

G.1 Executive Summary

REQUIREMENT: RFP Section 60.7.G.1

1. Executive Summary
 - a. Provide an Executive Summary that summarizes the Contractor's proposed technical approach, staffing and organizational structure, and implementation plan for the Kentucky SKY program. The Executive Summary must include a statement of understanding and fully document the Contractor's ability, understanding and capability to provide the full scope of work.
 - b. The Contractor's statement of understanding of the unique needs of Medicaid Enrollees in the Commonwealth enrolled in the Kentucky SKY program;
 - c. An overview of the Contractor's proposed organization to provide coordinated services for the Kentucky SKY program;
 - d. A summary of the Contractor's strategy and approach for administering services for Kentucky SKY Enrollees;
 - e. A summary of the Contractor's strategy and approach for establishing a comprehensive Provider network able to meet the unique physical and Behavioral Health needs of Kentucky SKY Enrollees; and
 - f. A summary of innovations and Trauma-informed initiatives the Contractor proposes to implement to achieve improved health outcomes for Kentucky SKY Enrollees in a cost effective manner. Include a discussion of challenges the Contractor anticipates, how the Contractor will address such challenges, and a description of the Contractor's experience with addressing these challenges for similar contracts and populations.

Molina, with 25 years of Medicaid managed care experience serving populations similar to the SKY program, offers the Department of Medicaid Services a trauma-informed approach to support SKY Enrollees. We will offer a locally based system of care model that is Enrollee-centered and collaborates with community-based organizations and other key stakeholders to meet the unique needs of SKY Enrollees.

Molina acknowledges that we have read, understand, and have the capacity to comply with the Kentucky SKY Program scope of work. Our response provides a detailed summary of our technical approach, staffing and organizational structure, and implementation plan. *Molina recognizes that the Commonwealth has developed a sophisticated program to meet the complex needs of SKY Enrollees. In developing our staffing model, we have determined that meeting all requirements outlined in the Draft Contract will have a material fiscal impact to the Commonwealth. We anticipate that significant Contract negotiations will be required with a new SKY managed care organization (MCO) to ensure that SKY rates support the enhanced programmatic requirements.*

A. EXECUTIVE SUMMARY

Kentucky's Children and Youth in Foster Care need and deserve high-quality care tailored to their circumstances, and Molina will provide the services to ensure they are able to thrive. Molina and our affiliated health plans have extensive experience administering programs for special populations with multiple chronic conditions including children and youth in Foster Care, the juvenile justice system, or Adoption Assistance. We serve children in Foster Care in eight states, including extensive experience in Kentucky's neighboring state, Ohio. Our response fully documents Molina's ability, understanding and capability to provide the full scope of work.

PROPOSED TECHNICAL APPROACH

Molina understands the need for a comprehensive program developed specifically to meet the needs of youth in Foster Care and the juvenile justice systems, receiving Adoption Assistance or Aging Out Services. Using our experience and experts in the field, we have developed a specific System of Care approach to address the needs of Kentucky SKY Enrollees and caregivers. Our System of Care model is Enrollee- and family-centered, community-based, and culturally and linguistically sensitive.

As shown in Exhibit G.1-1, Molina offers the Commonwealth a comprehensive solution to meet the needs of SKY Enrollees that includes close coordination with System Partners and Providers; Enrollee and caregiver assistance with system navigation; a readily accessible Enrollee record that reduces duplication of services; and a comprehensive set of interventions for each Enrollee based on their individual needs

and circumstances. Molina’s approach offers expedited engagement and access to trauma-informed services; specifically addressing the needs of SKY Enrollees who have experienced significant trauma, have higher rates of emotional and behavioral needs, chronic physical disabilities, and educational and developmental delays compared with children from the same socioeconomic level who are not in Foster Care.

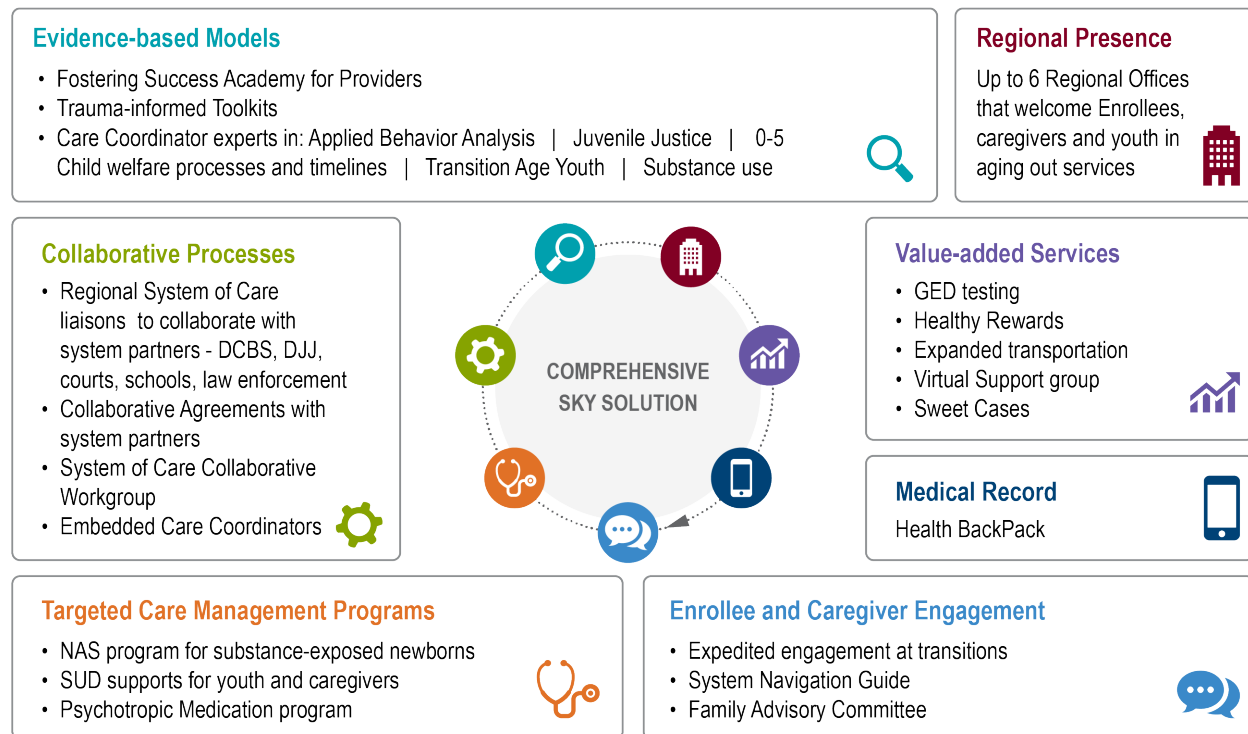


Exhibit G.1-1. Molina’s Technical Approach offers a Comprehensive Solution to Serve SKY Enrollees

