

C.12 Enrollee Services

REQUIREMENT: RFP Section 60.7.C.12

12. Enrollee Services (Section 22.0 Enrollee Services)

- a. Describe the Vendor's operation of the Enrollee Services call center including:
 - i. How the Vendor will monitor and ensure full staffing during operational hours.
 - ii. Examples of training and resources provided to call center staff.
 - iii. Approach to using back-up staff to support increased call volumes, how the Vendor ensures such staff are trained and have the correct materials specific to the Kentucky Medicaid managed care program, and location of these staff.
 - b. Describe the Vendor's approach to Enrollee outreach and education, including the following at a minimum:
 - i. Overall approach to educating and engaging Enrollees about topics such as but not limited to Covered Services, accessing care, availability of the Population Health Management program, and improving overall health.
 - ii. Topics the Vendor proposes to be priority areas of focus for Enrollee outreach and education.
 - iii. Initiatives and education (health literacy) the Vendor will use to drive appropriate utilization and cost-effective health care services.
 - iv. Collaboration opportunities with other contracted MCOs, CHFS Departments, and community partners to support Enrollee needs through joint outreach and education.
 - c. Describe methods for communicating with Enrollees as follows:
 - i. Creative efforts to achieve high levels of Enrollee engagement (e.g., smart phone applications,) to educate Enrollees and to communicate information for their individual health issues.
 - ii. Approach to identifying, developing, and distributing materials that will be of most use to Enrollee populations, and efforts the Vendor proposes to target distribution to specific populations as appropriate.
 - iii. Methods of leveraging communications to meet the diverse needs and communication preferences of Enrollees, including individuals with limited English proficiency and diverse cultural and ethnic backgrounds, disabilities and regardless of gender, sexual orientation or gender identity.
 - d. Provide a summary of innovative methods and the Vendor's proposed outreach plan to assess the homeless population.
 - e. Describe the proposed approach to assess Enrollee satisfaction at each point of contact (call, online and in-person), including tools, frequency and process to measure trends, and use of findings to support ongoing program improvement.
 - f. Provide the following sample materials:
 - i. Draft Welcome Packet and Enrollee ID card aligned with the requirements of RFP Attachment C "Draft Medicaid Managed Care Contract and Appendices."
 - ii. Sample Enrollee Handbook meeting the requirements of RFP Attachment C "Draft Medicaid Managed Care Contract and Appendices."
 - iii. Three (3) sample Enrollee materials with taglines and displaying ability to meet translation, accessibility and cultural competency requirements.
-

Molina’s personalized approach will engage and educate Enrollees where they are, whether they call our Kentucky-based Call Center or meet with one of our community-based outreach and clinical staff members.

Molina’s local, Enrollee-centric approach focuses on the whole person, offering Kentucky’s Medicaid Enrollees the quality service they deserve to meet their goals, preferences, and needs. For more than a year, we have been on the ground in Kentucky meeting face-to-face with Medicaid beneficiaries and their families, providers who deliver services to Medicaid beneficiaries, advocates, community-based organizations, and other key organizations and agencies. ***During focus groups with Medicaid beneficiaries in Kentucky, we listened carefully and learned what works and what matters to them.*** We heard concerns relating to access to care and services, the quality of information provided by MCOs, and the level of service they received from MCOs.

Our proposed Enrollee services solution incorporates this valuable feedback along with support from Molina Healthcare, Inc. (MHI). We combine best practices from all our affiliated health plans with new creative solutions to deliver optimal services to Kentucky Enrollees. ***Our Call Center model emphasizes first-call resolution to address Enrollee questions, requests, and concerns quickly and seamlessly.*** We will equip our Kentucky-based customer service representatives with the training and support they need, so they can focus on the needs of Enrollees. One example is access to our *Contact Center Knowledge Sharing Center*, which houses our *Rapid Response team*, to ensure we provide Enrollees with a prompt, accurate, and seamless response. Molina has successfully operated Call Centers for 30 years, and we currently provide Call Center services to 3.4 million Enrollees. As part of our local health plan model, ***we will locate our Enrollee Services staff and Call Center in Kentucky.***

We have thoroughly reviewed the requirements contained in Attachment C, Draft Medicaid Managed Care Contract and Appendices, Section 22.0, Enrollee Services, and we will meet or exceed them.

Molina’s Personalized Enrollee Services Approach

- **Keeping it Local.** We will locate our Call Center in Louisville and add One-Stop Help Centers across the state to meet Enrollee needs.
- **Training for Results.** Enrollee Services Call Center staff will undergo 8 weeks of initial training; rigorous ongoing monitoring will ensure optimal staffing and quality service.
- **Meeting Enrollees Where They Are.** Regionally based Molina Community Health Workers and nurse practitioners will engage with Enrollees one-on-one.
- **Deploying Creative Solutions.** From advanced analytics to locate hard-to-reach Enrollees to engaging videos to welcome them to Molina, we will employ innovative ways to outreach and engage Enrollees.

a. OPERATING AN ENROLLEE SERVICES CALL CENTER



We will locate our toll-free Kentucky Call Center in Louisville. Supporting Kentucky Enrollees, our Call Center will be fully staffed and available by telephone Monday through Friday, 7:00 a.m. to 7:00 p.m., Eastern Time. We provide over-the-phone oral interpreter services in all non-English languages. For physical and behavioral health issues and questions, our Enrollees will have support available 24/7/365.

Our Call Center will meet the current American Accreditation Health Care Commission/URAC-designed Health Call Center Standard for Call Center abandonment rate, blockage rate, and average speed of answer. Molina has a solid record of meeting these standards, as Table C.12-1 shows for our 2019

performance in our affiliated Medicaid plans, including Medicare and duals. We will bring this level of superior performance for Kentucky Enrollees.

Table C.12-1. Our 2019 Performance Exceeds URAC HCC Standards

Performance Measure	URAC HCC Standard	Molina Medicaid Call Center	Molina Nurse Advice Line
Abandonment Rate	<5.00%	2.28%	2.90%
Blockage Rate	<5.00%	<0.10%	0.00%
Average Speed of Answer	30 Seconds	29 Seconds	26 Seconds

NURSE ADVICE LINE

Enrollees can call our toll-free multilingual Nurse Advice Line 24 hours a day, 7 days per week (24/7) for advice, direction, and triage, as applicable. The Nurse Advice Line, which is provided through an MHI vendor, is a leading provider of Nurse Advice Line services and holds URAC accreditation for a Health Call Center, NCQA Health Information Line certification, and HITRUST CSF certification. It is staffed by registered nurses who bring an average of 15 years of experience and 5 years of telehealth-specific experience. **Callers to our Nurse Advice Line in 2019 rated their satisfaction with Nurse Advice Line services at 97%.**

The Nurse Advice Line employs evidence-based triage guidelines by the industry leader in triage guidelines, Schmitt-Thompson, to triage and direct Enrollees to the appropriate setting. These protocols ensure timeliness, consistency, and clinical accuracy. Nurses have access to more than 600 triage guidelines for pediatric, adult, women’s health, and behavioral health concerns and more than 8,000 topics, spanning health conditions, medical tests, medical procedures, medications, and everyday health and wellness issues. Approximately 30% of Nurse Advice Line nurses speak Spanish, and they engage telephonic interpreters to meet the additional needs of callers with limited English proficiency.

24/7 EMERGENCY AND CRISIS HOTLINE

As part of our integrated approach, Molina will triage and resolve behavioral health crisis situations through our parent company’s Behavioral Health Services Hotline vendor. Staffed by trained staff and licensed behavioral health clinicians, the 24/7 Behavioral Health Services Hotline will meet or exceed all minimum performance standards per Draft Contract Section 33.6, Behavioral Health Services Hotline. Through the Behavioral Health Services Hotline, we will immediately assess and assist youth and families in crisis. We will link Enrollees and caregivers to community resources such as the local Suicide Hotline, mobile crisis services, other crisis response systems, and 911 when appropriate and connect Enrollees to follow-up care.

a.i. MONITORING AND ENSURING STAFFING DURING OPERATIONAL HOURS



Molina invests in a suite of leading-edge systems to monitor and ensure that our Call Center is always sufficiently staffed. We base staffing on historical call patterns and real-time software that allows us to **monitor in 30-minute increments to adjust the daily management of our queues** as well as staffing. These practices optimize resources both during operational hours at our Kentucky Call Center and with back-up staffing during volume surges, as well as during site closures for natural disasters or another reason.

We are aware that call volume is higher during the first 90 days of operations. As a new health plan, we will increase our daily staff count for this period. In addition, our Call Center Quality Assurance team and Enrollee Services supervisors monitor all new customer service representatives on a more frequent basis during their first month; as a new plan, this increased monitoring will apply for all customer service representatives.

Our Call Center will be fully staffed from 7:00 a.m. to 7:00 p.m. Eastern Time. ***With additional support from the Nurse Advice Line and Behavioral Health Services Hotline via an IVR prompt, as well as non-English support, Molina is accessible to all Enrollees 24 hours a day, every day of the year.***

Molina will use the successful staffing model we have developed in our plans nationwide to recruit and hire highly qualified, locally based customer service representatives for our Louisville Call Center. To determine the appropriate level of staffing for Enrollees, our Workforce Management team uses historical call patterns to forecast call volumes; monitor changes due to seasonality, membership, and sudden crises (for example, a hurricane); and determine workload based on call volume and average handle time. If we need more resources than are available at our Louisville Call Center, or if we have to close our Louisville site because of a natural disaster or other emergency, we will direct calls to our backup site in Irving, Texas. We have call centers in seven other locations as well, covering every time zone, and we have customer service representatives in other locations who are cross-trained in Kentucky Medicaid policies and procedures for a seamless Enrollee experience.

Through ongoing analysis and trending of contact rates and call volume, we will provide ample daily and weekly staffing levels.

We will monitor Call Center performance using sophisticated analytics that provide real-time information on key indicators and use this information to adjust staffing, such as modifying shifts and using overtime and flexible schedules. See Proposal Section C.12.a.iii for more information on how we monitor and address surges in call volume, including back-up staff.

During operational hours, callers to our Kentucky Call Center can choose to be routed to English, Spanish, or other prevalent non-English language speaking staff, speak directly to a customer service representative, or speak to a nurse at our Nurse Advice Line. Molina's phone system is programmed to answer all calls without any delay and direct callers to the appropriate customer service representative queue during operational hours (for live answer) or to available self-service options (for automated functionality), or the Nurse Advice Line, both are available 24/7.

