

G.5 Kentucky SKY Enrollee Services

REQUIREMENT: RFP Section 60.7.G.5

5. Kentucky SKY Enrollee Services

- a. Describe the Contractor's proposed approach for coordinating with the Department, DCBS, and DJJ to ensure Kentucky SKY Enrollees begin receiving services immediately upon entering Foster Care. Please include the Contractor's experience expediting enrollment in other markets.
- b. The eligibility of Kentucky SKY Enrollees often changes due to their status in Foster Care or the juvenile justice system. Describe the Contractor's proposed process for resolving Enrollment and eligibility discrepancies. Include the Contractor's approach for collaborating with the Department, DCBS and DJJ in resolving eligibility issues.
- c. Describe the Contractor's proposed process to assign Kentucky SKY Enrollees to a PCP within two (2) business days of Enrollment. Include a discussion of the Contractor's approach to:
 - i. Assist Kentucky SKY Enrollees to select a PCP and auto-assign Kentucky SKY Enrollees who do not make a selection within the required timeframes
 - ii. Work with the Department, DCBS, DJJ, Foster Parents, and Adoptive Parents to assign PCPs
 - iii. Track data to confirm that every Kentucky SKY Enrollee is assigned to a PCP.
 - iv. Inform PCPs of new Kentucky SKY Enrollees within the required timeframes.
 - v. Confirm that PCPs received the list of assigned Kentucky SKY Enrollees
 - vi. Provide a sample of the report the Contractor will use to notify PCPs of their assigned Kentucky SKY Enrollees.
- d. Describe the Contractor's proposed process for communicating with Kentucky SKY Enrollees about their PCP assignments and encouraging Kentucky Care Enrollees to schedule regular appointments with their assigned PCPs and keep scheduled appointments. Include how the Contractor will identify and work with Kentucky SKY Enrollees to resolve barriers to keeping appointments and how the Contractor will work with resources available at the Department, DCBS and DJJ to communicate with Kentucky SKY Enrollees. Include a discussion of how this process would differ when communicating about their Dental Provider assignment and encouraging Kentucky SKY Enrollees to schedule and keep regular appointments with Dental Providers.
- e. Foster Care (FC) Enrollees and Juvenile Justice (JJ) Enrollees often experience changes in placement. These placement changes may require assignment of new PCPs and Dental Providers. Describe the Contractor's proposed process to assess a FC or JJ Enrollee's access to a PCP and Dental Provider timely after a change in FC Enrollee or JJ Enrollee placement and assigning a new PCP or Dental Provider if the prior Provider no longer meets access standards.
- f. Describe the Contractor's process for engaging Adoptive Parents who request to opt out of the Kentucky SKY program to stay enrolled, including:
 - i. Process for outreach and engagement of Adoption Assistance (AA) Enrollees.
 - ii. Conducting surveys with AA Enrollees to determine the reason for opting out of the Kentucky SKY program.
 - iii. Attempts for periodic re-engagement after Disenrollment.
 - iv. Include how the Contractor will use results from the survey to improve the program.
- g. Provide the Contractor's proposed plan for providing Kentucky SKY Enrollees with ID cards in the required timeframes (be issued initially within five (5) Calendar Days of receipt of the eligibility file from the Department and reissued within five (5) Calendar Days of a request for reissue) in the following instances:
 - i. Report of a lost ID card.
 - ii. A Kentucky SKY Enrollee name change.
 - iii. A new PCP assignment.
 - iv. FC or DJJ Enrollee moves to a new placement or for any other reason that results in a change to the information disclosed on the Kentucky SKY Enrollee's ID card.
- h. Describe how the Contractor will address and manage crisis calls during business hours as well as after hours.
- i. Describe the processes, protocols and guidelines the Contractor will use to achieve maximum stability and the best outcomes for Kentucky SKY Enrollees in crisis as well as avoid inappropriate and unnecessary Emergency Care and hospital admissions. Describe how the Contractor will prioritize emergency and crisis calls over routine calls, protocols that will be in place to support warm transfers, and what technology the Contractor will have to enable direct telephonic/computer connectivity to emergent and crisis intervention resources.
- j. Describe trainings and resources the Contractor will provide to call center staff related to recognition and management of crisis calls to ensure the most expedient and risk-reducing outcomes, including a description of the level and type of training.