Molina’s System of Care for the SKY program includes the following key components:

- **Evidence-based models.** Through our *Fostering Success Academy*, Molina will bring Providers and staff together to promote widespread adoption of trauma-informed and evidence-based practices across our System of Care. Providers can access training and resources using multiple modalities including in-person classes, personalized coaching, webinars, peer consultation, and online resources.
- **Ready access to the Enrollee’s medical record.** Molina’s proprietary *Health Backpack* is a cloud-based and portable electronic personal health record that is readily available to the Enrollee, caregivers, system partners and Providers through a secure login. As a value-added service, ***Enrollees can access their Health Backpack for five years after disenrolling from the SKY program,*** facilitating transition to independence for transition age youth and continuity in care for Enrollees who are adopted or return to their families.
- **Collaborative processes.** Molina will designate four System of Care liaisons responsible for establishing positive relationships with system partners. They will develop Collaborative Agreements that outline our processes for coordination, and providing training on the needs of SKY Enrollees and the SKY program. ***We will also collaborate with DCBS to co-locate Care Coordinators in some DCBS regional offices to improve care coordination for Enrollees, provide immediate screening and assessment, improve outcomes, and reduce system fragmentation.***

- **Enrollee and caregiver engagement.** We know how important Enrollee and caregiver input is to the delivery of person-centered quality care, and we will structure opportunities to obtain and act on youth and family input continuously for the SKY program. Our *Caregiver Advisory Group* will reflect the geographic regions we serve and the racial and ethnic diversity, as well as the physical and behavioral health conditions, of our Enrollees. We will hold regional Advisory Group meetings to obtain feedback regarding the SKY program and gather input on trauma-informed care initiatives.
- **Targeted care management programs.** Molina will offer targeted Care Management programs and interventions to fully support SKY Enrollees and their caregivers, including their specific needs related to Substance Use Disorder, transition to adulthood, pregnancy, and psychotropic medications. Our specific programs meet each Enrollee and caregiver at their point of need to provide the right types and intensity of interventions to promote resiliency, foster permanency, and improve Enrollee health outcomes.
- **Value-added services.** Molina proposes to introduce a portfolio of new programs and value-added benefits for SKY Enrollees to elevate Enrollee voice within the system, address gaps in available supports, and enhance overall outcomes. As described in this response, our value-added benefits include Enrollee incentives and supports for transition age youth.

Molina's System of Care approach to administering the SKY Program includes the staff, resources, and tools to address these needs, as described throughout this response. Our staffing and organizational structure, as well as our Implementation Plan are specifically tailored to the Kentucky's SKY program, taking into consideration the Department's goals and vision for serving children and youth in Foster Care, involved in the juvenile justice system, receiving Adoption Assistance, or Aging Out services.

STAFFING AND ORGANIZATIONAL STRUCTURE

Molina's staffing and organizational structure will support whole-person integrated care, population health, and overall improvement in health outcomes in a cost-effective manner for the Kentucky SKY program. Our staffing model reflects the required expertise and intensity of services. As part of our staffing approach, we will hire employees who have experience in serving populations similar to Kentucky SKY Enrollees, and strive to hire those with five or more years' relevant experience.

Our staffing model is built to meet Draft Contract requirements and facilitate access to care that leads to improved health outcomes for our SKY Enrollees. Kentucky will benefit from an experienced organization that can scale SKY program operations and brings the operational excellence that Kentucky deserves.

We approach resource management with the same precision and attention to detail used to make sure Enrollees receive the care and support needed. We allocate and deploy the right type and number of staff to support our organizational structure and a staffing plan, outlining the roles, responsibilities, and reporting relationships. ***We will staff the program with approximately 80 dedicated SKY employees.***

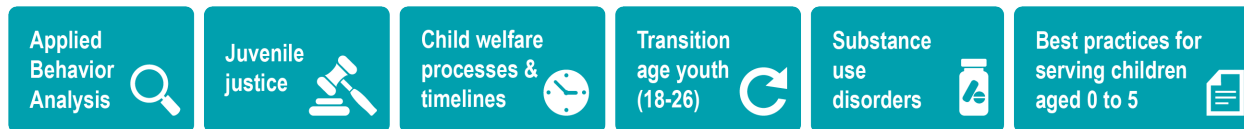
In the last year, Molina has focused on enhancing our executive management team by recruiting new, experienced leaders of finance, health plan operations, health plan services, strategic planning and corporate development, and human resources. For the Kentucky SKY leadership team, we will recruit leaders with backgrounds and expertise in Foster Care, supporting juveniles in the justice system, and Enrollees in Adoptive Assistance programs.

Additional Positions to Support the SKY Program

We will follow a System of Care approach to staffing. Not only will we hire the staff required per the RFP, we will develop positions and hire staff with specific experience that addresses needs of SKY Enrollees. We will hire four System of Care liaisons that will collaborate with each agency to identify, address, and resolve uses related to access to care, care coordination, and Provider network. Additionally, we will hire a SKY Training Manager to develop and maintain our *Fostering Success Academy* that offers training specific to the needs of SKY Enrollees and the SKY program. The SKY Training Manager will

have experience in training Providers and staff that serve populations similar to Kentucky SKY and a deep understanding of trauma-informed practices and System of Care models.

In addition, Molina will provide specialized career tracks with opportunities for Care Coordinators to receive additional training and become experts in specific topics related to children and youth as shown below in Exhibit G.1-2.



