



HCBS BUSINESS ACUMEN CENTER BUSINESS DEVELOPMENT LEARNING COLLABORATIVE

APPLICATION REQUIREMENTS AND EXPECTATIONS

March 2018

June 30, 2017

Business Acumen Grant Partners



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Managed by:



Funded by:



Business Development



Business Development Learning Collaborative



- Three (3) to five (5) state “teams”
 - A Medicaid agency or any operating agency* that serves individuals with disabilities,
 - Community-based organizations (CBO) serving persons with disabilities (physical and/or intellectual or developmental),
 - Integrated healthcare entities and
 - Other organizations

Objectives



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- Complete a thorough environmental scan of each CBO service area;
- Complete a thorough analysis of Strengths, Weakness, Opportunities, and Threats (SWOT) for each CBO and state system;
- Analyze results of the environmental scan and SWOT analysis;
- Develop a strategic plan for each CBO or network of CBOs; and
- Identify and begin to implement strategies to address barriers to implementation.

Activities



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- Define project goals and milestones
- Understand the market and environment in their community or state;
- Identify the needs of their partners and integrated healthcare entities in order to identify service and/or product lines responsive to those needs;
- Articulate the business case for CBO, integrated healthcare entities, and/or state partnerships;
- Address the organizational change needed to support these cultural shifts;
- Establish needed legal structures;
- Understand costs, pricing and cash flow;
- Build technology infrastructures; and
- Measure outcomes based on the team's specific project goals.

Technical Support



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- Peer-to-peer learning through regular calls, emails, online forums, and in-person meetings;
- Dedicated Business Acumen Resource Center coaches and subject matter experts available for monthly check-in calls to discuss progress, successes, and identify areas for additional support; and
- Broad-based learning through webinars and written materials from national experts.

Team Composition

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- Three (3) to five (5) state “teams”
- Must include:
 - ▣ Community-based organizations (CBO) serving persons with disabilities (physical and/or intellectual or developmental)
 - ▣ A Medicaid agency or any operating agency* that serves individuals with disabilities – and –
- May also include:
 - ▣ Integrated healthcare entities
 - ▣ Other organizations

Core Partners



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Community Based Organizations (CBO)

- Centers for Independent Living
- Developmental disability organizations
- Aging and Disability Resource Centers
- Other local service providers for persons with disabilities

Medicaid agency

Any operating agency that serves individuals with disabilities

- Physical and/or intellectual & developmental disabilities

Examples of Additional Partners may include:



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- **CBOs serving older adults or other specified populations or needs**
- **Other organizations that will help strengthen the business acumen of CBOs and delivery of services and supports to individuals with disabilities, including:**
 - University Centers for Excellence in Developmental Disabilities Education
 - Developmental Disabilities Councils
 - Independent Living Councils
 - Protection & Advocacy Organizations
 - Behavioral Health Organizations
 - Faith-Based Organizations
 - State specific advocacy groups
 - Complementary services (e.g. law practices, accounting firms, etc.)
 - Other...

Integrated Care Organizations

- Managed Care Organizations
- Accountable Care Organizations
- Health homes, health systems or hospitals
- Other organizations responsible for the delivery, coordination or payment of acute or primary health care

Expectations



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■ Each team will be expected to:

- Participate in in-person meetings including the learning collaborative kick-off meeting (held at the 2018 NASUAD Spring MLTSS Symposium May 15 – 17, 2018) and the 2018 HCBS Conference (August 27 – 30, 2018)
- Participate in monthly learning collaborative calls
- Participate in monthly team-specific calls
- Contribute to the research, development and implementation of strategies formed through the learning collaborative
- Share challenges, successes and lessons learned with other state teams
- Develop and submit a short monthly summary report tracking progress on the team's activities and results towards pre-identified milestones that will lead to the achievement of aims
- Draft documents appropriate for dissemination through the Business Acumen Resource Center

Responsiveness Criteria



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■ Teams must:

- Have a designated lead that will serve as the liaison between the network and NASUAD;
- Be comprised of community-based organizations that serve people with disabilities and a state agency
- Target a geographic area or population base (of persons with disabilities); and
- Demonstrate commitment from all partners (including executive leadership and their boards) to participate in this initiative.

