

G.

Kentucky SKY

Submittal of a proposal to serve the Kentucky SKY population is optional. Evaluation of proposals received for this Section will be limited to Contractors receiving an award for the main Managed Care contract. (See **Draft Medicaid Managed Care Contract and Appendices** Section 70.2 for more information.)

Section references herein are made to RFP Attachment C **“Draft Medicaid Managed Care Contract and Appendices.”**

4.

Kentucky SKY Contractor Educational and Training Requirements

a.

Describe the Contractor’s proposed approach for collaborating with experts including the Department, DCBS, and DJJ) to identify Provider training needs. Please include examples from other Contractor programs exhibiting collaboration with state agencies to identify training needs.

HUMANA’S COLLABORATIVE APPROACH TO IDENTIFY PROVIDER TRAINING NEEDS

Multiple agencies involved in oversight of the Kentucky SKY program necessitates a unified approach in addressing Enrollee healthcare. Humana will assist to transform the needs, perspectives, and expertise of each agency into a holistic, Enrollee-centric approach that effectively manages the diverse needs of Kentucky SKY Enrollees while helping them achieve meaningful health outcomes.

Humana has provided Medicaid managed care services in the Commonwealth since 2013. During this time, we have worked effectively with Kentucky Medicaid agencies to develop and coordinate best practices as an effective driver of provider engagement and of serving vulnerable populations. Through our broader footprint in the Commonwealth serving Kentuckians for more than 50 years, we have developed well-established relationships with the Commonwealth, state agencies, and community-based partners that we will leverage to support the Kentucky SKY population. Partnering and collaborating with well-respected state agencies, Community-Based Organizations (CBO), and providers is integral to achieving our mission of making the communities we serve healthier.

Humana’s Bold Goal team in Louisville is exploring numerous opportunities to address priority needs and conditions that we have identified in our communities. The Bold Goal team is a key partner and facilitator of the **Louisville Health Advisory Board (LHAB)**, which has representatives from all parts of the community: businesses, government, schools, civic, and nonprofit organizations. The LHAB convenes consumer discovery sessions, has held a Clinical Town Hall, and collects data to align on areas of focus to improve overall community health. Examples of initiatives informed by the priorities identified through this process include:



- **Under Suicide Prevention:** In addition to planning and facilitating three **Zero Suicide Community Action Planning Sessions** (ongoing community discussions about how to eliminate suicides), the LHAB also set a world record for the most individuals trained in a single week in **Question, Persuade, Refer (QPR)**, an emergency response to someone in crisis.
- **Under Community Coordination of Care:** The LHAB launched the **Essential Needs Navigation Pilot with the Family Health Centers in Portland** (a community within Louisville, Kentucky) to address documentation of essential needs, use of the Protocol for Responding to and Assessing Patients’ Assets, Risks, and Experiences (**PRAPARE**) **Social Determinants of Health (SDOH) screening tool**, and follow-up on documented needs with the service provider.

- **Diabetes Prevention:** The LHAB convened a CEO Roundtable to provide information and the business case for engaging employees in diabetes prevention with employees. The LHAB also launched a **Diabetes Prevention Program pilot** with Papa John's employees at the organization's headquarters.

We convene 65 different organizations through Humana's Louisville Health Advisory Board.

Humana's provider training anchors our approach to delivering high-quality care to vulnerable populations. We utilize Evidence-based practices (EBP) and robust data analytics capabilities to develop and deliver our provider education programs. Humana's provider education and training policies, procedures, and materials will comply with Section 42.6.3 of the Draft Medicaid Contract.

Foundational Training

Given the breadth of care issues Kentucky SKY Enrollees will present, our proposed approach to a comprehensive provider training program includes:

- Actively engaging with Commonwealth agencies and sub-agencies through an individual or a group setting to deliberate ideas, needs, and expectations of the Kentucky SKY program and its Enrollees, and distilling this feedback into effective, understandable education programs
- Working with Commonwealth agencies to review and ensure our existing protocols are optimally designed and well-suited to guide provider communication and collaboration
- Soliciting provider input to understand concerns, resource availability, and solutions to ensure effective and efficient provider education

Because foster children and other Kentucky SKY Enrollees have multiple touchpoints of care that exist in and outside of healthcare, Humana will host an **annual Kentucky SKY Program Conference** to convene the numerous engaged community stakeholders and agencies involved in Kentucky's system of care for families and children at risk. Attendees will include providers, Commonwealth agencies, Enrollee advocates, CBOs, Enrollees, and their families and caregivers. Additionally, we will identify and facilitate discussion on topics for specific training through our regional Kentucky SKY Community Advisory Boards and Kentucky SKY PAC as described below. We will use their guidance, feedback, and recommendations to inform and continuously re-inform our provider training and education programs.

In accordance with the Draft Medicaid Contract, we will submit our Kentucky SKY provider education and training plan to the Department for Medicaid Services (DMS) within 120 days of Contract execution for approval. Furthermore, Humana will provide and participate in trainings in accordance with the requirements outlined in Section 3.6.3.1 of the Draft Medicaid Contract. We will collaborate with DMS to execute ongoing training for government personnel to better understand their role in and the nuances of the Kentucky SKY program.

