



BUSINESS ACUMEN TOOLS TO HELP YOU SUCCEED!

September 2017

Today's Speakers



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- Lindsay Baran, MS Policy Analyst, National Council on Independent Living (NCIL)
- Kim Opsahl, Esq. ACL Business Acumen Project Manager, American Network of Community Options and Resources (ANCOR)

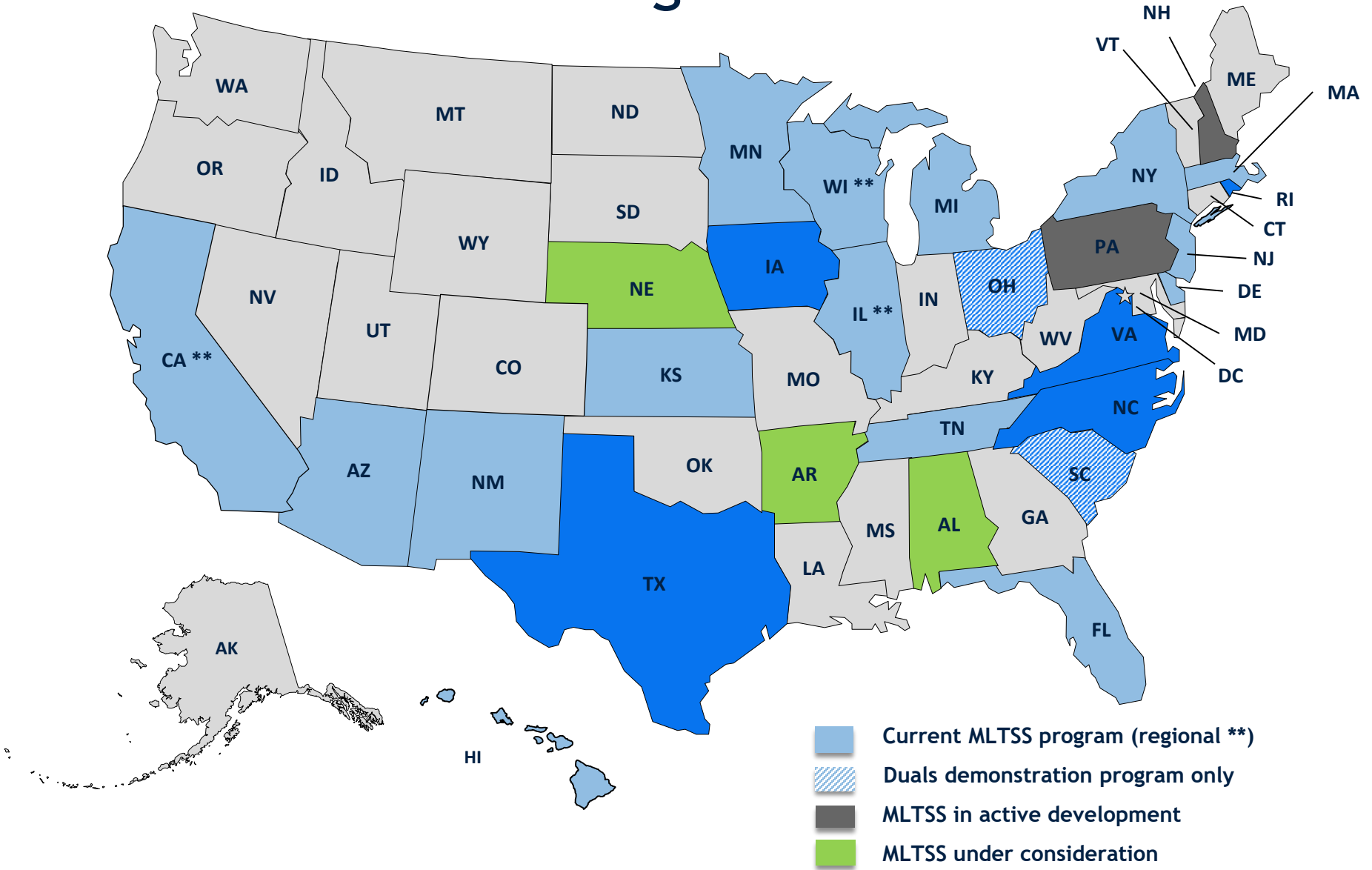
Managed Care

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A delivery system states employ to better manage access, quality and cost of Medicaid services.

- States contract with managed care plans to arrange and deliver Medicaid services
- Managed care plans are:
 - Paid a set amount each month for each member enrolled
 - Held to quality standards by contract

MLTSS Programs - 2017



Source: NASUAD survey; CMS data

MLTSS, CBOs and Business Acumen

5

- Creating and sustaining mutually beneficial business relationships



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

Environmental Scan and Needs Assessment Survey



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■ Helped us learn more about Community Based Organizations and their...

- Familiarity with Integrated Care Terminology
- Experience with Integrated Care
- Organization's Capabilities

■ Findings used to drive our work

- Training and Technical Assistance
 - Webinars
 - Business Acumen Toolkit
 - Learning Collaborative
 - Issue Briefs

Terminology

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- Carefully defined terminology enables people in a particular industry to communicate clearly.
 - This requires a common understanding of important terms.

