



NWD SYSTEM: BUSINESS CASE TOOLKIT

Forward & Introduction



Table of Contents

FOREWORD	1
INTRODUCTION: HOW TO USE THIS TOOLKIT	3

Foreword

Since 2003, the Administration for Community Living (ACL) and its partners at the Centers for Medicare and Medicaid Services (CMS) and the Veterans Health Administration (VHA) have helped states streamline processes and implement person-centered access systems that make it easier for persons and their families to learn about and access the long-term services and supports (LTSS) they need. In these systems, multiple agencies at the state and local level coordinate to create a simplified process through which individuals of all ages, abilities, and incomes receive unbiased information and one-on-one counseling on the LTSS available in their communities. In 2010, the Patient Protection and Affordable Care Act (ACA) provided funds to incentivize states to rebalance their Medicaid LTSS spending and required participating states to make changes to their LTSS systems, which includes developing statewide No Wrong Door Programs (NWD). To align with federal initiatives, ACL and its partners developed the NWD System vision along with national standards, tools, metrics, and best practices that all states and community based organizations could use to develop a single “high performing” access system. The goal of the No Wrong Door is to effectively coordinate all LTSS administered by the state into a single access point, and capitalize on federal fiscal support for this system.

Fast forward to 2019, the network of state and community based organizations have invested much into becoming trusted resources for home and community based care. The need to demonstrate the value of the NWD System has become exceedingly important. Successfully engaging with legislatures, policymakers, health care systems, community partners, and other stakeholders is key to advancing the capacity and sustainability of the NWD System.

As a more specific example, health care providers (e.g., hospitals and other providers) and payers (e.g., Medicaid, Medicare, Accountable Care Organizations, MLTSS, Veteran Administration Medical Centers, private insurers) offer opportunities to tap into new revenue streams outside of government grants. Health care payment plans are increasingly adopting value-based models and searching for ways to ensure the needs of the individuals they serve are met through a complete and coordinated continuum of care. However, partnering with such entities requires a different way of thinking and doing. To successfully participate in this environment, NWD Systems must build and/or enhance relationships with health care providers and payers, price and bill for services, describe how services will generate return on investment and cost savings for payers, negotiate contracts, manage interoperable data systems, access electronic health records, and report data to payers.

To support the overarching effort to enhance sustainability of NWD Systems, ACL awarded ten states (Connecticut, Georgia, Indiana, Maryland, New Hampshire, New York, Oregon, Washington, Wisconsin, and Virginia) a grant in 2018 to implement and test methodologies to report on the impact NWD Systems have on people, on health care utilization, and on federal and state return on investment. Ultimately the states will support ACL in producing both state

A Business Case Collaborative panelist remarked, “If not us, then who?” Considering what the world would look like without the NWD System provides an impetus for continuing to improve the System and making the case for its growth and sustainability.

specific and national business case models for NWD Systems. To that end, states engaged in a *Business Case Collaborative* between May and October 2019. Over the course of the Collaborative, the states conducted environmental scans, selected a target audience on which to focus, gathered data and personal stories from their programs, and developed pitches and products to message the value of the NWD System. This toolkit is a culmination of the steps, tools, and resources used by the ten states. Grantee examples and best practices shared by expert panelists are included throughout.

We encourage states to use the learnings from the ten states as you embark on developing a business case to secure investment in your state's NWD System. By helping decision-makers understand cost savings and the positive impacts of NWD System components, state and community based organizations will be able to better secure funding and key partnerships for delivering services, help partners achieve quality goals and cost savings, and compete in a changing marketplace.

