Objectives

• Iowa Area Agencies on Aging
• Strategic Planning
• Building Business Acumen
• How to Engage with the Managed Care Organizations
• Questions and Answers
Iowa Area Agencies on Aging
Iowa Area Agencies on Aging: Mission

To facilitate a coordinated, value-based and cost-effective system that connects clients and community organizations who are focused on individuals’ health and independence.
Iowa Area Agencies on Aging: Stakeholders

- Clients (Urban and Rural) – Aging, Individuals Living with Disabilities, Caregivers
- Community Partners
- Healthcare Providers/Managers

Iowa Association of Area Agencies on Aging
Iowa Area Agencies on Aging: Meeting the Needs

- Providing expert information to foster effective decision-making
- Offering cost-effective care services and monitoring to support “Aging in Place”
- Designing plans for caregiver success and best outcomes
- Coordinating and managing nutrition programs
- Conducting professional development training and certification for community partners
- Being an advocate for our clients
**Iowa Area Agencies on Aging: Transforming Care for the Future**

**Mission:** To facilitate a coordinated, value-based and cost-effective system that connects clients and community organizations who focus on individuals’ health and independence.

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**Overall Services**

| LifeLong Links – Toll-free Call Center and Website (Aging and Disability Resource Center) |
| Multi-Entry/No Wrong Door Support |
| 24/7 Client Access |
| Options Planning |
| Transitions Planning and Support |
| Caregiver Planning and Support |
| Care Support Services |
| Care Coordination/Care Transitions |
| 10,000 Provider Services Relationships |
| Integrated Services Software and Processes |
| Centralized Resource Database |

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Strategic Planning
Strategic Planning

If you don’t know where you’re going, you’ll probably end up somewhere else.
The First Change…

• Legislative Mandate – Reduce the Number of AAA’s in Iowa
• 13 to 6 – Population Based
• Efficiency
• Best Practice Sharing
• Streamlined Delivery System
Strategic Planning

- Research the Future
- Facilitated Activity
- Mission Modification
- Stakeholder Expansion
- SWOT – Strengths, Weaknesses, Opportunities, Threats
- Define Pillars of Excellence/Strategic Focus
- Define Metrics
- Design a 3-Year Plan of Objectives
Strategic Planning

Iowa Area Agencies on Aging Strategic Plan
Strategic Planning – Pillars of Strength

- Expert Information for Effective Decision Making
- Meal Nutrition Program Coordination and Management
- Aging in Place and Caregiver Support Services
- Generations Training and Certification
- Advocacy for Clients
Strategic Plan Uses

• Blue Print/Road Map to the Future – for Leaders, Employees
• Tells a Story to Stakeholders
• Demonstrates Business Planning
Building Business Acumen
Building Business Acumen – Why?

- Government Funding/Grant Funding to Other Sources Funding
- Higher Reporting Standards/Metrics Driven Relationships – Government, Funders, Community
- Creates a Framework for Organization and Operations
Building Business Acumen – Places to Start

• Business Plan Knowledge
• Partner with Educational Institution – Business 101
• Guest Speakers from Business, Healthcare, Insurance
• N4a/NASUAD Resources
• Research Prospective Partners/Future Relationships – Learn Their Terminology
• Understand the Balanced Scorecard Concepts – People, Service, Quality, Financial, Growth: The Pillars of Operations
To produce the desired results for our clients and employees we must lead and manage these three elements!

- Research-based learning and tools
- Collaborative sharing
- Standardized processes/best practices
- Observation
- Process improvements – what is the problem to solve? Do we know the process? What does the data tell us? Improvement management system

- A clearly stated mission and vision – Why are we here? Articulated values.
- Communication that is informative and explanatory – what, why, how, when, what action is needed, boundaries
- Consistent messaging that links to a goal; ask right questions
- Employee initiated and servant lead
- Feedback driven – client focused and employee success focused with time domain – daily, shift, weekly, monthly
- Clear measurement -- What are we measuring? Why? Is it important and...key?
- Clear goals -- Does everyone know the goals? People, Service, Quality, Financial, and Growth
- Clear expectations – for the team and the individual
- Rewards and consequences – fact based

Organizational Excellence will be achieved by creating, standardizing, and sustaining three key elements.
Building Business Acumen – Collaboration and Collective Impact

• LifeLong™ Links Collaborative Group
• Nutrition Management Collaborative Group
• Aging in Place/Care Coordination Collaborative Group
• The i4a Learning Institute Collaborative Group
Building Business Acumen – Collaboration and Collective Impact

• Advocacy Committee
• Marketing/Branding Team
• Fiscal/Decision Support Leaders Group
• Data Analysis Group
Overarching Message

The primary purpose of the Iowa Area Agencies on Aging is to deliver a comprehensive, coordinated and cost-effective system of long-term living and community support services that help individuals maintain health and independence in their homes and communities.

