

ADVANCING STATES



Leadership, innovation, collaboration
for state Aging and Disability agencies

**Ohio Provider Resource Association
Policy Committee
June 23, 2025**

Our Vision:

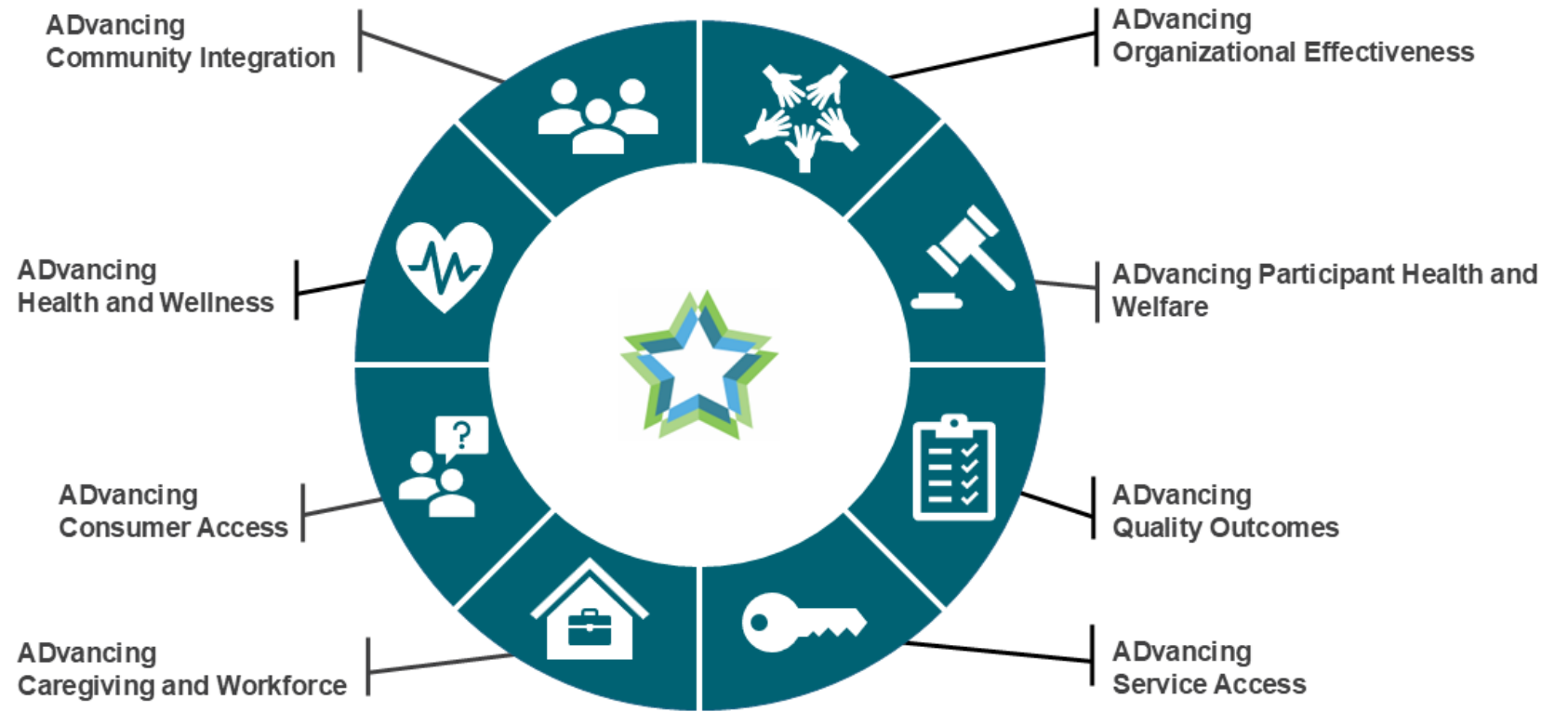
Older adults, individuals with disabilities, and their caregivers will have access to the resources they need to live well & thrive in every community.

Our Mission:

