Medicare enrollees with chronic conditions and functional limitations represent over half of Medicare’s highest spenders.

Source: H. Komisar & J. Feder, Transforming Care for Medicare Beneficiaries with Chronic Conditions and Long-Term Care Needs: Coordinating Care Across All Services, The SCAN Foundation, October 2011.
Medicare beneficiaries with chronic conditions and functional limitations are more likely to use hospital inpatient and emergency department services.

Concerns about sustainability & systems changes

Managing chronic conditions

- Nutrition programs (counseling & meal provision)
- Chronic disease self-management
- Education about Medicare preventive benefits

Avoiding long-term residential stays

- Transition from high-risk facility to home/community
- Personalized planning and support for transitioning
- Information, referral & assistance/system navigation
- Environmental modifications
- Caregiver support
- LTSS innovations

Preventing hospital (re)admissions

- Evidence-based care transitions
- Person-centered planning
- Information, referral & assistance/system navigation
- Medical transportation
- Evidence-based medication reconciliation programs
- Evidence-based fall prevention programs/home risk assessments
- Caregiver support
- Environmental modifications

Activating beneficiaries

- Evidence-based case management
- Person-centered planning
- Information, referral & assistance/system navigation
- Employment-related supports
- Community/beneficiary/caregiver engagement
- Transitions from nursing facility to home/community
- Person-centered planning
- Assessment/preadmission review
- Information, referral & assistance/system navigation
- Care coordination

The critical role of community-based organizations

Why this is important for the aging & disability networks

- Shaping the future of the aging & disability networks
- Shaping the infrastructure for health care and long-term services and supports in your state and community

Why else?

Bottom-line:

*If we don’t do this, someone else will.*
ACL & business acumen

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

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 Collaboratives

ACL Business Acumen Learning Collaboratives

• Leverage existing ACL grants and contracts and public-private partnerships to provide targeted technical assistance to build business capacity of community-based integrated care networks

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

• **Secondary Aim:** To establish networks through which they can do business.

2013-2014 Business Acumen Learning Collaborative

• Networks/leads:
  - Partners at Home/Partners in Care Foundation (CA)
  - San Francisco Department of Aging and Adult Services (CA)
  - Florida Health Networks (FL)
  - Healthy Aging Center of Excellence/Elder Services of the Merrimack Valley/Hebrew SeniorLife (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)
  - Pennsylvania Partners in Care, LLC/PA Association of AAAs, Inc. & PA Centers for Independent Living (PA)
  - Texas Healthy at Home/North Central Texas Council of Governments (TX)
2015-2016 Business Acumen Learning Collaborative

- Networks/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)
  - Greater North Shore Link/Aging and Disability Resource Consortium of the Greater North Shore, Inc. (MA)
  - Gateway Wellness Network/St. Louis Metropolitan Integrated Health Collaborative (MO)
  - Center on Aging and Community Living (NH)
  - Oklahoma Aging and Disability Alliance, LLC/MCOG 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)
  - Conexus Health Resources/Aging and Long Term Care of Eastern Washington (WA)
  - Wisconsin Institute for Healthy Aging (WI)

Success on our aim:

Where we are now (Contracts)

- 20 networks
- 24 signed contracts
- 7 more under negotiation

<table>
<thead>
<tr>
<th>Services under contract</th>
<th>Populations served</th>
<th>Payers</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Care transitions</td>
<td>• EBP targets</td>
<td>• Duals plans</td>
</tr>
<tr>
<td>• In-home assessment</td>
<td>• Dual eligibles</td>
<td>• ACOs</td>
</tr>
<tr>
<td>• Medication reconciliation</td>
<td>• Other high risk populations</td>
<td>• Medicaid health plans</td>
</tr>
<tr>
<td>• Care coordination</td>
<td>• EBP</td>
<td>• Physician group,</td>
</tr>
<tr>
<td>• Evidence-based programs (EBP)</td>
<td></td>
<td>• State healthcare exchange</td>
</tr>
</tbody>
</table>

