

ACL COMMUNITY CARE HUB CAPACITY ASSESSMENT

RESULTS AND TECHNICAL ASSISTANCE RECOMMENDATIONS

February 8, 2023



CREATIVE

IDEAS TO ACTION

RESULTS



92% SELF-ASSESSMENT COMPLETION RATE*

1. AAA3
2. Access Alaska
3. Age Well
4. Aging NY
5. Allegheny County AAA
6. Area 4 Agency on Aging
7. Center for Health & Research Transformation
8. Center for Independence and the Disabled NY
9. CHPcommunity
10. Coalition for Barrier Free Living
11. Comagine Health
12. Community ConneXor
13. Community Council of Greater Dallas AAA
14. Denver Regional Council of Governments AAA
15. ElderSource
16. Governor's Office of Elderly Affairs (LA)
17. Health Education Council
18. Independent Resources
19. Kentucky Council of Area Development Districts
20. Mat-Su Health Foundation
21. North Carolina Center for Health and Wellness
22. North Country Healthy Heart Network
23. Pennsylvania Association of AAAs (P4A)**
24. Resources for Independent Living
25. Texas Healthy at Home
26. TogetherNow
27. Tri-County Independent Living
28. Washington County Commission on Aging

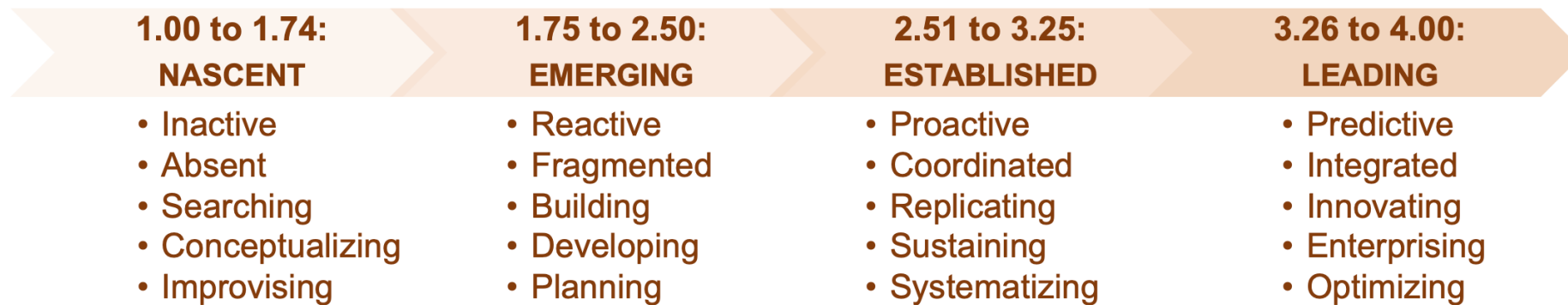
** Completion rate based on 26 new participants. Total cohort consists of 30 organizations*

*** P4A's assessment was from 2021-2022*

CAPACITY ASSESSMENT AREAS OF FOCUS

1. Leadership Domain	2. Finance Domain	3. Business Development Domain	4. Network Development and Support Domain	5. Network Administration Domain
A. Strategic Planning	A. Capitalization	A. Assessing the Market	A. Communicating Value Internally	A. Strengthening Information Systems
B. Organizing Structure and Shaping Culture	B. Cost Management	B. Positioning the Network's Services	B. Vetting, Onboarding, and Assistance	B. Managing Contracts
C. Controlling Performance	C. Pricing	C. Communicating Value Externally	C. Monitoring & Managing Performance	C. Meeting Compliance Standards
D. Leading Across Organizational Boundaries	D. Making the Business Case for Network Services	D. Building Health Sector Partner Base	D. Retaining Providers	D. Billing and Payments

- CBOs scored themselves across 20 process capabilities.
- Scores fall into one of four categories:



OVERVIEW OF RESULTS

Two capability areas stand out as the least developed within the cohort:

- **Making the Business Case**
- **Building Health Sector Partner Base**

Five other capability areas are also critical areas in need of development by over 75% of the cohort:

- **Retaining Providers**
- **Capitalization**
- **Pricing**
- **Positioning the Network's Services**
- **Vetting, Onboarding, and Assistance**

	% of CBOs Nascent and Emerging (Total)	Cohort Mean
2D. Making the Business Case	57% and 29% (86%)	1.55
3D. Building Health Sector Partner Base	50% and 36% (86%)	1.61
4D. Retaining Providers	46% and 36% (82%)	1.63
2A. Capitalization	39% and 39% (79%)	1.76
2C. Pricing	50% and 29% (79%)	1.62
3B. Positioning the Network's Services	39% and 39% (79%)	1.72
4B. Vetting, Onboarding, and Assistance	54% and 25% (79%)	1.60
1B. Organizing Structure & Shaping Culture	21% and 43% (75%)	1.78
3C. Communicating Value Externally	54% and 21% (75%)	1.61
4C. Monitoring & Managing Performance	36% and 39% (75%)	1.86
2B. Cost Management	29% and 43% (71%)	1.96
1C. Controlling Performance	43% and 25% (68%)	1.84
1D. Leading Across Organizational Boundaries	25% and 43% (68%)	2.06
3A. Assessing the Market	39% and 29% (68%)	1.83
4A. Communicating Value Internally	32% and 36% (68%)	1.93
5C. Meeting Compliance Standards	57% and 11% (68%)	1.76
1A. Strategic Planning	21% and 43% (64%)	2.11
5D. Billing and Payments	57% and 7% (64%)	1.72
5B. Managing Contracts	46% and 7% (54%)	1.92
5A. Strengthening Information Systems	36% and 11% (46%)	2.18

OVERVIEW OF RESULTS

Business acumen maturity within the **Network Administration Domain** is split among the cohort.

