

## G.4 Kentucky SKY Contractor Educational and Training Requirements

### REQUIREMENT: RFP Section 60.7.G.4

4. Kentucky SKY Contractor Educational and Training Requirements
- Describe the Contractor's proposed approach for collaborating with experts including the Department, DCBS, and DJJ) to identify Provider training needs. Please include examples from other Contractor programs exhibiting collaboration with state agencies to identify training needs.
  - How will the Contractor ensure that the Contractor's staff and Network Providers (including but not limited to hospitals, pharmacies, and specialty Providers) receive indepth training on the Kentucky SKY program, including what is and is not allowable exchange of information in a HIPAA compliant organization, to preserve and support continuity of care. Describe how the Contractor will ensure Network Providers are aware of the requirements of the Kentucky SKY program, and how the needs of this population may differ from those of the Medicaid managed care population?
  - Describe how the Contractor will educate Law Enforcement Officials, the courts, judges, attorneys, and judges about the Kentucky SKY program.

**Through our *Fostering Success Academy*, Molina will foster a System of Care model that brings together all child-serving agencies and providers in a coordinated manner and leverages best practices to serve SKY Enrollees.**

Molina brings solid experience training staff and network providers from seven of our affiliated health plans that provide services to populations similar to SKY Enrollees. We also offer provider training across our 14 affiliated Medicaid health plans throughout the nation. Our trainings have been refined over our 40 years of experience, and we evaluate our trainings regularly to maximize their impact.

Moreover, this experience forms the foundation for our SKY program education and training approach which is designed to meet all requirements set forth in Attachment C., Draft Medicaid Managed Care Contract and Appendices, Section 42.6.3 Kentucky SKY Contractor Educational and Training Requirements.

We will build on our existing training models to inform our *Fostering Success Academy*, which is designed specifically for programs that serve children and youth in custody, including children and youth in Foster Care, involved in the justice system and participating in Adoption Assistance or Aging Out services.

***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 (CEUs) and continuing medical education (CME) credits. They can request personalized coaching from one of our in-house experts on topics important to SKY Enrollees, such as Applied Behavior Analysis, medication management, substance use disorder (SUD), juvenile justice, and transition age youth.

Overseen by our dedicated SKY training manager, Molina's *Fostering Success Academy* will give providers and system partners on-demand access to relevant information to better serve SKY Enrollees.

Furthermore, ***we will establish virtual and in-person Learning Collaboratives*** that bring together system partners, providers that serve SKY Enrollees, and stakeholders (such as advocacy groups and Court Appointed Special Advocates) to share best practices and effective strategies for supporting SKY Enrollees to build resilience, promote permanency, and learn self-management skills as they journey to

