

February 28, 2019

Step 1: Prepare. Understand the Business Environment and Your Place Within It

>> Hello everyone, this is Erica Lindquist, Jillian Salmon, can you confirm that you can hear me

Hi, Erica, we are able to hear you.

Very good, all right everyone would like to welcome you to this month's a HCBS business acumen webinar provided and made available through the disability network business acumen grant funded by the Administration for Community Living. As a reminder the slides, transcript and recording will be available at HCBSbusinessacumen.org, a couple days following the webinar.

Today we're going to hear from both myself and Laura Vegas, Director of MCO Business Acumen at the National Association of State Directors of Developmental Disability Services (NASDDDS) and we will be speak some about module one of the business acumen toolkit highlighting some of the experiences and findings that the HCBS Business Acumen center has with the development learning collaborative. I will handed over to Laura.

Thank you, Erica and thanks to everyone for attending today. So we're always talking about business acumen and so why now, why all the attention on business acumen? It always been important for the sustainability of CBO's. Now there are new and more challenging systems pressures up on the service delivery system more so than any other time. In recent history, states are currently grappling with long waiting list of people needing services. Community-based organizations and systems are having to learn how to provide community to people with medical and behavioral support needs that may be more challenging to the system. The diagnosis of autism remains a significant factor in the - - delivery. As well as the opioid epidemic. That will have quite an impact on the feet future services for people with developmental disabilities. There's new and different kinds of services that are also being demanded. People are no longer interested in the congregants settings, they want community-based settings including employment and supported living. Plus as everyone knows, and - - assert there's a significant workforce shorted for direct support professionals due to wages among other things. And aging baby boomer population needing direct support etc. Finally states are pressured year after year to do more with less money and continue to raise the bar for the quality of services and their states. So all of these demands are putting much more significant pressure on the current fee-for-service system and it just can't be sustained in its current form.

So as a system, we must explore new and innovative ways to be sustainable and in the future of - - for people with developmental disabilities and that's where this comes in.

So business acumen, what do we mean by this? Business acumen is defined by keenness and quickness in dealing with an understanding a business situation in a manner that is likely to lead to a good outcome. It's about your business sense what the understand about the business and what your knowledge and comfort with the business that you are in? So when we talk about business acumen for disability organizations we are talking about the ability of community-based organizations to understand and to be successful in operations of their businesses specifically where business is changing. Such as working with the manage long-term support services environment. Based on experiences in the field, reports through national organizations and findings from the environmental scan and needs assessment survey, we know that community-based organizations do not feel prepared for or capable of negotiating effectively with managed-care organizations. They either do not yet meet health plan requirements or they do not have the data to support the outcomes in their report or they simply don't understand what payers such as health plans need from them.

>> For disability CBO's, we are working to help organizations sustain their operations through increasing their business acumen. It doesn't mean that we are asking people to change who you are as a business. But we are asking people to take a fresh look at what you do. The people that you serve. Who might pay for your services. All in an effort to sustain or grow your business. Today, we're going to focus on two things. We're going to focus on the a HCBS business acumen center toolkit. And we are also going to focus on number two hour business development learning collaborative and their experiences implementing the toolkit.

So our two different learning collaboratives are working on the toolkit these ways, they are collaborating to disseminate, one group is helping to develop the material in the toolkit. So the business development learning collaborative is working on developing - - sorry one group is helping to develop material and the other one is polishing them. So we provide the resources to learning collaboratives but they also provide feedback and examples to inform the and refinement of materials that will be shared with the broader community so our toolkit is based on actual experiences of our learning collaborative and the things that they need to to know moving forward. The HCBS Business Acumen Resource Center now supports to learning collaboratives, the first, the Business Acumen Learning Collaborative we launched that in August 2017, with the goal of developing an and implementing business related strategies to state specific challenges to integrating long-term support services and healthcare services. The second learning collaborative we call Business Development Learning Collaborative was launched a few months ago with the goal to evaluate the CBO business environment and develop business strategies to strengthen and sustain community-based organizations that serve people with disabilities. Both of our collaboratives have two different types of objectives but together they come they collaborate together and we pull them together in order to produce the business acumen resources. Today we will focus on the business development learning collaborative which is