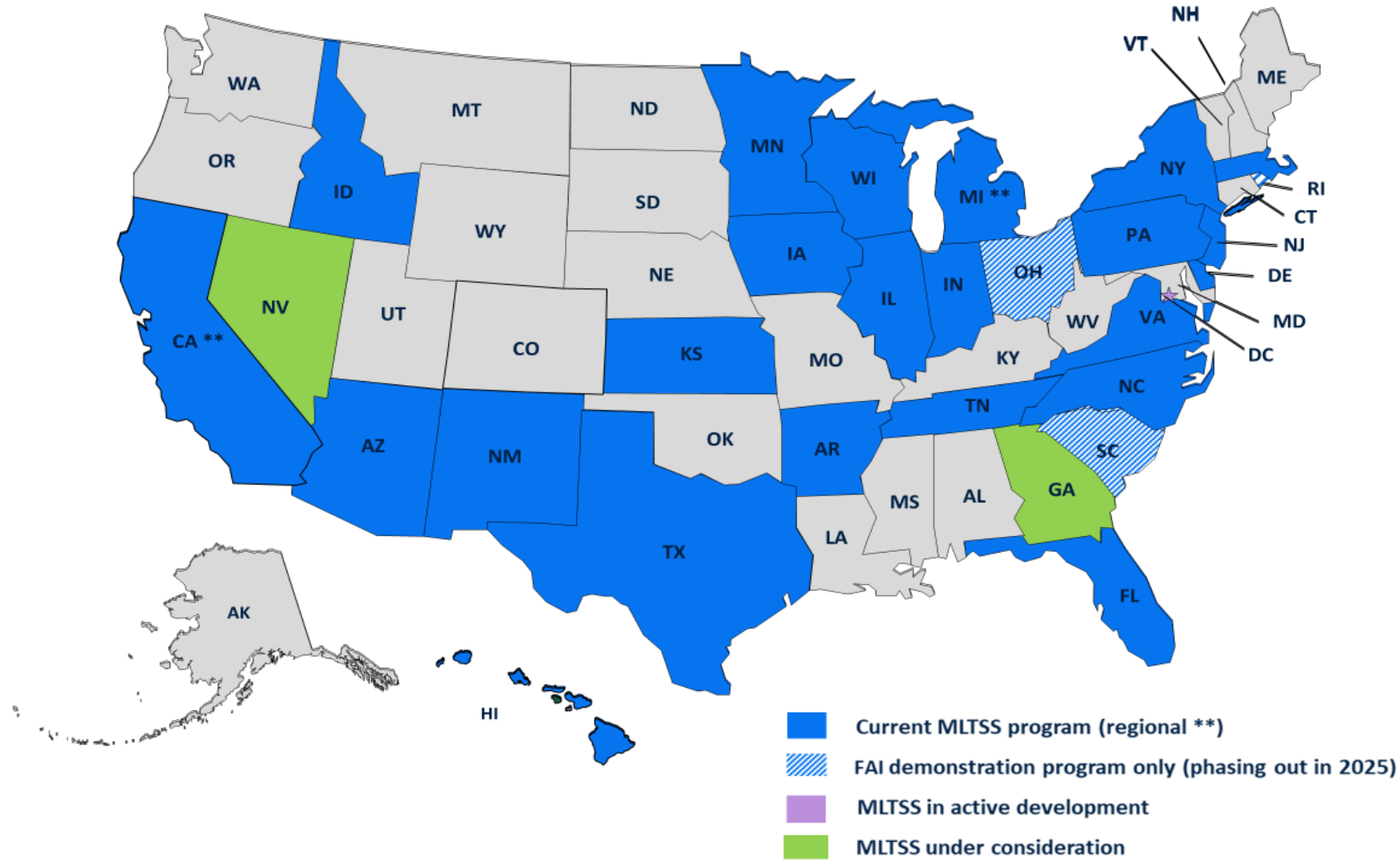
To design, improve, and sustain state systems delivering long-term services and supports for people who are older or have a disability, and their caregivers.