Trauma-Informed Care (TIC) Program Director to Foster Continued Collaboration with DMS and DCBS

In addition to meeting all DMS's required staffing positions for Kentucky SKY, the importance of focusing on TIC is such that Humana has hired a Kentucky SKY **TIC Program Director**, Tricia Cloud, RN. Ms. Cloud will be fully dedicated to the Kentucky SKY program and will meet with DMS and the Department for Community Based Services (DCBS) on a regular basis to identify provider training needs, monitor and promote training compliance, and broader opportunities to elevate TIC across the Commonwealth. During these meetings, the TIC Program Director will exchange pertinent data that will inform our approach to engage providers caring for the Kentucky SKY Enrollees, enabling us to target our outreach and education efforts.

To this end, Humana's team will continue to review historical claims, clinical flags, and billing codes to identify providers caring for our Enrollees who have experienced trauma. Additionally, we will assess Kentucky SKY Enrollee experience surveys and Enrollee grievances to identify development opportunities for provider training on serving Kentucky SKY Enrollees.

COLLABORATING WITH DMS, DJJ, AND DCBS TO IDENTIFY PROVIDER TRAINING NEEDS

Working with individuals who have suffered from trauma and have complex behavioral health (BH) needs is not traditionally a part of education required to becoming a healthcare provider. Upon Contract award, we will collaborate with DMS and other designated Commonwealth agencies to evaluate existing trainings, identify additional trainings, and develop an implementation plan for a revised training program. We have already identified several opportunities to collaborate with DMS, the Department of Juvenile Justice (DJJ), and DCBS related to provider training. For instance, Humana will:

- Share information and best practices identified by our TIC Program Director to better inform provider training programs
- Coordinate with DCBS to develop training materials, including one-page reference documents that outline processes to coordinate with Humana; how to access educational online modules specific to supporting Kentucky SKY Enrollees who have experienced trauma, and how to submit data via modifier codes to identify use of trauma-informed approaches as well as SDOH needs
- Collaborate with DCBS, DJJ, and DMS to develop targeting training by provider type to develop “deep dive” materials that address their individual needs
- Streamline access to trainings and educational materials
- Provide Medicaid 101 training for providers that are newly enrolled as Medicaid providers (such as residential PCC providers and those providing intensive preventive services)

Humana will also work with DCBS and DMS to coordinate training for contracted providers on how to bill managed care. With braided funding options allowed under Families First Prevention Services Act, Humana will work with DCBS and support the Commonwealth’s decision on how socially necessary programs and services are coordinated for our Enrollees. If these DCBS contracted providers are carved into the Kentucky SKY program, we will work in conjunction with DMS to offer these providers education, including how managed care programs operate, the role of the Managed Care Organization (MCO), and how to bill for services and submit clean claims and encounter data.

We will work with the DJJ to identify training topics and design appropriate training materials (including online interactive modules), case reviews, and reference documents to ensure our providers remain aware of how to engage with DJJ-involved youth. In collaboration with DJJ, we will create training materials on identifying and reporting trauma that will be incorporated into overall provider training. This training will be accessible to providers who serve all children in the Medicaid program as well as for Enrollees in the Kentucky SKY program.

Kentucky SKY Provider Advisory Committee

Humana will implement a Kentucky SKY-specific Provider Advisory Committee (PAC), including a Behavioral Health (BH) Subcommittee, to help guide our provider communication and education strategy. Co-chaired by our Kentucky SKY Medical Director, Ian Nathanson, MD, and Kentucky SKY BH Director, Liz Stearman, CSW, MSSW, our PAC will comprise diverse provider types and community leaders, such as a representative from one of Kentucky’s state-operated or contracted psychiatric hospitals. The PAC will give providers a forum to speak openly and share feedback about Humana, our operations, and the Kentucky SKY program in general. Humana will also use our PAC to identify provider training needs. This standing topic will be discussed each time our PACs convene. **We will identify and report topics to the DMS, DCBS, DJJ, and the Department for Behavioral Health, Developmental and Intellectual Disabilities (DBHDID).**



We will also use the PAC as an opportunity to share updates and information with contracted providers. In our other markets and programs, the PAC is a crucial component of our education strategy, informing both content and delivery method decisions, which we anticipate will be true in this case. We will seek to work with the following individuals on our PAC, ensuring we have a broad and fully encompassing team:

- Bob Pynoos, MD, Director of the National Center for Child Traumatic Stress and member of the National Child Traumatic Stress Network

- Bibhutik Sar, PhD, University of Louisville Center for Family and Community
- Gina Klyachkin, KVC
- Ginny Sprang, University of Kentucky (UK) Center on Trauma and Children
- Kate Davidson, Executive Vice President National Council for Community Behavioral Healthcare
- Michelle Sanborn, Children's Alliance
- Steve Shannon, Executive Director KARP
- Tony Zipple, PhD, Bounce Member and Former Chief Executive Officer of Centerstone

Our PAC includes local and national leaders – strategically designed to foster a comprehensive view and approach to ensure experts at all levels inform our strategies to effectively implement provider trainings.