Our Call Center provides our Enrollees with prompt, courteous access to information on covered services and benefits. ***To optimize caller satisfaction, customer service representatives attempt to address the caller's question or concern while on the phone with the caller or facilitate resolution with an appropriate Molina staff member.*** Customer service representatives will be trained and available to help callers:

- Understand what to do in an emergency, including a behavioral health crisis
- Arrange services, such as urgent care, non-emergent transportation, and sign language and oral interpreters for provider appointments
- Navigate the Kentucky Medicaid program and understand managed care and the value of available services
- Schedule provider appointments
- Understand their rights and responsibilities, including grievances and appeals and how Molina can assist them in the process
- Identify providers who meet their needs and preferences, including specialty providers
- Understand covered services, prior authorization, and how to access healthcare services
- Connect with resources, such as community-based resources and Molina's Community Health Workers, care managers, and other support staff
- Receive written materials in English, Spanish, and each prevalent non-English language and alternative formats, including Braille, audio, or large font

Molina’s customer service representatives focus on first-call resolution to quickly and seamlessly address Enrollee questions, requests, and concerns. Customer service representatives are a critical part of Molina’s Enrollee-focused approach that is holistically committed to connecting Enrollees to the services and resources they need, while promoting self-care and providing education to help overcome health disparities. Customer service representatives are supported by Molina’s comprehensive *Contact Center Knowledge Sharing Center*, an online database of documents and reference materials related to Kentucky Medicaid. This resource gives our agents immediate access to support staff in key service areas, such as claims and enrollment.

To further ensure we provide Enrollees with a prompt and seamless response, our *Rapid Response Team* includes subject matter experts and highly trained staff who will assist customer service representatives who need help when responding to complex questions from Enrollees. Agents within the Rapid Response Team have been promoted to that level, and as higher-skilled agents they are available to assist first-call resolution by answering more difficult inquiries.

Molina’s Cisco Call Handling Technology enables skills-based call routing that automatically assigns incoming calls to the most appropriate and most skilled agent regardless of location or time of day. We route the call to an agent based on the Enrollee’s state, eligibility, or caller’s identification as well as by choices made in Molina’s Interactive Voice Response (IVR) system. This practice helps us achieve our goal of first-call resolution.

When a caller has questions or requests that are outside of regular Call Center inquiries, the customer service representative will warm transfer the call to the appropriate party—the Enrollee’s care manager, backup care manager, other qualified clinical member of the care management team, Nurse Advice Line, a medical provider, or 911. Customer service representatives can also communicate with their supervisors in real time to obtain additional instructions or information to help address caller questions, requests, and concerns.

Additionally, when appropriate to certain situations, we will deploy our *Rapid Response* team approach. This inter-departmental group includes subject matter specialists with expertise in enrollment, benefits, pharmacy, claims, and other areas to support prompt issue resolution and minimize potential delays related to cross-department hand-offs. The *Rapid Response* team focuses on immediate issue resolution, combined with root cause analysis and process improvement to mitigate risk of similar future issues impacting our Enrollees.

We will also provide our Kentucky Medicaid Enrollees with 24/7 access to self-service options through our HIPAA-compliant, Cisco-based IVR system where they can request a new ID card, change their PCP, and verify eligibility. The system is integrated with our core integrated healthcare information management system, so information is exchanged in real time. It also provides callers with operating instructions (available in English or Spanish) on what to do in case of an emergency, offers an option to reach a nurse 24/7, and includes a voice mailbox for messages that are returned within the next business day.

Enrollees can also access our Molina Mobile app and Molina Enrollee portal for support. Enrollees can view benefits and eligibility, search for providers, change PCPs, view their health records, and request a new ID card. They also can view a health summary, including doctor visits, vaccinations, prescription drugs, lab results, and care plans, if applicable.

Monitoring Calls



Molina’s Kentucky-based Call Center management staff will monitor performance results real-time and assess them daily, weekly, monthly, and quarterly. As part of our commitment to delivering high quality service to Molina Enrollees, a dedicated Call Center Quality Assurance team will perform ongoing monitoring and auditing of Enrollee calls, with additional call monitoring conducted by each customer service representative’s direct

supervisor. Using state-of-the-art Voice Analytics, we can target specific types of calls that warrant extra attention.

We will use the results of call monitoring to provide our Louisville-based customer service representatives with one-on-one feedback, coaching, and performance management, with an “Instant Intervention” process to address situations that warrant immediate action. Our Customer Relationship Management application enables Call Center staff to document all telephone conversations, and that information is stored in our core processing system. As a result, we can electronically monitor status and archive Call Center interactions (for example, open or follow-up items/issues) for reference. Our Reporting and Analytics team provides insights on call drivers across Molina departments to help address areas where we can improve the Enrollee experience.

a.ii. EXAMPLES OF TRAINING AND RESOURCES PROVIDED TO CALL CENTER STAFF

Molina’s customer service representatives will undergo and satisfactorily complete extensive training on Kentucky Medicaid Covered Services and program requirements before go-live. They will also participate in quarterly training to ensure in-depth knowledge of benefits and services and relevant processes, including new and revised Molina policies and procedures and Department and state requirements.

Each newly hired customer service representative undergoes eight weeks of training by dedicated onsite staff. This will begin with 20 days of classroom study to prepare for supporting our Kentucky Medicaid program. The approach is discovery-based with hands-on experience including lab simulations. Classroom training will be followed by a four-week transition period when new customer service representatives answer live calls in a “nesting area” that offers additional hands-on support from lead customer service representatives and supervisors. Exhibit C.12-1 provides an overview of our customer service representative training curriculum.

A Culture of Continual Learning

In addition to our formal customer service representative training, we have a robust online offering of courses through our iLearn system. Courses reflect the needs of the population Molina serves, and include courses on cultural competency, caring for seniors and persons with disabilities, and health literacy, just to name a few.

Molina’s Kentucky Enrollee Services call center training will include:

Covered Services and benefits | Fraud, Waste, and Abuse | Value added benefits | Potential barriers to access
Health care access and delivery | Regulatory and contract requirements | Accessing TTY/TDD and relay services
Using oral interpreter services to meet caller needs | Customer service and empathy training
Care coordination, disease management, case management, and population health management programs
Assisting Enrollees in a health crisis, including but not limited to suicidal callers or those with an urgent concern
Coordination with other Kentucky state programs and agencies | Provider network practices and capacity
Role of the PCP | Identifying, handling, and recording Enrollee Grievances and Appeals | Selecting and changing PCPs
Identifying, handling, and recording quality of care issues | Claims and coordination of benefits

027A.KY19

Exhibit C.12-1. Enrollee Services Training Curriculum

Training is guided by our Cultural and Linguistic Competency Plan and includes training on the National Standards for Cultural and Linguistically Appropriate Services (CLAS) in Health and Healthcare. At

Molina, cultural competency goes beyond how to serve individuals who speak little or no English; it also means knowing how to interact with an individual when communication may be problematic due to articulation or cognitive impairments. ***Molina’s Kentucky Medicaid customer service representatives will be trained in techniques that facilitate respectful conversations through Person First language, cultural sensitivity, patience, enhanced listening skills, and genuine interest in each caller to effectively interact and to address the needs of the diverse populations.*** We will use workshops, self-directed learning, and role playing to practice these skills. All customer service representatives will participate in cultural competency and sensitivity training upon hire and yearly thereafter.

Customer service representatives also participate in mandatory company ***cultural diversity training*** and will be able to successfully direct Enrollees to appropriate resources to address cultural and linguistic needs. Enrollee Services staff are trained on policies and procedures about the privacy and security of PHI under HIPAA within 30 days of hire and additional training based upon job roles. All Molina employees receive annual training on detecting, preventing, reviewing, and reporting suspected fraud, waste, and abuse.

All customer service representatives receive mental health and substance use disorder (SUD) training upon hire and annually on a wide range of topics, including crisis call management. The curriculum also includes a SUD training program that includes how to assist Enrollees with opioid misuse or crisis and courses on depression, general mental health, suicide risk and assessment, and techniques to de-escalate calls.

On an ongoing basis, all Enrollee Services staff will receive updates and training regarding relevant Kentucky Medicaid program changes.

Our extensive training program will prepare our customer service representatives to deliver optimal customer service for callers to our Kentucky Enrollee Services Call Center. Table C.12-2 details the training modules for initial training.

Molina’s Enrollee-centered approach will drive effective communications by:

- Addressing callers by name
- Maintaining a positive, friendly tone
- Practicing active listening and not interrupting callers
- Conveying sincere empathy and understanding
- Keeping messages short and simple and presenting answers for one topic at a time
- Avoiding the use of industry jargon

Table C.12-2. Molina will Provide Call Center Staff Extensive Training

Topic	Areas of Training	Hours
New Hire On Boarding	<ul style="list-style-type: none"> • Human Resources Orientation • Introductions and Job Description 	7.5
Compliance Training	Compliance training consists of both Instructor lead and online training. Compliance requirements are practiced and applied throughout the training that includes: <ul style="list-style-type: none"> • HIPAA Law, HIPAA Criteria, HIPAA Privacy Incidents, PHI, Minor Consent, and Fraud, Waste, and Abuse • Quality Assurance Call Monitoring 	14
Systems / Applications/ Websites Training	Molina systems training provides customer service representatives with hands-on, navigational experience. Positioned early in the curriculum, it ensures the application of skills reinforced throughout the training. It covers: <ul style="list-style-type: none"> • QNXT/CRM System Training, Call Code, Call Routing, Call Documentation, and FAD / CISCO Phones • Molina’s Enrollee Website and Portal • Molina’s Enrollee Mobile App • Kentucky State Medicaid Website 	16

Topic	Areas of Training	Hours
Soft Skills	<p>Soft skill training focuses on the tools and skills necessary to provide compassionate quality of care to Enrollees. Customer service representatives come to understand the importance of human connections and learn how to build rapport through empathy. Through real life simulations, customer service representatives experience specific health conditions of our Enrollees. This provides a personal perspective of our Enrollee's daily challenges. Training includes:</p> <ul style="list-style-type: none"> • Service: The Molina Way: Making Human Connections • Phone Presence: Engaging Interpreters, Call Handling, Irate Calls, and Crisis Calls • Probing for Understanding: 'The Art of Questioning' • Heart of Communication: Building Rapport through Empathy • Special Needs Sensitivity Training: Visual, Auditory, and Kinesthetic Simulation 	20.5
Product Training	<p>Standardized Medicaid content provides customer service representatives with an integrated learning experience applying soft skills, system navigation, product knowledge, and the utilization of critical resources. We include role plays, scenario-based problem solving, demonstration of knowledge, and skills within the adult learning framework. Our comprehensive assessment methodology includes trainer observation, proficiency demonstration of customer service representative knowledge/skills, and incorporation of soft skills. Training includes:</p> <ul style="list-style-type: none"> • Medicaid Introduction • Grievances and Appeals • Critical Events and Incidents • Training Resource Library • Eligibility Verification • Pharmacy • Covered Services and benefits • Value-Added Services • PCP Change • Authorizations and Referrals • Population Health Management • Care Management • Crisis Calls • Demographic Changes • Material Requests 	28
Role Play	<p>Molina designed a role play template used throughout training and during the final assessment. It provides customer service representatives call handling experiences while navigating all resources required to effectively and efficiently addressing Enrollee questions, requests and concerns.</p> <p>Role playing addresses call scenario simulation, problem solving, demonstration of skill, accessing resources, soft skill / call handling, documentation, and peer review.</p>	12
Nesting/Live Call Listening	<p>Upon completion of classroom training, customer service representatives are provided a nesting / on the job training experience.</p> <p>Transition to floor nesting area. Supervisor and Subject Matter Expert support</p>	77

Quality Assurance Activities

New customer service representatives for our Kentucky Enrollee Services Call Center will be placed on a heightened quality monitoring program where our Quality Assurance team and Enrollee services supervisors will closely monitor calls over the first month of a new customer service representatives' time answering calls. Our experience has taught us that the most effective feedback and customer service representative development is achieved by replaying recorded calls and discussing them together, combined with real-time side-by-side coaching. In both scenarios, our supervisors and customer service representatives will together review the customer service representatives' strengths and weaknesses, and discuss areas to improve upon.