comprised of state representatives, focus on business of element learning collaborative which is comprised of three states, and representatives from each state and CBO's and that business collaborative is composed of people from Illinois, people from Minnesota, and Virginia with a shared focus on business development for community-based code organizations. The purpose and objectives of the business development - - Business Acumen Learning Collaborative as to complete a thorough environmental scan of each of their CBO service areas. Complete a thorough analysis of strengths, weaknesses, opportunities and threats or SWOT for each CBO and state system analyze results of the environmental scan and analysis to develop a specific plan for each CBO or network of CBO's and identify strategies to address barriers to implementation. So - - so in looking at on our toolkit at our toolkit over all our roadmap is to sustainability - - we have broken it down to four modules. The first one is prepare. That's what we will speak to today. How we developed the toolkit and how the business development learning collaborative has implemented the toolkit and the things we found through the implementation. And then we need to plan according accordingly to our data that we captured through the environmental scan and through the analysis. Execute. And then finally monitor and evaluate. So we can ensure continuous quality improvement, modify approaches and be able to scale up the work that we are engaged in.

The first step to adapting to change is preparing for the change to information gathering and analysis. Organizations that take time to carefully review the vision and mission complete a thoughtful environmental scan and SWOT analysis and clearly identify and engage their stakeholders and champions will be better prepared to develop a strong strategic plan. Some of the lessons that we learned with the business development learning collaborative when it comes to preparation is that it's important to be visible and stay informed as a community-based organization. Attend conferences, join local coalitions, introduce yourself and your organization to others. Commit to the effort and it's an ongoing relationship building up and down the chain. Work to develop buy-in and all levels and that has to start with leadership. To be constrained by today think outside of the box and think beyond the constraints and regulations about possible services or support that you may be able to support to provide based on the current business that you are in but you had been able to - - to provide services before.

This is just a strategic plan for continuous improvement. Of course we will start with to gather facts environmental scan which we will talk about today and analyzing results, SWOT analysis, look for feedback, develop strategies, review that implement, and monitor and adjust. That's basically what a toolkit will help us do and walk us through in each module once it is finished. Today we are focusing on the vision and the mission. To develop a clear mission, for your work, you have two inspire, you have to look for something that's inspiring. It's important to articulate a concise statement that captures what you are trying to achieve. Identify the results that you are trying to achieve in the strategies and activities that will lead you to those results. And identify your niche. What are you really good at, what do

you do that is special and different from other people in your communities. The vision has to be compelling. It should make people want to support what you do. We need to frame it so that it resonates with the people who will be involved in the work. And those who will impact this includes decision-makers and the public. Most importantly your vision needs to be understandable. People you serve report to and hope to work with should be able to understand your vision statement. Keep it short and simple. The vision describes what you hope to achieve not the details of what you do. In module one we ask the business development learning collaborative to develop a clear vision for their work. We specifically ask them to consider questions such as what will be your relative ranking in industry your financial success, what will be your most important product line or services will be, products or services will you decline your offer and what will the payer say about you what the experts say about you, so we asked them to envision those things for the future of the organization and then we asked them to take the next step in to working through table 1 and realizing your vision integrate the vision for your organization with the data that you have from the SWOT analysis and looking at strengths and when it weaknesses and opportunities and threats.

After that work was done we wanted to go back and revisit the vision to make sure the vision is - - describes what it is they wanted to do, what part of their business that they want to sustain or develop. How their service or organization fits within their community. And we also asked them when they were reviewing the statement to think about does it prompt you to think about things that you will do be successful, help you understand what you will do to be successful. Does it help you think about the things that you will need to know in order to know if you are successful? So those were some of the steps that we walked work through with the business development collaborative and part of module one in the toolkit. In terms of developing business acumen so we're going to go and talk about some of the results of the business development learning collaborative to the environmental scan and SWOT analysis and I will turn the time back over to Erica.

