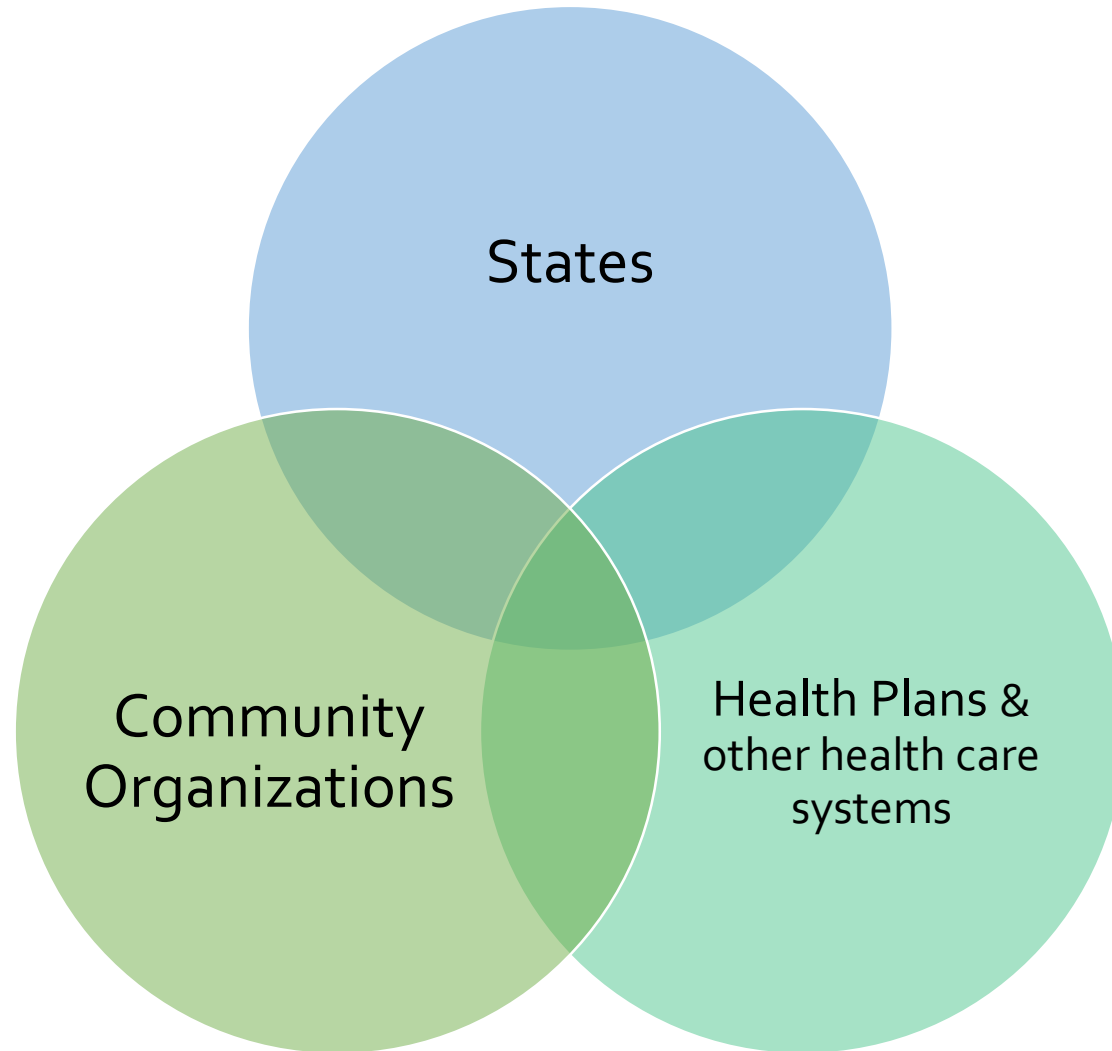


- **Disability Business Acumen Resource Center website**
- **Ongoing feedback and dissemination**
 - Webinars
 - Conference calls
 - Conference presentations
- **Technical Assistance**
 - Short-term
 - Peer-to-Peer exchanges
 - Learning Collaborative

Learning Collaborative: Tying it all together



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Immediate Opportunities



- Complete the Environmental Scan and Needs Assessment Survey
- Participate in Monthly Webinar Opportunities
 - Fourth Wednesday of Each Month
 - 12:30 p.m. – 1:30 p.m. (EST)
 - Next Webinar: May 24th Managed Care 101
- Contribute Resources for the Resource Center
- Prepare to Apply for the Learning Collaborative

Thank You!



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