We assess, document, and track customer service representative performance using *sophisticated online quality tools to identify specific parameters for areas of opportunity (for example, empathy, building*

rapport, and product knowledge). Additional periodic training sessions is provided on an individual and group basis based on what our quality data indicates. Training is also prompted by changes in product or process details. This is accommodated throughout the year as both training material and our knowledge management tool are updated on an ongoing basis.

We document customer service representative performance in monthly scorecards, which is reviewed with them by their supervisor through monthly one-on-one coaching and during feedback meetings. An example of a customer service representative scorecard is shown in Exhibit C.12-2.


		1:1 Monthly Operational Worksheet (MSR)		Date: MM/DD/YYYY		
Employee: Agent 1 Smith		Supervisor: Supervisor 1 Porter		Business Unit/Plan: Member & Provider Contact Center		
Scorecard/Metric Review						
(Discuss Scorecard in order of importance)						
Scorecard Metric				Actual	Rating	
1	Quality Monitor Score (40% Weighted Factor) • Outstanding – 96% and above • Commendable – 94% - 95.9% • Satisfactory – 90% - 93.9% • Area of Opportunity – Below 90%					
2	Schedule Adherence (20% Weighted Factor) • Commendable/Outstanding – 94% and above • Satisfactory – 90% - 93.9% • Area of Opportunity – Below 90%					
3	Attendance (25% Weighted Factor) • Outstanding - Perfect • Commendable – 8 hrs, or one work day or less UPTO and/or < 2 tardies (5 min) • Satisfactory – Meeting Guidelines • Area of Opportunity – Not Meeting Guidelines					
4	HEDIS Requirements – 99% (No Weighted Factor)					NA
5	I&R Elements - attach I&R Scorecard Summary - capture notes specific to I&R results:					
6	Open area for site specific or LOB specific topics:					

Exhibit C.12-2. Gathering and Sharing Performance Indicators with Representatives

Molina’s Quality Assurance team reviews overall call quality performance trends and identifies opportunities during weekly Call Center operations meetings. Exhibit C.12-3 includes an example of a quality assurance performance report.

QA Monthly Scores - Inbound												
Call Origin	Month <input type="checkbox"/>			11/1/2018			12/1/2018			Total Avg Score	Total Sample	Total QA Status
	10/1/2018	Avg Score	Sample	Avg Score	Sample	QA Status	Avg Score	Sample	QA Status			
⊖ Medicaid	92.9	4377	●	93.9	5047	●	93.4	3252	●	93.4	12676	●
⊖ CA	92.0	652	●	94.1	813	●	94.2	481	●	93.4	1946	●
⊖ FL	93.3	658	●	92.9	772	●	95.1	407	●	93.5	1837	●
⊖ ID				98.7	10	●	98.2	7	●	98.5	17	●
⊖ IL	95.0	292	●	96.5	368	●	94.3	246	●	95.4	906	●
⊖ MI	94.4	448	●	93.6	518	●	93.3	286	●	93.8	1252	●

Exhibit C.12-3. Stringent Quality Oversight Helps Ensure Optimal Service

a.iii. APPROACH TO USING BACK-UP STAFF

Our Kentucky Call Center will always be linked to other Molina Call Centers throughout the nation. Our primary backup site will be in Irving, Texas. We have seven other sites throughout the United States, in all time zones, where calls can be routed in the event of a volume surge or natural disaster. When call volume surges, our analytics tools recognize the increased volume. We will provide supplemental staffing first by using overtime and flexible schedules at our Kentucky Call Center, and then through our affiliated Call Centers as needed.

During our focus group meetings with Medicaid Enrollees in Kentucky, we heard consistent complaints that existing MCOs’ Call Centers often do not understand Kentucky’s programs. Molina customer service representatives in all of our call centers are only focused on Medicaid programs and those answering calls

from Kentucky Enrollees will be trained on Kentucky's requirements regardless of their location. Enrollees will receive accurate information and proper assistance whether they talk to a representative in Kentucky or in an affiliated Call Center.

During the first 90 days of operations, Molina will increase customer service representatives to ensure a smooth transition for Enrollees. Outside of this initial period, we will employ our aforementioned strategies to ensure Enrollees continue to receive prompt and quality service.

When unusual call surges occur, or other events create unacceptable wait times for Enrollees, we will engage our Red-Light strategy with increasing staffing to immediately address the situation. This strategy includes using fully trained leads, supervisors, and quality assurance staff to supplement our front-line customer service representatives and respond quickly and effectively to Enrollee calls. Our skills-based call assignment technology serves a vital role in ensuring continuous high-quality access in the event of a site closure or natural disaster.

Ensuring Back-up Staff are Trained and Have the Correct Materials

All customer service representatives, including the ones located in our back-up Call Center, will be appropriately trained on Kentucky Medicaid covered services and benefits. ***To ensure ongoing effectiveness, we will have back-up customer service representatives routinely take a percentage of calls for Kentucky Medicaid Enrollees.*** All customer service representatives at all Molina Call Centers have access to our online Contact Center Knowledge Sharing Center, which stores policies and procedures, manuals, workflows, and other information about all of our state Medicaid programs.

As with Molina's Louisville-based customer service representatives, back-up staff will also use our robust *Molina Agent Resource Center*, a knowledge management resource with a comprehensive set of reference materials to provide direction in handling Enrollee questions, requests, and concerns. Our Call Center Change Management team will coordinate the creation, review, approval, and publication of all customer service representative reference materials, including ongoing review of content to ensure it remains current.

b. APPROACH TO ENROLLEE OUTREACH AND EDUCATION

Molina understands the critical importance of supporting Medicaid Enrollees in understanding their healthcare benefits, making informed decisions, and navigating the healthcare system. Our outreach and educational approach reflect the needs of Kentucky's Medicaid Enrollees and best practices we have amassed from serving nearly 3 million Medicaid Enrollees in 14 health plans across the country.

b.i. EDUCATING AND ENGAGING ENROLLEES

Our flexible Enrollee outreach and education program will employ a wide range of methods to offer our Kentucky Enrollees choice in how they engage with Molina. We will engage stakeholders, including community-based organizations, Enrollees, and providers, to gain feedback on our approach and refine strategies appropriately to optimize success. This will include our regional Quality and Member Access Committees that will provide a forum for open dialogue on issues related to the services Molina provides and how we can improve upon them.

Table C.12-3 highlights these methods and demonstrates the ability of each one to address key topics for Molina's Kentucky Medicaid program. Descriptions of each method follow the table.

Table C.12-3. Molina will Employ a Wide Range of Methods to Educate and Engage Enrollees

Molina Outreach and Engagement Method	Topic			
	Covered Services	Accessing Care	Availability of the Population Health Management Program	Improving Overall Health
New Enrollee Welcome Kit	✓	✓	✓	✓
New Enrollee Welcome Calls	✓	✓	✓	✓
New Enrollee Welcome Videos	✓	✓	✓	✓
Molina One-Stop Help Centers	✓	✓	✓	✓
Community-based Events	✓	✓	✓	✓
Molina Days	✓	✓	✓	✓
Enrollee Services Call Center	✓	✓	✓	✓
Molina Inbound Call Alerts	✓	✓	✓	✓
Enrollee Website	✓	✓	✓	✓
Enrollee Mobile App	✓	✓	✓	✓
Social Media	✓	✓	✓	✓
Enrollee Materials	✓	✓	✓	✓

New Enrollee Welcome Kit and Confirmation Letter. We will mail all new Enrollees, guardians, or authorized representatives a confirmation letter and Welcome Kit within five business days of Molina’s notification of a new Enrollee. Welcome Kits will be available in English, Spanish, and each prevalent non-English language and alternative formats. We will mail this in the Enrollee’s preferred language if we have that information. The Welcome Kit includes an Enrollee Handbook explaining important plan benefits information.

New Enrollee Welcome Calls. Our New Enrollee Welcome Call program will ensure we touch base with our Enrollees within the first 30 days of enrollment, verify they received their Welcome Kit, and help them understand key aspects of our programs and support. ***As part of our local health plan model, new Enrollee welcome calls will be made by our Kentucky staff from our Louisville office.*** If the 834transaction file includes the Enrollee’s preferred language, we will conduct the welcome call in the Enrollee’s preferred language. We will make at least three attempts to reach each new Enrollee within the first 30 days of receiving notification of the new Enrollee. During this call, we will welcome them to Molina and:

- Verify Enrollee demographic information
- Share information on covered services and Molina programs (such as our Population Health Management program) and value-added services
- Encourage a preventive healthcare visit within 90 days of enrollment with Molina
- Assist in scheduling provider appointments
- Explain the benefits of Molina’s Enrollee portal and mobile app, and how to access them
- Answer any questions and address any immediate service needs Enrollees have

During the call, our representative will also educate on and encourage preventive health services and explain the importance of establishing a relationship with a PCP. We will encourage Enrollees to select a PCP if they do not have one.

New Enrollee Welcome Videos. New for our Kentucky Medicaid program, Molina will introduce “Welcome to Molina” videos. *Enrollees will be able to watch these short videos on their mobile devices when and where they want.* Enrollees will learn about the Covered Services, benefits, value-added services, and programs (including Molina’s Population Health Management program) available to them. They will also learn about how they can select and change their PCP, access care, and the many ways they can contact Molina for assistance. Links to the video will be on our Kentucky Enrollee website and mobile app and will include closed captioning for Enrollees who are hearing impaired.