### Molina's Fostering Success Academy offers:

Evidence-based practice toolkits

CEUs/CMEs Webinars 

 Learning Collaboratives

Personalized coaching

Dedicated Training Manager

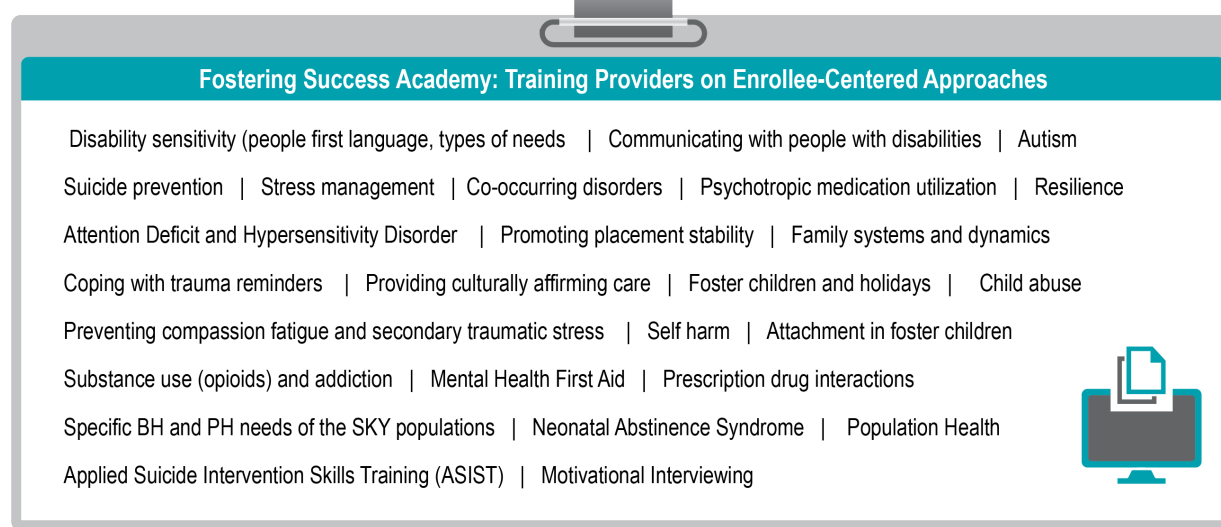
In-person classes 

 Peer Consultations

Online resources

adulthood. Molina's SKY Training Manager will stay current on best practice approaches and system needs and work alongside system partners to adapt trainings and materials to reflect current SKY program expectations and practices for serving SKY Enrollees and caregivers.

Exhibit G.4-1 outlines key topics that will be offered through our *Fostering Success Academy* to promote Enrollee-centered approaches to care.



**Fostering Success Academy: Training Providers on Enrollee-Centered Approaches**

Disability sensitivity (people first language, types of needs | Communicating with people with disabilities | Autism  
Suicide prevention | Stress management | Co-occurring disorders | Psychotropic medication utilization | Resilience  
Attention Deficit and Hypersensitivity Disorder | Promoting placement stability | Family systems and dynamics  
Coping with trauma reminders | Providing culturally affirming care | Foster children and holidays | Child abuse  
Preventing compassion fatigue and secondary traumatic stress | Self harm | Attachment in foster children  
Substance use (opioids) and addiction | Mental Health First Aid | Prescription drug interactions  
Specific BH and PH needs of the SKY populations | Neonatal Abstinence Syndrome | Population Health  
Applied Suicide Intervention Skills Training (ASIST) | Motivational Interviewing

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#### **Exhibit G.4-1. Molina's *Fostering Success Academy* Promotes Enrollee-Centered Care**

Molina's strategy to support the SKY program and provider community across the Commonwealth, including proactive provider engagement, education, and training, further encompasses investment in key infrastructure, resources, and provider and Enrollee-facing supports.

**Molina One-Stop Help Centers.** Molina will establish *six One-Stop Help Centers throughout the Commonwealth, including one in our main office in Louisville*. These centers will offer the full complement of provider services as required by Attachment C, Draft Medicaid Managed Care Contract, and will include, but will not be limited to:

- Provider access to our Provider Services and the Provider Engagement Team staff, such as claims/encounters training, Kentucky Health Information Exchange (KHIE)/electronic health record (EHR) assistance, and much more
- Meeting spaces
- Initial provider orientation, regular ongoing and specialized trainings to include free continuing education units (CEUs) and continuing medical education (CME) credits

In addition to having a One-Stop Help Center in our health plan headquarters in Louisville, we will strategically locate these facilities in Covington, Bowling Green, Hazard, Lexington, and Owensboro to maximize geographic access to SKY providers and Enrollees.

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## **a. COLLABORATING WITH EXPERTS TO IDENTIFY PROVIDER TRAINING NEEDS**

An important component of our *Fostering Success Academy* is making sure that trainings are based on best practices and delivered in the most effective manner. We will leverage national and local experts to inform our training program. Molina has engaged with experts to assist in identifying core training curricula for the SKY program.

Through our affiliate health plans, we have access to experts in mental health, substance use disorder (SUD), autism, co-occurring disorders, motivational interviewing, and a host of other topics relevant to the SKY program. Additionally, we look to national sources, such as the Substance Abuse and Mental Health Services Administration (SAMHSA) and National Child Traumatic Stress Network, for best practices, resources, and toolkits. We will also look to organizations such as the University of Kentucky's Center on Trauma and Children to provide expert consultation on specific trainings and curricula. We will incorporate these tools and materials into our *Fostering Success Academy* library.

