

Partnership to Align Social Care Webinar

The Sustainability Roadmap: Financial Modeling and Business Acumen for Community Care Hubs

January 27, 2026 | 12:00 – 1:00 p.m. ET

Partnership to Align Social Care

A National Learning
& Action Network

A cross-sector collaborative co-designing solutions to advance **Community Care Hubs (CCH)** as a preferred organized delivery system to **enable sustainable and aligned social and health care ecosystems** providing holistic, person-centered care to promote whole-person health.

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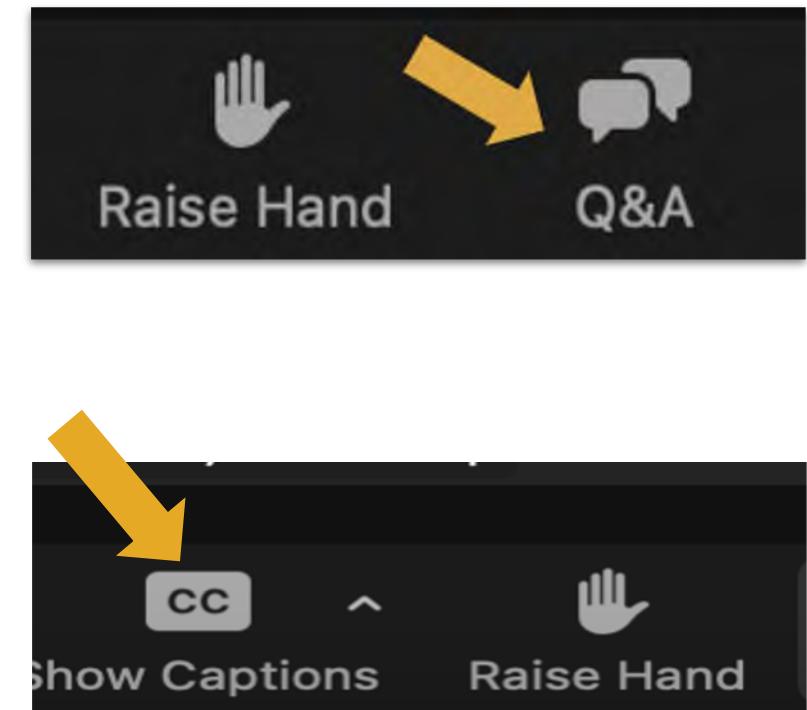
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Administrative Notes

- This webinar is being recorded. The recording and slides will be shared with all registrants
- Please use the Q&A tab at the bottom of your screen and we'll try address as many questions as possible at the end of the panel discussion
- Closed captions are provided for this session, can also click "Show Captions" to display automated captions



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WEBINAR EVENT

**The Sustainability
Roadmap: Financial Modeling
and Business Acumen for
Community Care Hubs**

**27 JANUARY 2026
12 PM - 1 PM ET**



Mark Humowiecki

Senior Director of National Initiatives,
Camden Coalition



Robbi Kay Norman
Co-Principal, Uncommon
Solutions, Inc.



Janice Sparks
Executive Director, CATCH



Mark Cullen
Vice President of Strategy &
Business Development, Trellis

**Hear from CCH leaders about how to assess your market
and build your business!**

Background and Resources

- NEW CCH Financial Toolkit – *Achieving Financial Stability*
 - Module 1: A Financial Guide to Community Care Hubs
 - Module 2: Guide to Evaluating Revenue Opportunities for Community Care Hubs
 - Module 3: Healthcare Market Assessments for Community Care Hubs



What is a Community Care Hub?



Module 1: A Financial Guide to CCHs

- Series of questions to be analyzed by a set of community stakeholders considering embarking on the creation of a CCH or the leaders of an existing CCH

1. Should we start a CCH?
 - Does a CCH exist in your region?
 - Is there a market opportunity for a CCH?
 - Are there adequate scale and revenue opportunities to support a CCH?



Module 1: *A Financial Guide to CCHs*

2. How do you create and use a **financial model** to evaluate the sustainability of a CCH?

- What is financial modeling?
- When should you create a financial model?
- What information is required to create a model?

