



A Quarterly Digest for PCAs/HCCNs from Capital Link

Fall 2019

*Of Capital Interest* provides PCAs and HCCNs with the latest resources and services available to support successful member operations and financial management, expansion planning, and improvement strategies.

## Of Note...

### Cooperative Agreement Collaboration

As we are all drafting our work plans for the upcoming three-year HRSA cooperative agreement cycle, we thought it would be helpful to provide information on ways you might consider collaborating with Capital Link—PCA to N-TTAP. What are your upcoming training and educational needs? What topic areas do you most need to convey to your staff or membership? Whether it’s a series of webinars, one specific educational effort, a financial or operational assessment, or something brand new, Capital Link can support you in building capacity and addressing requirements of your PCA NOFO. Below are the specific NOFO goals and objectives we can assist with.

#### **Goal A: Increase Access to Comprehensive Primary Care**

<b>Objective</b>	<b>Related Capital Link Support</b>
<p><b>A1: Comprehensive Services - Increase the percentage of health centers that have successfully implemented Health Center Program supplemental funding (Select one supplemental funding opportunity for developing your numerator and denominator.) Note: PCAs covering Alabama, Arkansas, Kentucky, Mississippi, Missouri, Oklahoma, South Carolina and other states in the targeted jurisdictions for Ending the HIV Epidemic are required to select HIV prevention supplemental funding.</b></p>	<ul style="list-style-type: none"> <li>• <a href="#">Trainings</a> to address capital needs and financing strategies related to expansion and/or funding for new or expanded services</li> <li>• <a href="#">One-on-one technical assistance</a> to assist health centers with capital planning activities</li> <li>• <a href="#">Assistance leveraging capital</a> from a variety of sources to support health center expansions</li> <li>• <a href="#">Value and impact analyses</a> to quantify benefits of health center operations, expanded services and capital investment</li> </ul>

**A2: Health Center Program Development** - Increase the number of new, existing, and potential health centers that have been supported through strategic development technical assistance

- Trainings on [market assessment](#), [business planning](#), and use of [Strategic Planning Toolkit](#) (co-produced by CL and NACHC)
- Targeted [capital needs assessments](#) and inclusion of capital as part of strategic planning
- FQHC strategies for addressing hospital closure in rural areas (under consideration)
- [Value and impact analyses](#) to quantify benefits of health center operations, expanded services and capital investment

**A3: Service Integration (Optional)** - Increase the percentage of health centers that are fully integrating comprehensive services into primary care (e.g., primary medical, oral, mental, substance use disorder, vision, enabling services)

- Address capital needs related to service expansion through one-on-one assistance and group trainings.

**A4: Innovation (Optional)** - Create an objective that defines a state/regional barrier to increasing access and propose to test a potential approach to overcoming the barrier and evaluate its effectiveness and scalability

If lack of access to affordable capital options for expansion is an identified barrier, Capital Link can assist in addressing capital needs related to service expansion through:

- [Statewide capital planning](#)
- [Identification of and outreach to potential funding sources](#)
- [Program development](#)
- One-on-one assistance

**Goal B: Accelerate Value-Based Care Delivery**

*Objective*

**B1: Readiness for Value-Based Care Delivery** - Increase the percentage of health centers that are at a high level of readiness for, or already engaged in value-based care delivery

*Related Capital Link Support*

Trainings in understanding costs in value-based care environment and financial readiness/scenario modeling for VBC.

**Goal C: Foster a Workforce to Address Current and Emerging Needs**

Objective	Related Capital Link Support
<p><b>C2: Executive Development - Increase the percentage of health center executive staff and board members that receive state/region-specific T/TA to advance health center operations</b></p>	<ul style="list-style-type: none"> <li>• Trainings in "Metrics that Matter: Financial and Operational Benchmarking" for boards and executive staff, including CMOs.</li> <li>• <a href="#">Performance Evaluation Profiles</a> (financial and operational metrics with comparative data) for groups of centers or individual centers--to advance understanding of financial and operational strengths and weaknesses.</li> <li>• <a href="#">Advancing Financial and Operational Strength (AFOS)</a> trainings for health center staff</li> </ul>
<p><b>C3: Workforce Advancement (Optional) - Increase the percentage of health centers receiving support around innovative ways to maximize workforce through multidisciplinary care teams</b></p>	<ul style="list-style-type: none"> <li>• Trainings and one-on-one assistance in aligning "person, place and process" in multi-disciplinary care teams.</li> </ul>

**Goal E: Advance Health Center Clinical Quality and Performance**

Objective	Related Capital Link Support
<p><b>E5: Community Partnership (Optional) Increase the percentage of health centers that partner with community organizations to propose innovative solutions to address social determinants of health</b></p>	<ul style="list-style-type: none"> <li>• Trainings related to capital planning and access in partnering with community and other organizations to address the social determinants of health.</li> </ul>

Note that many of our services are free of charge under the HRSA cooperative agreement, while others have a fee. If you have any questions or need additional information, please contact [Mark Lurtz](#).