Molina One-Stop Help Centers. Because sometimes Enrollee needs are best addressed face-to-face, Molina will open community-based resource centers at our Louisville office and at five regional locations: Bowling Green, Covington, Hazard, Lexington, and Owensboro. *We will also hold new Enrollee orientation sessions at these locations and at varying times to accommodate Enrollee availability.* Through this personalized outreach and educational approach, Enrollees will receive many services at our One-Stop Help Centers, including:

- One-on-one Assistance:
 - Understand Covered Services, benefits, and Molina value-added services
 - Select or change PCPs
 - Demonstration of how to use our Enrollee portal and help in registering an account
 - Understand how to use our mobile app to access services and information (such as viewing and printing ID cards, changing PCPs, and viewing appointment reminders) and help in downloading the app to their personal device
 - Understand Molina’s Population Health Management program and benefits
 - Receive answers to questions and concerns, and help in resolving barriers to access
 - Meet with a care manager or Molina Community Health Worker
 - Complete a private Health Risk Assessment and Enrollee Needs Assessment if they have not been completed
- Job and Education Support:
 - Molina will promote the new administration’s GED program by encouraging our Enrollees to take the GED test and reward them with a \$50 gift card once they pass
 - Use a computer to find job opportunities
 - Receive help in writing a resume and completing an application
- Access to other Programs and Services:
 - Receive assistance in addressing food, housing, utility, and other needs to address social determinants of health
 - Receive help in renewing Kentucky Medicaid eligibility or submitting an application for SNAP with DCBS
 - Attend a private telehealth consultation

Community-based Events. We will sponsor and participate in health fairs, back-to-school events, and other community-based programs and activities to provide education and outreach and raise awareness about Covered Services and benefits and how to access them. We will look to various community-based organizations that are conveniently located near our Enrollees, including schools, youth service centers, family resource centers, public health departments, school-based health clinics, and faith-based organizations.

Through the *Molina Community Innovations Fund*, we will demonstrate our commitment to the Commonwealth by investing \$625,000 annually for the first four years of the Contract term. We will allocate these funds in regions where the need is greatest, and we believe the investment will lead to improvements in the health and quality of life for Kentucky's low-income residents.

Molina Days. Molina will host these community-based mini-wellness fairs at provider offices in Kentucky to encourage Enrollees to come in for well visits, immunizations, and other preventive services. Molina Days will further bring our local model to the communities where our Enrollees live.

Call Center. Our Kentucky-based Call Center staff will be available to respond to Enrollee questions, requests, and concerns. They will also proactively contact individual Enrollees identified through claims and encounter data who have specific screening and preventive healthcare needs. Our staff will educate Enrollees on the importance of these services for their health and well-being and help resolve any barriers they may be encountering, such as transportation or scheduling appointments. We provide over-the-phone oral interpreter services in all non-English languages.

Molina Inbound Call Alerts. Whenever an Enrollee has missed an important screening or preventive service, we attach an "alert" to the Enrollee record. This alert is viewable to all staff with valid access to Enrollee information. When that Enrollee calls Molina, our staff will see the alert and remind the Enrollee (or their provider) that the Enrollee is due or overdue for a service and offer to assist them with scheduling a PCP appointment.

Enrollee Website. Enrollees can view benefits and eligibility, change PCPs, view their health records, request a new ID card, and communicate with Molina care managers through our Enrollee portal, also available in Spanish. *They can also view a health summary, including doctor visits, vaccinations, prescription drugs, lab results, and care plans, if applicable.* Enrollees can access our provider online directory from the portal, enabling them to search for providers using many criteria. We include a host of health education information on our website, such as opioid use disorder resources and education. Available on computers and mobile devices, the Enrollee portal make it easy for Enrollees to proactively manage their health. Nearly 12% of Enrollees enrolled across Molina and our affiliate Medicaid health plans are registered users on the MyMolina Enrollee portal, totaling more than 405,000 individual users.

Molina Mobile App. Molina's innovative Molina Mobile app engages and educates Enrollees through features like Care Cards that deliver a comprehensive to-do list of activities and reminders and an online risk assessment. It includes reminders for scheduling appointments (such as prenatal or postpartum visits), completing risk assessments, or taking medications. Complementing the reminder, the app provides instructions and educational materials to assist Enrollees to take action. *Enrollees can view reminders for preventive services (for example, immunizations, cancer screenings, and flu shots) and access to a "Symptom Checker."* During our Kentucky Medicaid beneficiary focus groups, participants indicated

Locating Hard to Reach Enrollees

We will implement our innovative data analytics tool in Kentucky to provide our customer service representatives and outreach staff a quick way to locate hard to reach Enrollees. The tool aggregates contact information from multiple data sources and systems and presents it in a single view along with other Enrollee demographics. Molina staff, with appropriate credentials, will be able to view secondary Enrollee contact information from other sources, such as pharmacies, PCP visits, and subcontractor data.

that they would highly value a tool like Molina’s mobile app. The app incorporates a full array of features and functionality, as illustrated in Exhibit C.12-4.



066.KY19

Exhibit C.12-4. Engaging and Educating Enrollees through Mobile Technology

Social Media. Molina engages and educates Enrollees through social media to quickly communicate targeted messages across multiple platforms. We also post helpful health and wellness articles and quick health tips from trusted sources. As an organization, Molina is active on the following platforms: Facebook, Twitter, Instagram, YouTube, Pinterest, LinkedIn, and Yelp.

Enrollee Outreach and Educational Materials. We mail Enrollees who opt in to receive electronic communications the following: newsletters, booklets, and brochures, providing them with general information about our preventive services and educational programs:

- **Guide to Accessing Quality Healthcare.** Sent annually to all Enrollees, this user-friendly guide provides valuable information on Molina’s programs and services, including Population Health Management, disease management, interpreter and translation services, how to access after-hours and emergency care, Enrollee rights and responsibilities, quality improvement, and how to file a grievance and appeal.
- **Health and Family Newsletters.** These include timely information on public health related issues, such as flu shots, healthy eating, and the importance of wellness and preventive services
- **Health Education Brochures.** Topics will include areas of importance to the Kentucky Medicaid population, such as breast cancer, women’s health, colon cancer, nutrition, exercise, weight management, diabetes, asthma, and smoking cessation.
- **Clear and Easy Booklets.** These address 17 common health topics, including chronic disease conditions. We send booklets at the request of either the Enrollee or Molina staff to target specific diseases or conditions, such as diabetes, depression, tobacco cessation, and COPD.



219.KY19

Molina will provide our Kentucky Enrollees with written Enrollee materials in English, Spanish, and each prevalent non-English language. We will also provide written materials in alternative formats such as Braille, audio, or large print upon request. We can also provide audio disks to accommodate our Enrollees with vision impairments or low vision and Enrollees who are deaf or hard of hearing.

Enrollees and their providers can also call our customer service representatives for immediate interpretation services for Enrollees at the provider location. Care managers can also arrange access to oral interpretation services, as appropriate and required.

Molina will submit all written Enrollee materials to the Department for review and approval before publication and distribution.

b.ii. PROPOSED TOPICS FOR PRIORITY AREAS OF FOCUS FOR ENROLLEE OUTREACH AND EDUCATION

Molina employed a broad spectrum of methods—from statistical research to one-on-one meetings—to understand the Kentucky Medicaid population and how Molina can assist. To broaden our understanding of the Commonwealth’s priority areas, we reviewed copious reports on the health status and needs of Kentuckians including statewide reports, such as the State Health Improvement Plan, and micro level information found in county data books. We held focus groups with Medicaid beneficiaries and met with advocates and more than 110 CBOs throughout the Commonwealth. We listened and learned about the healthcare challenges, opportunities, and impact of social determinants of health. We took all of this knowledge and insight to identify priority areas of focus for Enrollee outreach and education. Table C.12-4 presents these topics, key data on the rationale, and Molina’s proposed outreach and educational initiatives.

Table C.12-4. Addressing Priority Topics through Focused Outreach and Education

Priority Topic and Rationale	Key Molina Outreach and Educational Activities
<p>Opioid Use Disorder <i>In 2017, there were 1,160 reported opioid-involved deaths in Kentucky—a rate of 27.9 deaths per 100,000 persons, and nearly double the national average.</i></p>	<p>Molina’s SUD Model of Care with an Opioid Use Disorder Focus employs a team approach to address Enrollees at risk for misuse or overuse of opioids. This program synthesizes Molina’s best practices with guidelines from the American Society of Addiction Medicine and the National Institute on Drug Abuse. Among the many facets of the program that will benefit Kentuckians are Molina’s SUD navigators and peer support specialists. Our SUD navigators are clinicians with experience in pain management, addiction, and mental health. Our peer support specialists have lived experience in recovery and are trained and certified to serve as counselors and motivators to those currently in recovery.</p> <p>Using flags from our PBM, we will identify Enrollees who are prescribed opioids at high risk regimens, provide them with specific educational materials, and refer them to our Enrollee portal that hosts a variety of resources and information.</p> <p>To demonstrate success of our approach, 11 of our 13 affiliated health plans showed HEDIS improvement from 2017 to 2018 on Use of Opioids High Dosage, and nine of 13 showed improvement on Use of Opioids from Multiple Providers.</p>
<p>Maternal Health <i>Kentucky ranks 27th in the nation for its rate of maternal mortality. Kentucky’s rate of infant mortality rate is above the national average and rate of low birth weight babies is the 9th highest in the nation.</i></p>	<p>Through our <i>Resource Mothers</i> program, we will identify and pair Enrollees with a lay case worker (resource mother) trained to be a role model, provide counsel, and offer transportation for Enrollees to prenatal, postnatal, and well-child appointments. Resource Mothers will receive intensive instruction on topics related to improving health during pregnancy and Molina’s Enrollees will be able to contact them 24/7. This program yielded very positive results in other Molina markets, such as reducing the length of stay for low birth weight infants by up to 20 days, reducing hospital charges by nearly \$50,000, and reducing the very low birth weight rate from 5% to 3%.</p> <p>Molina’s pregnant Enrollees will also be able to earn a car or booster seat and up to \$85 in rewards for attending prenatal, postpartum and baby checkup visits.</p>