COLLABORATION WITH OTHER EXPERTS

Collaboration with DMS and the Children's Alliance

Humana currently participates in monthly meetings with Children's Alliance, whose mission is to improve the lives of Kentucky's at-risk children and their families. Attendees at these monthly meeting include representatives from DMS, DCBS, the Office of Inspector General (OIG), as well as the broad network of Children's Alliance providers. **We will continue to use this meeting venue and our enhanced partnership with the Children's Alliance (as described in our Letter of Support in Attachment I.G.4-1) as a strategic opportunity to survey the Children's Alliance member network and identify initial and ongoing provider training needs.**

Our partnership with Children's Alliance will address a variety of topics, including:

- Forming partnerships with community and facility-based providers, such as Kentucky Community Mental Health Center Crisis Services, which serves children with special healthcare needs
- Identifying training needs to support providers in better understanding the clinical and social complexities Enrollees in the Kentucky SKY program face
- Assessing coordination of services among clinical, behavioral, and social support services
- Improving collaboration with DMS, DCBS, and DJJ

Collaboration with Kentucky Association of Regional Programs, Inc. (KARP):

KARP, Inc., represents 10 of the Community Mental Health Centers (CMHC) in the Commonwealth. We are in active discussions with KARP, Inc. regarding a proposal to **pay a care coordination per member per month (PMPM) fee to its member community mental health centers (CMHC)**. If successful, we will look to expand this model to our other network BH providers. This agreement, based on a similar existing agreement between Humana and the Kentucky Primary Care Association (KPCA) to pay care coordination fees to member Federally Qualified Health Centers (FQHC), will give our BH providers the additional resources needed to support administration and care coordination tasks, including discharge planning for Enrollees with severe mental illness.

We will also explore the opportunity to **provide a bundled payment to CMHCs to support the provision of High Fidelity Wraparound services**. In our communication with BH providers, we have learned that funding presents a hurdle to the provision of this important, evidence-based service to Medicaid Enrollees. We intend this bundled payment to lessen this burden and promote delivery of high-fidelity wraparound supports to our child and adolescent Enrollees with BH needs. These wraparound services will be critical to the Commonwealth's adoption of the Family First Prevention Services Act, which will support families and promote permanency.

University of Kentucky (UK) Center on Trauma and Children

Humana has a strong partnership with UK, and we have identified exciting opportunities to partner with several departments focused on trauma practices. As an example, UK has spearheaded research on secondary traumatic stress (STS). **Humana will work with their leadership to identify providers who have transformed their practices to be aware of and avoid STS and collect best practices to share among our network.** Furthermore, we will work with UK's efforts in the Child and Adolescent Trauma Treatment and Training Institute to identify

providers trained on TIC modalities. Considering the relevance of all the groundbreaking work UK is leading, we will seek to have UK's leaders present at our annual Kentucky SKY Program Conference. Please refer to **Attachment I.G.4-2** for our Letter of Support from UK.

COLLABORATION EXAMPLES FROM OTHER PROGRAMS

Collaboration with DMS and the Carve-In of Impact PLUS Program Providers

In 2014, when the Impact PLUS program was disbanded, Humana CareSource supported providers in obtaining Medicaid ID numbers and trained them on billing for services. We worked with the Commonwealth to identify training topics, define a strategy, and approve training materials. Humana CareSource held statewide trainings, in-person and via WebEx sessions, for all Impact PLUS providers. These training sessions included the role of an MCO, working with our CCT, identifying and clarifying the changes in covered services that occurred with the transition, the prior authorization processes, and how to access trainings. This collaboration exemplifies our commitment to working with partners to develop high-quality, targeted training materials that can be used in a flexible way to best suit to providers' needs.



Pilot Program with Maryhurst for 5s Population

Humana has been engaged with Maryhurst, one of the state's key providers for children and families impacted by the child welfare system, in the 5s pilot to allow for braided funding to ensure care for some of most traumatized children in Kentucky. The program has stated goals to improve the continuum of care for children in the foster care system, inform stakeholders to prepare for upcoming child welfare reform changes in care delivery, and preventing hospitalization for children with a history of numerous placement changes due to acute psychiatric and BH needs. Humana meets monthly with Maryhurst to evaluate current services, address barriers to care, and update care plan goals for all Enrollees currently in the 5s program and looks forward to enhancing efforts through expansion of pilot to larger membership.

Florida Health Plan Collaborating with the State and Other MCOs to Educate Providers on EVV

The Agency for Health Care Administration recently added electronic visit verification (EVV) requirements in response to the 21st Century CURES Act. Humana guided our providers through understanding the new requirement, ensuring minimal disruption to the provider experience occurred. To ensure correct implementation, our Florida Medicaid plan conducted a series of in-person information sessions (co-hosted with two other MCOs) across the state to inform providers of the new EVV requirements. We introduced EVV requirements, how it would impact them, and the role of the new Subcontractor.

b.

How will the Contractor ensure that the Contractor's staff and Network Providers (including but not limited to hospitals, pharmacies, and specialty Providers) receive in- depth training on the Kentucky SKY program, including what is and is not allowable exchange of information in a HIPAA- compliant organization, to preserve and support continuity of care. Describe how the Contractor will ensure Network Providers are aware of the requirements of the Kentucky SKY program, and how the needs of this population may differ from those of the Medicaid managed care population?

APPROACH TO TRAINING

Humana deploys comprehensive training programs for all of our associates and providers. Our mandatory training program begins within 30 days of hire, as well as required annual refresher trainings. These training programs cover a broad range of topics that apply across all our functions, such as program integrity, privacy and security, and cultural competency, as well as job-specific training topics. We use multiple strategies including e-Learning modules, attendance at nationally recognized or certified workshops and conferences, job shadowing, desk study, and testing.

We also require all providers to attend an orientation session to introduce them to Humana, our expectations, and how they can access assistance from us. We assign each provider a Provider Relations representative, who serves as a single point of contact for the provider to access education, training, and support. Provider Relations

representatives will assist providers in accessing Kentucky SKY-specific training and monitor all Kentucky SKY providers' compliance with the training requirements.

