ACL COMMUNITY CARE HUB CAPACITY ASSESSMENT (CCHCA)

INTRODUCTION WEBINAR | DECEMBER 5TH, 2022

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1. Purposes

2. Who should complete the assessment?

3. Design

4. CCHCA Domains and Maturity Scoring Levels

5. Preparing for Your Self-Assessment

6. Conducting Your Self-Assessment

7. Understanding and Using the Results

8. Submitting the Tool

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- A tool to help community care hubs (CCHs) assess their capability to manage, sustain, and grow a CBO network.

- Provides a framework for organizations to measure business acumen maturity **only** as it relates to their CCH function.

- A developmental tool for CCHs to identify opportunities to enhance business acumen.

- Required of Network Development Participants.

    - *Exception: Not required if the CCH has previously completed its predecessor, the Business Acumen Maturity Model (BAMM).*

- Time required is 3 – 5 hours.

- CCHCA Design Research: Maturity Model Best Practices.

- CCHCA Content Research and Development: CCH Best Practices.

CCHCA Domains

1. Leadership

2. Finance

3. Business Development

4. Network Development & Support

5. Network Administration

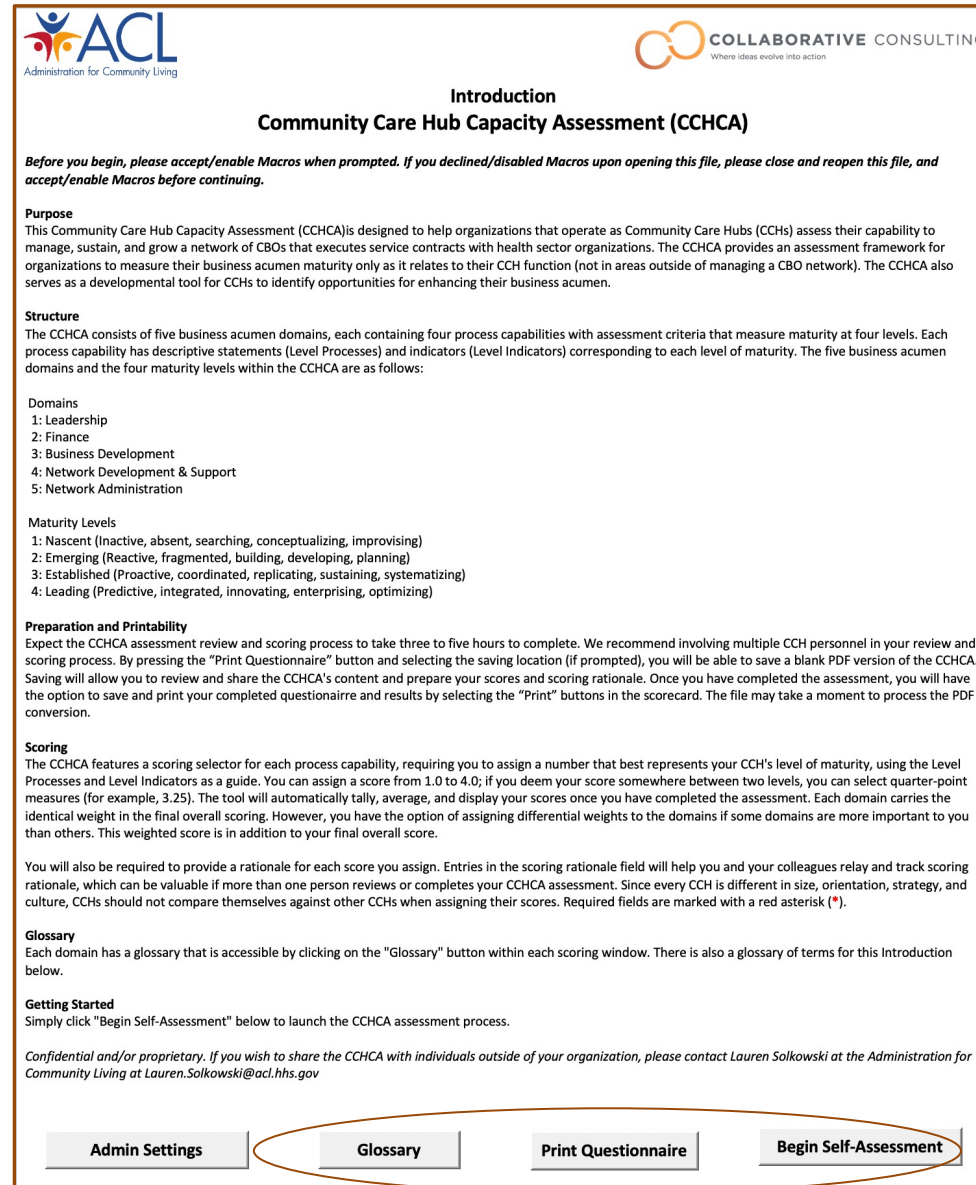## CCHCA Maturity Scoring Levels

1. **Nascent**
   Inactive, absent, searching, conceptualizing, improvising

2. **Emerging**
   Reactive, fragmented, building, developing, planning

3. **Established**
   Proactive, coordinated, replicating, sustaining, systematizing

4. **Leading**
   Predictive, integrated, innovating, enterprising, optimizing

5. PREPARING FOR YOUR SELF-ASSESSMENT

- Receive the CCHCA Excel file and User Guide from Collaborative Consulting on December 6th, 2022.

- Review the User Guide.

- Designate a CCHCA lead from your team.

- Accept Macros and editing when opening the CCHCA Excel file.

- Save and name the CCHCA file to a new and named Folder before you begin.

- Note the location of the Folder where your assessment resides.

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- CCHCA Introduction tab

  o Glossary

  o Print Questionnaire

  o Begin Self-Assessment

Introduction
Community Care Hub Capacity Assessment (CCHCA)

Before you begin, please accept/enable Macros when prompted. If you declined/disabled Macros upon opening this file, please close and reopen this file, and accept/enable Macros before continuing.

Purpose