Key Message – Knowledge and Expertise

Within our six regions and offices in 15 cities, we have 400 employees and serve clients in all of Iowa’s 99 counties. Our staff has more than 6,000 combined years of professional experience in our core program areas.

Key Message – Core Programs and Services = Solutions

Through our core program areas, we meet the needs of Iowans who are aging, living with disabilities, or who are caregivers. We do so by offering diverse services and providing expert information that defines solutions to foster effective decision-making.

Key Message – Collaboration and Advocacy

In our role as a client advocate, we are transforming care for the future by using a collaborative approach that emphasizes achieving balanced outcomes for our clients and caregivers through evidence-based and community relationship-centered programs and services.
Building Business Acumen – Tirelessly Repeated Disciplined Themes

• Statewide Organization for the Future
• Standardization
• Best Practice Adoption
• Meaningful Measurement
• Outcomes Focused
• Learning Organization
Building Business Acumen – Operating Systems

- Telephone
- IT
- Accounting System
- Contract Standardization
- Provider Relations Standardization – Contract vs. Purchase of Service
How to Engage with Managed Care Organizations
Managed Care

• A health care delivery system organized to manage:
  ➢ Cost
  ➢ Utilization
  ➢ Quality

• Provides for the delivery of health benefits and additional services through contracted arrangements

• A set per member per month (capitation) payment for services
Managed Care

- Over half of the U.S. Medicaid population is enrolled in risk-based managed care organizations (MCOs)

- 39 states, and the District of Columbia, contract with MCOs to provide services to various populations

- Managed Medicaid is similar to commercial group health insurance and Medicare
Managed Care – Iowa High Quality Health Care Initiative (IA Health Link)

- 4 MCOs to coordinate care on a statewide basis and demonstrate how quality outcomes will be provided
- Children through seniors; all living settings
- Estimated SFY16 savings = $50+ million
- Timeline
How to Engage with Manage Care/MCOs

- Be an organized statewide AAA’s network
- Become a trusted advisor to state planners
- Work to preserve existing AAA’s roles
- Suggest where the AAA’s add value
- Get in the RFP
- If there’s a rumor…it might be true
- Engage early and often with MCOs
How to Engage with Managed Care/MCOs

• Be an organized statewide AAA’s network – speak with one, coordinated voice
• Learn the lingo
• Translate the AAA’s lingo to the MCO lingo
• Learn from other states
• Get in the RFP
• Listen a lot.
How to Engage with Managed Care/MCOs

• Have a consistent message; be an organized statewide AAA’s network
• Hire an attorney; figure out your organizational structure early for contracting
• Learn about contracting
• Hire a consultant
• Know your pricing
• Stick together – who’s in and who’s out?
How to Engage with Managed Care/MCOs

• Create solid programming
• Understand value
• Understand outcomes – not just outputs
• Ask questions
• Offer to help
• Admit mistakes
• Be an organized statewide AAA’s network
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Iowa Area Agencies on Aging – MCO Value

- Enrollment and Assessment Services
- Care Coordination/Care Transitions
- Home and Community-Based Services Providers Relationships
- Generations Learning Institute
- Consulting Services
Iowa AAA’s: Home and Community-Based Services Provider Relations

- Multiple relationships across the state
- 10,000 providers in data base
- Contracts, purchase of service agreements, informal partnerships
- Cost effective
- Quality-focused outcomes
Iowa AAA’s: Home and Community-Based Services Provider Relations

- Many providers recognized as experts
- Some relationships for 25+ years
- Request for proposal process (RFP) to work with AAA’s
- Price negotiations to ensure value and quality outcomes
- Regular dialog to discuss needs, feedback, and to fill gaps
- Centralized Resource Coordinator; 6 Regional Resource Specialists
Our Future…

• Our future depends upon our ability to execute on our mission through our vision and values.

• Our future depends upon a culture of collaboration and collective impact utilizing our home and community-based services competence and strong change leadership.
Questions?