ASSOCIATE TRAINING ON KENTUCKY SKY

Our training program and content will be tailored to provide associates with a thorough understanding of the Kentucky SKY program, as well as the situations Kentucky SKY Enrollees face. We will require Kentucky SKY associates to complete the contractually required training within the first 30 days of employment (or the beginning of the Contract). Examples of training topics include:

- The contractual requirements of the Kentucky SKY program
- The unique physical and BH needs of the Kentucky SKY population, including how the needs of this population may differ from those of the traditional Medicaid managed care population
- Detailed understanding of the Kentucky SKY program and the roles and responsibilities of DMS, DCBS, and DJJ
- The organization, staffing, and infrastructure, as well as Kentucky SKY business processes and workflows required of the Kentucky SKY Contractor to support the program
- Recognizing and reporting abuse and neglect, including trauma
- Identifying and reducing waste, including strategies for reducing duplication of services

Humana assigns and tracks timely completion of onboarding and annual training. Through this mechanism, we ensure all Enrollee-facing associates are up to date on their required trainings.

Relias Training on Topics Specific to Kentucky SKY

We use Relias, an online training platform, as one tool to train associates. Relias, which includes more than 340 separate training modules, provides flexible e-learning solutions to meet a variety of training needs, covering topics particularly relevant to the Kentucky SKY program. Our partnership with Relias creates an online training solution for our associates where they can access and complete required training topics (based on job function). The training modules we have selected provide nationally recognized certifications as well as continuing education (CE) units to maintain existing certifications and credentials. Each associate will be assigned specific training modules to complete, based on knowledge gaps or performance improvement areas identified during their monthly performance review. Performance in training will be monitored to ensure a full grasp of content exists before our Enrollee-facing associates engage with Enrollees without supervision. In addition to training and education programs available to all associates, we have specialized training for associates who interact directly with Kentucky SKY Enrollees.

Examples of training topics we will make available to our associates are listed in **Table I.G.4-1** below.

Table I.G.4-1: Relias Training Modules

Assessment, Diagnosis, and Management of Various Conditions, Including Co-Morbid and Co-Occurring Conditions	Care Coordination and General Support of the Enrollee with BH Conditions	Child and Adolescent Psychopharmacology
Overview of Psychiatric Medications for Children/Adolescents	Best Practices for Youth with Behavioral Needs Involved with the Juvenile Justice System	Traumatic Stress Disorders in Children and Adolescents
TIC and Motivational Interviewing	Adolescent Suicide	Substance Use Disorder (SUD) among Children and Adolescents
Crisis Planning with Families and De-escalating Crisis	Supporting Difficult Enrollees and Their Families	Fundamentals of Fetal Alcohol Spectrum Disorders

We have identified additional topics unique to those serving Kentucky SKY Enrollees and will provide in-depth training on these topics to our associates, including:

- Privacy and Legally Authorized Representative (LAR): Humana has processes and systems in place to ensure information about an Enrollee is only shared with those individuals listed as a custodian or an LAR, as well as the Enrollee. All Enrollee-facing associates will be trained on maintaining privacy and the information that can and cannot be shared. For example, we may know that an Enrollee is pregnant, but they may not have shared this information with their caregiver. We will train our associates to effectively work with an Enrollee’s caregivers while protecting their privacy.
- Kentucky SKY-Specific Poverty Simulator: All our Enrollee-facing associates, including the Kentucky SKY Member Services Representatives (MSR) and Care Coordinators (CC), participate in our Poverty Simulator. As part of our Professional Skills Workshops, our Poverty Simulation was developed in partnership with professors at Bellarmine University to train associates on what it is like for families living at or below the poverty level. **We will work with Bellarmine University to add poverty simulations and scenarios for individuals eligible under the Kentucky SKY program.** During the simulation, participants will role-play the lives foster care, Adoption Assistance, and Juvenile Justice involved youth. This gives our associates a unique, practical understanding of the challenges our Enrollees face and increases their ability to listen and communicate more effectively.
- Trauma-Informed Care Training: We understand the residual impacts of “hidden trauma.” While depression and mental health disorders are easily recognized by practitioners, the underlying – often times traumatic – event can go undetected. **In recognition of this, we will train all Enrollee-facing Kentucky SKY associates on TIC and Post-Traumatic Stress Disorder (PTSD) as part of new hire and annual training process.** This will enhance our associates’ ability to support Enrollees on their path to open up about their needs with their providers.
- Real-Life Perspective: Humana’s approach to training our associates (as well as our providers) not only includes Evidence-based practices (EBP) and clinical guidelines, but also facilitating an understanding of what it is like to be on the receiving end of care among our associates and providers. Therefore, Humana will partner with local non-profit organizations to provide a real-world perspective to associates and providers caring for Kentucky SKY Enrollees. This training will incorporate cultural competency considerations as well as real-life experiences to promote a greater understanding of Enrollees’ experiences.
- Training from Lived Experience: We will also work with Healing Trauma Resources, Education and Empowerment (TREE), a local non-profit organization dedicated to transforming how our society responds to abuse and trauma. Healing TREE will train our clinical and Enrollee-facing associates and share their experiences interacting with the healthcare system. **Trainers have lived experiences with trauma and will share information on the supports needed to care for Kentucky SKY Enrollees.**

Training Associates and Providers on Adverse Childhood Experiences (ACE)

Humana has partnered with the Bounce Coalition, a Louisville-based non-profit focused on improving the future health of children, to train our clinical associates and providers on how best to care for children with ACEs. **Bounce will train Humana Community Health Workers (CHW), CCs, Enrollee-facing associates, as well as our providers on how best to interact with Enrollees who have endured traumatic experiences and screen for trauma.**