Introduction: How to Use this Toolkit

The Business Case Toolkit is designed to guide and support states as they develop a business case that demonstrates how No Wrong Door (NWD) Systems empower individuals to access health and social services and supports in ways that meet their preferences and needs, while also contributing to cost savings for payers. A NWD System encompasses a network of organizations and resources, through which all populations can seamlessly connect to the full range of available long-term services and supports, regardless of payer source. Demonstrating the value of NWD System components by measuring core outcomes and illustrating return on investment (ROI) can lead to the advancement and sustainability of NWD Systems. Furthermore, a strong business case for the NWD System creates the foundation for transforming a state's access system and addressing the challenge of sustainability. With a strong business case in hand, state- and community-based organizations (CBOs) are able to more effectively market their services, compete in a changing marketplace, ensure funding for services, leverage resources, and help payers achieve quality goals and cost savings.

This toolkit is divided into eight sections. Each section builds upon the work of the previous section to form a strategy and set of tools and resources needed to make the case and ultimately build partnerships to sustain and expand NWD System efforts.

Section	Summary of Business Case Section
Section 1: Getting Started: A Focus on Governance	Governance is a foundational element to planning and execution. This section provides steps and resources for securing a state's governance structure around the NWD System. A governance structure will allow for organized maintenance, growth, and sustainability of the System.
Section 2: Completing an Environmental Scan to Identify Potential Partners and Community Trends	Understanding your own NWD System products and services and how these products and services support the broader health and social service delivery system are fundamental steps to developing a business plan and establishing key partnerships. This section provides guidance and resources for conducting an assessment of the environment.
Section 3: Developing a Compelling Value Proposition	Building partnerships starts with building relationships. When approaching a new partner, it helps to know your value and how that value can impact the needs of the potential partner. This section provides guidance and resources for establishing compelling value propositions unique to your potential partners.
Section 4: Managing Finances and Evaluating Contracts	Moving your relationship to a formal partnership requires an understanding of how to price your products and services as well as how to contract with providers and health plans. This section connects the NWD System to resources and technical assistance available through the Aging and Disability Business Institute.
Section 5: Developing a Marketing and Communication Strategy	Constructing messages and marketing tools can drive change and help you to refine your value proposition and establish critical relationships. This section provides tools and resources for planning a marketing strategy and references examples of marketing tools developed through the NWD Grantee Business Case Collaborative.
Section 6: Successful Engagement with Potential Partners	Once partnerships are developed, meaningful ongoing engagement is critical to success. This section provides promising practices and lessons learned for initiating partnerships and maintaining meaningful engagement.

Section	Summary of Business Case Section
Section 7: Delivering and Evaluating Success	Measuring success is critical to change. Evaluating the impact of the NWD System requires planning, data collection, and review to ensure that you are moving toward your established goals and objectives. This section provides guidance and resources to think about as you develop a process for continued quality and advancement.
Section 8: Creating an Effective Business Plan	The work you accomplish throughout this toolkit should culminate in a Business Plan detailing your long-term strategies for maintaining, growing, and sustaining your NWD System through ongoing development and partnerships.

This toolkit includes materials that may help you investigate and prepare materials to pursue a partnership with a single target audience in the short-term (micro-view of business case development), or improve certain components of your business case. However, we strongly recommend you design a long-term strategy for engaging with all potential partners (macro-view of business case development). Once you establish a secure governance structure, it is crucial you develop a comprehensive, **overarching business case strategy** to guide your engagement with *all* potential partners and to sustain and grow your NWD System. To achieve this, use the guidance in [Section 8](#) to develop a thorough Business Plan ([Appendix B](#)).

Each section of the Business Case Toolkit includes:

1. A brief **Overview** of the section, providing context and information to help you understand why each step is important to the overall development of your business plan.
2. A **Do This!** section, which includes a checklist of the steps to take to work towards a successful business case. Please note, once you “complete” something on the checklist, it does not mean you should not revisit, review, revise, and expand upon the previous steps. Reviewing identified steps in this manner will support you in developing a strong and engaging business case plan.
3. An **Additional Resources** section, which provides a list of relevant tools and resources to further support your understanding and provide additional context, information, tips, and tricks to guide continued efforts.