### **LOCAL LEARNING COLLABORATIVES**

Molina recognizes the valuable local expertise that exists in the Commonwealth. Our SKY training manager will convene local Learning Collaboratives that include representatives from provider organizations such as Community Mental Health Centers (CMHCs), Kentucky Strengthening Families, Health Access Nurturing Development Services (HANDS) home visitation program, Kentucky Youth Thrive, the University of Kentucky Young Parents Program (YPP) and Building Resilient Children and Families (BOUNCE) in Louisville.

Through our Learning Collaboratives, we will identify provider champions who are experts in topics such as trauma-informed care, the High Fidelity Wraparound approach, suicide prevention, attachment disorders, and other key topics. We will leverage their expertise to identify training topics to include in the *Fostering Success Academy*, inform curricula, participate in presentations, and develop materials. Further, our Learning Collaboratives will serve as a mechanism to facilitate widespread adoption of best practices across the System of Care. In our experience, creating provider connections to support evidence-based practices is an excellent tool for facilitating consistency in practices across providers.

### **SYSTEM OF CARE COLLABORATION WORKGROUP**

In recognition of the specific expertise related to serving SKY Enrollees among child-serving agencies and system partners, Molina will facilitate a System of Care Collaboration Workgroup that brings together representatives from the Department, DJJ, schools, and DCBS to discuss system strengths, opportunities to improve, strategies for improving coordination, and joint training initiatives to better serve SKY Enrollees.

### **EXPERIENCE COLLABORATING WITH STATE AGENCIES TO IDENTIFY TRAINING NEEDS**

Molina has effectively partnered with state agencies to identify provider training needs in all our affiliate Medicaid health plans. These relationships are invaluable to effective care delivery that improves health outcomes for the most vulnerable populations. We provide an example of our collaborative success in Ohio below.

## Molina Collaborates with State Agencies and Stakeholders to Conduct Training

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 throughout Ohio to prepare stakeholders, including custodial agencies, for the integration of foster children into managed care. The goal was to inform stakeholders of general requirements of Medicaid managed care plans, newly added requirements for the transition of the foster care population, and special protections and escalation processes that would be in place to address concerns about disruptions in services.

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We will communicate and coordinate services for SKY Enrollees with the Department, DCBS, DJJ, Department for Behavioral Health, Developmental and Intellectual Disabilities (DBHDID), and Department of Education (DOE) so that our educational initiatives contain topics that support multiple services delivered in a coordinated and therapeutic manner and that children and their caregivers can move through the system in accordance with their changing needs. This collaboration, coordination, and training with these Foster Care, Adoption Assistance, and juvenile justice agencies as well as primary care providers and dental providers will help Kentucky SKY Enrollees by reducing disruption in services, increase stability in the Enrollees' lives, foster permanency and long-term independence, and improve health outcomes.

### **b. ENSURING THAT CONTRACTOR STAFF AND NETWORK PROVIDERS RECEIVE IN-DEPTH TRAINING ON THE SKY PROGRAM**

Through our *Fostering Success Academy*, we will offer a multi-media approach to train staff and providers on a wide range of topics related to the Kentucky SKY program, including contractual requirements, business processes, HIPAA compliance, preventing fraud, waste, and abuse (FWA), and clinical topics (such as opioid use disorders, trauma-informed care, and behavioral health). The *Fostering Success Academy* will offer an extensive library of trainings and materials that staff and providers can access at any time.

Molina will add trainings to ensure we meet the Commonwealth's training requirements. Our SKY training manager will verify that materials are up-to-date and reflect best practices by coordinating with internal and external subject matter experts. The SKY training manager will seek out readily available materials and resources and adapt them, as needed to the specific components of the SKY program. We will also offer trainings at flexible times and multiple ways to facilitate participation, including webinars, self-study, in-person classes, practice sessions, and conference-style sessions.

Molina will submit to the Department an educational and training plan designed for the Department and its sister agencies and law enforcement officials, attorneys, and judges within 120 calendar days of the Contract execution date. For each education and training section and audience, the Department will have at least 10 calendar days to review the educational and training materials. Molina understands that we will have five calendar days from the completion of the Department's review to submit the finalized materials to the Department.

### **PROVIDING IN-DEPTH STAFF TRAINING**

We will require all Molina staff to participate in required trainings during orientation and annually thereafter. Our Training department will track staff training completion, send out reminders, and notify supervisors if staff have not completed required courses. We will encourage staff to request additional training, as indicated, and suggest training topics that are pertinent to the SKY program. Our goal is to create a learning organization in which we support staff in honing their skills and increasing their competencies to best serve SKY Enrollees.