“
Humana’s efforts will address the core needs of our community’s vulnerable children and families – fostering resiliency-building knowledge, skills, and practices across Kentucky. The Bounce Coalition is proud to collaborate with Humana to help the citizens of Kentucky who are served by Medicaid to thrive.
”

– Matthew L. Bacon,
Vice President & Chief Financial Officer Community Foundation of Louisville

– Betty “BJ” Adkins,
Co-Chair, Bounce Coalition

– David Finke, PhD,
Co-Chair, Bounce Coalition

Kentucky SKY Specific-Trainings for Kentucky SKY MSRs

Humana employs a variety of training methods to prepare MSRs to serve Kentucky SKY Enrollees, including classroom training, online training with live video interactions, individualized hands-on training, job shadowing with an experienced associate, and the poverty simulator that helps our MSRs understand the daily living challenges facing our Kentucky SKY Enrollees. Examples of topics covered include:

- Kentucky SKY requirements and Covered Services
- Supporting Enrollees who have experienced trauma
- Supporting Enrollees who are medically complex
- Engaging with Enrollee custodians and guardians
- How to identify crises, de-escalate crisis situations, and support stabilization
- When to refer Enrollees calling the dedicated Kentucky SKY Member Services Call Center, our Medical Advice Line, Care Coordination team (CCT), and BH Crisis Line

Each MSR will also receive a tailored set of **monthly training modules** to complete based on knowledge gaps or performance improvement areas identified during their monthly performance review. We also conduct formal or huddle trainings whenever there are new Contract requirements or if our data analytics indicate a need for additional education. We also monitor Enrollee and provider grievances and appeals to identify trends that indicate a need for additional education or training.

Kentucky SKY Specific Trainings for Kentucky SKY CCs

Humana’s training for clinical associates is highly customized and varies by specific department and role. For CCs hired prior to Contract start, including our clinical associates serving our foster care Enrollees today, this training will be completed at least 60 days prior to the Contract start date. CCs hired upon implementation will be required to complete all initial trainings before they can contact Enrollees.

We will hold biannual town hall meetings for our CCs to provide a forum to share programmatic challenges and best practices.

This Kentucky SKY specific training will include a combination of virtual, classroom, and field-based education on topics related to care coordination for our Enrollees, including:

- Care planning compliant to the High Fidelity Wraparound service model
- Understanding and interpreting the Child Behavioral Check List results (conducted by DCBS)

- Understanding and interpreting the Child and Adolescent Needs and Strengths Assessment (CANS)
- Handoffs between DCBS Social Service Workers (SSW), DJJ Social Workers, and others managing each Enrollee's unique needs
- The Family First Prevention Services Act and any other federally mandated services or programs impacting Kentucky SKY Enrollees
- TIC, ACEs, Neonatal Abstinence Syndrome (NAS), Substance Exposed Infant (SEI), Crisis Intervention Services, and EBPs applicable to the Kentucky SKY population. This includes, but is not limited to:
 - Person-centered planning principles, processes, and policies
 - TIC
 - High-Fidelity Wraparound Approach
 - Suicide prevention
 - Life skills programs and training
 - Strengths-based approach
- The Casey Life Skills (CLS) Assessment tool used by DCBS to support the aging out process
- Using the results of the CLS Assessment to inform care planning for aging out Enrollees
- Processes and protocols for engaging DCBS SSWs, DJJ Social Workers, Enrollees, and LARs
- Individualized care planning and facilitation

After their initial orientation, new CCs will receive mentoring for a minimum of eight weeks. During this time, our CCs will learn how to apply best practices to care coordination for Enrollees, including identifying barriers to accessing care, prioritizing immediate service needs, assessing non-medical factors, and Enrollee health literacy.

Humana's CCT model enables on-the-job mentoring and cross-functional sharing of information. Our CCs are able to readily consult their supervisors and peer CCs who have expertise and knowledge across the spectrum of Covered Services. Additionally, our CCs will have access to a variety of resources through Humana's knowledge management system, Mentor, including policies and procedures and guides to navigating our integrated clinical platform, Clinical Guidance eXchange (CGX), that can help them better serve our Kentucky SKY Enrollees.

Every two years, our CCs will be required to receive at least 32 additional hours of Kentucky SKY-specific training. This includes onsite office, field-based, and computer-based trainings, as well as monthly half-day meetings that bring together all CCs in each region. Ad-hoc training may also be conducted when new Contract requirements or changing trends in Enrollee needs are identified. Additional ongoing education, led by our Kentucky SKY clinical trainer and our Clinical Learning and Development department, will include refresher training on topics covered during the initial orientation, in addition to new curricula that focus on policy changes, training requested from CCs, and content specific to each CC's assigned service level. To increase our CCs' knowledge of community resources available in their regions and their understanding of our Kentucky SKY Enrollees, we will hold lunch and learns with local advocacy groups.

