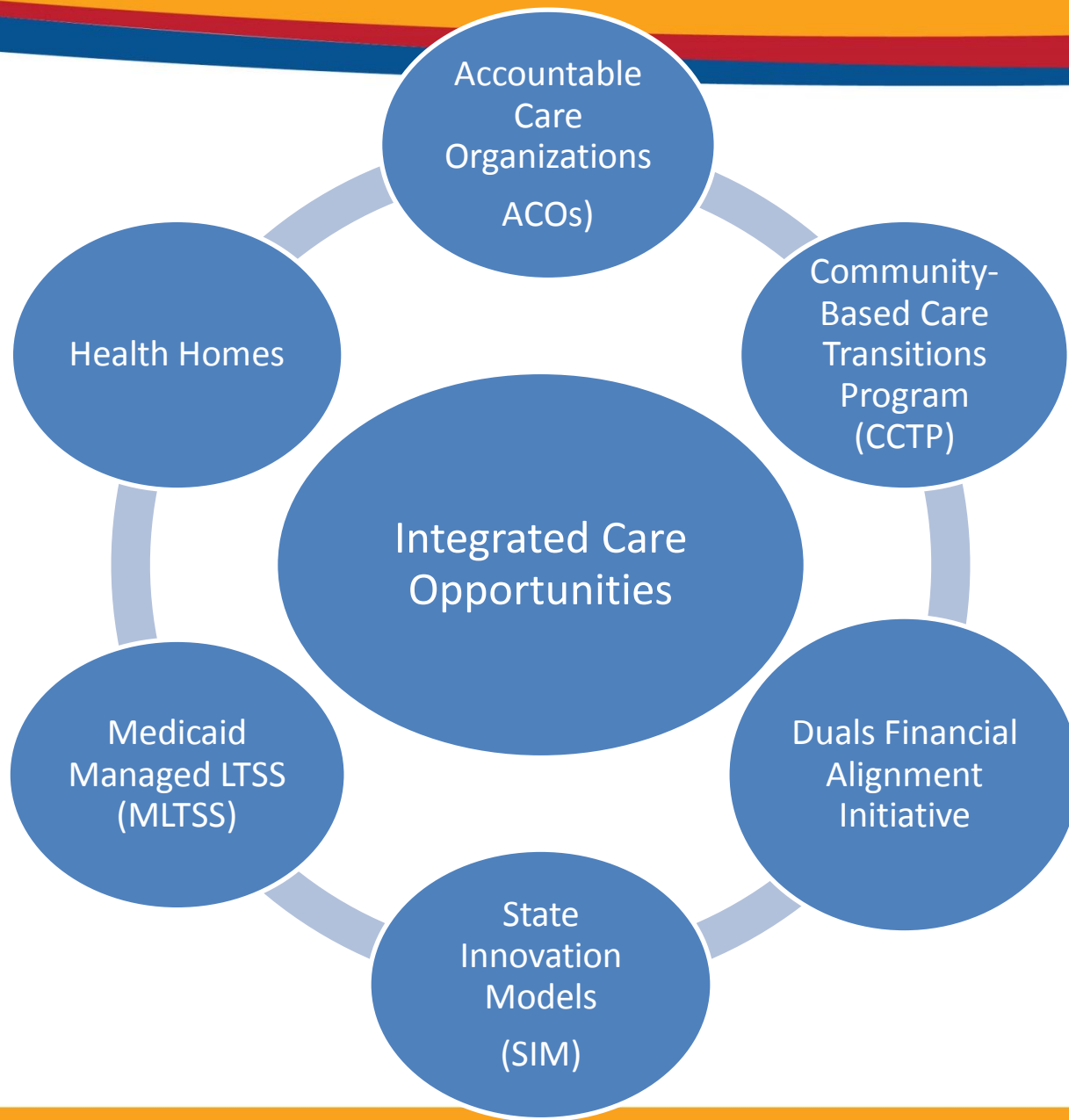




# Building the Business Case: I&R/AQ and Delivery System Reforms

*Marisa Scala-Foley*





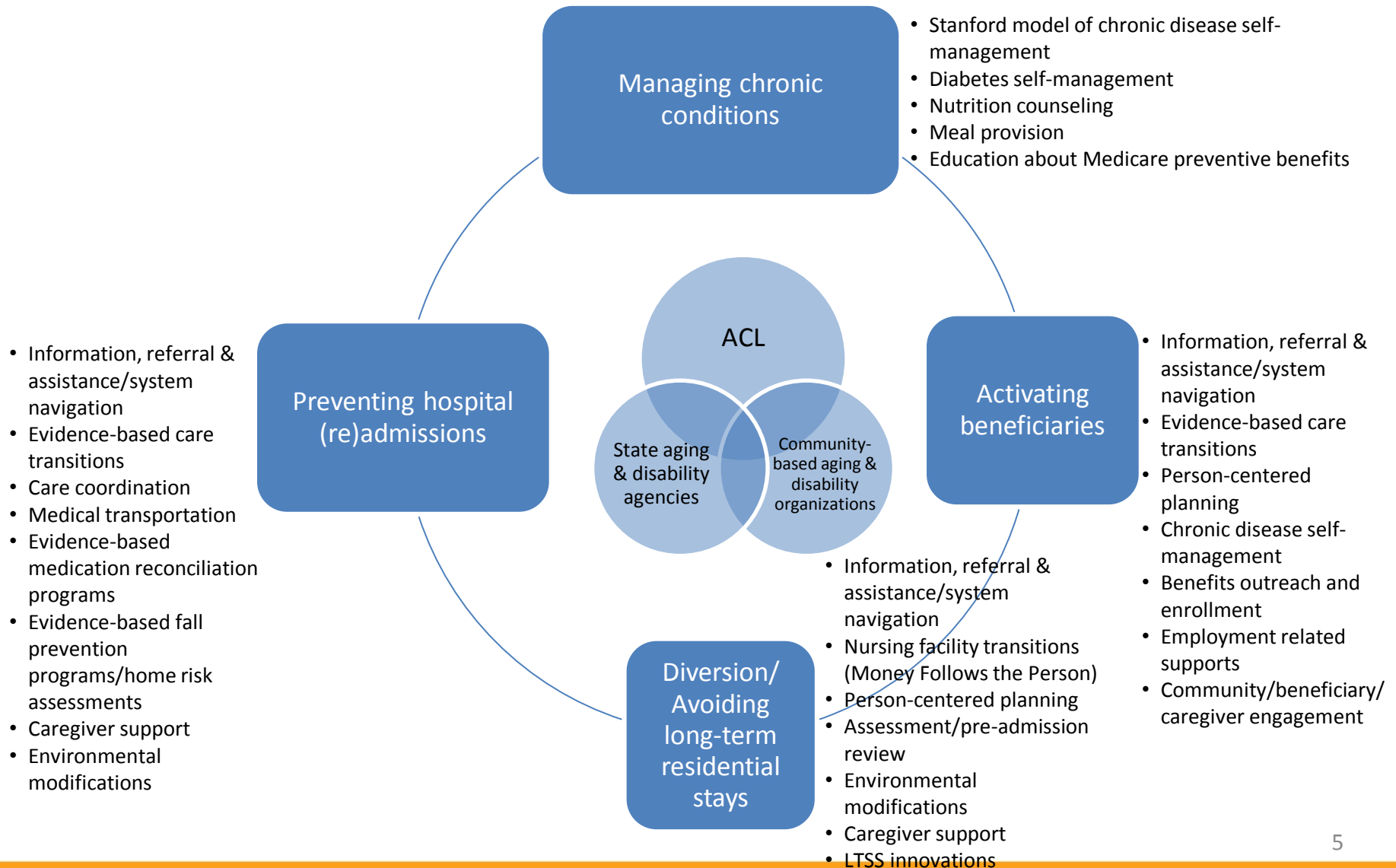
## Where do community-based organizations (CBOs) fit into delivery system reform?

- Working with their state in an outreach/education/advocacy role
  - Assisting consumers with selecting plans
  - Monitoring quality of services provided to older adults and persons with disabilities (e.g., secret shopping and other forms of monitoring)
  - Individual complaint resolution (through ombudsman programs)
- Contracting with integrated care entities (e.g., health systems, ACOs, managed/integrated care plans) as part of their long-term services and supports (LTSS) provider networks

For integrated care entities (especially health plans), the question is...



# Where do CBOs add value?



# 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.
- Site 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)



- 9 networks,  
15 signed contracts



## **Most common service under contract**

- Care Transitions (12 of 15 contracts)

## **Other services under contract**

- Assessment and medication reconciliation in home
- Care coordination and navigation
- Evidence-based programs (EBP)

## **Most common population served**

- Dual eligibles -- in particular, duals with chronic conditions (9 of 15)

## **Other populations served under contracts**

- Special diagnosis patients
- EBP targets
- High risk

## Most common payer

- Dual Eligible Plans (8 of 15)

## Other payers

- Accountable Care Organizations
- Medicaid MCO
- Physician Group
- State Healthcare Exchange

## Most common payment model

- Case rate

## A few success stories

- Conversation among the sites has evolved over the course of the collaborative, and sites are now exploring issues related to network infrastructure – information technology, billing, accreditation, and more
- One management services organization being established, and at least one more under development

# 2015 Business acumen learning 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)

# 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

# For more information:

Marisa Scala-Foley

[Marisa.scala-foley@acl.hhs.gov](mailto:Marisa.scala-foley@acl.hhs.gov)

202-357-3516

<http://www.acl.gov/Programs/CDAP/BusinessAcumen/index.aspx>