What we’ve learned

- Culture is critical – balancing margin and mission
- Networks need to match their strengths with a payer's needs
- Flexibility is key...but so is selectivity
- Relationships (and champions) are critical to the process
- Policy shifts offer new opportunities (and challenges)
- Still issues needing more work: Continuous quality improvement, generating and managing volume, network infrastructure information technology, outcomes data, & more
Moving forward

• Two new ACL Funding Opportunity Announcements related to business acumen (available at http://www.acl.gov/Funding_Opportunities/Announcements/Index.aspx)

• Business Acumen for Disability Organizations
  – Develop baseline knowledge about the content and infrastructure needs of community-based disability organizations through surveys and feasibility studies;
  – Provide broad-based training and technical assistance for the disability networks; and
  – Utilize a learning collaborative model to provide targeted technical assistance to 10 to 15 state networks of CBOs serving persons with disabilities of all ages that seek to build their business capacity to contract with integrated care entities.

Moving forward (continued)

• Learning Collaboratives for Advanced Business Acumen Skills
  – Organize and conduct 3-5 topically-based action learning collaboratives to address “next generation” issues such as continuous quality improvement, infrastructure and technology, generating and maintaining volume, data pooling, and more; and to provide targeted technical assistance to networks of community-based aging and disability organizations.
  – Create knowledge and capture insights through these collaboratives to incorporate into future curriculum for national dissemination.

• Eligible applicants (for both grants): Domestic, public or private non-profit entities including state and local governments, Indian tribal governments and organizations (American Indian/Alaskan Native/Native American), faith-based organizations, and community-based organizations.
  – Consideration will be given to national public and private non-profit agencies and organizations including faith- and community-based organizations (FBOs and CBOs), and national Indian tribal organizations.

Moving forward (continued)

• Recent grant from John A. Hartford Foundation to n4a, American Society on Aging, Independent Living Research Utilization & Partners in Care Foundation -- Building the Capacity of the Aging and Disability Networks to Ensure the Delivery of Quality Integrated Care
In the end it’s all about...

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Delivery System Reform and Nutrition Providers: Finding Your Niche and Adding Value

Uche Akobundu
June 2, 2016

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Learning as a Network: Role of the National Resource Center on Nutrition and Aging
National Resource Center on Nutrition and Aging

- Funded under a cooperative agreement with the Administration for Community Living/Administration on Aging
- Awarded September 2011 and 2014 to Meals On Wheels America

Goals:
- To enhance the skills, knowledge, business acumen and sustainability strategies of the nutrition and aging network.
- To increase the availability of information on programs and practices showing promise of successful integration of the nutrition network in the HCBS services network.

National Resource Center on Nutrition and Aging

How?
- Online Resources  www.nutritionandaging.org
- Professional development (webinars, live training sessions and presentations at national conferences)
- SJU support (list serve and webinars)
- Single State Learning Collaborative
- Three consecutive 12-month Learning Collaboratives

Learning Together: Single State Network

Pilot with Five Texas Nutrition Programs 2014
Steps Nutrition Programs need to take
- Time to ramp up and prepare – GAP analysis and SWOT analysis, determine who the payers are
- Do an environmental scan and market research – Which service packages to provide and what technology is needed?
- Price the service packages
- Create a business plan
- Articulate the value proposition and the ROI the services will have for the payer
- Build relationships with payers
Learning Together: Single State Network

Key Project Learnings

• Securing adequate coverage for service area network

• Engagement of a coalition of the willing

• Aligning services with the needs of payors

• Development of competitive organizational and network structures

Business Acumen Learning Collaborative – 2015 Funded

• Last August, eight (8) Senior Nutrition Programs selected for a 12 month project period

• Programs ranged in size, organizational structure, service area/type, clientele served, and organizational capacity.
  - Davidson County Senior Services, Lexington, NC
  - Senior Connections, The Capital Area Agency on Aging, Richmond, VA
  - Catholic Charities of the Diocese of St. Cloud, St. Cloud, MN
  - Christian Senior Services, San Antonio, TX
  - New Opportunities, Inc., Waterbury, CT
  - Meals on Wheels and Senior Outreach Services, Walnut Creek, CA
  - LifeCare Alliance, Columbus, OH
  - Greater Spokane County Meals On Wheels, Spokane, WA