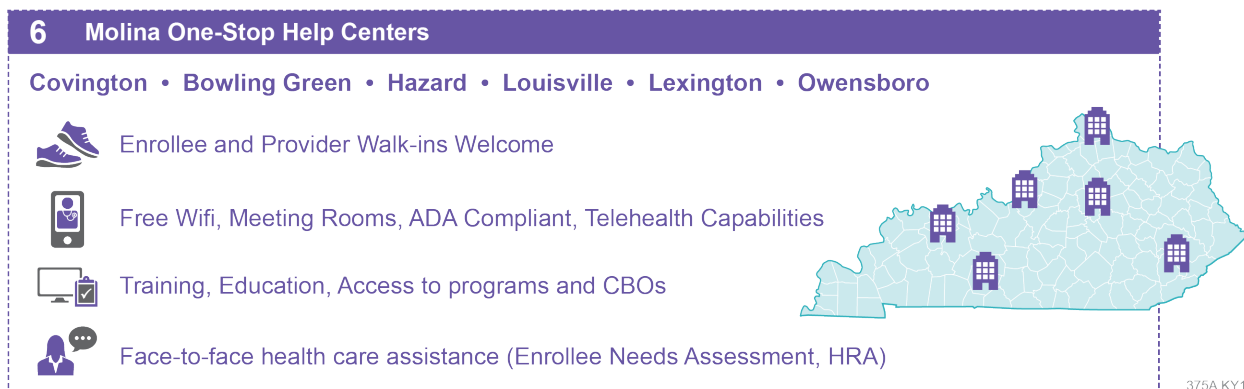
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Exhibit G.1-2. Specialized Training will be Available to Care Coordinators

These specialized Care Coordinators will provide advanced internal support, including assistance with navigating the court system or school system, and connecting with community-based organizations, which will ultimately improve service delivery, promote evidence-based practices, and enhance care coordination.

Regional Offices

Molina will have six office locations in the Commonwealth of Kentucky. Each location will contain a Molina One-Stop Help Center that will promote widespread accessibility and address rural needs and underserved communities, as shown in Exhibit G.1-3. We will also ensure that these locations are placed in easy-to-access areas (e.g. accessible to public transportation). Our health plan will be headquartered in Louisville, with regional offices in Covington, Bowling Green, Hazard, Lexington, and Owensboro. Offices will serve both Enrollees and Providers through walk-in or telephone access. Our toll-free Enrollee Services Call Center will be located in Louisville and will be staffed and available by telephone Monday through Friday, 7:00am to 7:00pm, Eastern Time.



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Exhibit G.1-3. Molina's One-Stop Help Center Locations

IMPLEMENTATION PLAN

Based on our experience operating health plans across the country, we know what it takes to develop a comprehensive and effective Implementation Plan that assures an on-time, on-budget, and compliant implementation. Molina will implement the SKY program as a part of our entire Medicaid implementation, adding and augmenting implementation activities specific to the SKY program, imperative for the unique needs of SKY Enrollees. We have created a cross-functional implementation team composed of experienced subject matter experts responsible for completing tasks and deliverables. Molina's health plan Interim CEO, Dwayne Sansone, an executive leader with more than 20 years of experience across various industries, including health insurance and healthcare information technology, in

conjunction with the SKY project manager, will be ultimately responsible for the SKY implementation and will be the main point of contact for the Department.

Molina will have an extended lead time in order to fully prepare for the SKY Program. We will start early to make sure SKY Enrollees experience a successful transition without gaps in care. We will prepare our call center staff to handle a large volume of calls; distribute materials and information to the community, Enrollees and Providers; hold forums in each region; conduct regular communications with stakeholders; and determine the level of training for Providers, including those who have already been trained and those who need training.

During implementation, Molina will collaborate with the Department, DCBS, other managed care organizations (MCOs) and caregivers to develop a process for effective transitioning of all SKY Enrollees and monitor the effectiveness of our implementation strategy.

B. UNDERSTANDING AND ADDRESSING THE UNIQUE NEEDS OF SKY ENROLLEES

As early as 2017, we have been on the ground in Kentucky meeting with Providers and community organizations to gain a first-hand understanding of the unique needs of the Commonwealth and its Enrollees and Providers. We have met with more than 110 community-based organizations and provider associations to deepen our knowledge of the Commonwealth and to build partnerships with deep ties to Kentucky and SKY Enrollees.

We met and listened to the people with first-hand experience—Kentucky Medicaid Enrollees and caregivers. We worked with a Louisville-based consulting firm to organize focus groups across the Commonwealth to help us have Kentuckians share their healthcare experiences, needs, and challenges in the Medicaid and Foster Care program. Molina staff attended on-site meetings across the Commonwealth and listened to Provider and Enrollee feedback through multiple sessions.



Molina has already conducted numerous focus groups with providers and Enrollees across Kentucky (both in urban and rural communities) to guide quality improvement planning.

To better understand the concerns of Medicaid Enrollees,

including those in Foster Care, sessions were facilitated in the urban regions of Louisville and Lexington and the rural areas of Pikeville/Auxier and Owensboro. Enrollees and caregivers identified key areas in which they wanted to see system improvement. They expressed need for high-touch care management, solutions to Provider access issues including use of telemedicine, access to an easy-to-use website or mobile app, and a comprehensive Enrollee medical record. Our approach and System of Care model address these four needs, as described throughout our response.

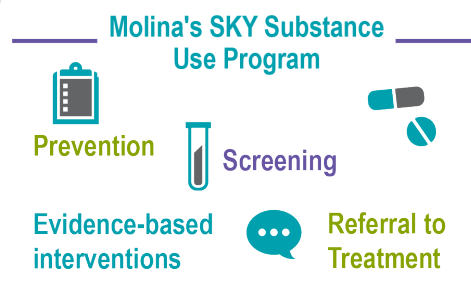
Our approach is further informed by Molina's experience in eight states, where we currently serve children and youth with similar needs to SKY Enrollees. For example, we know that children and youth involved in child welfare and juvenile justice systems are more likely to have behavioral health disorders, developmental challenges, and chronic health conditions as a result of the Adverse Childhood Experiences (ACEs) they have faced. According to the Kentucky Department of Public Health's 2017 State Health Improvement Plan, 59% of Kentucky youth experienced some kind of ACE, which drives poor adult health outcomes. We know that all children who have been removed from their home have experienced some sort of ACE. Molina's model is based on a trauma-informed infrastructure – below we highlight some of our solutions for addressing trauma and the unique needs of the SKY population.