Molina's comprehensive, whole-person, and high-touch Enrollee Services approach will immediately connect SKY Enrollees to the individualized care and services they need in their communities.

Molina has 25 years of experience delivering Enrollee services (including managing Call Centers) to Medicaid Enrollees in 14 states nationwide. We use our experience and expertise to inform our approach to delivering similar services in new markets, such as Kentucky. We offer a high-touch approach to Kentucky SKY Enrollee services including locally-based staff dedicated to the SKY program who are

well-trained and experienced in serving children and youth in Foster Care and the juvenile justice system, and those exposed to Adverse Childhood Experiences (ACEs). Additionally, we will offer:

- Assignment of a care coordinator within 24 hours of receipt of the enrollment file
- Access 24 hours a day, 7 days per week (24/7) to Molina staff through our Kentucky-based Enrollee Services Call Center
- Care coordinators who provide one-on-one Enrollee-focused support
- Partnerships with a comprehensive list of community-based organizations to provide supports that help address social determinants of health and reduce barriers to care
- A Kentucky-based Behavioral Health Services Hotline that offers SKY Enrollees and caregivers 24/7 access to supports to resolve crisis situations
- Access to six Molina One-Stop Help Centers across the Commonwealth that ensure walk-in and telephonic support to SKY Enrollees and their caregivers in urban and rural areas

Services and Supports Available at Molina One-Stop Health Centers

Molina will offer an array of key services to transitional age youth in the SKY program. SKY Enrollees age 12 and older can:

Access WiFi

Use computers

Apply for jobs

Be connected to social determinant of health resources

Participate in health education classes

Use the offices for family reunification meetings

Apply for benefits

Meet with Care Coordinators

Obtain independent living services

Meet with Youth Peer Support Specialists, etc.

330.KY19

We have been on the ground in Kentucky for many months meeting face-to-face with Foster Care/Adoptive Parents, caregivers, fictive kin (caregivers), providers, advocates, and other key organizations and agencies. Specifically, in May 2019, we conducted focus groups with providers, Enrollees, foster families and caregivers, in two urban (Louisville and Lexington) and two rural (Eastern and Western Kentucky) locations to better understand their needs. We listened carefully and learned what works and what matters. Several key themes related to Enrollee services emerged such as:

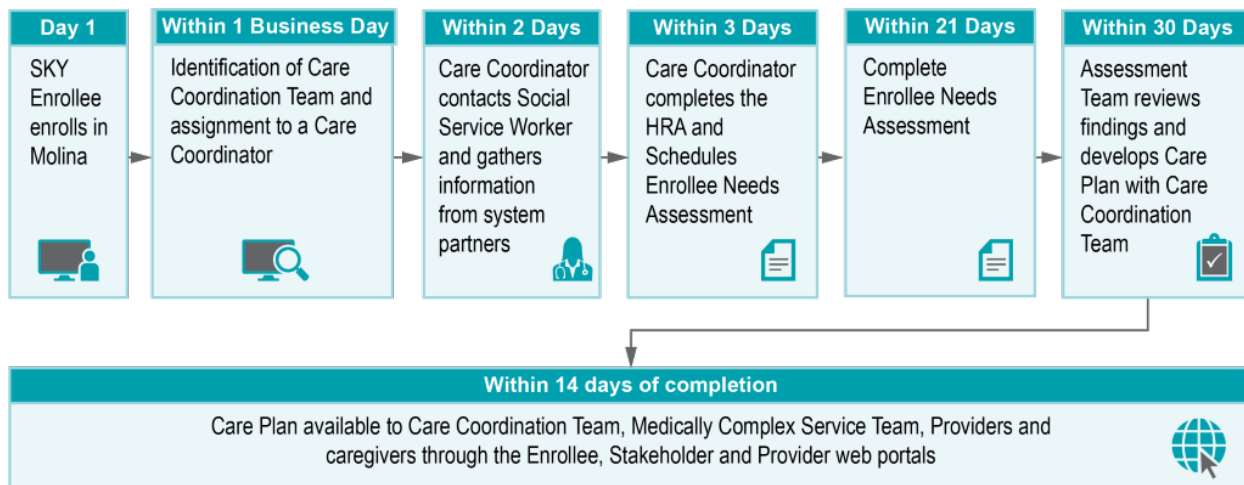
- A significant lack of awareness relative to the ability to select a MCO or a primary care provider (PCP)
- A strong desire and need for care coordination
- Requests for a website or mobile application with real time provider lists, appointment reminders, and other information
- A desire for value-added services for transportation, interpretation, and incentive gift cards