Learning from Together: Scaling Our Learnings

Senior Nutrition Program Targeted Learning Collaborative

➢ Duration – one year

• Engagement in monthly targeted webinars and in-person training meetings

• Benefit from monthly Technical Assistance “Clinic Calls” calls

• Access to a living glossary of healthcare terms, acronyms, terms and definitions

• Access to training opportunities from across the Aging Network
Learning from Together: Training Opportunities

- Grantees receive targeted training via webinars, and in-person training meetings – varied topics that may include:
  - Strategic business planning
  - Organizational culture change
  - Development and structure of community-based networks
  - Service packages (identifying, pricing and packaging services)
  - Marketing and sales strategies
  - Communication and negotiation techniques
  - Addressing program capacity challenges
  - Continuous quality improvement
  - Risk management
  - Information technology (IT) and integration challenges

Learning Collaborative Deliverables

- Develop a Business Plan
- Formally meet with decision makers of targeted healthcare entities – Community hospital, Hospital system, MCO, ACO, Insurers, etc.
- Contract with or develop a formal partnership with at least one healthcare entity by August 31, 2017
Learning from Together: Grantee Deliverables

- Participate actively in all learning collaborative activities
- Send at least one staff member to attend two (2) in-person meetings
- Submit ongoing reporting
- Share lessons learned and provide mentorship to other nutrition programs

OK – Where Are We Headed From Here?

2016 Grant Opportunity
www.NutritionandAging.org

Building the Business Capacity of Senior Nutrition Programs Mini-Grant Initiative
- Number of Awards: 8
- Amount of Each Award: $10,000
- Application deadline: 5:00 pm EDT, June 3, 2016
- Successful Applicants Notified of Award: July 6, 2016
- Anticipated Project Start Date August 15, 2016
- Grant Project Ends: August 31, 2017
Learning Collaborative 2016 & 2017

Next two Learning Collaboratives
• Incorporate lessons learned from first one
• Engage all senior nutrition program participants as a community of practice / mentors
• Leverage the learnings to Aging Nutrition Network

Ultimate Vision:
Nutrition Programs
Part of Integrated Healthcare Delivery Networks

We have to get it right!
Resources: www.NutritionandAging.org

Resources: Targeted Document Collections

Resources: www.NutritionandAging.org

Recorded NRCNA Webinars

- Positioning Your HCBS Program in the Healthcare Market – 101 Webinar Series
  - Part 1: Overview of Health Reform Initiatives - How this Affects Your Organization and Terminology 101
  - Part 2: Market Analysis - Determine Health Reform Initiatives in Your Market Area
  - Part 3: Network Collaboration - The Need for Collaboration
  - Part 4: Developing a Strategy and a Business Model for Your Organization
  - Part 5: An Assessment of the Capacity of Your HCBS Organization
More Resources:

Recorded NRCNA Webinars (continued)
- Bridging the Divide: Opportunities for CBOs to Integrate Services into the Emerging Healthcare Market
  - Part 1: Key Drivers for Healthcare Organizations when Partnering with CBOs
  - Part 2: Keeping Up with Health Care Organizations: Understanding the Value Proposition as Integrated Care Progresses
  - Part 4: Pricing for Success: Ways to Think about Valuing your Interventions
- HCBS Providers Use Quality Improvement to Demonstrate Impact

Even More Resources:

More Than a Meal Study
http://www.mealsonwheelsamerica.org/theissue/facts-resources/more-than-a-meal

NASUAD STATE Medicaid Integration Tracker

The Growth of Managed Long-Term Services and Supports (MLTSS) Programs: (January 2012)

Final Words

- Know Your Value
- Know Your Market
- Know Your Competition
- Study Your Customer
- Learn the Language
- Organize and Execute
Contact Us: Your NRCNA Team

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Thank You!

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