Thank you, Laura. I noticed that as you were talking we had a question come in about what a CBO is. There so many acronyms in the world and one CBO is it stands for community-based organization. Administration for community living helped us develop a more specific definition for that had identified what types of organizations fall into it. So it's a broad term. To describe local organization that offered community living services and support to advance the health and well-being, independence and community participation of individuals with disabilities and older adults. Examples of CBO include centers for independent living, this meant - - developmental organizations, behavioral health organization protection act - - agencies, resource centers area agency on aging areas - - faith-based organization Native American travel organization, nutritional program providers and the catchall local service providers and disabilities and older adults. That is what the term CBO stands for. As Laura mentioned in great detail, the information that we are sharing with you prefers back to information and tools - - embedded within module one of the business acumen center - - toolkit.

And we utilized the two learning collaboratives. Really to one, help inform -- as she said, over the past year probably, our Business Development Learning Collaborative has been working to identify ways to move forward. The beginning of that work started with the environmental scan and SWOT analysis. And the environmental scan itself was developed and customized to look at the areas that impact the CBO's operation. Looking at the federal state and local government competitors collaborators, technology for some requirements and capabilities and this one is an interesting one in that it may be bundled under other areas requirements that payers have and need for reporting and so forth, it's also an area that many CBO's are increasing their capabilities in so we pulled it out in separate areas to look specifically at. Followed by the economy, demographic and payers. All of the things that touch the operations and success.

So the very first step the development -- spent significant amount of time evaluating the areas and how they impact the organization, once they take the information about what happened in the environment, they completed a SWOT analysis looking at the strength weaknesses, opportunities and threats that they have in regard to each of those areas within the environmental scan. I will walk through now the findings that the business development learning operative had and high-level findings they had related to the areas. It is important to note that the primary CBO's that are participating in the learning club operative are those who serve people with intellectual and developmental disabilities so you will find the information that we have here is really embedded to that population and -- and in place for that.

Let's start with the federal state and local government. In the environmental scan, we have to be able to look at these areas and questions that they had and what their preferences and priorities policymakers and political leaders the change of -- if there is a change as a transition dashboard something else in the environment is it part of a political campaign that's driving it, either leadership changes that are about to take place that might change the way that services are delivered. The mood and priority of the public are large federal state and organizations that can impact the partnership with health care. Is your state using -- transition -- that impact a HCBS. Some of the key findings that they had in relation to federal state and local government is the preference for smaller -- services, increasing oversight transparency and employment efforts to be institutionalized, looking at changes in payment than reimbursement to look at value over volume. Some are moving to integrated managed-care like expansion and enhancing services. And when they applied some of the key findings and uncertainty threat trends and when it comes to federal and state funding changes in disruption and governments, the involvement of managed-care or changes to wages to direct support professionals, they identified strengths and weaknesses not as a threat but apply to those general trends.

What they found was that they have and prioritize relationship with state legislators and advocates and relationships with community partners. Including other CBO's. And there and then looking at their organization's infrastructure as a strength. Diversity of services,

and ability to stay updated on changes coming. Weaknesses, include underfunding, resulting in CBO's operating with limited financial resources, being able to afford the appropriate staff to carry out services or lack of resources for advocacy. Opportunities include an in improved ability to demonstrate value of services to funders and consumers. Increasing partnerships with plans and dental health providers. Increasing scope of services. Even an opportunity with new state leadership as they come in. Potential threats include changes in wages and as well as inability to change rates. Reimbursement rate stagnation which impacts services in wages, managed-care, concerns that the involvement of managed care good involved businesses being bought out or consolidating or shutting down and some felt they did not have the relationship with the desired specifically stated that they had none in six didn't engagement in the county level.