3. How can you finance **start-up costs**?

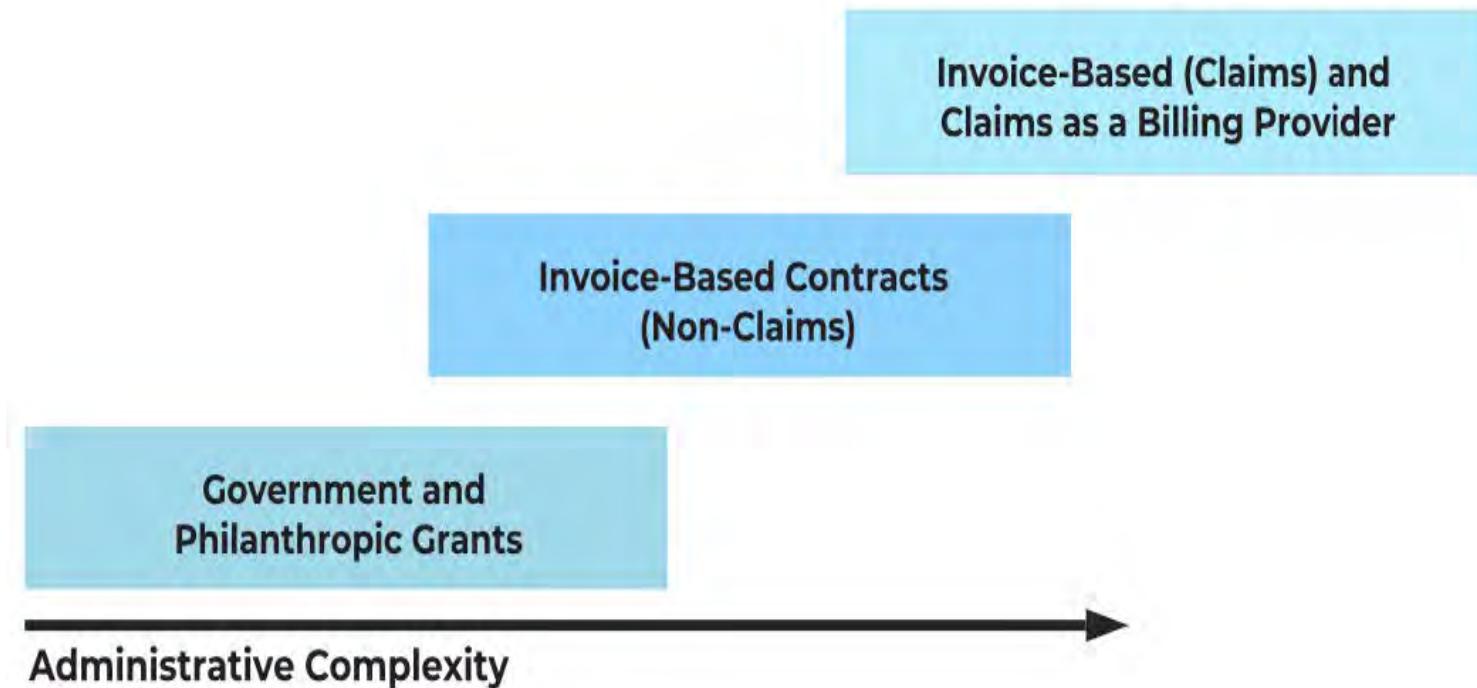
- Grants
- Reserves/working capital
- Loans/line of credit

4. How can you manage **expenses**?

- Stage development
- Leverage existing staff
- Carefully choose what to build vs. buy

Module 2: *Guide to Evaluating Revenue Opportunities for CCHs*

Three revenue types:



