LEARNING EXCHANGE / LX03

Sustainable partnerships with managed care organizations

Start with an access gap, connect executive relationships to operational work, and make the financial proposition explicit.

Morning discussion | Christy Howard

Participants described effective managed care organization (MCO) partnerships as a shared understanding of population needs, service gaps, and each partner's contribution. Executive relationships need to connect with credentialing, claims, coordination, and escalation. CBC agencies contribute family relationships and knowledge of local capacity. The discussion highlighted different payer incentives and time horizons: an improvement may benefit a payer other than the one funding it. Views on pilots differed. A limited start can support learning, while temporary funding can leave providers exposed to staffing, capital, and continuity risks.

Afternoon discussion | Brittany McAllister

The afternoon group emphasized readiness and a clear value proposition. Participants discussed connecting a specific service gap with a payer's priorities while understanding credentialing, documentation, claims, and audit requirements. Shared administrative supports, useful data, and operational problem-solving were recurring themes. The group also considered friction between service needs, court expectations, and coverage decisions, and the importance of bringing practical experience into state procurement and partnership conversations.

Put the learning to work

- Draft a one-page partnership concept: population, access gap, each partner's role, full cost, intended benefit, and the payer or system receiving that benefit.
- Map the route from referral and credentialing to service delivery and payment. Identify one delay and its escalation owner.
- Before proposing a pilot, state how continuation, funding changes, and an orderly end would be handled.

Questions for your team

Can we explain both the family benefit and the business proposition? Which operational barrier is undermining an otherwise strong executive relationship?

Proposed CY2027 connection

February LX; coordinated CFO, COO/CPO, CQO, and CIO/CTO work on costs, access, workflow, and data responsibilities.

Source and coverage: Complete Christy Howard transcript added 25 October; supplied Brittany McAllister transcript. Reported service examples are not independently evaluated results.