- Terminology is linked with specialist knowledge
 - An understanding of the terms used in partner agencies will help improve communication and relationships

Establishing a relationship

- **Who to contact:** Find out who to talk to; do your research.
- **Top things to prepare:** Know what you are going to say, know your goal, but be open to what may come out of the conversation.
- **Reality Check:** Know what the expectations are from the state contractors for all parties involved. What innovations are encouraged and what is sensitive.
- **Now or later:** Is this a good time?
- **Purpose:** What do you hope to accomplish?
- **People as resources:** 6 degrees of separation, who do you know that can be a resource or asset?
- **Priorities:** What is most important?

Making the most of a partnership...



- Help each organizations fulfill their mission
- Reach performance, regulatory and quality goals
- Learn about each other - find out where the strengths and gaps lie

Webinar Archives



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NASUAD > Disability Network Business Acumen Resource Center

Disability Network Business Acumen Resource Center

Disability Network Business Acumen Center

The Administration on Community Living announced on October 1, 2016 that the National Association of States United for Aging and Disabilities (NASUAD) was awarded the Disability Network Business Acumen Resource Center. The new resource center will promote the development of business relationships between health plans and other integrated health services and community based disability organizations. This 3-year grant will support training, technical assistance and a learning collaborative for disability organizations that want to cement their role in a changing Long Term Services and Supports delivery system.

NASUAD partnered with leading national disability leaders in their application including the American Association on Health and Disabilities (AAHD), the American Network of Community Options and Resources (ANCOR), the Autistic Self Advocacy Network (ASAN), National Association of State Directors of Developmental Disability Services (NASDDDS), the National Council on Independent Living (NCIL), the National Council on Aging (NCOA), the National Disability Rights Network (NDRN), the Community Living Policy Center at the University of California at San Francisco (UCSF), and the Research and Training Center at University of Minnesota's (UoM) Institute on Community Integration. Mercer Human Services Government Consulting will provide critical financial and business strategy expertise to support this effort.

Initiatives

- Managed Long Term Services and Supports
- National Core Indicators - Aging and Disabilities
- National Information & Referral Support Center
- Disability Network Business Acumen Resource Center**
 - Learning Collaborative
 - Webinars
 - Disability Network Business
 - Acumen Environmental Scan
 - Partner Organizations
- Long Term Care Ombudsman Resource Center
- Protection & Advocacy

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

Business Acumen Center: Key Activities



Business Acumen Toolkit: Goals

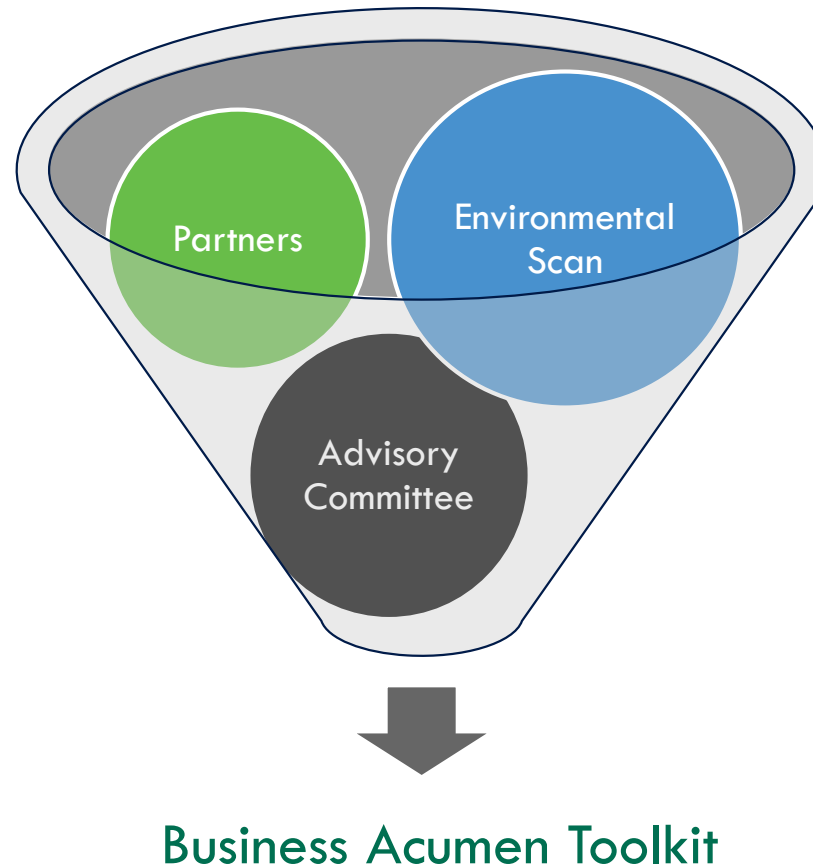


1 Repository of resources

2 Tailor to the needs of disability organizations

3 Focus on tools, examples and resources

Business Acumen Toolkit: Building Blocks



Monthly Webinar Series



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- October 25, 2017: Stakeholder Engagement
- November 15, 2017*: Developing Relationships with Potential Payers and Community Partners
- December 20, 2017*: Negotiating and Contracting
- January 24, 2018: Understanding and Maximizing Your Financial Position
- February 28, 2018: Articulating Your Business Case
- March 28, 2018: Successful Organizational Change While Maintaining Your Mission