## Our Services

### Sustainability and Growth Planning

[State and Local Market Assessments](#) analyze service areas in geographic, demographic, and economic terms, helping health centers evaluate and determine current and future patient needs and helping PCAs/HCCNs identify areas of unmet need in the state for future planning.



[Scenario Modeling](#) helps forecast the impact of changing patient care models and revenues based on payment reform. Evaluating potential scenarios helps health centers better plan for impacts on operations, including patient utilization, care delivery, and service offerings.

[Strategic Planning Facilitation](#) walks health centers through the process of assessing key opportunities and challenges, identifying environmental influences, examining operating systems, establishing objectives, mobilizing staff and other stakeholders, and distilling information into actions, using our toolkit.

[Advancing Financial & Operational Strength](#) provides health center staff at all levels with in-depth training and resources related to financial and operational benchmarking; revenue cycle management; aligning people, place and process; capital planning; and performance improvement (to name a few) to improve business operations and financial health. The program launched in 2015 in California and has expanded in partnership with PCAs in Missouri, Massachusetts, Tennessee, and West Virginia.

*CURRENTLY IN DEVELOPMENT* Alternative Payment Methodology tools and trainings to help health centers prepare for value-based reimbursement.

### Operations and Financial Management

[Performance Evaluation Profiles](#) provide multi-year performance trends, benchmarking the results against state, national, and peer medians across 73 financial and operational metrics.



[Strategic Revenue Cycle Management](#) training and technical assistance helps health centers to improve financial stability and operating performance.

### Capital Project Financing

[Capital Project Planning](#) offers assistance in developing the rationale, feasibility, justification, and detailed plans necessary to complete a successful facilities project.

[Financing Assistance](#) helps health centers determine its plan of finance; complete its business plan and financial projections; obtain credit enhancement (if necessary); and structure and obtain the most favorable sources of financing through a variety of sources, including through USDA, New Markets Tax Credit financing and the HRSA Loan Guarantee Program.



### Health Center Value and Impact

[Value & Impact Analysis](#) reports utilize key metrics from our database and IMPLAN economic modeling software to help health centers evaluate and communicate their value to payers, policy makers, and community stakeholders.



## Our Resources

### Publications

We offer publications available for download free of charge on our website. Topics include national trends, performance improvement, capital project planning, capital project financing, and patient centered medical home.

Access our publications here: [www.caplink.org/resources/publications](http://www.caplink.org/resources/publications).



### Trainings and Webinars

Capital Link regularly exhibits and conducts presentations and education sessions at industry conferences for health centers and primary care associations. Find a list of our upcoming events here: [www.caplink.org/conference-presentations](http://www.caplink.org/conference-presentations).

We offer webinars designed to offer useful information for health centers on a wide range of topics. The webinars have no charge, but participation is limited. Find a schedule of upcoming webinars here: [www.caplink.org/upcoming-webinars](http://www.caplink.org/upcoming-webinars).

Access recordings of any of our past webinars here: [www.caplink.org/trainings-and-programs/webinars/webinarrecordings](http://www.caplink.org/trainings-and-programs/webinars/webinarrecordings).



### Learning Collaboratives

Capital Link's Learning Collaboratives are designed to help increase the capacity of health centers in a peer-to-peer learning format. Conducted through a series of webinars and virtual discussions facilitated by Capital Link, our Collaboratives are focused on topics such as planning and financing capital development projects or forming non-traditional partnerships with organizations to address Social Determinants of Health.

Learn more about our current and upcoming learning collaborative here: [www.caplink.org/trainings-and-programs/learning-collaboratives](http://www.caplink.org/trainings-and-programs/learning-collaboratives).



### About Us

Capital Link is a national, non-profit organization that has worked with hundreds of community health centers and Primary Care Associations (PCAs) for over 25 years to plan for sustainability and growth, access capital, improve and optimize operations and financial management, and articulate value. Established through the health center movement, Capital Link is dedicated to strengthening health centers—financially and operationally—in a rapidly changing marketplace.

### Contact Us

For more information about Capital Link's services, please contact Mark Lurtz, Director of Partnership Development, at 636-244-3082 or [mlurtz@caplink.org](mailto:mlurtz@caplink.org). Visit our website at [www.caplink.org](http://www.caplink.org) and connect with us on [Facebook](#), [LinkedIn](#), or [Twitter](#).