

## **2022 Financial Acumen Learning Collaborative Charter**

### **Purpose**

The rapid evolution to alternative payment mechanisms, combined with regulatory changes allowing health plans to offer supplemental social services, has created more opportunities for aging and disability community-based organizations (CBOs) to engage in financially advantageous cross-sector partnerships.

To acquire and sustain cross-sector partnerships, CBOs need to assess the state of their current financial health and learn business knowledge and skills to grow and strengthen their service delivery capacity. To increase cross-sector partnership opportunity and improve financially, CBOs will need to understand the true value of their services and be able to describe this value to their health care contracting prospects. CBOs must also understand the risks and rewards of alternative pricing methodologies and pricing levels that can govern cross-sector partnerships in a health care context. Improving your staff's financial acumen is an essential component of professional development to help strengthen your organization, especially in today's changing economic climate.

The Aging and Disability Business Institute at USAging, in partnership with Collaborative Consulting, will convene a Financial Acumen Learning Collaborative (FALC) for up to 15 CBOs who are interested in strengthening their financial acumen. The main purpose is to equip CBO leaders with the knowledge and skills necessary to create and sustain financially viable partnerships and contracts with health care organizations.

As a FALC participant, you will work with a business case study based on the actual financial preparation a CBO conducted to make a compelling business case and secure a mutually advantageous contract with a Medicare Advantage plan. The case study material provides the context for a series of four interactive and facilitated sessions addressing areas such as:

1. Evaluating and developing service lines that are financially beneficial
2. Defining and calculating the costs of the service components
3. Assembling and presenting the evidence of your organization's service effectiveness
4. Comparing alternative ways to price services
5. Assessing the net income from possible pricing levels
6. Identifying the value drivers that the health care prospect places on social services
7. Determining the financial contracting risk
8. Negotiating and overcoming resistance to pricing on the part of the health care prospect

## **Learning Objectives**

FALC participants will:

1. Become familiar with strategies to target viable markets and health care prospects.
2. Identify the true costs of a service unit or package offered to a health care organization by learning how to conduct a break-even analysis.
3. Be able to examine the pros and cons of multiple alternative models other than fee-for-service to receive payment from a health care organization.
4. Become familiar with various methods and strategies that can be used to evaluate financial outcomes.
5. Present a compelling business case that will generate a favorable return on investment for a health care prospect.
6. Learn methods that can be used to successfully counter skepticism from a health care organization regarding the financial worth of your services.
7. Identify financial risk inherent in health care contracting and ways to manage it.

## **Benefits to Participating Organizations**

1. Access to and interpretation of the results of the USAging Readiness Assessment tool assessing your 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. A step-by-step guide for presenting a case to a health care organization.
4. Exposure to and use of practical financial models to enable informed decisions.
5. Opportunity to improve skills that can enhance long-term financial 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 calculating costs, pricing and establishing a strong business case for your services.
8. Access to up to 2 hours of one-on-one consulting with subject matter experts.
9. Access to office hours with Collaborative Consulting representatives.

## **Participant Expectations**

Selected organizations are expected to complete the entire four-month FALC curriculum, which includes:

1. Collaborating with your team to achieve the FALC learning objectives.
2. Dedicating 4-5 hours per month to prepare for FALC lectures and follow up activities.
3. Participating in monthly webinars

4. Reporting on progress and lessons learned to encourage shared growth among all participants
5. Completing an Action Plan.
6. Submitting progress report updates and other learning assignments on time each month.
7. Becoming familiar with the health care contracting resources on USAging's [Aging and Disability Business Institute](#) website as well as other supplemental materials.
8. Completing an evaluation at the conclusion of the FALC.

### **Timeline**

1. Application released: October 28, 2021
2. Application deadline: December 3, 2021
3. Selected participants notified: December 20, 2021
4. FALC sessions are being held from 2-4pm ET on the following dates:
  - Thursday, January 27
  - Thursday, February 17
  - Thursday, March 10
  - Thursday, March 24

### **Application**

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

### **Funding**

The Financial Acumen Learning Collaborative is funded through a grant from The John A. Hartford Foundation.

### **Contact**

Please contact Maya Op de Beke ([mopdebeke@usaging.org](mailto:mopdebeke@usaging.org)) with any questions regarding the Financial Acumen Learning Collaborative or the application process