PROVIDER TRAINING ON KENTUCKY SKY

Humana's comprehensive provider training program helps us achieve sophisticated, integrated, and engaged partnerships. Humana offers a variety of training formats to ensure that information is accessible and convenient to all of our providers. Our structured training program, offered in a variety of formats, supports providers' varying knowledge bases, needs, and learning styles. Our trainings are flexible and scalable; we provide web-based trainings, workshops and seminars, personalized trainings, and on-demand resources in the form of videos, manuals, and Tip Sheets. **These streamlined formats and training topics are designed to ensure all providers in our network complete required trainings and that the topics are relevant to each provider type, such as specialists and hospitals.**

We assign all providers including hospitals and specialists a Provider Relations representative to serve as their primary point of contact and to continually engage with providers one-on-one. Our Provider Relations representatives meet with each provider initially to conduct a face-to-face orientation, and then continually

engage with providers via monthly contact, with an in-person meeting occurring at least quarterly. They will be supported by additional resources, including: Our Community Engagement Liaisons, Quality Improvement Advisors (QIA), Community Relations Director, and TIC Program Director, who will offer Kentucky SKY-specific training sessions at the provider's convenience and at a time when there is minimal patient care activity and where as many provider associates as possible can attend.

During their visits, Provider Relations representatives help providers understand their overall performance, communicate important programmatic and operational information and metrics, and identify opportunities for additional training and education. These face-to-face interactions allow us to ensure that high-priority information, such as information related to Kentucky SKY Enrollees and the program's operation, are communicated clearly and that we identify and address any gaps in associate knowledge. Provider Relations representatives will ensure each provider is aware of the requirements in the Kentucky SKY program and the specialized skills needed to treat Kentucky SKY Enrollees. They also assist providers in obtaining any additional support they need to best support Kentucky SKY Enrollees.

Provider Training: Hospitals, Pharmacies, and Specialty Providers

Training non-PCPs, such as providers in hospitals and specialty groups, requires a different approach than that taken with PCPs. These providers typically have less consistent contact with Enrollees and with Humana. Provider Relations representatives will connect hospital clinical staff and specialty groups to our Relias system, which includes more than 340 unique courses covering topics that are of specific interest to the Kentucky SKY program, such as trauma, BH disorders in children, suicide, and Juvenile Justice. Many of the courses are certified, and licensed professionals may receive continuing education credit for completion. Clinicians and staff can complete these courses at any time. **These training modules are specific to the Kentucky SKY program. We will also create supplemental materials to delineate benefits, services, and programmatic operations (e.g., variances in the care coordination model) to ensure providers understand the differences between the Kentucky SKY and Medicaid programs.**

Our Humana Pharmacy Solutions, Inc. (HPS) team organizes and conducts training for our pharmacy providers. Our Pharmacy Network Contracting team conducts initial in-person orientation and ongoing education sessions for pharmacies. This required training includes topics such as program integrity, cultural competency, and Medicaid programmatic requirements, barriers to care, Enrollee-centered planning, and care coordination. Similar to training and education for other providers, the Pharmacy Network Contract team also connects pharmacies to our Relias training options and its in-depth offerings directly related to Kentucky SKY Enrollees' needs.

ENSURING PROVIDERS ARE AWARE OF REQUIREMENTS AND DIFFERENCES IN THE KENTUCKY SKY PROGRAM

We track providers' completion of trainings, both electronic and in person. Humana's Populations Insights Compass (Compass) will allow us to log progress on completion of provider training topics relevant to the Kentucky SKY program. Within Compass, the Provider Relationship Management (PRM) tool allows Humana's Provider Relations staff to log and track contacts with provider groups by line of business. This documentation offers granular yet important engagement details, such as specific topics discussed (e.g., financial, quality, pharmacy, health programs, patient safety, coding, provider concerns, and preventive measures). It also allows for documentation of provider action plans to aid providers with Enrollee health management. Additionally, any documents pertinent to provider contact can be uploaded on PRM. Humana uses the PRM tool to track and ensure adequate provider contact and outreach.

Provider Relations representatives follow up regularly with providers who do not complete training. Failure to adhere to required initial and ongoing training requirements may result in corrective action.

Kentucky SKY Enrollees' needs differ from those of traditional Medicaid Enrollees. For example, Kentucky SKY Enrollees tend to have:

- Higher incidence of BH issues
- Greater need to coordinate care and services across multiple state agencies, such as DCBS, DJJ, law enforcement agencies, courts, and CBOs
- Higher incidence of care gaps due in part to multiple transitions and lack of permanency
- Complex needs such as high prevalence of previous exposure to trauma, abuse, and addiction

We will create easy-to-use materials that assist providers in understanding and responding to the needs of Kentucky SKY Enrollees, including a side-by-side comparison between the two programs, to clearly delineate variations between the populations. These materials will enable providers to understand the differences in multiple areas including care coordination approaches, benefits, and referral processes. Our Provider Relations representatives, Community Engagement Liaisons, and QIAs will be trained on the differences in the programs and will offer education and support to providers.

Kentucky SKY Enrollee Experience Survey

Humana will assess Kentucky SKY Enrollee experience with providers, including each provider's TIC competency, using our Kentucky SKY Patient Experience Survey (completed by foster parents). We will conduct voice-automated telephonic or outbound call surveys between July and early February [to avoid the blackout during the Consumer Assessment of Healthcare Providers and Systems (CAHPS) survey administration]. The survey sample will consist of Enrollees who have visited a PCP in the last 90 days. We will include no more than 10 questions designed to inform Humana clinical and quality programs, identify best practices and areas of opportunity, and guide provider training and education programs. This survey tool will be shared with DMS during the readiness review timeframe for review and approval prior to use.