Priority Topic and Rationale	Key Molina Outreach and Educational Activities
<p>Child and Adolescent Health <i>The child mortality rate has increased 11% since 2016. Kentucky ranks 42nd in the nation for its rate of well-baby checkups.</i></p>	<p>We will send “<i>birthday reminder</i>” cards to Enrollees who are not current for EPSDT visits in addition to monthly mailings with preventive services reminders to PCPs and Enrollees for EPSDT screenings. Targeted outreach will encourage Enrollees to receive preventive health screenings and well-child visits, including targeted EPSDT reminder outreach calls to Enrollees who have not received services according to recommended schedules.</p> <p>As part of our Healthy Rewards program, Enrollees will be able to earn gift cards for well-child visits.</p>
<p>Obesity <i>Ranking 6th in the nation, 34% of Kentucky’s adults are considered obese.</i></p>	<p>Molina’s <i>weight management program</i> will educate Enrollees on the health benefits of weight loss, including one-on-one telephonic counseling, BMI identification, and provider and community resource referrals. We will teach Enrollees basic nutrition concepts, healthy plate method, meal spacing and portion control, tips on grocery shopping, label reading, healthy cooking tips, and eating-out tips. We will also advise Enrollees on the importance of regular exercise.</p> <p>As a value-added service, Molina’s Enrollees will be able to receive up to 13 weeks of Weight Watchers services, with authorization from Molina.</p>
<p>Behavioral Health <i>Kentucky has one of the highest rates of individuals in frequent mental distress in the nation. In the past two years, the rate of frequent mental distress increased 17% from 13.8% to 16.2% of adults.</i></p>	<p>Molina’s <i>Building Blocks to Recovery SUD program</i> will improve overall care and clinical outcomes for Enrollees with SUDs. A Molina care manager will guide and support the Enrollee, as well as their key supports and providers. The program will empower Enrollees through education and identify resources necessary to manage and reduce substance use. Molina’s care management team will also work closely with the Enrollee’s providers to identify and implement appropriate clinical interventions for Enrollees.</p> <p>Our <i>Building Brighter Days</i> program will improve overall care and clinical outcomes for Enrollees with a primary psychiatric diagnosis of major depressive disorder. Through a collaborative team approach that combines Enrollee education, care management, and provider resources, we will work closely with Enrollees and their care team to identify, assess, and implement appropriate interventions. Key program elements include early identification, coordination of care, identification of integrated gaps in care, measurable goals, and tailored interventions focused on Enrollee self-advocacy and empowerment.</p>
<p>Smoking <i>Kentucky has the 2nd highest rate of individuals who smoke in the nation.</i></p>	<p>Our <i>smoking cessation program</i> will support Enrollees who are ready to quit smoking tobacco and non-tobacco products, such as vaping e-cigarettes. We will assist Enrollees in dealing with addiction, habit, and psychological dependency by working with providers to determine appropriate pharmacological aid, as needed, identifying stress management and coping techniques, creating a support network, and preparing the Enrollee for quit day and ongoing maintenance. We will also support Enrollees through referrals to quit lines, self-help materials, and support calls.</p> <p>Molina will collaborate with schools in counties with high rates of youth smoking (such as eastern and southeastern counties) to provide anti-tobacco and anti-nicotine educational programs and events, following DPH’s Best Practices for Youth Anti-tobacco Education, Updated and Annotated, 2019.</p>
<p>Food Insecurity <i>The rate of food insecurity in Kentucky is higher than the national average, with 1 in 5 children struggling with hunger.</i></p>	<p>Molina will collaborate with CBOs to help Enrollees get the food they need and support Enrollee awareness and use of healthy food and nutrition. Molina has already provided grants to three food banks that serve Kentuckians and will serve our Enrollees in the eight regions to address food insecurity: Dare to Care Food Bank, Kentucky’s Heartland, and God’s Pantry Food Bank.</p> <p>We will also partner with these food banks to distribute fresh produce to Enrollees through local churches and other CBOs in each region, similar to our successful <i>Farm to Table</i> program in our Mississippi affiliate plan. We will also educate Enrollees on healthy eating habits and post distribution dates and locations to our Enrollee website.</p>

Priority Topic and Rationale	Key Molina Outreach and Educational Activities
<p>Cancer <i>Kentucky has the highest rate of deaths due to cancer in the nation.</i></p>	<p>Our educational materials, including brochures and Enrollee newsletters, will address the importance of receiving timely cancer screenings. We will promote recommended cancer screenings for early detection and treatment. We will analyze Enrollee cancer risk factors and missed services, such as colorectal cancer screening. Through telephonic and mail outreach and notification to providers, we will remind Enrollees of the need for cervical, breast, and colon cancer screenings, as applicable.</p> <p>Our community-based Care Connections nurse practitioners will identify and address Enrollees with care gaps, such as a colorectal screening care gap during scheduled home visits. Nurse practitioners will complete fecal occult blood tests for colorectal cancer screening, if appropriate for the Enrollee.</p> <p>All of our Kentucky Medicaid Health Risk Assessments will inquire about whether an Enrollee has had or is being treated for cancer. Care managers will review alerts for overdue screenings and missed services and educate Enrollees on the importance of prevention and early detection to decrease the risk of cancer, including smoking cessation and eating a healthy diet that is high in fiber.</p> <p>As a value-added service and as part of Molina’s Healthy Rewards program, Enrollees will be able to earn gift cards for receiving breast cancer and cervical cancer screenings.</p>
<p>Use of Emergency Departments (EDs) <i>Kentucky ranks highest in the nation for preventable hospitalizations</i></p>	<p>Our field-based Molina Community Health Workers, Care Connections nurse practitioners, and provider-embedded care managers, described in detail in the next section, will help Enrollees understand the services and benefits available to them and how to navigate the healthcare system, including how to use their PCP and appropriate use of EDs and urgent care services. For Enrollees who are receiving care management services, Molina care managers will educate them on urgent and emergent symptoms and the importance of calling the care managers, provider, or Molina’s Nurse Advice Line to triage non-emergent symptoms and direct them to the appropriate level of care.</p> <p>Our <i>ED Support Unit program</i> will outreach to Enrollees after an ED visit and explain the need for follow-up care. We will educate Enrollees on using their PCP and urgent care as an alternative to the ED, connect them with resources and their providers, schedule follow-up appointments, educate them on Covered Services and benefits, and introduce care management services, as appropriate.</p>

b.iii. INITIATIVES AND EDUCATION (HEALTH LITERACY) TO DRIVE APPROPRIATE UTILIZATION AND COST-EFFECTIVE HEALTHCARE SERVICES

We understand the need to help Enrollees become better consumers of healthcare services that in turn will improve appropriate utilization and cost-effectiveness. To address knowledge gaps and provide Enrollees with the support and tools needed to improve their individual physical health and behavioral health literacy, we first start with understanding the needs of Enrollees and the community. This includes socioeconomic status, education levels, ability to access healthcare, functional or financial limitations, housing needs, and ability to receive and retain healthcare education. *As part of our community-based approach and commitment to the Kentucky Medicaid program, we will drive appropriate utilization and cost-effective care through personalized, face-to-face outreach and education.* Our initiatives and education will increase health literacy by helping Enrollees to:

- **Understand Covered Services and Benefits.** Our Molina Community Health Workers, Care Connections nurse practitioners, and embedded care managers, described in detail below, will help Enrollees understand the services and benefits available to them. For example, they will explain the availability of oral interpretation services and how to access them, Molina’s disease management programs and refer Enrollees to them, and our value-added services (for example, our reward for receiving their GED) and how to access them.
- **Use their PCP and Other Providers Appropriately.** Our field-based staff will identify and address barriers and advise Enrollees on how to use their PCP and when to use urgent and emergency

services. They will make sure necessary appointments are scheduled and attended and that Enrollees understand and are prepared for them.

- **Navigate the Healthcare System.** Molina Community Health Workers, nurse practitioners, and care managers will provide one-on-one education on how to navigate the healthcare system and support and advocate for them during provider visits. For example, embedded care managers in a provider's office can meet with Enrollees after their provider visit to ensure understanding of the appointment outcomes, confirm follow-up appointments have been scheduled, and make sure all questions are answered.
- **Understand their Physical and Behavioral Health Conditions.** By meeting in-person with Enrollees in their homes and provider offices, our field-based staff will ensure Enrollees fully understand their health conditions and develop their own self-management tools.
- **Connect to Community-based Services.** As trusted members of the local community, Molina Community Health Workers will understand available local community-based services (for example, food banks and transportation) and how to access them. They will provide Enrollees information on community-based resources and help connect them to the services.

We will also educate providers on health literacy and the importance of providing information to their patients at their appropriate literacy level. For example, our affiliated Medicaid health plan in Ohio's summer 2018 provider newsletter included information on effectively communicating with patients and reinforced the availability of oral and sign language interpreters and how Molina will help engage the services for Enrollees who need them.

Every Enrollee outreach and engagement approach described in Proposal Section C.12.b.i above will also support health literacy by helping Enrollees understand their covered services and benefits available to them, use their PCP and network providers appropriately, navigate the healthcare system, and understand their conditions. These include:

- New Enrollee Welcome Kit and Calls
- New Enrollee Welcome Videos
- Molina One-stop Help Centers
- Community-based Events
- Molina Days
- Enrollee Services Call Center
- Molina Inbound Call Alerts
- Molina Enrollee Website
- Molina Enrollee Mobile App
- Social Media
- Community-based Events
- Enrollee Materials

As part of our local health plan model, Molina will supplement these resources with locally based staff to increase engagement and education and support optimal Enrollee health and well-being.

Molina Community Health Workers. Molina Community Health Workers will play an important role in improving health literacy and helping Enrollees access services appropriately and navigate the healthcare system. Molina Community Health Workers will also help connect Enrollees to community-based resources, education, advocacy and social support. Molina Community Health Workers are longtime members of the community that they serve and therefore understand the community's culture, language and norms. Molina Community Health Workers will be able to assist Enrollees with housing,



Molina's outreach and engagement staff will meet with Enrollees one-on-one to help them:

- Understand Covered Services and benefits
- Use their PCP and other providers appropriately
- Navigate the health care system
- Understand their conditions
- Connect to community-based services

food, clothing, transportation, scheduling appointments, medication refills, obtaining DME, and identifying community advocates for eligibility/financial needs. Molina Community Health Workers will also help Molina locate Enrollees who may have an identified risk or need and have not responded to our telephonic and other attempts at outreach. Using Molina Community Health Workers has proven beneficial in other Molina Medicaid programs. For example, one Molina Medicaid health plan achieved a 25% reduction in Enrollee ED visits and hospital admissions in the first year of the program for Enrollees who were engaged by a Molina Community Health Worker.

Care Connections. This innovative program expands access to quality care by meeting Enrollees where they are—in their homes or at mobile or pop-up clinics. Molina’s Care Connections is a team of nurse practitioners who concentrate on providing care in non-traditional settings to Enrollees who have difficulty accessing care. *A Care Connections team of nurse practitioners in Kentucky will provide face-to-face outreach, education, and wellness and preventive services.* Services will include conducting annual physical exams; reviewing medical history, medications, and social determinants of health; conducting assessments of pain and functional status; assessing Enrollee psychosocial well-being; and identifying and closing gaps in care, such as point of care A1C testing and diabetic retinal exams for Enrollees with diabetes. We will also implement our Mothers of Molina (MOM) program, a successful program implemented by our California affiliate. This program includes in-home postpartum visits and physical and behavioral health screenings. Our nurse practitioners will also help to improve health literacy. For example, they will review medications with Enrollees and their caregivers, as appropriate, and make sure they understand how to read the labels and how to take the drug as prescribed.

In California, Molina’s Care Connections and MOM program:

- Received the first annual Health Equity Award that recognizes health plans for improving outcomes for individuals with social risk factors
- Increased HEDIS scores for postpartum visits by 15% from 2016 to 2018
- Increased postpartum visits by African American members by 37% from 2016 to 2017

Embedded Care Managers. We will embed Molina care managers in PCP sites and other key care sites to engage Enrollees and provide education and assistance to improve health literacy and health outcomes. This will prove especially beneficial to practices with high Enrollee admission/readmission rates, high rates of healthcare disparities, low rates of referral to Molina care management, and high rates of Enrollees with chronic conditions. *Molina care managers will engage actively with Enrollees, providers, and provider office staff to identify and address Enrollee needs and barriers, including their understanding of their health and ability to navigate the healthcare system.* Care managers will educate Enrollees on their health conditions, refer Enrollees to programs (for example, diabetes disease management), ensure Enrollees’ understanding of their provider visits and next steps, and make sure Enrollees’ understand information the provided to them (for example, prescription bottles, appointment slips).

b.iv. COLLABORATION OPPORTUNITIES WITH OTHER CONTRACTED MCOs, CHFS DEPARTMENTS, AND COMMUNITY PARTNERS



Molina looks forward to collaborating with other MCOs, CHFS departments, and community-based organizations to conduct joint outreach and education to Enrollees. Collaboration across these organizations will unify Enrollee messaging, promote sharing of best practices, help quickly identify trends or systemic issues that may impede success, and concentrate available resources effectively and efficiently. Most important, it will reduce mixed messaging and enable Enrollees to better understand a complex system.