Module 2: Guide to Evaluating Revenue Opportunities for CCHs

	Government and Philanthropic Grants	Invoice-Based Contracts (Non-Claims)	Claims-Based Revenue through Invoice-Based Contracts or as a Billing Provider
Example Services	CCH planning activities, capacity building activities, community engagement, and service delivery pilots.	Evidence-based or informed services that will be most appealing to healthcare organization partners	Services that can be delivered under general or direct supervision of another provider; preventive healthcare services (e.g., Diabetes Prevention Program) that are billed directly by the CCH
Infrastructure	<p>Benefits: builds capacity; expands programming; supports network building and community engagement</p> <p>Risks: requires administrative capabilities; increased administrative burden</p>	<p>Benefits: technological capabilities and organizational knowledge required to activate this revenue type is more similar to Revenue Type 1 than Revenue Types 3</p> <p>Risks: requires more specialized and HIPAA secure technologies for case management and community-based care coordination.</p>	<p>Benefits: sets a CCH up to capitalize on all possible revenue types.</p> <p>Risks: requires a higher level of financial reconciliation that is specialized to healthcare, leading to either investment in RCM technology or outsourcing RCM to a third party to submit claims to payers directly</p>
Compliance	<p>Benefits: does not require rigorous healthcare compliance measures</p> <p>Risks: increased monitoring and evaluation standards; Necessitates transparent finance systems</p>	<p>Benefits: HIPAA Compliance shows commitment of organizations to healthcare standards</p> <p>Risks: requires a CCH to learn about and implement healthcare security and privacy measures, which is time-and-resource intensive; would require a BAA to be in place</p>	Same as Invoice-based (Non-Claims) Contracts
Financial	<p>Benefits: promotes diversified revenue streams; enhances budget flexibility;</p> <p>Risks: chasing misaligned funds; requirement to match funding; difficult to predict and sustain</p>	<p>Benefits: less complicated for both the healthcare organization and CCH to execute than Revenue Type 3</p> <p>Risks: operates outside of a health plan's claims infrastructure and therefore will not count towards their Medical Loss Ratio</p>	<p>Benefits: established healthcare benefits with associated reimbursement rates make it easier to predict the volume of services that must be rendered to achieve a break-even point.</p> <p>Risks: standing up systems to manage revenue cycle and reconcile the services rendered against the accounts received is costly and unfamiliar at first to a community-based organization like a CCH</p>

Module 3: Healthcare Market Assessments for CCHs

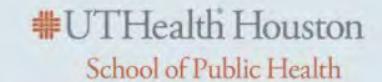
- Brief is designed for new and established CCHs. It makes the case for:
 - Engaging in routine market assessments;
 - Helps a CCH determine how much to invest in a market assessment; and
 - Points to ways the market assessment can provide additional value to CCH members and inform the CCH business strategy.
- *This brief is not a how-to guide for performing a market assessment. There are existing market assessment tools available – brief summarizes two toolkits for the purpose of guiding CCHs to the right instrument for them.*

Overview



- Formally established in 2023

- Founding partners



- Financial Sustainability Progress to Date
 - Will complete USAging Center of Excellence grant in 2026
 - Received and applying for additional grant funding
 - In the process of establishing contracts that will generate claims-based revenue

Healthcare Market Analysis



- The analysis synthesized data and reports related to:
 - Five major hospital systems, their affiliations and partners, and demographic profiles of customers
 - Community Health Needs Assessments and Community Health Improvement Plans
 - Federally Qualified Health Clinics and other older adult medical groups
 - Two-county Medicare enrollment
 - Interviews with CBOs and healthcare staff

Healthcare Market Analysis



- Gaps identified
 - Data exists but is underutilized
 - Limited sustainable funding
 - Low awareness of benefits
 - Community Health Worker (CHW) collaboration and readiness is low
 - Limited integrated services to address needs

Healthcare Market Analysis



- Strategic Recommendations
 - Target high-need zip codes
 - Align AAA referrals with reimbursable services from hospitals, health plans, and Medicare
 - Expand CHW capacity through structured training and billing pathways

What We Wished We Knew Before We Started



- Partners can be risk-averse, which can impact the path to sustainability
- How much we needed an attorney
- The path to sustainability through claims-based billing can be challenging, but doable
- Your timeline is not their timeline
- Volume is key
- Revenue models are based on circumstances