Molina Solution: Substance Use Disorder Program

Molina knows and understands that SKY Enrollees are at higher risk for substance use and that the substances used and reasons for their substance use differ from other populations. Adolescent substance use often includes easily accessible substances, such as tobacco, alcohol, and prescription drugs. We also know that it is often a coping mechanism due to increased ACEs, and favorable attitudes towards substances often based on their parents' substance use, limited parental supervision, and living in communities and environments where

substances or access, such as liquor stores, are easily accessible. For SKY Enrollees, these risk factors are often elevated and without adequate protective and resiliency factors to mitigate them such as: positive parent-child relationships, meaningful community involvement, pro-social peers and supports, appropriate education on the harmful effects of substance use, and/or personal goals.

Molina's model of care for SKY Enrollees applies evidence-based practices for adolescent substance use prevention to promote protective and resiliency factors, while mitigating individual risks. We offer Kentucky an integrated approach that meets SKY Enrollees where they are and offers a comprehensive continuum of services and supports to prevent, identify, and treat substance use.



Molina Solution: Secure Web portal

We maintain a secure, HIPAA-compliant Enrollee Web portal that, upon registration, provides Enrollees access to the Provider Directory and a community resource guide, and allows them to view and print their Enrollee's Care Plan. Enrollees and caregivers can also review the Provider Directory and request primary care provider (PCP) changes via the portal. The Enrollee may provide feedback to the Care Coordinator, view their profile, including a list of prescriptions, and view a list of care team members and contact information. The portal also provides information on a range of health topics such as asthma, dental health, diabetes, immunizations, nutrition, trauma-informed care, and behavioral health. Enrollees can also access the Health Backpack, Molina's proprietary cloud-based and portable electronic personal health record, through the Web portal.

Molina Solution: Molina Mobile

We offer Molina Mobile via mobile devices such as smart phones and tablets that enable Enrollees and their caregivers to manage their health anytime, anywhere. Users can sign into the app using their MyMolina user ID and password. Molina Mobile provides the ability for users to change PCPs, find doctors, request a new ID card, contact Molina, and access the same easy-to-use tools we provide on our Web portal. Enrollees can also access the Health Backpack through Molina Mobile.

C. PROPOSED ORGANIZATION TO PROVIDE COORDINATED CARE

Molina's System of Care model promotes continuity of care for SKY Enrollees and caregivers. It brings together the right team members and system partners at the right time to connect Enrollees to the right services and supports to meet their needs. Through effective care coordination, Molina will collaborate with system partners and community-based organizations to enhance the system of care and coordinate Enrollee-specific services.

CARE COORDINATION

We know from our conversations with Foster Care families across Kentucky that Enrollees and their caregivers need a single point of contact for their healthcare needs. All SKY Enrollees will be enrolled in care management services and will receive support from a Care Coordinator with the skill and expertise to address their needs. ***The Care Coordinator will serve as the single point of contact.*** The benefit of having an assigned Molina Care Coordinator for SKY Enrollees is to have a dedicated source for coordination and facilitation of all healthcare needs (i.e. coordination of annual Well Child visits and

specialist referrals, authorizations for durable medical equipment, home healthcare, occupational therapy/physical therapy/speech therapy, medications, etc.) and supportive services (dietary services, medication therapy management for evaluation of complex medication regimens and dispensing options, etc.). This Care Coordinator stays with the Enrollee for the duration of their time with Molina, regardless of their level of care.

COLLABORATION WITH SYSTEM PARTNERS

Molina has already begun to partner with caregivers and Providers and looks forward to collaborating with the Commonwealth and system partners such as schools, courts, law enforcement, DJJ and DCBS. Through our System of Care approach, we will improve service delivery and the experiences of children and families who deal with multiple organizations. Molina will collaborate with the Department to coordinate the enrollment and ongoing provision of health services for all children in Foster Care. Molina will integrate physical and behavioral health services for SKY Enrollees.

Collaboration to Enhance the System of Care

Our four System of Care Liaisons will work with the appropriate agencies to identify, address, and resolve regional issues related to access to care, care coordination, and Provider network. A Liaison will lead our System of Care Collaboration group that will meet monthly during the first year of implementation. Meetings will be used to:

- Consider opportunities in areas such as improving health outcomes of Enrollees
- Advance trauma-informed care approaches
- Implement and monitor evidenced-based practices
- Identify and address Provider training needs
- Improve coordinated access to services and supports

Coordinating Enrollee-specific Services

Molina will coordinate physical and behavioral health services for SKY Enrollees, assuring completion of healthcare screening and assessment within mandated timeframes and confirming that services are not duplicated. Additionally, the Care Coordinator will include, as appropriate, the DCBS Social Service Worker, DJJ representative, school resources, and others as part of the System of Care Team – a combination of the Enrollee’s Care Coordination Team and Assessment Team. The System of Care team will develop an integrated Care Plan that includes goals and interventions. With the Care Coordinator serving as the lead, the System of Care team will facilitate information sharing related to the Enrollee’s needs, strengths, progress toward Care Plan goals, and Care Plan updates.

PARTNERING WITH COMMUNITY-BASED ORGANIZATIONS

Healthcare is most effective when delivered in the community and by the community. Enrollee and Provider-facing jobs will be created in the local communities—Enrollees will be served by their Kentucky neighbors, not by outsourced staff around the country. Our Care Coordinators and care coordination staff will live and work locally, and we will partner with community organizations to deliver solutions for social determinants of health in Kentucky’s high-need areas. Molina will leverage community-based organizations to identify SKY Enrollees in need of screening and assessment and use any existing relationships the child/youth may have with these agencies to engage them in services.