Such collaborations are a hallmark of our presence in all of our affiliate plans. In Kentucky, we envision playing a role like the one our affiliate embraces in Ohio, where they participate in collaboration among all MCOs to improve population health by addressing four key areas:

- Preventing preterm birth
- Increasing well child visits
- Increasing immunizations
- Decreasing atypical antipsychotic over-prescribing

We have committed to monthly meetings among Ohio's medical directors and quality directors to share ideas and best practices. For well child visits and immunizations in particular, the initiative calls for coordinated education and outreach among all plans, as well as a sharing of responsibilities to work with school districts in each region. Ohio MCOs will work with school-based healthcare organizations in a defined region on behalf of all MCOs in the state. This could lead to statewide health campaigns that reach all schools on the same day, for instance, heightening the promotional and educational impact of each event. By assigning an MCO to every region and coordinating these efforts with schools, MCOs in Ohio, including Molina, ensure that Enrollees in rural areas can benefit from this education and outreach. We welcome the opportunity to be part of a similar effort in Kentucky.

Collaborating with Other MCOs

Molina supports forming a Kentucky MCO collaborative to improve outreach and education and drive optimal health outcomes. In collaborating with other MCOs, we can extend the reach, effectiveness, and efficiency of Enrollee outreach and education. This includes:

- Co-hosting community events
- Developing consistent messaging to improve Enrollee understanding, such as how to use their PCP and appropriate use of EDs and urgent care services
- Conducting joint provider training, such as screening Enrollees for adverse childhood experiences and referring them to specialized treatment
- Educating Enrollees on pilot innovative solutions to address social determinants of health

When we work together, MCOs can achieve greater results than we can individually. We will seek opportunities to collaborate, guided by the successes of our Medicaid health plan affiliates. For example, at our Medicaid health plan affiliate in Puerto Rico, their Quality Improvement team identified an uptick in potential quality of care issues with new Enrollees transitioning from other MCOs, a particularly vulnerable period for an Enrollee's continuity of care. They engaged other MCOs to establish standard data and information sharing protocols and processes during transitions, including service authorizations and care plans.

In another example, our Medicaid affiliated health plan in Ohio collaborated with four MCOs, the Ohio Department of Medicaid, and a contracted public relations firm to raise awareness of infant mortality, especially in the African American community. While the state regularly sits at the bottom of national infant mortality rankings, the situation is dire for African American babies who die at a rate of nearly three times the rate of Caucasian babies. In response, the MCO collaborative launched the *Our Babies Count Campaign* to connect young pregnant Enrollees to vital resources and information to prevent prematurity, the leading cause of infant deaths in Ohio. ***The Medicaid MCOs worked together to guide messaging, participate in community events, and facilitate involvement of community and faith-based organizations to reach individuals in at-risk communities.*** The Campaign successfully leveraged a website, blog articles written by MCO representatives, and social media to get the word out. The campaign's Facebook page had more than 1,000 followers within the first three weeks and more than 5,000 followers within 11 months.

Collaborating to Ensure Continuity of Care

To round out our initial understanding of high-risk Enrollees who are transferred to Molina from another MCO, Molina will facilitate a conversation with their prior MCO's care management staff. These

conversations can happen either in-person or over the phone and are essential to completely understanding an Enrollee's circumstances. With the additional information from these conversations, our care managers will develop a more complete care plan, avoiding duplication of past services—including wasteful step therapy protocols that have already been tried—and providing other members of the care team the information they need to ensure the Enrollee is receiving the proper care at the proper time and location.

Collaborating with other MCOs is particularly important in the initial Enrollee contact. If initial outreach is unsuccessful, our experience has taught us that care management staff from other MCOs who may have had contact with the Enrollee, may know family members, friends, or past providers that have had contact with the Enrollee that may not be recorded in case files.

This same approach to collaboration works in reverse, as well. If an individual is disenrolled from Molina and enrolled in another MCO, we will work to make sure the case files provide the most complete picture possible. When another MCO contacts us about a former Enrollee, our position is to treat that Enrollee like they are still our responsibility, so we work closely with the new MCO to provide as much additional information as we can.

CHFS Departments

We will collaborate with CHFS departments, such as DMS and DPH, and other state agencies to identify and support our Enrollees, including those who are transient, have housing instability, and lack community networks. The higher level of data sharing, collaboration and integration with other state agencies who provide essential health and human services will assure our Enrollees do not fall through the cracks and can access needed services.

Molina recognizes that while we are fully accountable for providing cost-effective, high value services, we are not alone. Significant state resources have been invested in ensuring that Enrollees are well cared for and safe. Molina will work in concert with CHFS departments and other state agencies to identify and address population health needs and ensure Enrollees have access to all the benefits available to them and understand how to use those services are used in the most effective way. For example, Molina could partner with DPH in promoting campaigns to raise awareness of public health priorities and tips for staying healthy.

We will also partner with local health departments on public health and population health initiatives, such as sponsoring and providing volunteers to pop-up community clinics focused on disaster relief, education for pregnant women and new mothers, and as other community-specific needs. We will collaborate with DPH to promote the Kentucky Tobacco Quitline, 800-QUIT NOW, support their Diabetes Self-Management and Prevention programs, and other valuable initiatives. Through these efforts, we will not only address the acute and preventive healthcare needs of Enrollees, but also bring attention to important public health issues.

Molina's One-Stop Help Centers, at six locations throughout the Commonwealth, will be a resource for the Department for Community Based Services (DCBS). The use of Health Risk Assessment provide an opportunity for use to identify non-covered service needs that could be impacting our Enrollees health. Our care managers and Molina Community Health Workers will work with these Enrollees to secure needed help such as connecting individuals to DCBS who might be eligible for food assistance or other social services. Our Molina Community Health Workers will be strong advocates for our Enrollees to access needed services from both Commonwealth social service agencies and community-based resource providers. Our staff will collaborate directly with these agencies and organizations. In addition, our One-Stop Help Centers can be gathering sites, and we can co-host community outreach events and classes with DCBS at these sites.

To address employment and housing concerns that can affect any Enrollee, we will engage the Department of Workforce Investment (DWI) and the Kentucky Housing Corporation. We have reached

out to DWI for guidance on hiring throughout Kentucky, and we will use the Kentucky Career Centers' job portal "Focus Talent" to post job openings and will attend the Center's Career Fairs. Our housing assistance specialists will make a point of engaging the Kentucky Housing Corporation to find opportunities for our Enrollees.

Community Partners

Molina has met with more than 110 community-based organizations throughout Kentucky to broaden and deepen our understanding of challenges that Medicaid beneficiaries face and identify and build partnerships aligned with communities' needs. We have met with countless leaders, advocates, and volunteers who work tirelessly to provide the resources and supports in homes, neighborhoods and communities to promote good health for all.

Collaborating with community-based organizations is an essential part of improving the health and quality of life for Enrollees and Molina is committed to establishing longstanding relationships with community-based organizations across the Commonwealth. For example, *Molina provided a \$50,000 grant to the Louisville Urban League to support their "It Starts With Me!" program where their health workers outreach to local families with a SDoH assessment to identify and address barriers to family-sustaining employment.* To promote access and engagement in rural areas, Molina also provided a grant to the Audubon Area Community Services to support "Pop-Up Clinics" to expand health services. Molina's support will fund costs to operate pop-up clinics in the community, such as back-to-school events in mid-summer.

Our Commitment to Kentucky

Molina will invest \$625,000 every year through community investment grants and partnerships to help improve the health and quality of life for low-income residents of the Commonwealth.

Molina's community-based organization partners currently include:

- Dare to Care
- Feeding America, Kentucky's Heartland
- Home of the Innocents
- Family Scholar House
- Goodwill Industries of Kentucky
- Boys and Girls Club
- Audubon Area Community Services
- God's Pantry Food Bank
- Louisville Urban League
- United Way of Northeast Kentucky

Our regional community engagement representatives (located in our six offices across the Commonwealth) will work closely with community-based organizations to collaborate on Enrollee outreach and educational opportunities. We will host community events and activities such as pop-up clinics, health fairs and other outreach and education events where Enrollees and their families/caregivers can come to learn more about Molina and the services we provide. We will provide information about our services to school systems and school nurses, food banks, local libraries, community centers, Boys and Girls Clubs, and local employment so that they can also help educate Enrollees about what services we offer.

c. METHODS FOR COMMUNICATING WITH ENROLLEES

c.i. CREATIVE EFFORTS TO ACHIEVE HIGH LEVELS OF ENROLLEE ENGAGEMENT

Molina's extensive experience serving Medicaid beneficiaries helps us design and implement creative and innovative tools to engage Enrollees. For our Kentucky Medicaid program, these will include methods previously mentioned such as:

- **Molina Mobile app.** The app fills a need identified during our focus groups with Kentucky Medicaid beneficiaries. Our app includes reminders of needed care and appointment scheduling (such as prenatal or postpartum visits), completing risk assessments, or taking medications.

- **New Enrollee Welcome Videos.** New for our Kentucky Medicaid program, Molina will introduce “Welcome to Molina” videos. ***Enrollees will be able to watch these short videos on their mobile devices when and where they want.*** Links to the video will be on our Kentucky Enrollee website and mobile app and will include closed captioning for Enrollees who are hearing impaired.
- **Social media.** As an organization, Molina is active on all popular platforms. For example, we recently made an Instagram post encouraging people with to contact their PCP and loved ones if they are struggling with mental health issues.
- **Reminder mailings and text messages** as well as **Inbound Call Alerts.** Technology helps us contact Enrollees to inform them of needed services or prompts us to remind them if they contact us for another reason.

We continually search for new methods to reach Enrollees, and each of our affiliate health plans has unique programs that match their population’s needs. For instance, our South Carolina affiliate has various events and partnerships to reach and reward their Enrollees to take positive health steps. Two of their most successful initiatives are:

- **Community baby showers.** Our affiliate hosts more than 20 of these events each year throughout the state, with attendance ranging from 20 women in rural areas to more than 150. These showers are open to all Medicaid beneficiaries, not only Molina Enrollees. The health plan offers a meal as part of the program, and brings in healthcare professionals (obstetricians, nurse practitioners, pediatricians) who provide education and support. In addition, they offer car seats for women who have completed six prenatal visits, and hand out electric breast pumps for any new mom to encourage a healthy start. Molina’s affiliate plans throughout the nation host these community showers, and we will in Kentucky as well.
- **Football camps.** Our affiliate sponsors a football camp led by former University of South Carolina and NFL quarterback Connor Shaw. Partnering with the Boys and Girls Club, they will host three camps in 2020 for up to 125 children. Our affiliate selects participants from among those children who have completed a Well Child Visit within the previous 12 months.
- **Get Fit For Kicks.** To address adolescent obesity in Mississippi, our affiliate launched the Get Fit For Kicks program. Children and adolescents from age 12-18 years of age receive incentives for participating in the program by completing a wellness visit and receiving a \$50 gift card to purchase athletic shoes. They receive further incentives for attending free nutrition classes and participating in daily physical activity.