ALLOWABLE EXCHANGE OF INFORMATION IN A HIPAA-COMPLIANT ORGANIZATION

Humana places the utmost importance on Enrollee privacy and confidentiality. Ethics and the protection of Enrollee privacy are integral to care coordination, billing, Enrollee engagement, and communication processes that occur on a daily basis. All Humana associates receive thorough training that includes protection of the Enrollee's privacy consistent with confidentiality requirements. **All Humana associates and contractors must complete Humana's Ethics and Compliance training within 30 days of hire and annually thereafter.** This mandatory training is tracked for every associate. Topics include, but are not limited to:

- Privacy and Information Protection Policies, including the Acceptable Use Policy
- Role of Enterprise Information Protection (EIP) and the Privacy Office
- Key definitions and responsibilities
- Social engineering tactics such as phishing, physical safeguards, and security incidents
- Privacy breach reporting

Humana holds an annual **Cyber Security Awareness** event each October for the enterprise. **Renowned information security experts share their knowledge** throughout the week with presentations, expo halls, and interactive activities.

We will tailor our Health Insurance Portability and Accountability Act (HIPAA) training to include specific challenges related to the foster care population. Authorizations to provide service to minors generally will come from DCBS, DJJ, or the child's guardian during the enrollment process and will be identifiable in the enrollment record. In cases where this does not occur, Humana will reach out to DCBS, DJJ, or the child's guardian to obtain authorization for services. Having proper authorizations ensure that Humana associates can coordinate care and services with foster parents and other caregivers in a seamless manner without violating privacy standards.

Humana has extensive experience in conducting HIPAA-compliant Release of Information (ROI) processes. We educate Enrollees, their custodians, or LARs about the process and its importance so that designated caregivers have immediate access to our CCs and MSRs. Our ROI are kept in a central location and can be revoked or modified at any time by the Enrollee or the custodian.

We also ensure our providers understand and adhere to HIPAA-compliant ROI requirements. As part of our contracts with each provider, we require providers to ensure compliance to HIPAA guidelines and expectations, independent of the training and supports we offer. Humana offers our new providers HIPAA guidelines and expectations materials in our Provider Manual as well as in our Principles of Business Ethics listed in our contract. As part of our New Provider Orientation, Provider Relations representatives use a checklist as a tool to document the provider’s understanding of HIPAA expectations. Our Provider Relations representatives track that all providers have an understanding of HIPAA during the initial onboarding process. Provider Relations representatives will discuss how HIPAA and privacy may apply to Kentucky SKY Enrollees and present scenarios to discuss the “do’s and don’ts” for various situations. Through this approach, we will also ensure providers understand how to view recognized LARs via our provider portal, Availity.

We recognize that privacy can be complicated when working with a population of minors who may be in the temporary or long-term custody of an entity outside of their family of origin such as DCBS and DJJ. During Kentucky SKY-specific training for providers, modules on understanding privacy rules specific to this population with a focus on understanding the various roles of state entities and caregivers.

TRAUMA-INFORMED CARE PROVIDER RECOGNITION PROGRAM

TIC Provider Recognition Program: Humana recognizes TIC as a crucial component of provider training. To promote and facilitate access, we will develop a **TIC Provider Recognition Program**, which will recognize successful completion of TIC training. We have secured partnerships with both the University of Louisville’s (UofL) Center for Promoting Recovery and Resilience and the University of Kentucky’s (UK) Center on Trauma and Children to inform the design of our TIC recognition. Providers can achieve this recognition through several modes:

- We will leverage Relias’s online EBPs programs to offer our providers 20 TIC modules, which will be available online through our secure provider portal, Availity.
- We will accept and acknowledge providers who have already completed industry-approved training (such as the University of Buffalo’s Trauma-Informed Organization Certificate Program: Basics for All Staff) and have experience serving Kentucky SKY-eligible Enrollees.
- As our collaborations with both UofL and UK evolve, we will explore including their repository of training resources.

To incentivize providers to pursue this recognition, we will **offer a value-based incentive program for successful completion**. Additionally, Humana will **identify TIC-recognized providers in our provider directory and move them up the PCP-assignment algorithm** for Kentucky SKY Enrollees. Please refer to **Attachment I.G.4-2** and **Attachment I.G.4-3** for our Letters of Support from UK and UofL, respectively. For more information regarding how we ensure our Provider Network provides TIC, please see **Section I.G.10** of the RFP.

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We are committed to strengthening and supporting the well-being and vitality of Kentucky’s children, families, and communities through our high-quality, impactful services designed to empower clients by building on their unique strengths. And we are excited to be working with Humana, an innovative managed care partner, to support the Enrollees that will be served by the Kentucky SKY program.
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– Anita Barbee, PhD,
MSSW, UofL CPRR



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Describe how the Contractor will educate Law Enforcement Officials, the courts, judges, attorneys, and judges about the Kentucky SKY program.

Our approach to educating law enforcement officials, the courts, judges, and attorneys about the Kentucky SKY Program is based upon collaboration. Humana begins by soliciting feedback about the training needed and the method of communication that would be most helpful and effective. These stakeholders are an integral part of the Kentucky SKY program and have a significant role in each Enrollee's healthcare outcomes. Humana's education and training for law enforcement officials, judges, and attorneys will comply with and include all components outlined in **Section 3.6.2.4** of the Draft Medicaid Contract.

Developing Initial Training Program

We will design our initial training program for law enforcement officials, the courts, judges, and attorneys based upon input from leaders from the Kentucky Bar Association, Kentucky State Police, District courts, and Family Courts. We will confer with the Administrative Office of the Courts, engaging directly with leaders like District Court Judge Karen Thomas, in order to determine the recommended judicial contact designated to provide official consultation on juvenile justice and out-of-home care. We will ask these key stakeholders for guidance on identifying subjects that they feel are useful to their membership in obtaining an understanding of the Kentucky SKY program. We anticipate a need for education around understanding ACE's, the impact of trauma and how the judicial system affects families and other stakeholders in the system of care. We will use face-to-face meetings, local community workshops, webinars, and educational brochures to ensure that all law enforcement entities are aware of the transition and any changes in procedure that may accompany it.