This Community Care Hub Capacity Assessment (CCHCA)is designed to help organizations that operate as Community Care Hubs (CCHs) assess their capability to manage, sustain, and grow a network of CBOs that executes service contracts with health sector organizations. The CCHCA provides an assessment framework for organizations to measure their business acumen maturity only as it relates to their CCH function (not in areas outside of managing a CBO network). The CCHCA also serves as a developmental tool for CCHs to identify opportunities for enhancing their business acumen.

Structure
The CCHCA consists of five business acumen domains, each containing four process capabilities with assessment criteria that measure maturity at four levels. Each process capability has descriptive statements (Level Processes) and indicators (Level Indicators) corresponding to each level of maturity. The five business acumen domains and the four maturity levels within the CCHCA are as follows:

Domains
 1: Leadership
 2: Finance
 3: Business Development
 4: Network Development & Support
 5: Network Administration

Maturity Levels
 1: Nascent (Inactive, absent, searching, conceptualizing, improvising)
 2: Emerging (Reactive, fragmented, building, developing, planning)
 3: Established (Proactive, coordinated, replicating, sustaining, systematizing)
 4: Leading (Predictive, integrated, innovating, enterprising, optimizing)

Preparation and Printability
Expect the CCHCA assessment review and scoring process to take three to five hours to complete. We recommend involving multiple CCH personnel in your review and scoring process. By pressing the "Print Questionnaire" button and selecting the saving location (if prompted), you will be able to save a blank PDF version of the CCHCA. Saving will allow you to review and share the CCHCA's content and prepare your scores and scoring rationale. Once you have completed the assessment, you will have the option to save and print your completed questionairre and results by selecting the "Print" buttons in the scorecard. The file may take a moment to process the PDF conversion.

Scoring
The CCHCA features a scoring selector for each process capability, requiring you to assign a number that best represents your CCH's level of maturity, using the Level Processes and Level Indicators as a guide. You can assign a score from 1.0 to 4.0; if you deem your score somewhere between two levels, you can select quarter-point measures (for example, 3.25). The tool will automatically tally, average, and display your scores once you have completed the assessment. Each domain carries the identical weight in the final overall scoring. However, you have the option of assigning differential weights to the domains if some domains are more important to you than others. This weighted score is in addition to your final overall score.