Our proposed Enrollee Services solution incorporates this valuable feedback, Molina's proven best practices from other Medicaid markets, and new creative solutions to deliver optimal Enrollee Services to Kentucky SKY Enrollees. Our Enrollee Services approach, detailed below, complies with all requirements set forth in Attachment C, Draft Medicaid Managed Care Contract, Section 42.11, Kentucky SKY Enrollee Services.

a. COORDINATING WITH THE DEPARTMENT, DCBS, AND DJJ TO MAKE SURE ENROLLEES RECEIVE SERVICES PROMPTLY

Molina has aligned our model for delivering covered services with the Department's vision for providing services for SKY Enrollees. We will collaborate with the Department, Department for Community Based Services (DCBS), and Department of Juvenile Justice (DJJ) to identify and inform us of SKY Enrollees

who need care. As shown in Exhibit G.5-1, Molina is prepared to take swift action as soon as we receive notification of enrollment, connecting SKY Enrollees to care coordination and preventive services.



123.KY19

Exhibit G.5-1. Molina Begins Serving SKY Enrollees from Day One

Molina’s approach to ensuring the successful completion of required assessments and screenings begins with engaging SKY Enrollees and their caregivers. Upon enrollment with Molina, we will assign a care coordinator to serve each SKY Enrollee. The care coordinator will contact the child and caregiver and reach out to the SKY Enrollee’s DCBS Social Service Worker to gather all available information and complete a Health Risk Assessment (HRA) with the youth and/or caregiver in compliance with Attachment C, Draft Medicaid Managed Care Contract, Section 34.3.B.

Our age-specific, evidence-based HRA includes all required elements and will evaluate the SKY Enrollee’s overall health and wellness and identify social, behavioral, medical, and functional needs; current PCP and SKY Provider relationships; active treatment plans; over- and under-utilization of services, lifestyle, and barriers to care that could affect the SKY Enrollee’s ability to access care and improve his/her health outcomes. The HRA will screen for trauma, behavioral health needs, and developmental needs using questions developed from validated evidence-based screening tools.

Understanding Kentucky

Molina highly values Enrollee and family feedback. Recently we facilitated four discussion group sessions, capturing the voices of Medicaid recipients in both urban and rural regions of Kentucky: Louisville, Lexington, Pikeville/Auxier and Owensboro. Families in these focus groups told us that they often considered Care Coordinators their ‘partners’ or ‘friends’. This relationship building is key to our staff’s ability to quickly screen, assess and reassess foster youth.

DEDICATED CALL QUEUE FOR DCBS AND DJJ

We will provide a 24-hour Call Center dedicated to serving Kentucky SKY Enrollees, including a dedicated telephone queue 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 the Molina main health plan office in Louisville. The Call Center will be staffed with dedicated Kentucky-focused Call Center staff and will be available by telephone Monday through Friday, 7:00am to 7:00pm, Eastern Time.