D. APPROACH FOR ADMINISTERING SERVICES

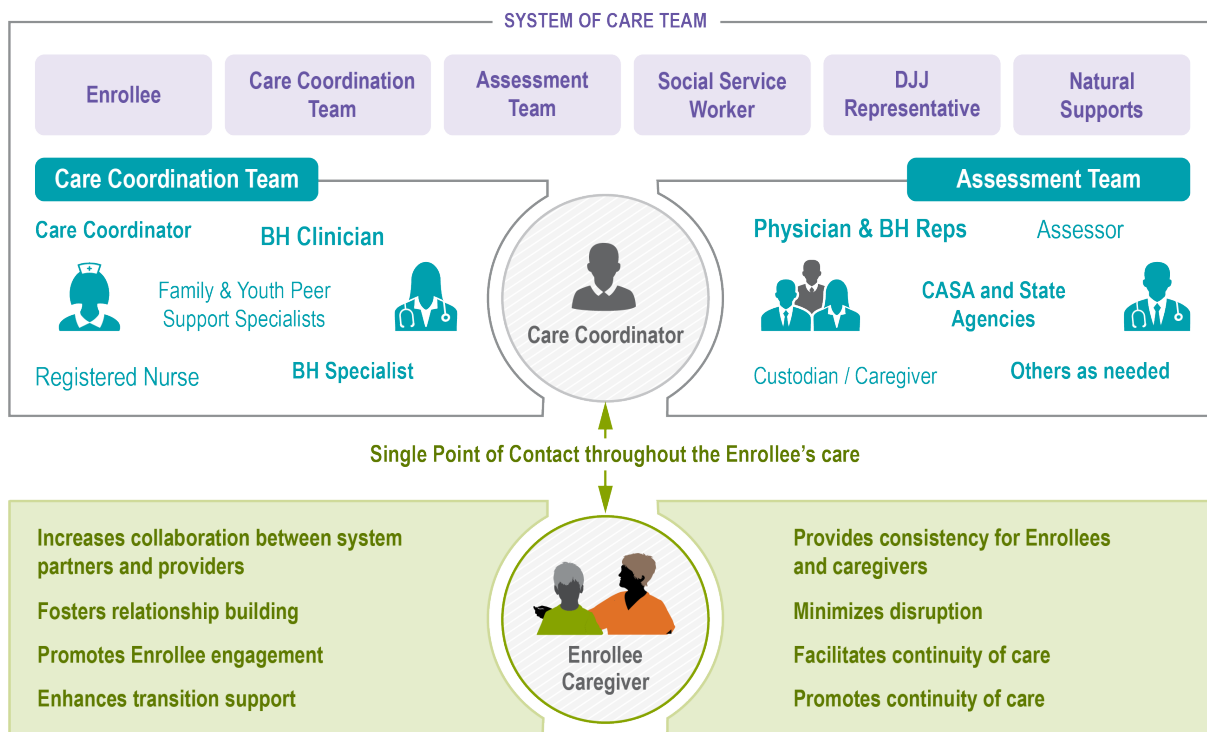
Molina’s *local health plan model* ensures we understand Enrollee needs, engage and support our Providers, and deliver on program requirements. Molina’s trauma-informed framework for administering services determines the exposure to, and impact of, trauma on SKY Enrollees. Because the SKY population interfaces with many systems and agencies, we communicate and collaborate with other systems and Providers to complement the provision of Covered Services, as described previously. As a trauma-informed organization, Molina supports SKY contracted Providers, the professionals who serve

on an Enrollee’s System of Care team, and our care management staff in acquiring greater awareness of the needs of the SKY population and the skills necessary to deliver quality integrated healthcare services. Our System of Care model includes a locally based Call Center, comprehensive screening and assessment, along with linkage to PCPs and other Providers to make sure Enrollees are accessing timely physical, behavioral, and specialty healthcare services.

SYSTEM OF CARE APPROACH

Led by our Care Coordinator, Molina builds a System of Care team, comprising the Assessment Team and the Care Coordination Team, which includes our Enrollee, the people most important to them, their Provider, the clinical experts needed to fully integrate their physical and behavioral health, and other individuals who help address social determinants of health needs. For children with a Medically Complex designation, the System of Care team will coordinate with the child’s Medically Complex Service Team and that child’s dedicated nurse case manager to coordinate care. Through this System of Care team, Care Coordinators (or nurse case managers) integrate Care Plan activities, goals, and objectives of sister agencies (the Department, DCBS, and DJJ) into a comprehensive Care Plan that is easy for the youth and family to read and understand.

As shown in Exhibit G.1-4, our System of Care puts the Enrollee in the center of their team as a primary partner and driver of their care, in keeping with the Foster Care Bill of Rights. System of Care team participants may change to reflect the Enrollee’s current status. Molina’s Care Coordinator will serve as the lead for bringing together the Enrollee’s System of Care Team and sharing information. Maintaining a consistent point of contact for the Enrollee, caregiver and system partners will facilitate continuity of care, promote consistency in the administration of services, and reduce the trauma Enrollees experience when individuals come in and out of their lives. It also enables relationship-building and continued collaboration between Molina, Enrollees, Providers, and system partners.



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Exhibit G.1-4. Molina’s System of Care

LOCAL CALL CENTER

We will have a 24-hour telephone queue for the SKY program through which DCBS Social Services Workers and DJJ Social Workers can call any time of the day or night to notify us that a child has been removed from his or her family and/or placed into Foster Care, expediting care coordination.

Our toll-free Enrollee and Provider services Call Center will be located in Louisville, Kentucky. The Call Center will be staffed with dedicated staff and will be available Monday through Friday, 7:00am to 7:00pm, Eastern Time. Call center staff will be able to directly link Enrollees to Nurse Advice Line staff, the Behavioral Health Hotline, or to their Care Coordinator.

FACILITATING ACCESS TO SCREENINGS AND ASSESSMENTS

Molina is dedicating resources to make sure foster youth complete all required screenings and assessments—field-based Care Coordinators will be available to conduct assessments and complete initial screenings and link youth and families with needed physical and behavioral health services. Our Care Coordinators will document Health Risk Assessment (HRA) and assessment results and the date of completion in Clinical Care Advance, our integrated care management system. Clinical Care Advance will flag new Enrollees and track them throughout the transition timeframe, allowing Care Coordinators to monitor due dates for screenings, assessments, creation of care/treatment plans, and Care Coordinator correspondence based on the Enrollee's eligibility date. The system will generate dashboards and provide real-time feedback on the current status of completion rates. Using this information, Care Coordinators will prioritize screenings and assessments.