As a competitor and collaborator level, for the environmental scan, we asked what organizations in your community to work for you and serve similar populations, either potential or current partners, how are you similar how are you different, capacity of the organizations bring to your community, what is your organizations , capacity, what is a potential performing partnerships or network, the opportunities for barriers to doing so. Some high-level findings from the learning collaborative they see that there are they have a lot in common with their competitors and collaborators. That their similarities and services that are provided, the population served, mission and values. Challenges that they experience, goals, service areas, business structure, tools used, general competencies and qualities. What they saw differences, they found differences and offer individualized and customer service options or experience level. Serving people with medically complex needs or behavioral significant behavioral health needs. Differences in willingness to innovate and our take on risk. Differences in leadership ability and also offering service options, calling out vocational training programs, evaluation services, and so forth. There is a high level of interest in collaboration. Our learning code that identify the traits they would look for if they would speak take someone to collaborate with and that's experience serving the population that they are speaking to serve or at least willingness to learn. An easy communication style, thought leadership, shared mission goals and values commitment to person centered services, having business savvy, innovative thinking, engagement, financially stable, they want somebody that is competent but also motivated. And willing to really work with a partner at to move forward. Through collaboration they see opportunities to deliver better quality offer more opportunities and unique programs, better integrate services, promote innovation and creative problem-solving, improve efficiencies and minimize cause, share knowledge and workload.

Looking at some of the trends, everybody facing the same issues and unmet needs competition is limited. Competitor is a general moving toward collaboration, which issues impacts everyone traditional and nontraditional also competing with traditional and nontraditional due to minimum wage increase. A lot talk about different industries that - carries into simply for wage reasons. Some of the strengths the CBO's feel they have in relation shoe to their competitors include

reputation of the CBO. That they are reliable provider and services provided. That they are collaborative and share information and they have invested employees. Weaknesses include wages and career opportunities for direct service providers were ability to adopt and embrace change, size of organizations and layers. Administrative red tape impacts ability to streamline and be adaptable and accessible in changing processes. Opportunities with competitors collaboration and developing partnerships. Working collaboratively to address staff issues. Enclosures and mergers to create new service opportunities. Threats is the ongoing workforce shortage and competition, experience and expertise of other CBO's, trust and understanding of competitor's motives. If you bring in someone to collaborate do you trust each other before you do so?

The SWOT analysis as it relates to collaborators, general trends include issues with collaboration, fear it may impact competitive advantage losing local dollars in collaboration that local nonprofits have collaboratively applied for grants, agencies working together for common needs share resources and information. Some strength, reputation and expenses, willingness to work with others. Weaknesses, came out loudly, time and resources. In order to collaborate you have to be able to exert the effort and energy and time to do so. And where those traits that you are looking for in a collaborator, those traits are there because you need to rely on them so that the trust and ability to rely on collaborators is a weakness until it's been built. And barriers and distance in other obstacles. Opportunities, to work on advocacy and policy together. Training, and then information sharing. And threats again include time and resources it takes, the ability to focus on communication, resources are limited for many CBO's. Limited resource often impact competition, for staff and referrals and the threat is a lack of willingness to collaborate, all parties will need to be at the table to be effective.

For technology and system requirements we asked what data do current and potential payers receiver want to receive from you, what systems will you use to demonstrate your value, what systems of current or potential payers use, you have the ability to collect and transfer data in real-time, what systems you use to measure quality and performance, and expected requirements it to ensure data security and confidentiality of protected information, high-level findings include a note that potential pair years really speak - - seek data and its consistent. They seek financial information such as statistics and Medicaid spending and eligibility building and cost report. Quality compliance information and clinical incidents, environmental data, rules and regulations, client goal progress, attendance, diagnosis, personal outcome measures, and finally staff information including qualifications, training records, policies and procedures.

Related to the SWOT other trends include fragmented technology from a variety of writers is a trend. Significantly more providers are moving to an electronic health record and EHR. Increased reliance on technology and data systems to manage client employee and financial records.

Strengths, one organization participated in a collaboration between like agencies to share the cost of I.T. Others have internal I.T. departments. And just be willing to embrace new systems as they are available.

Weaknesses include being less likely to have the ability to pay for the high cost of the I.T. workforce. Reluctance in using technology. For fear that it could create opportunities for better performance efficiencies and cost savings. Opportunities include - - being able to streamline and create efficiencies in many repetitive job duties. Use technology for the more efficient use of resources. Increased use of technology across service models. Threats, lack of funding in the current payer systems for software maintenance and upgrades and the cost of technology and cost of change.

