

Business Acumen Learning Collaborative Spotlight

New Hampshire: Lead with a Vision

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>.

Key Lessons Learned:

1. Flexibility is critical.
2. Maintaining momentum requires deliberate attention.
3. Connect the dots.
4. Business Acumen for community-based organizations (CBOs) is not just for Managed Care.

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.

Background:

This spotlight highlights the efforts of New Hampshire's state team to strengthen business acumen across the state. The New Hampshire group developed working committees in four key areas to establish and implement strategies to evaluate performance-based and value-based contracting and payment processes. The four key areas the New Hampshire team explored are:

- Performance and Value Based Contracting and Payment Process
- Utilization Review Process
- Linkages between CBOs and Integrated Healthcare Organizations
- Information Technology System Development

Some of the original goals of the New Hampshire team were to move to a performance-based and value-based contracting and payment process; establish a real-time, uniform utilization review process so that resource can be shifted to meet demands; develop the current CBO infrastructure to work with the state's integrated healthcare entities to improve outcomes for individuals with developmental disabilities who are high users of medical and/or behavioral health services; and increase the state's data analytics capacity through an improved information technology system to monitor key program elements inclusive of operations, financial performance, and the consumer experience. Through their work, the New Hampshire team learned ambitious goals require even more ambition plans.

Lessons Learned

Flexibility is critical. You have to go into a big project like this knowing it will be a process. After the first year of visualizing what you want to achieve, during implementation there will be changes, and you will need to be able to adapt and make those changes.

Maintaining momentum requires deliberate attention. Even if there is initial excitement from partner organizations, commitment may wane over time. Finding ways to 'thread and weave' business acumen information into other work not only helped make sure topics got addressed, but also increased understanding of the real-world relevance and importance of these issues.

Connect the dots. Many business acumen topics are interrelated and inform each other. Recognizing how different practices and processes relate and feed into each other can improve how CBOs function and meet peoples' needs. For instance, when two different review systems – the utilization review process (where a CBO looks at the services they are providing, the services they are not providing, and the services they still need to provide) and agency outcomes reports – are considered together, they give a more global picture of how CBOs are functioning and providing services.

Business Acumen for community-based organizations (CBOs) is not just for Managed Care. New Regardless of whether or not your state is using managed care, a lot of the same concepts apply from state to state. For instance, work has been done to strengthen CBO linkages in states with managed care, but that is still critical work in states without managed care. For example, although not using a managed care system, the New Hampshire team built a Memorandum of Understanding between CBOs and community mental health centers and have done some work with local hospitals as well.

The New Hampshire team brought passion and a clear vision to their work. Beginning with an achievable goal, they were able to map out a process and plan that allowed others to see the vision and stay the course. Above all, they recognized that business acumen is a benefit regardless of system or payer and helped all parties to see those benefits.

You can read more about the New Hampshire team at: <http://www.hcbsbusinessacumen.org/new-hampshire.html>

New Hampshire Learning Collaborative Partners:

State Agency

New Hampshire Bureau of Developmental Services

New Hampshire Bureau of Elderly and Adult Services

Community-Based Organizations

Community Support Network Inc. (CSNI)

Disability Rights Center

Community Bridges (Region 4 Area Agency)

New Hampshire Legal Assistance

Granite State Case Management