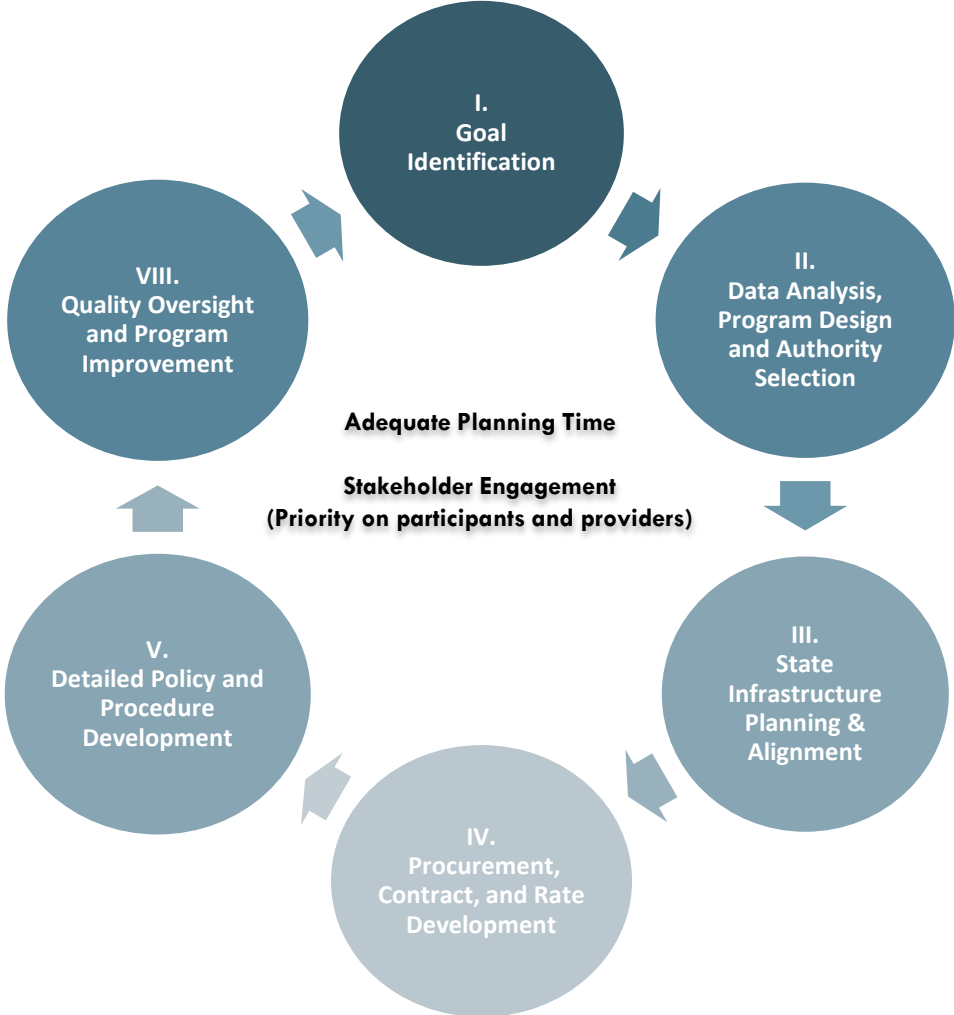
Provide Leadership, Technical Assistance, and Policy Support to State LTSS Systems in the Following Areas



MLTSS Programs June 2025



MLTSS Program Life Cycle



Environment for I/DD populations

- # of states carved into comprehensive MCO contracts: AZ, IA, KS, TN, WI
 - MI and NC specialty plans
- At least 8 others have acute/primary services carved in for Medicaid-only participants
- State goals typically focused on
 - improving access to preventive and specialty care;
 - comprehensive care/service coordination; and
 - budget predictability and stability

Key Provider Considerations

- MCO contracting and credentialing
- Service coordination and authorization
- Claims payment
- Quality oversight

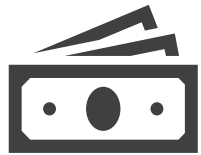
Business Acumen

What is Business Acumen?

Leaders with business acumen:



Have a good perception of business issues



Can play out uncertain futures



Are mindful of the implications of decisions on all parties

Are flexible if more changes are warranted

Business Acumen Toolkit for Community-Based Organizations



SWOT Analysis Template

	Strengths	Weaknesses	Opportunities	Threats
Federal, state, local government				
Payers				
Competitors				
Collaborators				
Demographics				
Technology				

Vision Template

Table 1: Realizing Your Vision

	Vision for the Organization	How do the results of your SWOT analysis impact that vision?			
		Strengths	Weaknesses	Opportunities	Threats
Financial success					
Product or service quality					
Contribution to the community					
Most important product lines or services					
Products or services declined to offer					
Right size for the organization					
Customers					