For the economy, the CBO's evaluated the general economic condition of the state and community including the physical condition of the state locality. We asked what extent did the changing economic conditions affect demand for the types of services you offer and the ability availability of resources to support your work. Here they found they really looked mostly probably at the state level but the state issues that impact the economy based on varied based on the political and financial climate some issues main glued state budget verdict ability. The greater the uncertainty the more significant impact on CBO's related to funding and timely payment availability of resources impacted availability of services and access for persons served. Stagnant funding results in efforts to address growing weightless. Ability to move to smaller community-based settings impacted by funding structure. What it takes to get there is sometimes in conflict. Rates impact abilities to offer competitive wages to recruit and retain direct service professionals. That impact is a often compounded by low unemployment rates, the lower the employment rate the greater the challenge to create. Instability caused by turnover and record and challenges negative impact access to services. Conversely low unemployment rates are useful in positively impacting employment opportunities for people with disabilities. Across the stage, people with disabilities have significantly lower median household income and are more likely to live in poverty.

Looking at how it relates to the SWOT and looking at the trends, the predominance of Medicare single stream funding, a stronger economic lowers unemployment and reduce the pool of employees, staffing shortages and inability to compete with wages to attract and maintain staff. For strengths however, CBO's found that current employees are strong advertisers for the agency can help recruit new staff. They have the opportunity to creatively problem solved. And financial stability allows them to take innovative projects. Weaknesses include reliance on grants. Inability to provide competitive wages. And without adjustments and in rates it is hard to keep pace with economic trends outside of the field. Opportunities include more businesses moving into the area which may mean more potential donors, minimum wage increases, Medicaid expansion waiver expansion. Threats, inability to

meet wage demands and as Metro economy grows, home healthcare is harder to position as a long-term viable career.

For demographics, we asked what new populations emerging in your community would benefit from the services you offer. What are the projections for population growth by age, race and the city and how will it impact your business? How do you adapt how do you provide services in order to meet the population? Are you expecting the demand to increase or decrease over time? How are needs changing his family caregivers age. Some high-level findings include some CBO level demographic changes in the population served impact the services requested. Really serving people more and more people with mild to moderate intellectual developmental disabilities. Individuals with autism. Significant medical need, significant behavioral health needs. People with physical disabilities. A lot of notation about the aging population and adding more and more elderly. People who are in poverty. This is creating service specialization include integration services, technology supports and services, culturally specific services. Intermediate care facilities for individuals with IDD foster care services and host home services. The changes in population influence the increase in demand. They are seeing increases in non-tech congregate nonsegregated services provided in the home and community. Higher behavioral health needs. Transition to institutional settings, people with autism and - - technology to support independence.

Decreases in demand, share bedrooms and support more than six people, facility-based services shelter workshops and congregants and group models in general.

The SWOT as it comes to demographics looking at the trends of aging population, younger population, high behavioral health needs, services in the home and community, strengths, connections in the community, strong service delivery history, weaknesses, and ability to fill direct support positions, lack of experience and training to work with a diverse workforce and lack of public transportation for the workforce.

Opportunities include young adults and who have career and housing needs. Increased aging population bigger pool of people to serve. Opportunities to expand their services. Threats include communities and services that are not prepared to handle the needs of the large community of adults as they age. Lack of funding for resources and support emerging population needs and again the workforce shortages.

For payers, we asked what potential sources of funding are available in the community and state, what is the payer culture. The values attitudes standards and beliefs. What are the priorities and initiatives of funding sources, who are the collaborators who are the competitors, what are the requirements of the payers you work with, how can you service help payers meet the requirements? For private citizens, what are the needs and services and outcomes what are they willing to pay for?

While Medicaid is a significant payer source, CBO's are also contracting with other entities and diversifying the payer strength, managed care specifically related to behavioral health services. With voc rehab, various state agencies county and local funders, County - - Housing and Urban Development, donors and fundraising, United Way, Social Security system, will retirement benefits, school corporations, private insurance and private pay. For trends, and the SWOT for payers, there's still reliance on single funding source and the two more diversifies the payer system. Medicaid dollars are scarce and likely to continue to control and reduce not sustainable. Limited federal and state support for services.