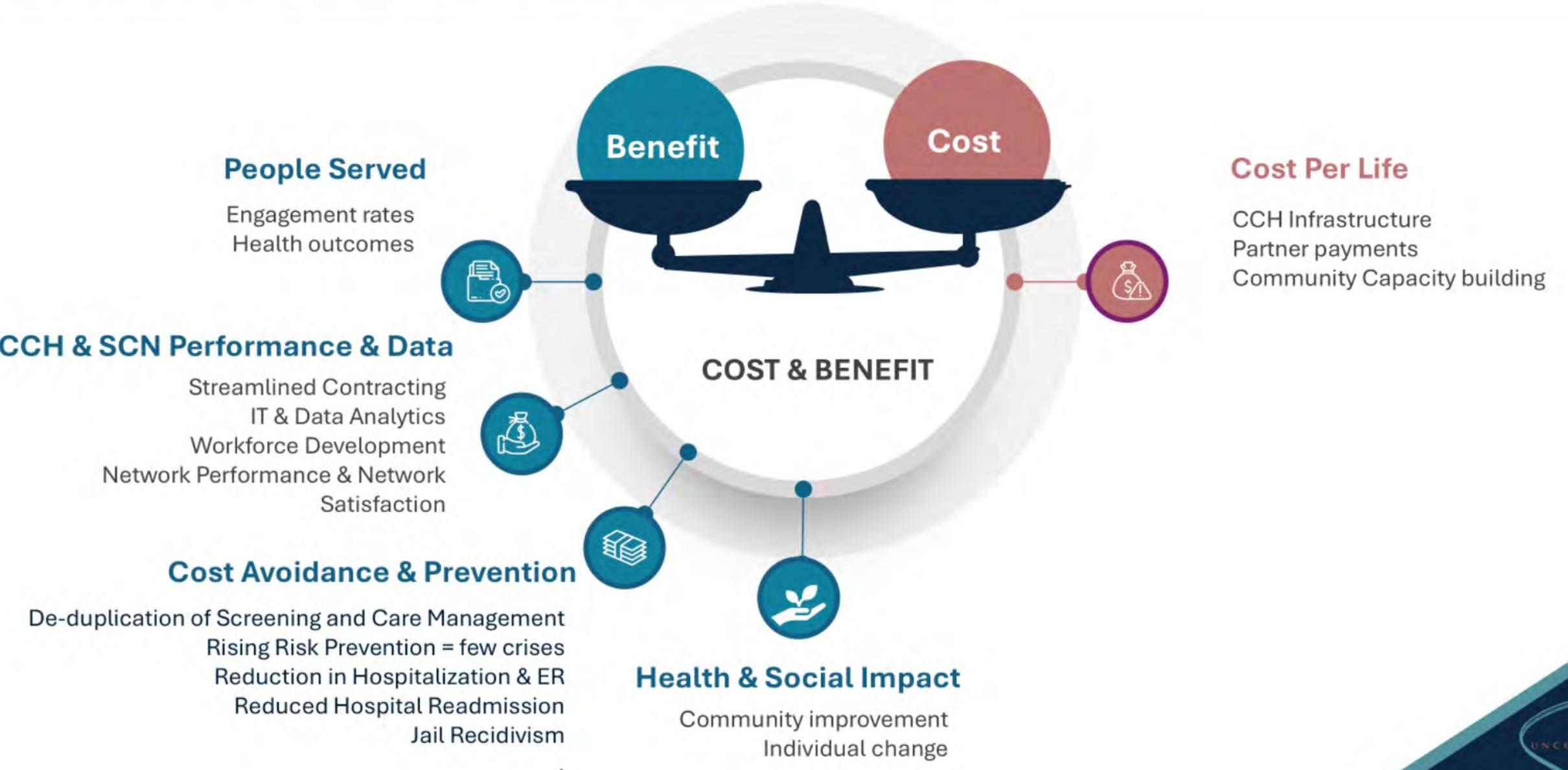
Juniper is Minnesota's largest community care hub, connecting healthcare with trusted community services—like meal delivery, fall prevention classes, and home modifications—to help older adults and other people live healthier, more independent, and connected lives.

We partner with healthcare organizations and local community-based organizations to make it easier for people to get the support they need outside the doctor's office.

Juniper addresses the complex needs of individuals in ways that reduce costs, enhance care quality, and improve quality of life — with measurable impact across all three areas.

Juniper is a program of Trellis.

Total Cost of Care





Putting Care at the Center 2026

Sustaining progress, building our future

OAKLAND, CA • OCT 14-16



camdenhealth.org/annual-conference

 Camden
Coalition

 The National Center
for Complex Health & Social Needs
An initiative of the Camden Coalition

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Questions?

Thank You!!

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