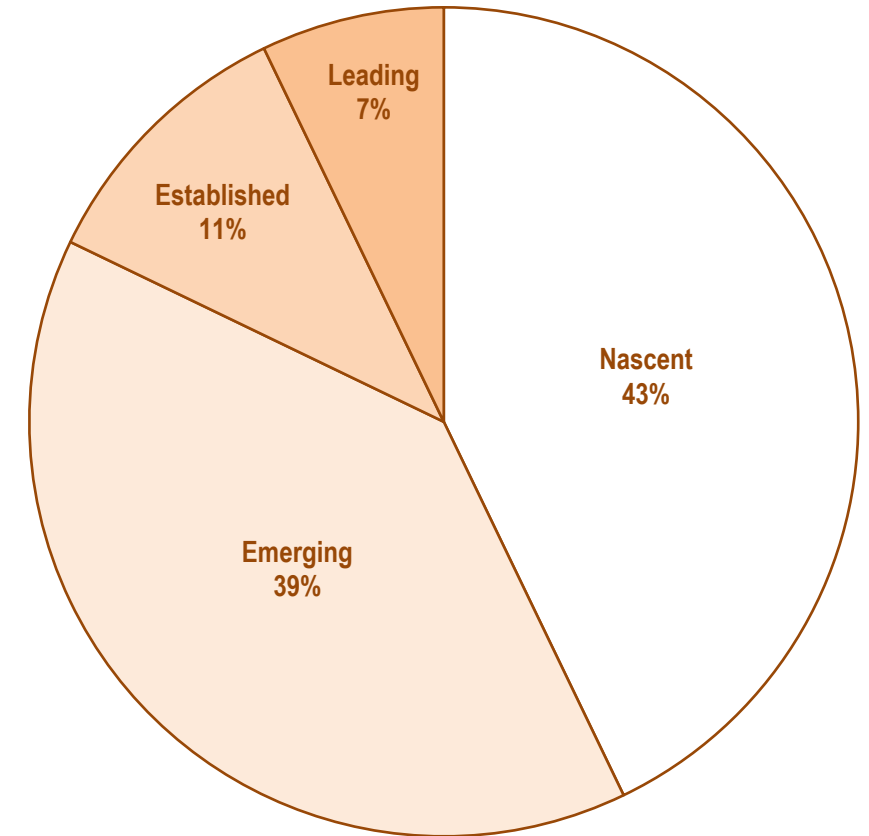
A large share of CBOs are in the Nascent category, while another large share is in the Established and Leading categories. There are few in the Emerging category.

This indicates an important capacity-building need for some CBOs that could be addressed through individualized technical assistance and/or future learning and development opportunities.

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MOST CBOs ARE VERY EARLY-STAGE CCHs

1. **CBOs in the cohort vary in business acumen, with most in the early stages of maturity.** Forty-three percent are in the Nascent stage of CCH development and 39% are in the Emerging category. Only 18% are Established or Leading CCHs.
2. **CCHs could benefit the most from knowledge-building and technical assistance in three categories: Business Development, Financial Acumen, and Network Development and Support.** While the cohort could benefit from learning opportunities across all the domains, CBOs' lowest scores are found in these domains.
3. **Most technical assistance could be provided through group learning.** With 82% of the cohort in the Nascent and Emerging categories, much of the technical assistance needed is general and introductory and can be achieved through group learning opportunities.
4. **Customize technical assistance for Established and Leading CCHs.** Advanced CCHs have mastered the basics and typically benefit from more customized TA as their challenges tend to be idiosyncratic and more complex.





















TECHNICAL ASSISTANCE OBSERVATIONS


AREAS OF MOST AND LEAST NEED


1. Leadership Domain	2. Finance Domain	3. Business Development Domain	4. Network Development and Support Domain	5. Network Administration Domain
A. Strategic Planning	A. Capitalization	A. Assessing the Market	A. Communicating Value Internally	A. Strengthening Information Systems
B. Organizing Structure and Shaping Culture	B. Cost Management	B. Positioning the Network's Services	B. Vetting, Onboarding, and Assistance	B. Managing Contracts
C. Controlling Performance	C. Pricing	C. Communicating Value Externally	C. Monitoring and Managing Performance	C. Meeting Compliance Standards
D. Leading Across Organizational Boundaries	D. Making the Business Case for Network Services	D. Building Health Sector Partner Base	D. Retaining Providers	D. Billing and Payments

TA most Needed	TA least Needed
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1. Making the Business Case for Network Services |    | **FINANCE DOMAIN**
2. Building Health Sector Partner Base |    | **BUSINESS DEVELOPMENT DOMAIN**
3. Retaining Providers |    | **NETWORK DEVELOPMENT AND SUPPORT DOMAIN**
4. Capitalization |   | **FINANCE DOMAIN**
5. Pricing |    | **FINANCE DOMAIN**
6. Positioning the Network's Services |   | **BUSINESS DEVELOPMENT DOMAIN**
7. Vetting, Onboarding, and Assistance |   | **NETWORK DEVELOPMENT AND SUPPORT DOMAIN**

 = Lecture / Webinar

 = Peer Workshop / Showcase CCHs

 = 1:1 Support

 = Infrastructure Development