Expedited Engagement Process

If we receive notification from DCBS during business hours that a SKY Enrollee has been removed from their home, we will assist the Social Services Worker and work with him or her and the child's foster family to make a PCP selection/assignment and arrange an assessment and services. Our Call Center staff will document the SKY Enrollee's needs and information and contact information for the Social Services Worker and placement. If the SKY Enrollee's need is emergent, such as the need for an asthma inhaler or critical medication, our Call Center staff will contact the on-call Care Coordinator to arrange for access to those services. The call and documentation will generate an alert to our Care Coordination team resulting in a Care Coordinator contacting the Social Services Worker within 24 hours to begin coordinating services and supports. The Care Coordinator will ask about any Providers the Enrollee is seeing, the need for durable medical equipment and medications, and begin arranging services.

LINKING ENROLLEES TO NEEDED SERVICES

In addition to the enrollment, screening and assessment methods already described, we will use a multi-faceted approach to encourage SKY Enrollees and caregivers develop a close relationship with the Enrollee's PCP to continue to receive necessary services.

Our comprehensive Provider network will be well prepared to serve the SKY population. By leveraging care coordination teams, Family and Youth Peer Support Specialists, community health workers, providers, community-based organizations, Enrollee and caregiver education and Enrollee incentives and rewards, Molina will connect children and youth to needed services and encourage ongoing participation in healthcare activities.

E. COMPREHENSIVE PROVIDER NETWORK

Molina is building a strong network of healthcare providers that reflects the existing patterns of care for SKY Enrollees. We are seeking out the very best providers that are known to serve Enrollees with complex needs; deliver high quality, trauma-informed care to children and youth; apply best practices such as the High Fidelity Wraparound Approach; offer needed specialty care, including child psychiatry and developmental pediatrics; and demonstrate a commitment to respectful, compassionate care in culturally relevant ways.

When determining where to focus our efforts, we gathered recommendations from key stakeholders, identified normal patterns of care, and prioritized outreach to Providers that are most likely to serve SKY Enrollees. For example, foster families in Lexington told us that many of the children they care for go to the University of Kentucky Clinic, and we were able to secure them as a network Provider. Our focused efforts to build a comprehensive SKY network include:

- Kentucky-based Provider contracting staff to engage with Providers
- Processes to continuously assess our network and recruit Providers to fill gaps
- Leveraging a streamlined application process
- Offering value-based payment models

Our network already includes strategic Provider partners such as the Kentucky Primary Care Association and its member organizations, children’s hospitals, Federally Qualified Health Centers, Rural Health Clinics, Community Mental Health Centers, and local Providers versed in serving children and youth such as Home of the Innocents.

Increasing Access to Care in Rural Areas

Molina is ready to serve SKY Enrollees in all regions across the Commonwealth. We offer creative solutions to enhance access to services in rural and underserved areas, including school-based clinics, pop up clinics, and telehealth strategies.

Pop-up Clinics. We are developing relationships with Associates in Pediatric Therapy, Catholic Charities, and Family Scholar House to offer pop-up clinics in rural and underserved areas. These pop-up clinics offer SKY Enrollees and caregiver’s easy access to services in their communities ranging from preventive screenings to condition-specific treatment. By bringing care closer to SKY Enrollees’ homes, we can fill gaps in care; screen for medical and behavioral health needs, facilitating early intervention; and reduce caregiver stress associated with driving long distances and to multiple appointments.

Telehealth. Our creative telehealth strategies include working with our parent company’s, Molina Healthcare Inc., national vendor Teladoc to provide convenient access to general medicine and behavioral health services. We will partner with Project ECHO to enhance Providers’ capacity to serve Enrollees with complex needs and connect Enrollees to virtual supports and community-based telehealth sites. We will continue to develop partnerships with key Providers in Kentucky to expand telehealth options across the Commonwealth.

As part of our value-based programs, we will encourage the use of telemedicine by incentivizing Kentucky SKY Providers to establish a telehealth platform and/or designate clinic space for Enrollee consultation. We look forward to collaborating with the Department to develop meaningful Provider incentive approaches.

Telehealth Solutions



Mobile telehealth clinics

Community-based telehealth sites (schools, libraries)

Virtual Support group



Provider partnerships (CMHCs, Specialty Clinics, University of Kentucky School of Medicine)

PROVIDER AND SYSTEM TRAINING

We will offer Providers access to *our* Fostering Success Academy to further support and develop our Provider network. This convenient and comprehensive Provider training program provides education and resources on evidence-based practices, including trauma-informed care, using multiple modalities. Built on national best practices and customized to meet local needs, our Fostering Success Academy will offer specific resources, tools, and training on evidence-based approaches and best practices to serve SKY Enrollees. Providers, Molina staff, and system partners will have ready access to convenient, easy-to-use toolkits, online resources, and webinars that offer self-service training as well as in-person classes that provide continuing education units and continuing medical education credits. They can request coaching from one of our in-house experts on topics important to SKY Enrollees, such as Applied Behavior Analysis, medication management, substance use disorder, juvenile justice, and transition age youth.

Molina's Fostering Success Academy offers:

Evidence-based practice toolkits

CEUs/CMEs Webinars 

 Learning Collaboratives

Personalized coaching

Dedicated Training Manager

In-person classes 

 Peer Consultations

Online resources

F. INNOVATIONS AND TRAUMA-INFORMED INITIATIVES

Molina will support SKY Enrollees and their caregivers through our innovative programs and trauma-informed initiatives developed specifically for the SKY program. Our specific programs meet each Enrollee and caregiver at their point of need to provide the right types and intensity of interventions. Our System of Care model and trauma-informed infrastructure promotes resiliency, fosters permanency and improves Enrollee health outcomes.

DEVELOPING A TRAUMA-INFORMED SYSTEM OF CARE

Children in Foster Care need to be supported using a wraparound approach practiced by Providers and caregivers who are trauma-informed and know how to address ACEs. Molina understands that out-of-home placement, and the antecedents of the removal from the home, create disruption in the natural developmental process. We will assign children and youth enrolled in SKY to Care Coordinators who have expertise in working with children and families, children affected by abuse or neglect, children in Foster Care, and/or children with special healthcare needs, including those with medical complexity. To assure that we are coordinating with and serving families based on evidence-based practices, we will train Care Coordinators in the High Fidelity Wraparound Approach, Mental Health First Aid, trauma-informed care, ACEs, and motivational interviewing.