EXPEDITED ENGAGEMENT PROCESS

If we receive notification from DCBS during business hours that a SKY Enrollee has been removed from their home, we will immediately 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 needs are 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 immediate 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 and the need for durable medical equipment and medications and begin arranging services.

EXPERIENCE EXPEDITING ENROLLMENT

Molina will leverage the experience our affiliates have in processing enrollment records in 14 Medicaid markets, including seven states where Molina serves children and youth in Foster Care. Molina will assign 100% of SKY Enrollees to a PCP within the required time frame.

Molina will process daily and monthly Kentucky Medicaid HIPAA 834 transaction files in a timely and accurate manner. In 2019, from the time of receipt, Molina's 14 affiliate Medicaid health plans had an average processing time for 834 daily files and 834 monthly files of 5.52 hours and 14.18 hours, respectively.

Our Eligibility Validation Engine processes files through initial validation procedures to confirm file layout, record counts, and HIPAA compliance. Once validated, our core integrated healthcare information management system processes information within 24 hours. The file is reconciled against internal current Enrollee information, and if a difference is found, it is updated appropriately to match the new information.

Once updated, a new identification (ID) card will be issued if any information has changed that affects the card (for example, Enrollee name, PCP, or dental provider assignment). If an exception occurs, our Enrollment team will manually review the record. The analyst will immediately report any anomalies that cannot be updated in this system to the Department. Upon issue resolution, we will update the record appropriately according to the Department's response. We will securely transmit final enrollment/PCP to our subcontractors upon receipt and loading of the files to facilitate prompt access to care.

b. RESOLVING ENROLLMENT AND ELIGIBILITY DISCREPANCIES

Maintaining accurate and current eligibility is crucial to ensuring Enrollees have timely access to the care they need. As stated above, we will receive daily HIPAA 834 Enrollee eligibility files from the Department, which will be processed and loaded into our system within 24 hours. Our system automatically generates an exception report for any rejected records. If an exception occurs, the record falls out of the load for manual review by the Enrollment team. Reports include:

- **Enrollment record on eligibility file but not in our systems.** This report compares monthly full/audit eligibility file information against our system. Discrepancies are produced for review by our Enrollment team; updates are manually entered to ensure accurate coverage.
- **Enrollment record in our systems but not on eligibility file.** This report compares eligibility to enrollment files. If our system houses coverage not found on the full/audit file, we validate coverage for the Enrollee and send discrepancies to the Department as required.
- **Other comparison reports.** These reports compare daily eligibility files against full/audit files to identify discrepancies.

Our established data management methodology will resolve discrepancies between SKY Enrollee eligibility files and internal records through downstream processes, including PCP and dental provider auto assignment, ID card generation, and Welcome Kit generation through system jobs that download HIPAA-compliant, proprietary eligibility data file(s) into our core operating system.

PROCESS FOR RESOLVING DISCREPANCIES

Molina has designed an automated process at the time of enrollment to quickly and accurately verify that we have all information necessary to serve the SKY Enrollee and caregivers immediately upon enrollment. We have a fully automated enrollment update (e.g., demographic changes, benefit changes, physical or mailing address, phone number) and disenrollment process, initiated by the intake and acceptance the HIPAA 834 Enrollee eligibility file generated by the Department. Our automated end-to-end eligibility processes decrease processing time and improve overall performance. Our comprehensive process to resolve enrollment and eligibility issues includes:

- Reviewing eligibility file load exception reports daily and researching eligibility exceptions reported by SKY Enrollees, their caregivers, providers or other stakeholders
- Working to resolve any exceptions quickly within 48 hours
- Accessing Department systems to investigate eligibility and enrollment information as needed
- Continuing the enrollment process once discrepancies are identified and corrected in our core operating system
- Performing eligibility and capitation file reconciliations monthly

Molina will resolve and report discrepancies in accordance with Department requirements. We will compare monthly audit eligibility file information against our systems if an enrollment record is included within the file but not in our systems. We will report discrepancies for review and manually enter updates to make sure coverage information is accurate.