Our co-located Complex Care Coordinators located in each DCBS office region be assigned to the three DJJ Community Districts. In partnership with DJJ, law enforcement officials, the courts, judges, and attorneys, Humana will provide a direct line of communication between these stakeholders and ourselves to ensure a seamless information exchange information.

Ongoing Training Based on Collaboration and Stakeholder Input

We will base our ongoing training upon feedback we obtain during our initial training as well as obstacles we identify throughout implementation. We will also take the following steps to create effective trainings:

- We will elicit feedback from law enforcement officials and judges on perceived successes and obstacles they have encountered in the foster care and DJJ programs.
- We will ask for suggestions and recommendations for program improvement and will also seek feedback on future training topics that would be beneficial to stakeholders.
- We will create a landing page of resources, similar to our provider website, for these stakeholders.
- We will create an email box for law enforcement officials, the courts, judges, and attorneys to submit any inquiries, questions, or concerns. The email box will be monitored regularly to identify ongoing training topics with responses offered within two business days of receipt.
- We will provide opportunities for members of the courts and law enforcement to attend trainings with DCBS, DMS, and other stakeholders to the Kentucky SKY Enrollee population.

Our findings will be transparent to promote maximum communication and continuous quality improvement in services to Kentucky SKY Enrollees. We will work with the Kentucky Bar Association, for example, to share information via their quarterly newsletters and to link to our website. As we identify additional training needs, our Community Engagement Liaisons, as well as our TIC Program Director, will collaborate to offer additional trainings or education materials. We will also extend an opportunity for the Kentucky Bar Association to provide content to share with providers in our newsletters and website updates.

Quarterly Trainings

Humana will **conduct at least one training per quarter for law enforcement officials, judges, district attorneys, and county attorneys, including those in the family courts across the Commonwealth.** These trainings will also

include Kentucky SKY program requirements and Enrollee needs, which will be offered to the Kentucky Administrative Office of the Courts, the Kentucky County Attorneys Association, and the Kentucky Department of Public Advocacy. The mode of the training will be regionalized and designed flexibly to meet the needs of the stakeholders.

Along with topics identified through feedback from these stakeholders, our training programs will include topics such as those in **Table I.G.4-2** below

Table I.G.4-2: Training Modules for Law Enforcement Officials, Judges and Attorneys

Training Topic	Description
Best Practices for Successful Collaboration and Partnership	Reviews the purpose and goals of the Kentucky SKY Program.
Care Coordination Team	This training describes the roles of the Care Coordination Team and how it assists children in foster care.
High Fidelity Wraparound	This discussion educates trainees on the approach and purpose of High Fidelity Wraparound services and how they are a critical component to planning with many families.
Services for Kentucky SKY Enrollees	Outlines services and benefits for Kentucky SKY Enrollees. Defines medical necessity for services and includes information about services that require prior authorization.
Adverse Childhood Experiences	This training overviews the impacts of ACEs on physical health and BH.
Trauma Informed Care	Describes the impact of trauma on children and how TIC works.
Psychotropic Medication Oversight	Overviews our medication management program and its objectives for Kentucky SKY Enrollees.

Law enforcement officials, judges, and attorneys will have the opportunity to give input on topics discussed in the annual Kentucky SKY Program Conference. During this conference they will be able to meet with providers, Enrollee advocates, non-profit organizations, Commonwealth agency employees, and Enrollees. Participation in this event will enable these stakeholders to understand not just the justice system perspective of the Kentucky SKY program, but also the perspective of providers, Enrollees, and the Commonwealth. Furthermore, we will design our conference to include plenary and keynote sessions led by leaders in the Commonwealth who represent this group.

Collaborating with Court-Appointed Special Advocates (CASA) Spotlight

We have a long history of collaborating with other law enforcement-related agencies, such as CASA. CASA gives abused/neglected children a voice and fights for children's best interests: A safe home, academic success, and medical/therapeutic services. CASA serves children up to eight years of age who have abuse cases in Family Court, where 94% of their cases involve SUD. CASA associates serve as mentors and provide children a link to the community, which they need to overcome trauma. We believe that **engaging with all relevant parties makes for a more comprehensive approach to education and training**. We will apply the lessons learned from this partnership across our Kentucky SKY collaborations. Please see **Attachment I.G.4-4** for our letter of support from CASA.

The Humana Foundation provided a \$50,000 grant to CASA of the River Region in 2019 to:

- Support a Training Director to manage the program
- Conduct mental health and ACE screenings within three months of case pairing
- Complete pre- and post-Developmental Assets Profile surveys
- Develop a Substance Abuse Certification
- Provide trauma-informed tutoring with I Would Rather Be Reading program
- Participate in life skills training

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We are excited that Humana is implementing regional community advisory boards. We believe this strategy will allow for local nuances and issues to be raised and addressed. To help inform Humana’s clinical programs and operational processes, our advocates will be encouraged to engage in these regional community advisory boards.

”
– William Myers, JD, MBA
President/CEO of CASA of the River Region
– Betty “BJ” Adkins,
Co-Chair, Bounce Coalition
– David Finke, PhD,
Co-Chair, Bounce Coalition