You will also be required to provide a rationale for each score you assign. Entries in the scoring rationale field will help you and your colleagues relay and track scoring rationale, which can be valuable if more than one person reviews or completes your CCHCA assessment. Since every CCH is different in size, orientation, strategy, and culture, CCHs should not compare themselves against other CCHs when assigning their scores. Required fields are marked with a red asterisk (*).

Glossary
Each domain has a glossary that is accessible by clicking on the "Glossary" button within each scoring window. There is also a glossary of terms for this Introduction below.

Getting Started
Simply click "Begin Self-Assessment" below to launch the CCHCA assessment process.

Confidential and/or proprietary. If you wish to share the CCHCA with individuals outside of your organization, please contact Lauren Solkowski at the Administration for Community Living at Lauren.Solkowski@acl.hhs.gov

| Admin Settings | Glossary | Print Questionnaire | Begin Self-Assessment |

6. CONDUCTING YOUR CCHCA

Glossary

Descriptions and indicators

Scoring

Scoring Rationale

Self Assessment

Domain
1. Leadership

Process Capability
A. Strategic Planning

5% Progress

Clear Responses

Glossary

Level	Level Process	Level Indicators
1. Nascent	Minimal strategic thinking underlies the business planning being conducted. CCH's mission has either not been documented, is outdated, or is unclear. Strategic assessment has not been conducted or lacks examination of external trends and opportunities as well as CCH's and network service providers' strengths and weaknesses.	• No mission statement for CCH exists • Mismatch between CCH's mission statement and network commercial aspirations • No strategic plan for CCH's network-oriented aspirations
2. Emerging	A mission statement expresses CCH's purpose. A strategic planning process is in place but not systematic; the process may include an assessment of external trends and opportunities, but is missing an examination of the CCH's capabilities and those of its network service providers. Specific and measurable growth objectives are not expressed. Task identification and timelines for implementation are lacking.	• Conversations underway about health sector partnering strategy • Strategic planning process in place; strategic plan not finalized • External assessment of trends and opportunities conducted
3. Established	Reflecting an emphasis on strategic thinking, the CCH conducts systematic strategic internal and external assessment, and has formulated goals to grow the network. Implementation is weak relative to other strategic planning phases, lacking tasks, timelines, and assigned responsibilities to accomplish goals.	• Mission-driven strategic plan in place • Goals articulated but more aspirational than quantitative • Weak or missing links between goals, actions, and accountabilities
4. Leading	Leadership thinks and acts strategically and has a strategic plan resulting from a formal process. This process involves an assessment of the external (trends and opportunities) and internal (strengths and weaknesses) environment, the formulation of a strategy with goals and measurable objectives for network development, and an implementation plan with tasks, timelines and assigned responsibilities to achieve them. The CCH is guided by a clear mission statement. The CCH seeks to garner state agency/regulator encouragement of its strategic intentions.	• Specific and measurable objectives linked to CCH's growth goals • Strategic action plan outlines tasks, timelines and responsibilities • Strategic plan consistently updated with accountability