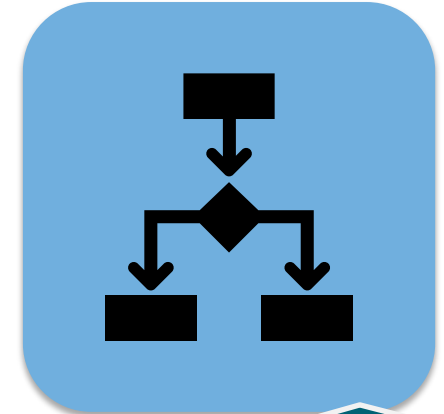
Job Aids



Checklists



Decision tables



Flowcharts



Reference sheets



Procedure manuals

Market Analysis

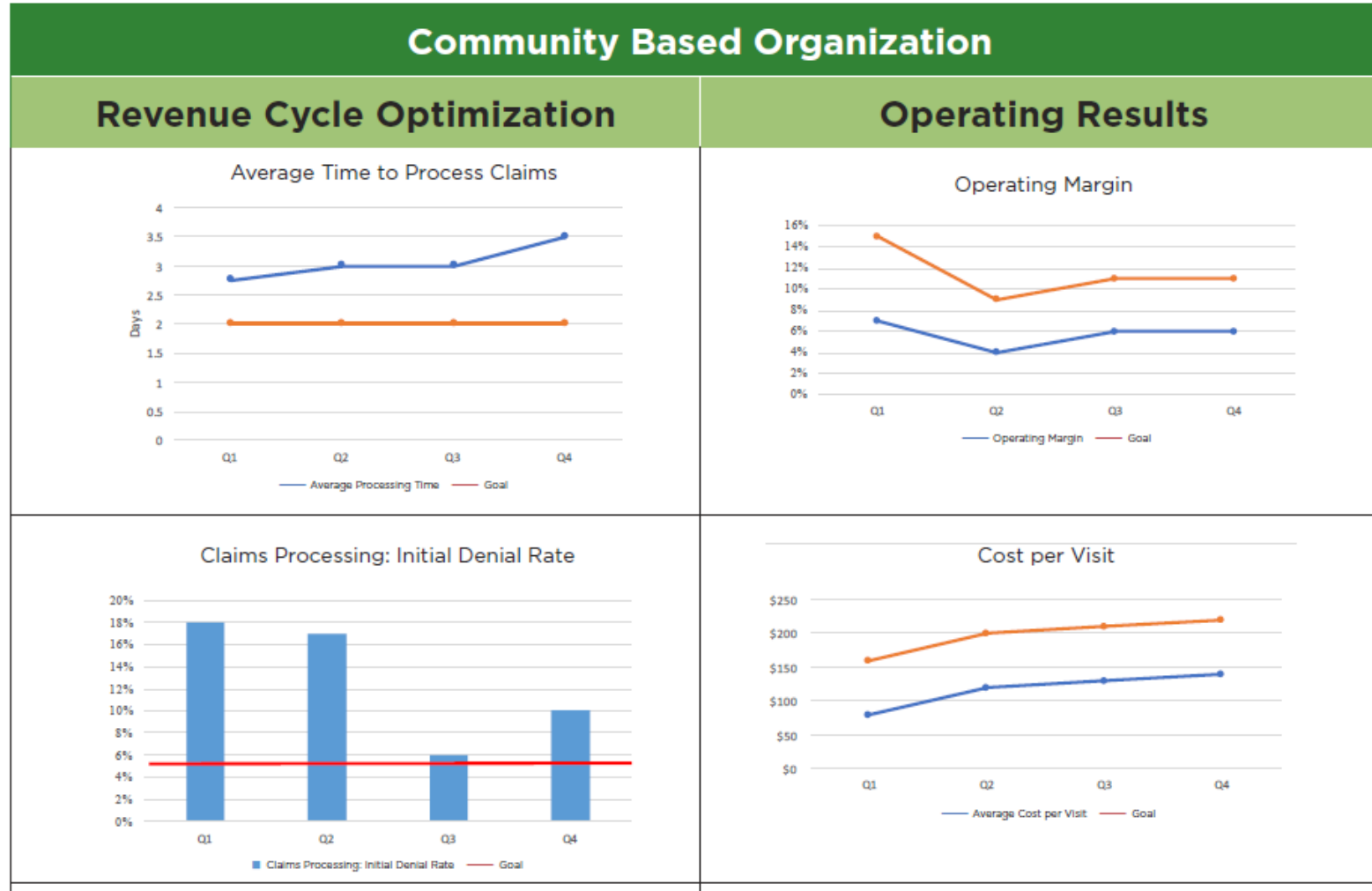
Understanding your market

- Existing and changing
- Who are your customers (payers AND clients)?
 - What do they want/need?
- Who are your competitors?
- What regulatory and political factors might impact your ability to deliver services and attain contracts?

Service Lines/Packages

- Which service(s) does your organization or network have the capacity to deliver?
- What is your history of delivering those services?
 - What is your organizational stature in the market?

Dashboards



Scorecard Example

	Lead Person	Indicators	Reporting Frequency	Q1	Q2	Q3	Q4	Fiscal Year Target	Benchmark	Benchmark Source	Comments
Service Delivery	A.	Client Satisfaction Scores	Quarterly	60%	72%	75%	80%	80%	85%	NCI-AD ⁶	
Quality	B.	Payer Satisfaction	Quarterly	75%	75%	80%	82%	85%	85%	Corporate Standards	
Quality	C.	Hospitalizations	Monthly	5%	3%	7%	10%	5%	5%	Prior Fiscal Year	
Quality	D.	Critical Incidents	Monthly	2%	4%	2%	5%	3%	3%	Prior Fiscal Year	

Resources

HCBS Disability Business Acumen Center

<https://www.advancingstates.org/initiatives/hcbs-business-acumen-center/hcbs-business-acumen-tool-kit>

<https://www.advancingstatesiq.org/>



<https://www.aginganddisabilitybusinessinstitute.org/>

Readiness Assessment Tool

- Leadership Readiness
- Strategy & Planning Readiness
- Market Awareness & Orientation Readiness
- Management & Operations Readiness
- Partnership Development Readiness
- Financial Acumen Readiness

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