Strengths when it comes to payers, utilizing electronic health records and tracking demonstrated service outcomes. Improve relationships and maintain relationships with healthcare payers in particular. Positive relationship with payers. Staff can respond to changing needs of payers increase accountability requirements. Ability to demonstrate areas of expertise unique to their organization. Weaknesses, do still contain data management and measuring outcomes. Lack of experience in diversified payments, lack of funding for staff and administrative burden. That comes as part of maintaining a peer system. Opportunities include generating data to demonstrate outcomes. Exploring new models including value based payment collaborating with other providers to expensive resources and threats include the reliance on single ending source. Reimbursement rate changes. Time-consuming reporting processes for a number of payers. And concerns that some MC was do not have a full understanding of the field.

So if we pull it all together changes in demand are changes in the way the CBO are looking at their business and influencing how they operate their business are developing - - to sustain the growth. Geographic related factors include the movement of persons served from rural to urban areas in order to access a broader array of services and providers. An increased need in areas designated as underserved region. Age-related factors include increased need for aging services and caregivers. Relationship to an individual's age and experiencing and increased need for services particularly residential support system related factors include increased emphasis on a person centered planning, independent living and technology, the balancing system away from facility-based settings. State budget constraints and limitations, shift in community culture.

There still unmet needs in the community. Lots which result in opportunities for CBO's to collaborate on. And that needs are identified include behavioral health, respite, residential, intervention, employment to learn services, autism services, a long laundry list of things that we have highlighted.

The next step for the Business Development Learning Collaborative is to take the information and work on their plan. They recently evaluated their SWOT results. They identified potential strategies to pursue and they are now evaluating the return on investment for each

of these strategies. They will soon develop strategic operational plans to implement those plans. The following module two of the business toolkit which will soon be released to the public will we will share more information about the toolkit in a few future rep webinar. Before we move on to the last segment of module one which is to create champions for your organization, one thing I will just say in relation to the work of the learning Collaborative and walking through the process is that it takes time and resources and effort and thought. Doing so in a deliberate and mindful way really does help highlight and identify things that you may not have otherwise. It is worth taking a look at your environment and light but it is currently and coming down the pike as well as taking an honest and reflective look at how your organization strength a line or impact or could be impacted by those things. In the environment that you really can move forward in a very thoughtful and intentional way.

I will give the mic back to Laura to talk about champions.

Thanks Erica. The final piece this module one all about champions. This is an important component and we want to make sure that we don't miss that in the work of developing our business acumen. There's a difference between stakeholders and champions. Sometimes they are one in the same. But a stakeholder is a person or someone who has an interest or concern in your business. A champion is someone who believes in your business and know all also help others believe in it as well. I am sure we all had champions work with us in various capacities and understand how valuable they can be. Champions help us plan. They help us when we are looking for champions, we need people who can help us plan. We need people who understand the broader landscape we need folks who understand intricacies and opportunities we might embark on. We want to look for people who are going to do the work. We're going to look for people who are responsible for seeing this change through. Who needs to update the process, who needs to make decisions, needs to communicate with those around you? A champion we're looking for a champion we need people who will help connect us to others. If you are building new relationships. Who are the people that can help us find and connect us with the right people. Who can make sure that we are communicating in the right way to the right people at the right time. Any of these people might come from unexpected or unconventional places. Have your eyes wide open looking for champions because they could be business leaders in your community. They could be community leaders. They might be faculty in your local system. Think about your objectives and your challenges and who can help you best meet them. Don't limit yourself to the traditional stakeholders that we currently engage with. The people that you bring to the table will become your champions. To find them, review the environment for the perspective of those who have an interest or concerning the business. These people and organizations will help you validate or further inform your understanding of the business environment and your role within it. They the stakeholders include but not limited to the people using your services, their families, staff, immunity groups, business partners, and each provide a different very important perspective that will have an entire intersect or impacted by your decision in a different way. Let's walk through some examples of how stakeholders become champions.