We will ensure all Molina SKY staff who interact with Enrollees and caregivers receive training in using a trauma-informed approach and effective strategies for communicating with SKY Enrollees and caregivers. We know that it is critical that the care team has a deep understanding of the SKY program's nuances, enabling them to predict and appropriately respond to barriers while caring for the whole child.

### Care Coordination Team

We will provide comprehensive training on the SKY program requirements, processes, and stakeholders within the Foster Care, Adoption Assistance, and juvenile justice system, and how to effectively support them through medical, behavioral, and social determinants of health services. We also will develop training to ensure our Care Coordination staff understand key differences between SKY Enrollees and regular Medicaid Enrollees. For example, the impact of trauma on SKY Enrollees is profound and must be considered in all aspects of the integrated Care Plan and provider service delivery.

Our initial staff training will incorporate both classroom and on-the-job training. We will ensure new staff have mastered material and processes before allowing them to serve SKY Enrollees independently. Ongoing training will allow us to continually improve Care Coordination team skill sets and knowledge based on emerging best practices and our growing experience with the SKY program, helping staff to continuously improve performance on any identified issues. Dedicated training staff, clinical staff, and subject matter experts will provide training to our Care Coordination team, and we will evaluate our program through quizzes, staff evaluations, on-the-job performance reviews, case audits, Enrollee and provider satisfaction surveys, and complaint information.

**Initial Training.** We will provide classroom training, which will begin with new employee orientation and information about Molina's basic approach to Care Coordination for the SKY program. This includes Fostering Success—SKY Training topics, including:

- Molina's Care Coordination team model
- Integration of care
- Best practice engagement techniques such as motivational interviewing, person-directed planning, and the resiliency model
- Cultural competency, including meeting the needs of people who are economically disadvantaged

Integrating physical and behavioral health staff for focused training will prepare them to work as a team to fulfill job responsibilities and integrate health services with child welfare services. Training will be provided by our dedicated SKY training manager and experienced staff including registered nurses, master's level behavioral health clinicians, and other subject matter experts.

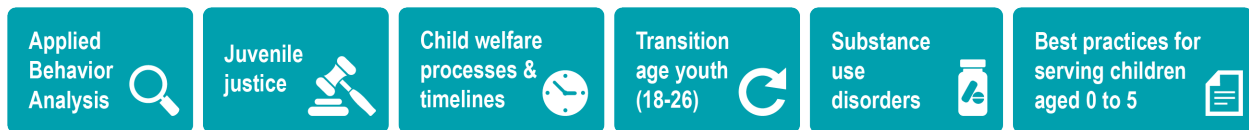
Following classroom training, new staff will participate in four weeks of *shadowing* and *mentoring* with supervisors. New staff will be closely monitored and coached during this on-the-job training. Shadowing will include both observation of and supervised practice with completion of screenings, assessments, and documentation.

After the shadow period, they will spend time with the Care Coordination team and other specialized teams. This cross-training will broaden their understanding of our model, the unique characteristics, and needs of subpopulations such as SKY Enrollees with intellectual and developmental disabilities, and circumstances in which to call on the expertise of other staff to ensure Enrollee needs are identified and met. Position-specific mentoring will occur during the remaining training period.

Trainers will educate staff on how to apply InterQual or Milliman and American Society of Addiction Medicine (ASAM) criteria. For behavioral health services not covered by InterQual or Milliman, Molina will use Level of Care Utilization System (LOCUS) and Child and Adolescent Service Intensity Instrument (CASII) or the Child and Adolescent Needs and Strengths Scale (CANS); and Early Childhood Service intensity instrument (ECSII). We will develop clinical content both locally on individual program needs and nationally by our enterprise clinical training department.

**Ongoing Training.** We will provide ongoing training to make sure our care coordinators continue to hone skills and to keep abreast of new approaches and best practices. We will host monthly webinars facilitated by our SKY training manager and/or internal and external subject matter experts.

