

2021 Financial Acumen Learning Collaborative Charter

Purpose

The rapid evolution to alternative payment models, combined with recent regulatory changes allowing flexibility for health plans to offer supplemental social services, have created more opportunities for aging and disability community-based organizations (CBOs) to engage in cross-sector partnerships with health care entities.

To successfully acquire and sustain these cross-sector partnerships, it is critical that the staff of CBOs possess financial acumen, which will help them to assess the state of their CBO's current financial health and long-term financial stability. Doing so requires that CBOs have an understanding of the true value of their services that is based on an accurate assessment of the strength of the business case presented to potential health care partners. CBOs must also ensure that they have in place alternative pricing methodologies and pricing levels to govern their partnerships with health care entities.

To support CBO leaders with the knowledge and skills necessary to create and sustain financially viable partnerships and contracts with health care organizations, the Aging and Disability Business Institute at the National Association of Area Agencies on Aging (n4a) will convene the Financial Acumen Learning Collaborative (FALC) for up to 15 CBO leaders who are interested in strengthening their organization's financial acumen.

Participants in the FALC will analyze a case study highlighting the steps a CBO took to prepare for financial negotiations with a Medicare Advantage plan. The case study material will provide the context for a series of four interactive and facilitated sessions addressing areas including:

1. Defining and costing out the service components;
2. assembling and presenting the evidence of service effectiveness;
3. comparing the pros and cons of alternative ways other than fee-for-service to price;
4. assessing the net income from possible pricing levels;
5. identifying the value drivers that the health care prospect places on social services;
6. assessing the financial contracting risk; and
7. negotiating and overcoming resistance to price on the part of the health care prospect.

Learning Objectives

FALC participants will:

1. Identify the true, expected costs of a service unit or package offered to a health care organization under contract.
2. Examine and compare the pros and cons of multiple alternative payment models (other than fee-for-service models) to receive payment from a health care organization.

3. Become familiar with a variety of methods that can be used to evaluate financial outcomes.
4. Present and refine arguments that can be used to successfully counter skepticism voiced by a health care organization regarding the financial worth of their CBO's services.
5. Identify and manage the potential financial risks inherent in contracting with health care entities.

Benefits to Participating Organizations:

1. Analysis of the results of the Business Institute's [Readiness Assessment](#) tool that will assess your CBO's current financial acumen and areas for development.
2. New business-minded approaches to thinking and acting in the financial realm of cross-sector partnering.
3. Step-by-step methodology to present a proposal to a health care organization.
4. Exposure and use of state-of-the art practical financial models to enable informed contracting decisions.
5. Enhanced long-term sustainability of your organization and network.
6. Discovery of financial best practices deployed by leading CBOs in the contracting process.
7. Use of multiple templates for the purposes of costing, pricing and establishing the business case for your organization's services.

Participant Expectations

FALC participants must complete the entire four-month FALC curriculum, which includes:

1. Collaborating with your team to achieve the FALC learning objectives.
2. Dedicating four to five hours per month to prepare for monthly FALC lectures and follow up activity.
3. Participating in monthly webinars and reporting on progress and lessons learned to encourage shared growth among all participants.
4. Submitting progress report updates and other learning assignments by each month's deadline.
5. Becoming familiar with the Business Institute's library of resources website as well as other supplemental materials.
6. Completing an evaluation survey at the conclusion of the learning collaborative.

Timeline

1. Application open: January 11, 2021
2. Informational webinar: January 19, 2021
3. Application deadline: February 5, 2021
4. Selected participants notified: February 19, 2021
5. Monthly webinars: Webinars will take place on the following dates from 2:00-4:00 PM ET
 - March 4, 2021
 - April 22, 2021
 - May 6, 2021
 - June 3, 2021

Application

The Financial Acumen Learning Collaborative application can be found [here](#).

Contact

Please contact Karol Tapias (ktapias@n4a.org) or Maya Op de Beke (mopdebeke@n4a.org) with any questions regarding the Financial Acumen Learning Collaborative.

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