APPROACH FOR COLLABORATING TO RESOLVE ELIGIBILITY ISSUES

We will collaborate closely and regularly with the Department, DCBS, and DJJ to resolve eligibility issues. Through Collaborative Agreements, we will develop detailed processes for coordinating and collaborating with system partners to resolve issues and obtain the most up-to-date reports and information. As outlined in the Agreement, our designee will contact the designated and agreed upon contacts at the Department, DCBS, and DJJ to resolve immediate eligibility concerns. We will track eligibility issues by issue type to determine patterns and root cause and take corrective action to permanently resolve the issue using our quality management processes.

c. PROCESS TO ASSIGN PRIMARY CARE PROVIDERS

Effective SKY Enrollee engagement, improved coordination of care, and continuity of care between providers takes a multi-faceted approach, including making sure that Kentucky SKY Enrollees have a PCP who meets their needs and preferences. Optimal PCP assignments help lead to positive, ongoing relationships that positively impact the Enrollee's health and wellbeing. We will build our comprehensive network to facilitate timely access to all covered services.

Our network PCPs will include family practice and general practice physicians, internists, obstetricians and gynecologists, and pediatricians. We will assign new SKY Enrollees to their selected PCP as long as the provider is appropriate to serve the Enrollee (for example, we will not assign an internist to be a PCP for a child) and is available within our network of contracted PCPs.

The PCP will provide basic primary care and coordinate all physical health and behavioral health services for SKY Enrollees. These PCPs will be part of Molina's network of physicians, dentists, and behavioral healthcare providers who have agreed to serve the healthcare needs of Enrollees and fulfill the roles and responsibilities associated with supporting children and youth in Foster Care, Adoption Assistance, and the Juvenile Justice system and their caregivers.

We have thoroughly reviewed the requirements contained in Attachment C, Draft Medicaid Managed Care Contract, Section 42.12, Kentucky SKY Enrollee Selection of Primary Care Provider, and we are confident in our ability to meet them.

Below we discuss our process to assign SKY Enrollees a PCP within two business days of Enrollment.

i. ASSISTING ENROLLEES TO SELECT A PCP AND AUTO-ASSIGNING A PCP

We will encourage caregivers to pre-select a PCP upon the child or youth's enrollment in Kentucky SKY. When PCPs are proactively chosen, the assignment (PCP indicator) will be sent to Molina via the HIPAA 834 Enrollee eligibility file and we will immediately assign the Enrollee to their chosen PCP during enrollment processing as appropriate and as long as the PCP is within our network and appropriate to serve the Enrollee.

If the DCBS Social Service Worker, Child Protection worker, or caregiver does not select a PCP upon enrollment in Kentucky SKY, and Molina does not receive a PCP assignment on the HIPAA 834 Enrollee eligibility file, *we will use Department-approved auto-assignment logic to select a PCP for the SKY Enrollee within two business days of receipt of notification of enrollment.*

Assisting Enrollees with PCP Selection

Molina will *mail new SKY Enrollees a confirmation letter and Welcome Kit within five business days of notification of enrollment.* The mailing will include notification of the PCP's location and contact information. SKY Enrollees or their caregiver may choose a different PCP if they are not satisfied with the PCP auto-assigned to the Enrollee or they change their mind about the PCP previously selected.

Enrollees can change their PCP at any time by calling our Enrollee Services Call Center or online through our Enrollee portal (MyMolina.com) or mobile app (Molina Mobile).

