



Welcome to TIM TALKS: Business Acumen “Tips for Forming a Regional Network of Community-Based Organizations”

Part 2

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Forming Regional Networks: Lessons From the Field

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Recap from Part 1: Why Consider Forming a Network?

- Groups of Community-Based Organizations are increasingly coming together to form Networks:
 - Establishes a delivery system to serve a larger geographic region than a single organization could serve on their own
 - Increasing the capability and capacity of the delivery system for services
 - Provides a mechanism for single point of entry for customers
 - Referrals can be sent to one source and then distributed to members of the network
 - Reports and deliverables can be aggregated from network partners and submitted to the customer for review
 - Reduces legal burden on the customer by reducing the number of contracts for services



Challenges for Forming a Network

- Organizations must consider the challenges to operationalizing a Network Model
 - Legal Structure
 - Shared Governance
 - Development of corporate standards (quantity, quality, cost, etc.)
 - Enforcement of standards
 - Quality Assurance monitoring
 - Process to accept or deny organizations from operating as part of the network



Network Business Strategy

- The Network business should have a defined Business Strategy
- The Strategy should be developed by the leadership and have buy-in from all stakeholders
- Business strategy can include
 - Target business opportunities: Customers vs Consumers
 - Service package
 - Value Proposition of the Network
 - Target Geographic region
 - Target Population demographics
 - Defined ROI



Network Business Strategy: Service Package

- The Network should clearly define the services that the group intends to deliver
- The Service package should encompass the core services that the network can deliver to consumers across their defined service region
- The Services should address a defined need in the market coverage area



Network Business Strategy: Value Proposition

- Define the value that the Network brings to the Customer and the Consumer
- What is the advantage of buying services from your network
- Understand your competition and define the value that your network provides over the potential competitors
- Determine how to present the value proposition to potential customers and key influencers
 - Health Plans
 - Health Systems
 - Referral Sources



Network Business Strategy: Return on Investment

- You must define your value and document the Return on Investment for working with your Network
- ROI must be established for customers, consumers, referral sources, and key influencers
- Continual Reinforcement of the ROI to stakeholders is a key component to long-term sustainability of the Network
 - Established metrics for tracking ROI
 - Document ROI (single and aggregate)
 - Document outcomes and track data metrics
 - Disseminate reports frequently



Key Steps for Network Formation

- Define members
 - Members that form the Network
 - Process to allow new members to join the Network
 - Define the process to welcome or expel members
- Legal Structure
- Determine Capacity
- Identify Gaps
- Develop plan to address identified gaps
- Develop a Network Strategy
- Execute the Strategy and monitor milestone achievement



Lessons from the Field

- Western New York Integrated Care Collaborative (WNYICC)
- Perspectives from Network leadership
 - Health Foundation for Western and Central New York
 - WNYICC Board Chair
 - WNYICC Network Manager



Guest Panelists:

Diane Oyler, Ph.D. Program Officer with Health Foundation for Western and Central New York

Ken Genewick, MBA Program Officer with Health Foundation for Western and Central New York and Board President for Western New York Integrated Care Collaborative, Inc.

Nikki Kmicinski, MS, RD, CDN Director of Business Development with Western New York Integrated Care Collaborative, Inc.



Foundation Perspective

- Diane Oyler, Ph.D. Program Officer with Health Foundation for Western and Central New York
 - Can you briefly describe the Health Foundation for Western and Central New York?
 - The Foundation supports WNYICC. Why did the Foundation decide to provide support to WNYICC?
 - How does the support of WNYICC align with Foundation priorities?
 - What recommendations would you provide to other CBOs that may approach a foundation to support forming a Network?
 - What recommendations would you provide to other Foundations that may consider funding a network



Board Chair Perspective

- Ken Genewick, MBA Program Officer with Health Foundation for Western and Central New York and Board President for Western New York Integrated Care Collaborative, Inc.
 - Why did the members of your network decide to form a legal network structure?
 - Some people fear losing control when joining a network. Who exerts control of WNYICC? Is there Shared Governance?
 - Are you finding that there are expanded opportunities to operate as a network than as a single organization?
 - Did you face resistance from some CBOs that you wanted to join the network?
 - Do members of the network have to lose their corporate identity in order to join the network?



Staff Perspective

- Nikki Kmicinski, MS, RD, CDN Director of Business Development with Western New York Integrated Care Collaborative, Inc.
 - What are the core services of your Network and do you have plans to expand to provide additional services?
 - Are all of the members of your Network AAAs?
 - Do have a plan to expand your network to include other CBOs in the future?
 - Are you implementing a multi-payer strategy?
 - What has been the response from Payers to working with the Network
 - What has been the response from healthcare providers to working with your network
 - What is the process for making decisions within the Network?



Questions for Each Panelist

- Are there any key lessons learned that you feel would be helpful for other organizations that are forming a Network?
- Securing referral patterns and contracts are key to meeting volume/financial goals. How can each of you contribute to supporting the Network expand the volume of consumers served and contracts secured for WNYICC in your region?