To promote system-wide adoption of trauma-informed approaches, we will offer Providers access to our Fostering Success Academy. Our dedicated SKY Training Manager will coordinate system-wide trainings as well as customized educational sessions for individual practices and/or Provider groups. Through the *Fostering Success Academy*, Molina will bring Providers and staff together to promote widespread adoption of evidence-based practices across our System of Care. Other strategies to promote a trauma-informed model include the following.

- We will seek **Provider Champions** willing to share best practice strategies and offer apprenticeship opportunities to Providers in the training phase, allowing peer trainees to observe team meetings, engage with youth and caregivers, and interact with other team members. In our experience, creating Provider connections to support evidence-based practices is an excellent tool for facilitating consistency in practices across Providers.
- We will participate in the **Train the Trainer** workshop on ACEs. This will enable us to offer monthly and on-demand trainings related to ACEs for PCPs and other Providers.

- During regular interactions with Providers as part of ongoing care coordination, our **Care Coordinators**, who will be trained in ACEs, **will educate Providers** on trauma-informed care strategies for serving Enrollees and incorporate trauma-informed care interventions in the Enrollee's Care Plan.
- Providers can access self-service tools such as a **trauma-informed care toolkit** that gives Providers practical strategies for adopting policies that support trauma-informed care.
- Through **Learning Collaboratives** facilitated by the SKY Training Manager, we will bring together Providers and Molina staff to share strategies and best practices for adopting trauma-informed practices.

We will encourage Providers to conduct an organizational assessment to determine their readiness to implement trauma-informed approaches. Our SKY Training Manager will connect Providers to resources such as webinars available through the National Child Traumatic Stress Network that can assist them in developing and adopting plans to modify their policies to adhere to trauma-informed practices. Our goal is to assure that SKY Enrollees who have experienced trauma can actively participate in treatment delivered in a non-threatening manner by Providers that respect their needs and preferences.

INNOVATIONS

Molina's System of Care recognizes the importance of providing person-centered services that are easily accessible to the Enrollee and portable based on life events. Molina proposes several innovations and trauma-informed initiatives designed to improve health outcomes in a cost-effective manner. Molina's solid, proven System of Care model creates a foundation that promotes innovation, identifies challenges, and mitigates those challenges with the implementation of innovations. At Molina, we understand that a solid foundation paves the way for continued success and growth.

Molina's Health Backpack Provides Easy Access to Enrollee's Records

The Health Backpack enables caregivers, Enrollees, and system partners to access through the Web or Molina Mobile, our mobile application, appropriate and timely information about the Enrollees they serve, including:

- **Screening and Assessment.** Results from the HRA, Enrollee Needs Assessments, and evidence-based tools such as the Child Trauma Screen or Trauma Symptom Checklist for Young Children
- **Immunization records.** Updated medical record that includes Enrollee vaccination history and schedule
- **Medications and Prescriptions.** Current and active prescriptions, drug utilization and prescribers
- **Information regarding the Enrollee's overall health status.** Current conditions under treatment, height, weight, recent medical visits, allergies, and lab results. It provides an easy to understand glimpse of the Enrollee's current health status while also providing the ability to drill down to past utilization data
- **Providers that serve the Enrollee and their contact information.** PCP's, specialists, dental Providers and behavioral health Providers
- **Health alerts.** Upcoming and missed well-child screenings, upcoming medication refills and missed refills and gaps in care

This information will help the DCBS Social Services Worker and/or DJJ worker and caregivers understand the Enrollee's current health status, medications, and other important information. Identifying the Enrollee's PCP and specialist also allows the caregiver the ability to interact with both current and past caregivers to discuss issues of concern, medications, and current medical conditions. DCBS Social Services Workers and caregivers can download information from the Health Backpack and include it in

the Enrollee’s Medical Passport. ***Enrollees can access their Health Backpack for five years after disenrolling from the SKY program, facilitating transition to independence for transition age youth and continuity in care for Enrollees who are adopted or return to their families.*** Exhibit G.1-5 provides a sample of the Health Backpack.

MOLINA HEALTHCARE

Home

Jane Doe ▾

DOB: 01/12/2010
 Gender: Female
 Language: English
 Ethnicity: Caucasian
 Member ID: 0001234
 Address: 300 Kentucky Way, Bowling Green, KY, 42102

Legally Authorized Representative: Name: _____ Phone: _____
 DCBS Social Service Worker: Name: _____ Phone: _____
 DJJ Worker: Name: _____ Phone: _____
 Molina Care Coordinator: Name: _____ Phone: _____
 Caregiver: Name: _____ Phone: _____

Eligibility Status: Active
 Enrollment Date: 01/01/2020
 Eligibility End Date: 01/01/2020
 Program: KY SKY Program
 Primary Care Physician: Phone: _____
 Dental Provider: Phone: _____

Member Care Summary

- Immunizations
- Medical Services
- Current Medications
- Vision Services
- Dental Services
- Hospital-based Services
- Behavioral Health
- Care Coordination

ACTIVE ALERTS

Description	Due Date	Category
EPSDT visit	1/12/2019	●
Dental visit	1/12/2019	●
Flu vaccine	1/12/2019	●

CURRENT MEDICATIONS

Name	Dosage
Albuterol tablet	2 mg TID

MEDICAL SERVICES

Description	Completed
ED visit	12/1/2019

ALLERGIES

Allergic to amoxicillin

275.KY17

Exhibit G.1-5. Molina’s Proprietary Health Backpack

Value-Added Services

Molina proposes to introduce a portfolio of new programs and value-added services for SKY Enrollees, described in Table G.1-1, to elevate Enrollee voice within the system, address gaps in care, and enhance overall outcomes in adulthood.

Table G.1-1. Value-Added Services

Benefit	Description
Sweet Cases	We will provide children who are new to Foster Care with a duffle bag/backpack that will be decorated and filled by volunteers. Duffle bags will contain a teddy bear, hygiene kit/oral care kit, and blanket.
Transition Age Youth website	Molina will launch a transition age youth-centric website. The website will provide information about resources, services and supports available to support their transition to adulthood. This tool will provide a one-stop-shop for transition age youth to connect with their peers and offer resources that are recognized by other transition-age youth as important and relevant to their needs.