Topics to be covered will include resilience, childhood traumatic grief, post-traumatic stress disorder, coping with traumatic reminders, self-care, suicide prevention, and providing culturally affirming care. ***We will offer CEU/CME credit trainings to help staff maintain licensure and reimburse them for any expenses incurred in continuing education needed to maintain licensure.*** Additionally, through our care coordinator experts, staff will have access to training and consultation from internal experts in specific topics related to children and youth as shown below.



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These care coordinators will provide advanced internal support (for example, 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.

### Enrollee Services Representatives

Our customer service representatives (CSRs) will undergo and satisfactorily complete extensive training on Kentucky SKY program requirements before go-live and on an ongoing basis. They will 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 Commonwealth requirements.

Each newly hired CSR in our Enrollee Services Call Center will undergo eight weeks of training by our SKY training manager and dedicated on-site staff. This will begin with 20 days of classroom study and a discovery-based hands-on experience including lab simulations. Classroom training will be followed by a four-week transition period when new CSRs answer live calls in a “nesting area” that offers additional hands-on support from lead CSRs and supervisors. Exhibit G.4-2 provides an overview of our CSR training curriculum.

**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 | Cost-sharing and Enrollee liability
- Identifying, handling, and recording quality of care issues | Selecting and changing PCPs | Claims and coordination of benefits

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### Exhibit G.4-2. Enrollee Services Training Curriculum

All Molina staff will receive cultural competency training 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 with limited English proficiency; it also means knowing how to interact with an individual when communication may be problematic due to articulation or cognitive impairments.

***Molina CSRs 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 diverse populations.***

We will use workshops, self-directed learning, and role-playing to practice these skills. All CSRs will participate in cultural competency and sensitivity training upon hire and yearly thereafter.

In addition to SKY program training, CSRs will receive training on behavioral health and SUDs upon hire and annually. The curriculum will include how to assist SKY Enrollees and caregivers with opioid use disorder or crisis and courses on depression, general mental health, suicide risk and assessment, and techniques to de-escalate calls.

Our extensive training program will prepare our CSRs to deliver optimal customer service.

### **Training Providers to Deliver the Best Care to SKY Enrollees**

Providers can participate in required and skill-building trainings offered through our *Fostering Success Academy* or through in-house training using approved curricula. Our Provider Services Representatives (PSRs) will be champions for provider training and education, in alignment with Molina's overall mission, core values, and strategic plan, and in compliance with all relevant federal, State, and local regulations. Our PSRs will work with SKY network providers to offer effective training and onboarding which includes new provider orientation and Molina provider portal training for SKY providers. Our PSRs will further ensure that providers have the tools and knowledge to participate in the program and meet the needs of our SKY Enrollees.

We will ensure network providers are aware of SKY program requirements by offering training and education in a variety of ways. Our educational offerings will include orientations for newly contracted providers within 30 days of completing contracting. We will offer training programs by telephone, one-on-one, webinar, forums, and classroom settings. Trainings will address core topics applicable to all network providers and Kentucky SKY program requirements.

Additionally, we will provide onsite training at provider locations, as requested, to facilitate provider participation in trainings. ***Moreover, we will host provider orientations and trainings at our Molina One-Stop Help Centers located throughout the Commonwealth.***

Through our *Fostering Success Academy*, we will educate the SKY provider network on trauma-informed care, Adverse Childhood Experiences (ACEs), Six Seconds Emotional Intelligence, and crisis intervention. We will supplement these training sessions with specialty topics, such as Mental Health First Aid and ASIST suicide prevention training. Our SKY training manager will offer Train the Trainer sessions that enable provider designees to gain the skills to offer specific trainings within their organization.

#### **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
- Identifying verbal queues that a caller may be in crisis

Specifically, we will offer a Train-the-Trainer model related to ACEs and trauma-informed care as part of our commitment to creating a trauma-informed System of Care. Our SKY training manager will schedule system-wide and individual provider training based on feedback from providers, stakeholders, and PSRs as well as quality improvement activities.

All providers can also access ongoing training on SKY contract requirements, policy updates, and SKY Enrollees' special needs through scheduled in-person office visits, webinars, or group training at public conference sites and Molina One-Stop Help Centers. Our Provider Manual will also serve as excellent resource. We provide a detailed description of the initial and ongoing training offered to Kentucky SKY Providers in SKY Proposal Section G.7, Provider Services.