Our care coordinators will ask the Enrollee and caregiver during the initial contact if they know who the Enrollee's assigned PCP is and whether they would like to make a change. We will regularly ask the SKY Enrollee and caregiver to contact Molina — such as during initial and annual assessments, routine calls, or care planning meetings —if they want to make a change. We will help them find a PCP that meets their needs and is within required travel distances if they wish to change. *We do not limit the number of times an Enrollee changes PCPs.* Also, upon request of the Enrollee/caregiver, our staff will reach out the selected PCP to help schedule an initial appointment.

Giving SKY Enrollees the Ability to Change PCPs Online

We will educate Enrollee and caregivers that *they can change their PCP at any time using our Enrollee portal or Molina Mobile, our mobile application*, as well as inform them on how to access the Provider Directory on our Enrollee Web portal and Molina Mobile. The Provider Directory lists our network providers' names, addresses, phone numbers, professional qualifications, specialties, the medical schools they attended, where they completed their residencies, and their board certifications.

Auto-Assigning a PCP

Molina will follow the auto-assignment logic outlined in Attachment C, Draft Managed Care Contract, Section 42.12.1, Auto Assignment, to assign all new SKY Enrollees to a PCP within two business days of our receipt of the HIPAA 834 Enrollee eligibility file.

Our PCP auto-assignment algorithm matches Enrollees to PCPs who best meet their needs through a thoughtful, coordinated, and timely approach. Our PCP auto-assignment always attempts to reassign an Enrollee to their historical PCP. If we do not have any information on an Enrollee's historical relationship with a PCP, auto-assignment logic attempts to locate the closest PCP available that meets their needs.

Our logic also considers whether the PCP is serving other children in the home (if appropriate), gender, age appropriateness, language spoken, other cultural factors, Americans with Disabilities Act (ADA) accessibility, and PCPs who meet Molina's quality performance standards. Additionally, we will perform

auto-assignment per requirements per Attachment C, Draft Managed Care Contract, Section 42.12.1 listed below:

- **PCP Assignment for Enrollees in Foster Care.** PCP assignment will be based on where the Enrollee's DCBS case is located (which is one of the nine DCBS Service Regions where the child's family of origin resides) and the SKY Enrollee's specific needs and preferences (such as gender). In addition to our standard auto-assignment logic described above, we will attempt to assign Foster Care Enrollees to Providers with Foster Care experience and who have received Trauma Informed Care training. DCBS personnel will notify us of a SKY Enrollee's change in placement. We will reassign the Enrollee to a new PCP if a change in placement is needed. Whenever feasible, we will consult with the Enrollee/Foster Parent to give them a choice of PCPs before making a PCP assignment change versus using auto-assignment.
- **PCP Assignment for Enrollees receiving Adoption Assistance (AA).** PCP assignment will be determined by the SKY Enrollee's needs and preferences (such as gender), and the Adoptive Parent's official residence. The DCBS personnel will notify the Department when a SKY Enrollee who is receiving an AA case is transferred to another area. The Department will include notice of the transfer in the HIPAA 834 Enrollee eligibility file. We will reassign the SKY Enrollee to a new PCP in the event the Enrollee is transferred to another area to facilitate continuity of care and access requirements are met. Whenever feasible, we will consult with the Enrollee/Adoptive Parent to offer them choice a choice of PCPs before making a PCP assignment change versus using auto-assignment.
- **PCP Assignment for Enrollees in Juvenile Justice.** PCP assignment will be based on the SKY Enrollee's needs and preferences (such as gender), DCBS case location, or location of the DJJ residential facility. DCBS or DJJ personnel will notify Molina when a SKY Enrollee who is involved in the juvenile justice system has a change in placement. We will reassign the SKY Enrollee to a new PCP in the event an Enrollee is transferred to another area to facilitate continuity of care and access requirements are met. Whenever feasible, we will consult with the Enrollee or appropriate DCBS or DJJ personnel to give them choice before making a PCP assignment change versus using auto-assignment.
- **PCP Assignment for Former Foster Care Enrollees.** PCP assignment will be based on the SKY Enrollee's need and preferences (such as gender) and county of residence. Former SKY Enrollees will be responsible for notifying the Department of a change in location. Whenever feasible, we will consult with the former SKY Enrollee to offer a choice of PCPs before making a PCP assignment change using auto-assignment.