Score*
2.50

Rationale*
While we have a revised business plan for our CCH, we have not articulated any specific and measurable objectives we hope to achieve. We lack a mission statement.
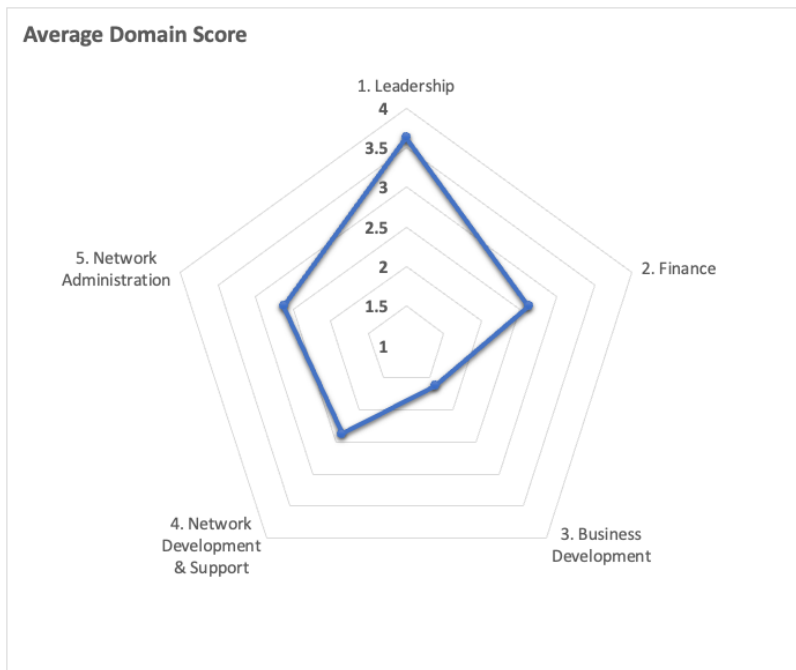
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- CCHCA scorecard.

- What you can do with your CCHCA results.

- What ACL will do with your CCHCA results.

Average Domain Score

Print Questionnaire & Scores   Print Scorecard Summary

			Overall Score >>>	**2.58**	**2.58**	
Domain	**Process Capability**	**Score**	**Avg. Domain Score**	**Weighted Avg. Domain Score**	**Weight (%)**	
1. Leadership	A. Strategic Planning	3.00	3.63	3.63	20.0%	
	B. Organizing Structure & Shaping Culture	4.00				
	C. Controlling CCH Performance	4.00				
	D. Leading Across Organizational Boundaries	3.50				
2. Finance	A. Capitalization	3.00	2.63	2.63	20.0%	
	B. Cost Management	2.50				
	C. Pricing	2.50				
	D. Making the Business Case for Network Services	2.50				
3. Business Development	A. Assessing the Market	2.00	1.63	1.63	20.0%	
	B. Positioning the Network's Services	1.00				
	C. Communicating Value Externally	1.50				
	D. Building Health Sector Partner Base	2.00				
4. Network Development & Support	A. Communicating Value Internally	2.00	2.38	2.38	20.0%	
	B. Vetting, Onboarding, and Assistance	3.00				
	C. Managing Network Performance	2.50				
	D. Retaining Providers	2.00				
5. Network Administration	A. Strengthening Information Systems	2.00	2.63	2.63	20.0%	
	B. Managing Contracts	3.00				
	C. Meeting Compliance Standards	3.00				
	D. Billing and Paying	2.50				