In addition to ensuring providers are educated on SKY program requirements, we will promote network provider participation in Department, DCBS, DJJ, DBHDID, and other sister agency-specific training programs. We will make training sessions and updates on pertinent topics available to the SKY network providers annually and as needed.

### **c. EDUCATING LAW ENFORCEMENT AND COURT OFFICIALS ABOUT THE SKY PROGRAM**

Molina understands that System of Care partners must be on the same page and working together to achieve positive outcomes for SKY Enrollees. Youth who are in custody are often involved with multiple systems, including child welfare, juvenile justice, schools, and social service programs. As children and youth suffering from the effects of childhood trauma, they are often underserved as they move from one system to another, experiencing the consequences from minimal cross-system coordination in developing case plans that will best serve them.

Molina will address these issues by working with law enforcement, court officials, judges, attorneys and others to inform them of the benefits and resources available through the SKY program as well as effective ways to coordinate across systems.

Molina's four dedicated System of Care liaisons will devote significant time to contacting, meeting, and communicating with law enforcement, court officials and others to educate them on the SKY program. In our experience, these individuals have limited time to participate in standard classroom trainings. Therefore, our System of Care liaisons will conduct lunch-and-learns, presentations, one-to-one information sharing sessions, and participate in meetings as invited by law enforcement and court officials. For example, we will provide training to law enforcement on contacting our Behavioral Health Services hotline if they are called to an incident involving a SKY Enrollee with intellectual/developmental disabilities or behavioral health needs.

Our System of Care liaisons will share materials and connect individuals to resources through our *Fostering Success Academy*. They will work with existing training and education resources available through the Kentucky Administrative Office of the Courts, the Kentucky County Attorneys Association, and the Kentucky Department of Public Advocacy to incorporate information on the SKY program. Our System of Care liaisons will focus on developing positive relationships with individuals to facilitate ongoing communication as a form of education and training.

The Department, DCBS, DJJ, and other state agencies may also participate in these education and training sessions. As indicated in this response and in SKY Proposal Section G.7, Provider Services, Molina will provide multiple methods of training to engender the most participation, including face-to-face meetings, webinars, and other tutorials.



## MOLINA EXPERIENCE PARTNERING WITH LAW ENFORCEMENT

Through our programs in other states, Molina has developed close and successful collaborations with law enforcement and court systems to provide training and refine processes that will ensure the success of SKY Enrollees. The following example describes our Ohio affiliate health plan's work with the state's Department of Rehabilitation and Corrections.

### Educating Corrections Staff on the Medicaid Pre-release Program

In Ohio, Molina Healthcare worked closely with the Department of Medicaid and Department of Rehabilitation and Corrections (DRC) to train DRC staff on a process to enroll inmates in Medicaid prior to their release. Through this program, inmates with critical risk indicators such as mental health or SUD conditions, Hepatitis C, or HIV receive care management services from their Medicaid Managed Care plan prior to release. The goal is to ensure they have appointments scheduled with specialists immediately following release, as well as housing and access to transportation. **Molina continues to partner with DRC on the Pre-Release Program to coordinate member evaluations and care.**



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The next example also demonstrates our Ohio affiliate health plan's experience with the Ohio Supreme Court Office of Specialty Dockets.

### Collaborating with Court Systems to Implement the Addiction Treatment Pilot Program

Molina collaborates with the Ohio Department of Medicaid and Ohio Supreme Court Office of Specialty Dockets to train court staff on Medicaid Managed Care programs and services. This initiative is part of the Addiction Treatment Program Pilot (ATPP), where Ohio residents charged with crimes related to drug use can enroll in a drug court program and receive treatment in lieu of serving jail or prison time. As part of this program, Molina visits with regional drug court staff to inform them of our care management program and discuss ways to collaborate to serve members in the ATPP. **Molina continues to closely coordinate with drug court staff and treatment teams to connect members to care.**

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Because Kentucky SKY Enrollees will be involved in multiple public systems including behavioral health, child welfare, education, juvenile justice, and primary care, it is critical for these systems to work collaboratively to meet their health needs. Molina is pleased to work with the Department to create a system of care that works for—and wholly supports the needs of—Kentucky SKY Enrollees and their caregivers.

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