Request for Proposal
Business Readiness Assessment Tool for CBOs

You are invited to submit a proposal to develop a business readiness assessment tool for determining the capacity of and a gap analysis for community-based organizations (CBOs) interested in developing business relationships with health care payers.

**Issue Date:** October 14, 2016

**Due Date:** October 31, 2016
Proposals must be received no later than 5 p.m. ET.

**Award Notice:** November 11, 2016

**Contract Period:** November 14, 2016 – January 30, 2017

**Budget:** Total project costs should not exceed $40,000

Submit proposals to:
Mary Kaschak
Deputy Director, Aging and Disability Business Institute
National Association of Area Agencies on Aging (n4a)
Email: mkaschak@n4a.org

Proposal Requirements
Proposals should be submitted electronically and include the following information:

- Full name of the applicant and contact information
- Brief background on the intersection of health care and community-based services and supports
- History working with the Aging and Disability Networks, specifically related to business acumen and/or integrated care
- Examples of previously developed assessments
- Resume or CV of project staff
- Proposed scope of work
- Project timeline
- Time estimate and hourly rates
- Total cost
Evaluation Criteria
- Quality of proposal
- Cost
- Prior experience working with the Aging and Disability Networks, specifically related to business acumen and/or integrated care
- Demonstrated knowledge about the intersection of health care and community-based services and supports
- Track record of developing readiness assessments
- Responsiveness and ability to complete project by January 30, 2017

Selection of Contractor
Proposals will be reviewed by a panel of Aging and Disability Business Institute partners and funders. Contractor will be selected by n4a.

About the Aging and Disability Business Institute
The John A. Hartford Foundation, The SCAN Foundation, the Administration for Community Living, the Gary and Mary West Foundation, the Marin Community Foundation, and the Colorado Health Foundation united to fund a three-year grant to establish the Aging and Disability Business Institute (Business Institute), led by the National Association of Area Agencies on Aging (n4a). Other partners with n4a in this effort include: Independent Research Utilization (ILRU)/ National Center for Aging and Disability, American Society on Aging (ASA), Partners in Care Foundation and Elder Services of the Merrimack Valley/Healthy Living Center of Excellence.

The mission of the Aging and Disability Business Institute is to build and strengthen partnerships between aging and disability CBOs and health care payers/partners in order to improve the health and well-being of America’s older adults and people with disabilities through improved and increased access to quality services and evidence-based programs. Such access can help older adults and people with disabilities live with dignity and independence in their homes and communities. The Business Institute serves as the national focal point to build the business acumen of Area Agencies on Aging and other CBOs necessary to develop partnerships with health care providers

Background
Recent changes in the health care system have been targeted to improve health outcomes, provide better care and lower cost—the Triple Aim. These changes have and will continue to impact the lives of all Americans, but particularly older people and people with disabilities. There is a high-leverage opportunity to impact the current and future health and well-being of older adults and people with disabilities in the United States by broadening the health continuum to include partnerships between health care systems, such as hospitals and health plans, with CBOs.
Despite their longstanding experience in delivering high quality social services, many CBOs lack the business capacity and acumen to successfully engage and develop business relationships with healthcare payers. Understanding and adapting to the business cultures and practices of managed care and other health care providers is no small task. Health care entities require that their contracting partners adhere to standards and business practices that are foreign to many aging and disability CBOs, which have typically relied on governmental grants as their primary funding source.

For these CBOs to bridge the gap from their current service models to new integrated care models, they need to enhance their business capacity. To do so, they need a tool to help them assess their capacity, strengths and weaknesses. The readiness assessment tool will serve as the basis for training and technical assistance that will quickly move agencies from basic to intermediate to advanced knowledge and skills, positioning them to successfully implement contracts with health care payers.

**Proposal Objective**

To develop a tiered assessment tool to determine the business capacity and readiness of CBOs to contract with health care entities to provide a range of services and supports critical to promote the health and well-being of older adults and people with disabilities.

**Assessment Features and Specifications**

- Tiered to engage agencies in various levels of sophisticated and stages of business development
  - Results should help guide users to appropriate curriculum tracks for webinars, conference sessions, resources and trainings.
  - May be tiered by level (e.g. basic, intermediate and advanced) or by broad topic area (e.g. pricing, network development/management, infrastructure and operations, etc.)

- User-friendly and straightforward
  - The assessment should be comprehensive, but not overly technical and prescriptive. It should not intimidate organizations or leave them thinking they are not ready to engage in this work at all.

- Track progress over time
  - Ideally, the assessment will be used for both internal and external progress-tracking.

- Consider, build upon and incorporate components of previously developed tools (attached)
Aging and Disability Business Institute
RFP: Business Readiness Assessment Tool for CBOs

- ACL Business Acumen Learning Collaborative Contracting Life Cycle Self-Assessment
- The SCAN Foundation Linkage Lab Readiness Assessment
- n4a Self-Assessment Tool for MLTSS Opportunities
- AoA Sustainable Infrastructure and Delivery System Self-Assessment for Evidence-Based Programs

- Available as an online tool for all CBOs
  - Chosen vendor will work with the Business Institute’s web development firm, Reingold. Reingold will incorporate the final tool into the Business Institute website. The final product will be an online tool that is publicly available.