Reset Weights

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Print Questionnaire & Scores
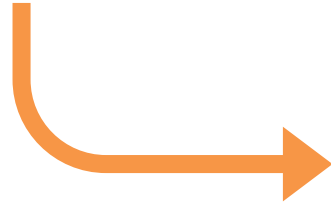
Domain Process Capability	Level	Level Process	Level Indicators	Scoring Rationale
1. Leadership A. Strategic Planning **Assessed Score: 3**	1. Nascent	Minimal strategic thinking underlies the business planning being conducted. CCH's mission has either not been documented, is outdated, or is unclear. Strategic assessment has not been conducted or lacks examination of external trends and opportunities as well as CCH's and network service providers' strengths and weaknesses.	• No mission statement for CCH exists • Mismatch between CCH's mission statement and network commercial aspirations • No strategic plan for CCH's network-oriented aspirations	Our strategic plan has been recently revised. However, we have not announced any specific objectives for our CCH.
	2. Emerging	A mission statement expresses CCH's purpose. A strategic planning process is in place but not systematic; the process may include an assessment of external trends and opportunities, but is missing an examination of the CCH's capabilities and those of its network service providers. Specific and measurable growth objectives are not expressed. Task identification and timelines for implementation are lacking.	• Conversations underway about health sector partnering strategy • Strategic planning process in place; strategic plan not finalized • External assessment of trends and opportunities conducted	
	3. Established	Reflecting an emphasis on strategic thinking, the CCH conducts systematic strategic internal and external assessment, and has formulated goals to grow the network. Implementation is weak relative to other strategic planning phases, lacking tasks, timelines, and assigned responsibilities to accomplish goals.	• Mission-driven strategic plan in place • Goals articulated but more aspirational than quantitative • Weak or missing links between goals, actions, and accountabilities	
	4. Leading	Leadership thinks and acts strategically and has a strategic plan resulting from a formal process. This process involves an assessment of the external (trends and opportunities) and internal (strengths and weaknesses) environment, the formulation of a strategy with goals and measurable objectives for network development, and an implementation plan with tasks, timelines and assigned responsibilities to achieve them. The CCH is guided by a clear mission statement. The CCH seeks to garner state agency/regulator encouragement of its strategic intentions.	• Specific and measurable objectives linked to CCH's growth goals • Strategic action plan outlines tasks, timelines and responsibilities • Strategic plan consistently updated with accountability	
1. Leadership B. Organizing Structure & Shaping Culture **Assessed Score: 4**	1. Nascent	The process to organize the network is ad hoc. Criteria for defining functions, roles and responsibilities between the CCH and network service providers are not articulated. The link between a growth strategy of the network and the network's structure is not evident. Efforts to shape the culture of network service providers to prepare them for delivering services for the health sector have not started.	• Legal business structure not established for network • No definition of distinct functions and roles CCH will perform • No plan to create structure and culture aligned to goals	We have been proactive in shaping a client-oriented cultaure through regular convenings of our network members.
	2. Emerging	Functions, roles, and responsibilities for the CCH and network service providers are well-defined, based on criteria such as efficiency and cost. Problems stemming from misaligned cultures, poor communication, inadequate coordination among network service providers, and lack of accountability are apparent and inhibiting growth.	• Documents delineate functions of CCH on behalf of network • Performance standards often not met by network service providers • No regular convenings between CCH and network service providers	
	3. Established	The CCH's organizational structure is clear, but issues of poor coordination, misalignment of interests, and/or insufficient accountability are present. Beliefs and values to support the CCH's strategy, such as network service provider accountability, have been identified as important. The cultural transformation required for network growth is still in development.	• Flow charts show links between CCH and network service providers • Legal structure in place but may need to change if scale increases • Systematic efforts to shape network culture underway	
	4. Leading	The CCH's organizing process builds structure and culture to support the network's strategy. Structure divides functions between the CCH and network service providers, and across collaborating CCHs where necessary. Communication between CCH and network service providers is successful. The CCH communicates and practices core values, which influences the culture of its workforce and partnerships.	• CCH's values support performance accountability • Continuous improvements made to structure result in efficiencies • Legal structure for network in place and accommodates scalability	
1. Leadership C. Controlling CCH Performance **Assessed Score: 4**	1. Nascent	While the CCH may or may not recognize its central role for establishing and enforcing performance standards for itself and its network service providers, it hasn't defined what those standards are and lacks information systems required to monitor performance.	• Written standards governing performance do not exist • No formal policies or practices drive performance • CCH performance not measured against goals	
	2. Emerging	A process is in place to establish performance standards for CCH and network service providers. No systematic process exists to monitor progress toward standards, goals, or results.	• Written performance standards exist but are incomplete • Monitoring and reporting of progress is irregular • Monitoring and evaluation is not assigned to anyone	

8. SUBMITTING YOUR COMPLETED CCHCA & BEYOND

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- You will receive your CCHCA Excel file and a User Guide on **December 6th, 2022**.

- Upon completion of the questionnaire, name and save your CCHCA Excel file.

- Please email it to Collaborative Consulting (see below) by **Friday, January 6th, 2023.**

- Contact Alison Burger at Collaborative Consulting with issues or questions (see below).

- Collaborative Consulting will analyze aggregate results and present the results and TA recommendations to the cohort on **January 25th, 2023**.

- You will also receive a personalized scorecard of your results.

CCHCA questions, please contact Alison Burger:

alison@CollaborativeConsulting.net