- **March 21: Learning Collaborative Applicant Webinar with Q&A session and Application released**
- April 10: Applications due
- April 16: Applicants notified of their acceptance status
- **April 25 (est): Welcome/Introductory Webinar for Learning Collaborative Participants**

Minimum participation of twelve (12) months. May be extended to correspond with the specific goals and objectives of the network and the resources available through the Business Acumen Resource Center.

How do we apply?

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- Formulate a team
 - ▣ Reach out to potential partners
 - (State, CBOs and others)

- Complete the application materials
 - ▣ Summary and Contact Information Form
 - ▣ Project Narrative
 - ▣ Letters of Commitment
 - <http://www.hcbsbusinessacumen.org/business-development-learning-collaborative.html>

- Submit the application and attachments to businessacumen@nasuad.org by 11:59 p.m. eastern Tuesday, April 10, 2018

Summary and Contact Information



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- Who will be on your team and why, and what role will each organization play?
- Have you and your partners worked together in the past? In what capacity?
- Who will serve as the liaison for this effort, and interface with NASUAD and its partners?
- If appropriate, include an organizational chart showing the relationship of the organizations on the team to the lead organization. For the project director only, please attach a short 3-5 sentence biography.

Team Objectives (Narrative)



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- **Summary/Abstract:** This section should include a brief - no more than 265 words maximum - description of the needs of the CBOs, role of the partners and anticipated outcomes.
- **Team Composition / Project Management / Organizational Capacity:** This section should include a clear delineation of the roles and responsibilities of project staff and partner organizations within your network, and how they will contribute to achieving your goals and outcomes. Specifically, please be sure your answer the following questions:
 - Who will be on your team and why, and what role will each organization play?
 - Have you and your partners worked together in the past? In what capacity? What were the outcomes?
 - Who will serve as the liaison for this effort, and interface with NASUAD and other grant partners?

Team Objectives (Narrative)



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- **Team Dynamics:** This section should describe the nature and scope of the issues your team faces when it comes to ensuring stability of disability-focused CBOs.
 - Why did your team come together?
 - Why do you need the technical assistance that this learning collaborative will provide?
 - How will the state agency support the CBOs on the team?
 - How will the CBOs support the states objectives?
 - How will any additional partners support the business development needs of the CBOs on the team?
 - How will all parties on the team demonstrate their commitment to do whatever is in their power to develop reasonable strategies to success and eliminate unnecessary barriers?

Team Objectives (Narrative)



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- **Experience and Anticipated Business Capacities to be built:**
This section should provide a clear and concise description of how your team's participation in the learning collaborative will facilitate business development of the participating CBOs.

Specifically, your narrative in this section should answer the following questions:

- What specific challenge(s) or area(s) related to business development do you anticipate your team will encounter?
- What level of experience does the team have with conducting environmental scans, SWOT analysis and conducting and implementing strategic plans?
- How will the team approach barriers to achievement of the strategic plans?

Team Objectives (Narrative)



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- **Goal(s)/Outcomes Anticipated:** This section should describe your team's long-term vision, and short-term goal(s) and anticipated measurable outcomes of your participation in this learning collaborative. Goals and outcomes should be 'SMART': specific, measurable, achievable, realistic and time-bound.

Letters of Commitment



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- Key Participating Organizations and Agencies (*the State Team*)
 - ▣ Specific
 - ▣ Indicate the potential role of the organization in the community-based network
 - ▣ Signed

Review and Selection



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■ Review Panel

- NASUAD
- Grant partners
- Grant Advisory Committee
 - includes health plan representatives

■ Final Decisions

- NASUAD
- Administration for Community Living

Questions and Contact



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- Erica Anderson, Senior Director of Business Acumen
- National Association of States United for Aging and Disabilities
1201 15th St. NW, Ste. 350
Washington, DC 20005
- Phone Number: 202-499-5943
- E-mail: businessacumen@nasuad.org

Thank You!



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For more information, please visit: www.hcbsbusinessacumen.org

E-mail: businessacumen@nasuad.org

Or Call: 202.898.2583