Entrepreneurship & AAAs

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What does all this mean?

- **AAAs have been pushed to take on new at-risk programs.**

- **Most of these programs have been launched at the cost to the AAA for several reasons:**
  - **Program is tied to a grant with no plan for succession or sunset.**
  - **Cost of project management**
  - **Staffing ➡️ king fully employed staff to take on a new project/program without financial analysis.**

Mindset

What is an Entrepreneurial Mindset?

"An entrepreneurial mindset is a set of skills that enable people to identify and make the most of opportunities, overcome and learn from setbacks, and succeed in a variety of settings."

Opportunities

Each new business opportunity comes with challenges.

- **Leadership understands the vision**
  - **Approval from Board of Trustees**
  - **Part of AAA Strategic Plan**
- **Do your managers and supervisors?**
  - **Business acumen & infrastructure**
  - **Goals that tie back to Strategic Plan**
  - **Training & Support**

Methodology & Culture

Multiple Models

- Curiosity, Creating Value & Connections

- Decisiveness, Confidence & Accountability

Pick one…

- Promote and reward this mindset at all levels of the organization

- Teach project development and timelines

- Communicate with other departments to include workflows and expectations from the start

- If the project doesn't make sense for the organization, be willing to walk away

Decision Tree

Revenue?   **Relationship?**

Same for either reason

- **Cost analysis**
- **Project Manager**
- **Program Manager**
- **Staffing**
- **Reporting**
- **Billing**

Project vs. Program

Project

- Who is managing the Project?

- Are there consultants or contacts from the partnering entity?

- Contracts & Credentials

- In-house or Subcontract?

- Timelines and Training

- Establishing workflows
  - Finance
  - HR
  - Any other department impacted

- Hand off

Program

- Who will be managing the Program

- Training for Managers & Staff

- How are referrals generated/handled?

- Where is the program information documented

- What are the reporting requirements?

- What are staffing requirements and ratios?

- How to maintain and measure quality and contract metrics

ADVOCACY. ASSISTANCE. ANSWERS ON AGING AND DISABILITIES.

Cost Analysis & Contracts

Should the AAA accept the Program?

- **Funding source/Term of funding**
- **Contract & KPIs**
- **Profit margin**
- **Breakeven**
- **Return on Investment (ROI)**
- **Billing & Billable Events**
- **Sustainability & Sunset Plans**

Workflows

If you don't have someone that can facilitate project management, do you have the systems in place to develop the infrastructure and make sure all affected teams know their part?

- **Department** the new program "lives"
  - **Managers**-create policies, SOPs
  - **Staff**-has training and skills to accomplish task for new program

- **HR**-new job descriptions

- **Training-**add program to orientation & include any additional modules

Workflows

- **Finance**
  - Labor codes
  - Billing information, deliverables, & reconciliation
- **Reception**
  - Educate all persons answering calls about the new program
  - Include new program as an option in the agency message
- **IT**
  - Support new programs with email, calendar, & Pingboard
- **Data Analytics**
  - Support compliance, reporting, & billing

Training, Quality & Compliance

- **Agency**
  - **Annual Training**
  - **Compliance**
  - **Data Analytics**
- **Department**
  - **Managers**
    - How are contractual metrics taught, monitored, shared and met with staff?
  - **Staff**
    - Are tools or supports in place to facilitate success?

References

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