We have some stakeholders have a lot of influence over your organization. And are very interested in your organization. It's vital that we understand the point of our high influence and high interest stakeholders. We need to find ways to engage and communicate and manage closely. We need to compete consistently find ways to keep get updates. Share information with them and receive information from them our high influence high interest stakeholders can be our greatest champions. If you want to look for low influence and high interest, other stakeholders might have a lot of interest but little real influence. But these stakeholders can be valuable sources of information, they can help us access information that is relevant to our efforts. They can help us with the institutional history of past efforts they been there they understand where we came from. Help us identify what the challenges to our company , be. These are good stakeholders to meet with first since each interaction is relatively low risk and informative. Keep these groups and stakeholders informed. Looking at stakeholders with high influence and low interest. These are folks with high power. But no interest. We need to make sure they these folks are broadly satisfied. They won't pay attention to the fine print of the business needs because they don't perceive the word to affect them however they do have an influence on whether your organization will be a success. When we interact with this group of stakeholders our goal should be to give them information. Because we need them to understand the organization and its objectives. And to be informed of any concerns that we can address so that we can address them appropriately. In the last group of stakeholders are the ones who fall under low influence and low interest. Some stakeholders maybe we need immediately impacted by our work, but really have little interest or influence into the work. You need to be aware of these people and organizations are so we can gauge any changes in their influence or interest so we need to make sure we keep these folks in the radar. In general, they will not need to be a high priority in our work since they are not really interested in what you're doing and not in the position to help you at this point. We need to keep a close eye and monitor them.

Finding your champions. Here are some potential stakeholders who can you can look for. We looked across four different types of groups. We looked at payers potential stakeholders, community partners as potential stakeholders, people who receive services, their families, and their representatives, as potential group and the government entities. So these are four areas you can look into find stakeholders and help them become your champions if needed.

Included in mold module one is this document the document can help you identify those who you want in your team. With a high interest high influence stakeholders in mind is considered and specific ways that they might help you organization meet their objectives, are they connected to a payer, do they fill a specific gap? For example do they understand how to utilize and in mining data is something that organizations might not have expertise in. Today have a resounding strength, for example are they respected in the community or great communicator and storytellers. It takes time and resources to manage

stakeholders, prioritize those who will make the most impact on your business. And based - - this will help you allocate the resources appropriately.

The first step in adapting to change is preparing for the change through information gathering and analysis. Organizations that take the time to carefully review their vision and mission complete a thoughtful environmental scan and SWOT analysis and clearly identify and engage in stakeholders and champions will be prepared to develop and implement a strong strategic plan. Some of the things we learned through applying the toolkit is that as a community-based organization, we have to be visible and stay informed. We have to be out there and be known in the community, we have to expand our network in ways that we haven't may not have thought about before. There has to be commitment. Up and down the chain to ongoing relationship building and continue expanding your relationships and people of influence and champions. And there needs to be worked to develop buy-in at all levels but again, that has to start with leadership change has to start with leadership. And one thing that we keep coming back to as we work through module one which the business development learning collaborative is, make sure we are not constrained by how we are today. Not constrained by our current business structure, current business services we provide. Think beyond that. Think beyond the current constraints and regulations.

>>> We will move on to the question-and-answer portion. But we want to remind everyone that this and the archive of all our Business Acumen Learning Collaborative can be found at the resource Center at HCBSbusinessacumen.org/webinars. We're open for questions.

Thank you Laura.

The way to submit a question is in the lower right-hand corner of your screen the Q&A portion. One thing that I will share is we have the component on champions at the tail end of the presentation but it doesn't mean that they come last. Your stakeholders and champions will help inform your work all the way through the process. They are people you may go to to ask questions and get the details for the completion of the scan. They might have insight into the SWOT and different perspectives on how your organization is operating. You may also once you go through that - - and you move toward strategy, you may take another look at it and identify new champions or representatives you need in order to be able to move your work forward. Taking a look at the people that will help influence and make your organization successful, cannot happen in a vacuum and cannot happen - - constant - - seeing an understanding - - who can impact you throughout your efforts. To build or develop and sustain your organization.

Questions can be entered on the lower right-hand corner of your screen. The webinar and recording and transcript will be available shortly at hcbsbusinessacumen.org.

>> All right, if there are no questions, please go to the next slide. If there are no questions at this time we will go ahead and conclude

early. If you have questions you want to submit, please contact
business acumen at NASUAD.org.

Thanks everyone.

[event concluded]