

Business Acumen Learning Collaborative Spotlight

Missouri: Use Data to Drive Decisions

In 2016, the Administration for Community Living (ACL) sought to expand the readiness of community-based aging and disability organizations (CBO) for contracting with integrated care entities, and prepare state and community-based aging and disability organizations to be active stakeholders and partners in the development and implementation of integrated care systems. In response to this request and with funding from ACL, ADvancing States in partnership with national aging and disability organizations¹ convened the Business Acumen Learning Collaborative throughout 2017 – 2019 as one element in this important work.

After a national search, five state teams (Maryland, Missouri, New Hampshire, New York and Texas) were selected to represent the Business Acumen Learning Collaborative. Each state team included representatives from state agencies, community-based organizations (CBO²) serving persons with disabilities, integrated healthcare entities and other organizations. Throughout their time together, each team worked together to develop and implement business-related strategies to state-specific challenges to integrating long term services and supports (LTSS) and healthcare services, with the ultimate goal to develop the business acumen of disability-CBOs in their state. In addition to their state-specific work and cross-state sharing, the Business Acumen Learning Collaborative informed the development of the HCBS Business Acumen Toolkit which can be found at: <http://www.hcbsbusinessacumen.org/toolkit.html>.

Background:

This spotlight highlights the efforts of Missouri's team to enable community-based organizations (CBOs) to be competitive in a managed care environment.

Key Lessons Learned:

1. Address work piece by piece.
2. Use available data.
3. Start where you can.

¹ Grant Partners included: ADvancing States, American Association on Health and Disability (AAHD), American Network of Community Options and Resources (ANCOR), National Association of State Directors of Developmental Disabilities Services (NASDDDS), National Council on Independent Living (NCIL), National Council on Aging (NCOA), National Disability Rights Network (NDRN), University of Minnesota – Institute of Community Integration

² CBO is a broad term to describe local organizations that offer community living services and supports to advance the health, well-being, independence, and community participation of people with disabilities and older adults. CBOs include Centers for Independent Living, developmental disability organizations, University Centers for Excellence in Developmental Disabilities Education, Research & Service, behavioral health organizations, Protection and Advocacy Agencies, Aging and Disability Resource Centers, Area Agencies on Aging, aging services organizations, faith-based organizations, Native American tribal organizations (American Indian/Alaskan Native/Native Hawaiian), nutrition program providers and other local service providers for persons with disabilities and/or older adults.

For this to happen, CBOs need to be able to communicate the outcomes of their services in a way that demonstrates value. To improve business acumen in this area, the Missouri team set a goal to build a performance-based funding model for behavioral services. Their specific aim was to: “develop system-wide value-based health outcomes and demonstrate return on investment (ROI)”.

To demonstrate value, the Missouri team knew that they would need to demonstrate outcomes, thus value through data. In an effort to not duplicate current efforts and to build on what was already being done, they first began to collect data that is already required by other sources. This list of data was extensive, inconsistent, and not necessarily connected with defined outcomes. Rather than trying to fit the data into outcomes to measure performance across all providers, the team identified a need to get additional direction from the Innovation Accelerator Program Value-Based Payment (IAP-VBP) Medicaid Initiative³⁴. From Missouri’s participation in this initiative, they utilized different techniques including the Headliner Activity which is a method to visualize the current state of a situation and project a future state that could be articulated in a vision statement and Driver Diagrams, a method to translate high level goals into smaller, driving goals and projects. The team used these techniques to create their vision and focus efforts around activities to promote their desired outcomes for behavior related services. Documentation of outcomes can be used to build a quality scorecard that CBOs can use to demonstrate their value.

Lessons Learned:

Address work piece by piece. Focusing on smaller, more manageable components helped the Missouri team build toward the bigger picture. Building an AIM statement and then identifying primary and secondary drivers resulted in discussion that helped sort through actionable and measurable drivers.

Use available data. Identifying valid data sets that are available or can be made available to all parties is difficult when major parts of a system are not synchronized or are on paper.

Start where you can. Sometimes you need to settle for less just to get started while working to put something better in place. For example: Missouri is a very paper-driven system. While they evaluate their system capacity, they identified data sources outside of their system to use in the meantime. The data is reliable, but does not have the level of detail they would like. They have to sacrifice this until their case management data system is in place, but the end result should be that their system will function at a higher capacity.

The Missouri team used systematic processes to define the activities of their project. Through informed decision-making processes, they were able to construct plans that will continue to drive their work forward.

You can read more about the Missouri team at:

<http://www.hcbsbusinessacumen.org/missouri.html>

³ <https://innovation.cms.gov/initiatives/MIAP/>

⁴ <https://www.medicaid.gov/state-resource-center/innovation-accelerator-program/iap-functional-areas/value-based-payment/index.html>

Missouri Learning Collaborative Partners:

State Agencies

Department of Mental Health

Division of Health & Senior Services

Department of Social Services (Medicaid)

Quasi-Governmental Agencies

Area Agencies on Aging

Senate Bill 40 Boards (County)