We will also meet one-on-one with Enrollees with ***Molina Community Health Workers who will help*** Enrollees access services appropriately, navigate the healthcare system, and connect them to community-based resources, education, advocacy and social support. Our ***Care Connections*** program will include a team of nurse practitioners who will meet Enrollees in their homes, or at mobile or pop-up clinics. The nurse practitioners will provide annual physical exams; review medical history, medications, and social determinants of health; conduct assessments of pain and functional status; perform psychosocial well-being assessments; and identify and close gaps in care. We will also ***embed care managers in PCP sites*** and other care sites. Our care managers will engage Enrollees and identify needs and barriers, assess Enrollee’s understanding of their health, educate on disease, refer Enrollees to programs (for example, high-risk OB care management), ensure Enrollee understanding of their PCP visit, and determine Enrollee’s ability to understand written information (for example, prescription bottles, appointment slips).

c.ii. APPROACH TO IDENTIFYING, DEVELOPING, AND DISTRIBUTING MATERIALS

We have spent more than two years researching the Commonwealth and its population, including an in-depth study to guide us in developing Enrollee materials. For instance, we noted increase in the populations of Asian and Hispanic/Latino residents in Shelby and Warren counties. Using such information, we will target distribution to specific populations as appropriate.

Molina will develop Enrollee materials using language that does not exceed the sixth grade reading level, determined by the Flesch-Kincaid Index, and meet the requirements contained in Section 22.6, Enrollee Information Materials, of the Draft Contract. ***We write all health education and outreach materials adhering to Plain Language Guidelines and established criteria to ensure cultural sensitivity and readability.***

We will employ strategies to reach Enrollees in all areas, with particular emphasis on rural areas where 41% of Kentuckians live. We also recognize that Kentucky ranks 46th in the U.S. in literacy, a factor that can make it more difficult for Enrollees to navigate the often complex world of healthcare. Our New Enrollee welcome videos, which are available to view through the Molina Mobile app, are one response to the challenges of literacy and access. We will seek further strategies to supplement our written materials through digital and traditional forms of media.

Also the process of developing materials can be sensitive based on language and cultural considerations. Molina actively seeks input from experts within the population to ensure that messages are conveyed with an appropriate tone. Our New Mexico affiliate has the task of delivering materials in the Navajo/ Diné language. To ensure accuracy and the proper level of respect, they worked with the University of New Mexico to produce the content for these materials. In creating materials for Kentucky, we will consult our annual Community and Population Needs Assessment, which will be updated regularly and consider language, religion, and other cultural characteristics.



Identifying Materials



We will cast a wide net to identify materials that will be of most value to our Enrollees. We will solicit feedback from our regional Quality and Member Access Committees and quarterly meetings of our Provider Advisory Workgroup. These meetings will provide a forum for open dialogue on issues related to the services Molina provides and how we can improve upon them. We will use these forums to gain input on Enrollee materials.

We will also continue to hold focus groups with Enrollees, and incorporate feedback into how we use, design, and distribute Enrollee materials. For example, in the Kentucky Medicaid beneficiary focus groups we held earlier this year, we heard concerns about the accuracy of important information participants needed to access care, such as outdated provider lists.

Developing Materials

Molina recognizes that all markets are different, and we anticipate language and messaging challenges that are specific to Kentucky as we develop materials and concepts for use in Enrollee outreach and education. We will tap into our extensive library of successful materials from other Molina Medicaid markets, as appropriate, and modify them to meet Kentucky requirements, local nuances, culture, and trends. Our approach to developing materials for the Kentucky Medicaid managed care program includes:

- Writing content at or below a sixth-grade reading level with a goal to develop materials at or below a fourth-grade reading level
- Looking for trends in our data to make sure we highlight the right attributes and key terms to maximize comprehension
- Reviewing materials with our Enrollees, such as through our regional Quality and Member Access Committees, and incorporating their feedback into design
- Translating materials to make sure they are culturally appropriate, and that specific requirements and messaging are not lost

Distributing Materials

We will use various methods to distribute materials, including print and electronic media. We will distribute materials to Enrollees using U.S. mail, email, and text messaging, and post materials to our Enrollee website and distribute information through push notifications our Molina Mobile app.

Our employees will also be a valuable resource in distributing materials, including Molina Community Health Workers, Care Connections nurse practitioners, and care managers. Our provider relations representatives will also distribute and post materials in provider office sites.

We will also collaborate with community-based organizations to distribute materials in locations that are frequented by our Enrollees, such as Boys and Girls Clubs and food banks.

c.iii. METHODS OF LEVERAGING COMMUNICATIONS TO MEET THE DIVERSE NEEDS AND COMMUNICATION PREFERENCES OF ENROLLEES



Molina leverages all available and appropriate communication methods to meet the diverse needs of the Enrollees we serve. We provide access to programs and services that respects our Enrollees' diversity and cultural and linguistic needs. In fact, NCQA awarded its Multicultural Health Care Distinction to 11 of our affiliated health plans. The distinction demonstrates our commitment to population health management and our pursuit of achieving optimal health outcomes by proactively addressing social determinants of health

and confronting health disparities through culturally and linguistically sensitive, evidence-based interventions. ***We will apply for NCQA Multicultural Health Care Distinction in Kentucky within two years of Contract award.***

Molina will employ various methods to meet the diverse needs and communication preferences of our Kentucky Medicaid Enrollees. We will inform Enrollees of these services through Enrollee-specific communications, such as health and education materials, the New Enrollee Kit, Enrollee website, Enrollee ID card, Enrollee Handbook, Enrollee website, and newsletters, all of which inform Enrollees of the availability of services to meet the needs of Enrollees with limited English proficiency, who are deaf or hard of hearing, have vision impairments or low vision, or have other communication needs.

Demonstrating our commitment to providing culturally and linguistically sensitive services and reducing healthcare disparities, 11 of our affiliated health plans have achieved NCQA Distinction in Multicultural Health Care.

Molina uses the Health Literacy Advisory software tool to assess and improve readability and comprehension using plain language principles. This allows us to not only look at reading level, but also whether terms make sense to Enrollees.

Our efforts will be supported by Molina's national dedicated Cultural Competency Workgroup. Representing leaders from quality, Enrollee Services, human resources, learning and organizational change management, and Molina health plans, the workgroup informs the development of cultural competency training and ensures that regulatory requirements and NCQA standards are followed. The

Cultural Competency Workgroup also oversees the development of useful and effective resources and communications to increase cultural competency of Molina's employees and network providers.

We will provide cultural training to our Kentucky employees, as we did during our most recent implementation in Mississippi. Part of our commitment to multicultural healthcare is to offer training to all staff. Among the classes currently available through our iLearns library are: Introduction to Cultural Competency, Cultural and Linguistic Strategies Training, and Caring for Seniors and Persons with Disabilities.

Providing Oral Interpretation

We are aware of the vast number of languages spoken in Kentucky. For example, when meeting with the Home of the Innocents, we learned the refugee population they serve speaks 13 different languages: Arabic, Somali, Swahili, Kinyarwanda, Dari, Nepali, Burmese, Karen, Spanish, Pashto, Urdu, Chin, and Farsi.

These are not common languages throughout the Commonwealth, but through our outreach and learning about the population, we were able to ensure that this specific need can be addressed.

We will provide over-the-phone oral interpreter services in all non-English languages. Our contracted vendor's interpreters have advanced healthcare-focused training enabling them to clearly communicate with Enrollees even when complex health-related information must be exchanged. ***Our vendor is the industry leader in providing translation and interpreting services in healthcare and is the sole provider of telephone interpreting and text translation for CMS and federally facilitated health insurance exchanges.***

Our Kentucky Medicaid Enrollees and their providers will also be able to call our customer service representatives for immediate interpretation services for Enrollees at the provider location. Care managers can also arrange access to oral interpretation services, as appropriate and required.

Offering Written Materials in Other Formats

Enrollee written materials will be provided and printed in English, Spanish, and each prevalent non-English language. We will include taglines in the top 15 non-English languages, as well as large print, explaining the availability of oral and written interpretation and how to request such services in accordance with Contract requirements.

We will also provide written Enrollee materials in alternative formats including Braille, audio, or large font upon request and at no cost.

Presenting Online Information

Molina's online materials and information delivered in digital form will meet Contract requirements, including availability in non-English languages and Section 508 accessibility requirements to support Enrollees who have vision impairments or low vision.

Key Enrollee information, such as Grievance and Appeals forms, will also be available in threshold languages on the Molina Enrollee website.

Responding to Special Communication Needs

Our Enrollees will be able to access document translation services by contacting our customer service representatives or their care manager. We will provide TTY/TDD and relay services for callers to our Call Center and audio disks of Enrollee materials upon request.

Molina Staff Training

Molina's staff training will include communicating with Enrollees in a manner that respects their cultural background and beliefs. All customer service representatives will participate in mandatory company cultural diversity training and receive monthly communications that promote an understanding of cultural beliefs and traditions specific to the Kentucky population.

Moreover, all Molina staff will receive initial and periodic training and education in culturally and linguistically appropriate service delivery. All Molina staff will also receive training about the significance of traditions and health practices of various cultural and ethnic groups, religious holidays, and other cultural topics.

d. SUMMARY OF INNOVATIVE METHODS AND OUTREACH PLAN TO ASSESS THE HOMELESS POPULATION

Molina understands the inherent challenges in conducting outreach to individuals who are experiencing homelessness. We will leverage the best practices and lessons learned from our affiliates in other Medicaid markets to conduct an aggressive outreach and engagement program in Kentucky to not only assess the population's needs, but directly engage and support them to improve their health and well-being. Our four full-time housing specialists will address the needs of these Enrollees both to secure housing and to find assistance programs for rent and/or utilities.

Our affiliate Medicaid health plans around the country can locate contact information for hard-to-reach Enrollees including homeless Enrollees using the Mosaic tool.

INNOVATIVE OUTREACH METHODS

Our Enrollee Locator Teams will deliver specialized support in locating difficult to reach Enrollees, like those experiencing homelessness. Our teams will mine data for high-risk/high-needs Enrollees from diverse sources (for example, claims, authorizations, ED/hospital utilization, pharmacy, and state data). Our local teams know where the homeless individuals tend to sleep and congregate, and will contact shelters, the Salvation Army, Community Mental Health Centers, and community-based organizations to find and connect with these Enrollees. They will place at least one phone call for every phone number identified, including contacts for family members, emergency contacts, friends, shelters, or other identified sources.