Benefit	Description
System Navigation Guide	The System Navigation Guide includes key milestones for assessments, EPSDT services and care planning; contact information for their Care Coordinator, DCBS Social Worker and PCP; and information on how to access the Enrollee's medical record and how to navigate the Member Portal.
GED testing	Molina will partner with Kentucky Skills U program to connect SKY Enrollees that are at-risk for or have dropped out of high school to GED preparation courses. When Enrollees are ready to sit for the GED exam, Molina will cover the cost of one practice exam and the official exam as a value-added service.
Healthy Rewards	Molina will offer gift cards for SKY Enrollees for participating in preventive care services such as well care visits, dental exams, and vision services. Transition age youth can also earn rewards for meeting goals related to employment/education, such as obtaining a diploma, GED.
Non-emergency transportation	Transportation for transition age youth ages 18-26 to social service appointments, drop-in centers and community resources. This value-added service will assist transition age youth in accessing resources to develop the skills necessary to become independent and transition to adulthood.

Care Management for Children with Neonatal Abstinence Syndrome

When a child with neonatal abstinence syndrome (NAS) is enrolled in the SKY program, we will assign a Registered Nurse as a Care Coordinator. The Registered Nurse Care Coordinator will assist with discharge planning from the Neonatal Intensive Care Unit and provide ongoing support and conduct in-home visits with the child and his/her caregiver. They will connect the child to services, such as occupational and physical therapy, feeding, specialists, developmental pediatricians and medications. The Registered Nurse will educate the caregiver on how to maintain a soothing environment (quiet, dimly lit room) and teach strategies such as swaddling techniques, assess the child's development and growth, and connect with early intervention services as needed. We will provide caregivers with a Guide for NAS that includes easy-to-follow tips on how to care for a child with NAS, common issues associated with NAS and available resources.

Our Registered Nurse will continue to be highly engaged with the child for a year post-birth or until they have achieved established developmental milestones. If the child returns to their birth parent during that time, is eligible for Medicaid MCO services, and selects Molina as their health plan, we will continue to support the child and their birth parent through our NAS program, facilitating continuity of care and improved health outcomes for the child.

Transition to Adulthood Care Management

Transition age youth in Kentucky are often in Foster Care for different reasons than their younger counterparts, including due to their own unmet behavioral needs that result in externalizing behaviors. Our enhanced model, shown in Exhibit G.1-6, offers a fully integrated approach to quickly screen and assess youth, engage them in services and connect them to the right care.



286.KY19

Exhibit G.1-6. Molina's Supports for Youth in Aging Out Services

CHALLENGES AND SOLUTIONS

Based on our experience serving children and youth in Foster Care in other states, we have learned the following lessons shown in Table G.1-2 that we will apply when serving SKY Enrollees.

Table G.1-2. Lessons Learned from Molina Affiliated Contracts

Challenge	Solutions	Experience in Other States
Lack of Providers with expertise to serve SKY Enrollees	<ul style="list-style-type: none"> Contract with Specialty Clinics through the Office of Children with Special Healthcare Needs, which also offers specialty services via telehealth. Increase access to behavioral health and specialty services through Teladoc and other telehealth programs (University of Kentucky telehealth clinics). Offer tools and resources on trauma-informed care through our Fostering Success Academy. Connect Providers to consult with specialists through Project ECHO. 	Molina has developed comprehensive Provider networks in all 14 states we operate as well as the seven states in which we currently serve children similar to SKY Enrollees. We provide training on Enrollees' specific needs including trauma-informed care, use telehealth to bring services, such as telepsychiatry to rural and underserved areas and offer peer consultation through Project ECHO. In Puerto Rico, our affiliate health plan's telehealth provider reports that 92% of issues are resolved after the first visit and 95% of Enrollees are satisfied with the telehealth services delivered.
SKY Enrollees have complex needs and are served by multiple systems	<ul style="list-style-type: none"> Molina's Care Coordinator will serve as the Enrollee's single point of contact from the time of enrollment and throughout their journey until disenrollment. Employ a System of Care approach that brings together the Enrollee, caregivers, system partners and Providers to develop an integrated Care Plan. 	In the seven states that we serve children and youth involved in child welfare, we provide care coordination services to make sure Enrollees have access to coordinated care. In Ohio, children and youth in Foster Care receiving care coordination through our affiliated plan experienced an 87% decrease in inpatient admissions, 89% reduction in 30-day readmissions, 67% decrease in ED visits and a 14% increase in PCP visits.
Need for a single, readily accessible medical record	Molina's Health Backpack is a cloud-based, portable medical record that integrates all available information to create a single medical record that Enrollees, caregivers, Providers, and system partners can securely access via the internet.	Molina facilitates access to medical records in all states by making important information—utilization, assessment results, Care Plans and other clinical information available to care team members through our Member and Provider Web portals. We leveraged this experience to inform the development of the Health Backpack, which increases access to Enrollee information by making it readily accessible to the entire System of Care team through our mobile app using cloud-based technology.

Challenge	Solutions	Experience in Other States
<p>System partners have limited resources and time to participate in training and coordination</p>	<p>Our four System of Care liaisons will collaborate with system partners to offer training, education and resources based on their needs and availability. They will offer webinars and lunch and learns; participate in meetings; share tools and resources; and offer individual education.</p>	<p>Molina customizes our training and approaches to assure system partners feel supported and have access to necessary resources and information. For example, in Ohio, Molina collaborated with the Department of Medicaid, the Department of Job and Family Services, and other managed care plans to conduct a regional training series on managed care and requirements in the Ohio Medicaid Provider Agreement for Children in Custody. The training series was held in convenient locations throughout Ohio to prepare stakeholders, including custodial agencies, for the integration of foster children into managed care.</p>

Molina offers a System of Care approach to administering the SKY Program that includes the staff, resources, and tools to address the needs of SKY Enrollees living throughout Kentucky. We will work with Providers, the Department, DCBS and DJJ, as well as community-based organizations to deliver services to our Enrollees in the community. We look forward to leveraging our deep experience to help the Commonwealth realize the full potential of the SKY program and ensure SKY enrollees receive the highest standard of care and services.