**Webinars usually held the 4th Wednesday of every month. November and December's webinars will be held the 3rd Wednesday of the month.*

Business Acumen Toolkit: Structure



- Introduction/Overview
 - Questions to Assess Your Need
- Six Chapters (Plus, Sub-Chapters) Exploring Key Topics
 - Overview
 - Tools
 - Issues to Consider
 - Resources
- Glossary
- Appendix - Tools

Business Acumen Toolkit: Content



01

Stakeholder
Engagement

This chapter explores:

- the stakeholder engagement process from beginning to end; and
- why the process is critical to achieving a CBO's business objectives.

Sub-Chapters include:

- Understanding stakeholder engagement, culture, and timing in your state
- Educating staff and other team members about the importance of stakeholder engagement
- The Stakeholder Engagement Lifecycle

Business Acumen Toolkit: Content



01

Stakeholder
Engagement

Issues to Consider

- ⇒ Understanding the impact of your organization's culture on its approach to stakeholder engagement
- ⇒ Effectively engaging your staff in the process to add value to the process and avoid unintended consequences
- ⇒ Using the stakeholder engagement lifecycle as a compass for moving toward your goals

Business Acumen Toolkit: Content



02

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Developing and
Sustaining
Relationships and
Partnerships

This chapter explores:

- developing relationships and partnerships key to CBO operations; and
- specific focus on relationships with potential payers and community partners.

Sub-Chapters include:

- Identifying Potential Payers for Your Organization's Services
- Identifying Additional Community Partners to Help Promote Your Business Case
- Determining Effective Means of Outreach and Communication

Business Acumen Toolkit: Content



02

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Developing and
Sustaining
Relationships and
Partnerships

Issues to Consider

- ⇒ Resources for identifying potential payers
- ⇒ Evaluating potential contributions of community partners
- ⇒ Effective follow-up communication

Business Acumen Toolkit: Content



03

Articulating Your Business Case

This chapter explores:

- guidance to help CBOs effectively develop and articulate a business case and
- assistance in considering what services to offer; crafting your value proposition statement; and tailoring your value proposition to different payers

Sub-Chapters include:

- Deciding what products / services to sell
- Identifying the value-add of CBO services
- Using outcome metrics to articulate a business case
- Marketing your business to different payers

Business Acumen Toolkit: Content



03

Articulating Your Business Case

Issues to Consider

- ⇒ Understanding your customers needs and ensuring those needs drive service development
- ⇒ Using your insight and experience to give context to data when describing the impact of your services
- ⇒ Using marketing to advance your unique value proposition

Business Acumen Toolkit: Content



04

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Negotiating and
Contracting

This chapter explores:

- resources to help CBOs accomplish their objectives in negotiating and contracting;
- steps to prepare for a negotiation; and
- strategies to determine market position.

Sub-Chapters include:

- Negotiating basics
- Negotiating with integrated care entities
- Contract basics

Business Acumen Toolkit: Content



04

Negotiating and
Contracting

Issues to Consider

- ⇒ Using your value proposition as a key negotiating tool
- ⇒ Evaluating gaps in your current negotiation and contracting process
- ⇒ Understand contracting resources and strategies
- ⇒ Measuring the success of a contractual partnership

Business Acumen Toolkit: Content



05

Understanding and
Maximizing Your
Financial Position

This chapter explores:

- how to set fair prices for your services and maintain a profit; and
- understand relationships between revenues and expenses.

Sub-Chapters include:

- Understanding reimbursement methods
- Understanding your costs
- Service Mix
- Understanding how managed care organizations manage financial risk

Business Acumen Toolkit: Content



05

Understanding and
Maximizing Your
Financial Position

Issues to Consider

- ⇒ Explore pros and cons of various reimbursement methodologies and their impact on your organization
- ⇒ Strategies to use cost information to identify high-cost activities and pinpoint areas for improvement
- ⇒ Determine where new resources should be deployed
- ⇒ Managing risk to meet financial targets

Business Acumen Toolkit: Content



06

Successful
Organizational Change
While Maintaining
Your Mission

This chapter explores:

- Resources to help CBOs adapt to changing business environments; and
- Role of leadership and communication in effectively managing change.

Sub-Chapters include:

- Framing organizational change and creating a communications plan
- Using management tools to grow your business
- Process mapping: a tool for anticipating change
- Project Management best practices

Business Acumen Toolkit: Content



06

Successful
Organizational Change
While Maintaining
Your Mission

Issues to Consider

- ⇒ Understanding your current position in the market and setting a clear vision for the future
- ⇒ Using change management tools and techniques to navigate change
- ⇒ Aligning mission with your current focus
- ⇒ Maintaining fidelity with your organizations values and principles

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Thank You!



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



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

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Or Call: 202.898.2583