Our innovative data analytics tool, Mosaic, will serve as another way to locate homeless Enrollees.

The tool aggregates contact information from multiple data sources and systems and presents it in a single view along with other Enrollee demographics. Molina staff, with appropriate credentials, will be able to view secondary Enrollee contact information from other sources, such as pharmacies, PCP visits, or subcontractor data. If we are unable to locate the Enrollee by telephone, we will engage a Molina Community Health Workers to work within the local community to find the Enrollee.

In our affiliate health plans around the country, Molina teams use Mosaic to help locate Enrollees, regardless of housing status. Mosaic provides the most up-to-date contact information and for homeless Enrollees, that is most often a cell phone. When we schedule an Enrollee for services and learn they are homeless, we will find a public location to meet that works for them. We often use libraries, Starbucks, landmarks, etc., any place that the Enrollee feels safe and we feel that our nurse will be safe. Once they meet up, they will find a private location to conduct the visit.

Member Success Story: Housing Assistance

In our Ohio affiliate, a 46-year-old member with two children and a history of chronic homelessness was living in a shelter and could not find Section 8 housing in the community. She also struggled with depression and issues with past traumas. The Ohio plan housing specialist met with the member to discuss options for housing, contacted landlords in the community, and located one who would accept a housing choice voucher. The housing specialist also ensured the situation would meet the member's needs, and the member and her children moved into their new home.

As an extension of our care management team, Molina Community Health Workers will assist Enrollees who are homeless or at risk of homelessness in accessing primary care, food and housing, assisting with job placement (such as completing an application or securing a photo ID), and address social determinants. They will link Enrollees to Molina's dedicated housing specialists and collaborate with CBOs and shelters to locate housing for Enrollees. Our Molina Community Health Workers will be familiar with the local community and available resources, positioning them to establish close relationships with homeless shelters, domestic violence shelters, churches, adult day programs, soup kitchens, and food banks. Molina Community Health Workers will work with them to assist Enrollees with housing, food, clothing, heating, medication refills, scheduling appointments and transportation needs, financial assistance, and maintaining Medicaid eligibility.

Our proposed approach also includes our *Housing Assistance program* that includes four dedicated, full-time housing specialists who will partner with local homeless shelters. Molina's housing specialists will have expertise in working with individuals with mental health and SUDs. They will work one-on-one with Enrollees who are homeless or a risk of being homeless and gather information on their current living situations, urgency of housing needs, safety concerns, income, and any barriers they may face to securing appropriate housing. Housing specialists will assess Enrollee needs, connects them with CBOs, assist with housing and funding, and intervene with landlords, as indicated, involving rent disputes. Housing specialists will assist Enrollees with obtaining and completing housing applications and other matters until housing is secured or rent and utility payment disputes are resolved. They will also help Enrollees who have mental health or SUD concerns or other special needs access specialized housing assistance funds and recovery housing resources.

We will also partner with the *PATH program* that provides federal funds from SAMHSA to serve individuals with serious mental illness, who may have a co-occurring substance abuse disorder, and who are homeless or at imminent risk of becoming homeless. Partnering with PATH will also address chronic homelessness as our care managers, Molina Community Health Workers, housing specialists, and members of the multi-disciplinary care team will ensure outreach efforts are comprehensive and assessments include a review of the needs of the whole person.

We will look to provide resources and services in areas of the Commonwealth with high rates of homelessness or low-income housing needs, such as Lexington and Louisville. For example, our affiliated Medicaid health plan in Ohio is collaborating with two area housing authorities to increase access to services for their Enrollees who are homeless. The initiative includes setting up *MyHealth Spot Clinics* at key locations with high volumes of Molina Enrollees. The clinics will be staffed by Molina nurses who will provide onsite health screening and preventive services such as annual comprehensive exams, comprehensive diabetes care, post-partum visits, and well-child visits.

We understand victims of domestic violence are at risk for homelessness and we will include them in our outreach and engagement strategies. ***Our care management team will be skilled in identifying signs of domestic violence and abuse, including an understanding of the cycle of violence.*** We will connect Enrollees identified as experiencing domestic violence with a Molina Community Health Workers who will support them and provide options for counseling, support groups, shelters and alternative housing, and legal aid per Enrollee preference.

e. PROPOSED APPROACH TO ASSESS ENROLLEE SATISFACTION

Direct feedback from our Enrollees is vital to our ability to deliver quality services. We will identify opportunities to improve and design and implement interventions to maintain high satisfaction, improving both Enrollee retention and health outcomes. We will trend Enrollee satisfaction in categories such as Call Center access, utilization management processes, care management, and health/ disease management to identify opportunities for improvement.

ASSESSING ENROLLEE SATISFACTION

Molina prides ourselves on delivering high quality services to Enrollees, and we continually seek ways to improve the service we provide through direct Enrollee feedback, data analytics, survey's and personal outreach to Enrollees.

Calls

In addition to our ongoing monitor of Call Center metrics (such as average speed of answer) and the performance of our customer service representatives, we can measure customer satisfaction with our Enrollee Services Call Center using automated dialer technology or customized outbound outreach programs based on Enrollee needs.

Molina has made significant investment in our Voice Analytics tool. Using this tool, we systematically measure sentiment and evaluate specific areas of concern for Enrollees calling in, all without using outbound calling programs. This enables us to anticipate and better understand Enrollee needs without reaching out to them. ***Our Voice Analytics tool, therefore, plays a key role in identifying specific opportunities to improve the Enrollee experience.*** Combining the insights gained from our Voice Analytics tool with analysis of our call reason tracking, we identify issues and opportunities to improve Enrollee satisfaction.

Online/Social Media

We encourage and promote feedback from multiple sources, including electronic means. Enrollees will also be able to provide feedback on the services we provide through our Enrollee mobile app. We also continually monitor social media to identify postings that indicate dissatisfaction with the services Molina provides. We are exploring adding a continuous feedback button to our Enrollee website to make it easier to submit feedback beyond our current online email option.

When Enrollees contact us publicly or post a concern about us through social media, we follow up directly with them to ensure their issue is addressed while also ensuring their privacy needs and HIPAA considerations are met. Beyond addressing any immediate needs specific to an Enrollee in these situations, we also analyze this feedback to identify broader opportunities to improve the online and mobile experience for all Enrollees. We combine online feedback with the insights we obtain through analysis of calls and other sources to gain insight on improvement opportunities to better address the holistic needs of our Enrollees.

In-Person

We will survey Enrollees following community-based events, such as health fairs and baby showers, to assess their satisfaction with their experience.

Doing the Right Thing

Based on Enrollee feedback and a detailed QI analysis, we implemented a multi-faceted strategy to enhance Enrollee satisfaction. We formed a cross-functional Experience Improvement Team to regularly review Call Center and complaint/grievance data and address opportunities for improvement. Our Call Center team initiated a "Do the Right Thing" campaign to empower customer service representatives to do all they can to assist Enrollees in accessing care and services.

This campaign includes training for customer service representatives to increase empathy and understanding and training for hiring managers on identifying candidates who are committed to delivering high quality customer service.

To address the diverse perspectives across Kentucky, Molina will establish regional Quality and Member Access Committees (QMACs). As the healthcare landscape, available resources, demographics, and social determinants of health vary dramatically among Kentucky regions, ***Molina's regional QMACs will enable us to capture Enrollee feedback and recommendations that reflect the nuances of each region.*** Our regional QMACs will align with our local Molina One-Stop Help Centers in Bowling Green, Covington, Hazard, Lexington, Louisville, and Owensboro. Our QMACs will provide a forum for open dialogue on issues related to the services Molina provides and how we can improve upon them. We will use these forums to gain input on the services Molina provides, including Enrollee Services. For example, our Ohio affiliate used feedback from an Enrollee advisory committee to increase over-the-counter supplies and improve the mobile app.

Our QMACs will also provide comments on quality and access standards, our process for Grievances and Appeals, and any changes needed based on data that is reviewed, Enrollee materials, and policies that affect Enrollees. QMACs will also help us find opportunities for additional community engagement events. ***We can also use the QMACs to review the CAHPS survey questions and results to help us identify areas for improvement based on their perceptions.***

We will also assess Enrollee satisfaction by surveying Enrollees who receive services from our Care Connections nurse practitioners and will use this information to assess and improve our community-based outreach. Molina will also examine implementing a pilot program to survey Enrollees after visits to network provider offices.

Other Methods to Assess Enrollee Satisfaction

We will cast a wide net to assess Enrollee satisfaction at multiple touch points using a variety of methods. In addition to the above-mentioned points of contact, we will assess Enrollee feedback and design and implement action plans from sources including:

- CAHPS survey to collect and assess Enrollee satisfaction using the CAHPS for Medicaid Adults and Children with a separate sample and survey for CHIP Enrollees, administered by an NCQA certified survey vendor. We will provide a copy of the current CAHPS survey tool to the Department and report all survey results to the Department and, upon request, to Enrollees.
- Annual Behavioral Health Survey to assess Enrollee experience, needs, and perceptions with their behavioral health care
- Care Management survey to measure Enrollee satisfaction with their care management experience
- Quarterly analysis of Enrollee grievances and appeals

USING FINDINGS TO SUPPORT ONGOING PROGRAM IMPROVEMENT

Our Kentucky Quality Improvement Committee will review Enrollee satisfaction results at least quarterly. ***As part of our local model, we will assign a Molina quality improvement (QI) specialist to each Kentucky region.*** They will cultivate a deep understanding of regional data trends, including understanding Enrollee demographics, culture, public health statistics, and concerns. Extending the reach of our QI team into the community, QI specialists will team with community-based provider services representatives and community engagement representatives (located in our six offices across the Commonwealth) to collaborate on quality interventions to address performance measures (including Enrollee and provider satisfaction) within their assigned regions. During monthly work group meetings, the team will review below-target measures and strategize on how to improve results in their region.

Our QI team will also lead cross-functional workgroups (such as Enrollee satisfaction) when appropriate, to deploy rapid cycle testing so that we remain nimble in implementing, monitoring, and refining our interventions. Work groups, led by QI and reflecting participation from relevant functional areas across Molina based on the specific topic, will support QI by engaging in intervention planning, implementation, and evaluation.

In addition, we will engage all Kentucky staff in quality improvement through quarterly town hall staff meetings, led by the CEO, in which we review QI goals, activities, and progress, such as our most recent CAHPS and provider satisfaction results.

f. SAMPLE MATERIALS

In Attachments to C.12, Molina includes the following draft member materials, which align with the requirements of the Draft Contract.

- **f.i Draft Welcome Kit**, which includes:
 - Draft Confirmation Letter
 - Draft Welcome Flyer
 - Draft ID Card and ID Card Insert
- **f.ii Draft Enrollee Handbook**
- **f.iii Three Draft Enrollee Materials with Taglines:**
 - Draft Appeal Letter
 - Draft Care Management
 - Draft Pharmacy PDL Change

Page Intentionally Left Blank