ii. WORKING WITH THE DEPARTMENT AND OTHERS TO ASSIGN THE PCP

We will coordinate with the Department, DCBS, DJJ, SKY Enrollee, and the caregiver to assign Enrollees a PCP as needed. For example, we will seek input from stakeholders on which PCPs are accessible and have demonstrated a commitment to serving SKY Enrollees. Our provider network database will be accessible online, via mobile apps, and in hard copy, which will also assist in PCP selection; our goal is to give caregivers ample choice when selecting a PCP.

If a SKY Enrollee has a well-established relationship with a PCP not in our network, we will contact the PCP and attempt to sign a contract. In most cases, this outreach will be conducted telephonically to make sure we can assign and re-assign PCPs to Enrollees appropriately and expediently. In addition, our System of Care liaisons will be in continual communication with our system partners to promptly identify changes in placement for SKY Enrollee so that appropriate PCP reassignments can be made, when necessary.

iii. CONFIRMING EVERY ENROLLEE IS ASSIGNED A PCP

If a SKY Enrollee or caregiver selects a PCP at the time of enrollment, we will receive the information on the Inbound 834 file. The entire enrollment cycle, including PCP assignment, is ultimately recorded and

managed through our operations system, which will integrate all Enrollee information to help identify a PCP that can best meet the Enrollee's needs.

We will generate internal reports at the end of the daily assignment process to ensure all SKY Enrollees are appropriately assigned to a PCP within two business days of our receipt of the HIPAA 834 file. Our Enrollment Operations staff will be notified of any required manual interventions for PCPs not assigned to Enrollees due to certain exceptions. We will submit quarterly reports to the Department on the number of eligible individuals that are assigned a PCP.

All Enrollment/PCP exceptions will be managed within the Molina Member Workflow (MMW). The MMW is an Enrollee-centric system used by Enrollment Operations that provides visibility for users to track production work at individual level as Enrollees move through the enrollment processes and ensures timely exception resolution. The Enrollment team works the exceptions daily within the application.

We will submit quarterly reports to the Department on the number of eligible individuals assigned a PCP.

iv. INFORMING PCPS ABOUT NEWLY ASSIGNED ENROLLEES

Molina uses a variety of methods to notify PCPs of their enrollment rosters and posting the rosters to the secure Provider Web portal. PCPs can view their SKY Enrollee roster (updated several times a day) with just a click of a button, through the portal 24/7. PCPs can customize their Enrollee search by using built-in filters and sorting functions, view various statuses, and can also view other Enrollee eligibility data such as enrollment start and end dates, PCP effective date, date of birth, care gaps, health records, and more. The Provider Web portal will enable providers to verify SKY Enrollee eligibility and to download their practice eligibility rosters.

v. CONFIRMING ASSIGNED ENROLLEES WITH PCPS

We will assign every network provider a provider service representative (PSR) to serve as a single point of contact. This team will be based out of our six offices located throughout Kentucky to meet providers where they are to provide training and education about PCP assignments and Enrollee rosters. These individuals will work in communities to train providers to easily navigate administrative processes and facilitate care for all Enrollees, including those in rural regions, and provide support and refresher training as needed. PSRs will also be available to support providers and offer ongoing training over the phone. The Provider Services team will educate providers on how to access, review, and use the data in their Enrollee Rosters. Our Provider Services team will regularly verify with providers whether they have received and reviewed current Enrollee rosters and address any questions they may have.

vi. PCP ASSIGNMENT REPORT SAMPLE

In Exhibit G.5-2, we provide an example of a PCP assignment/enrollment roster report the PCP will receive on the Provider Web portal.

MOLINA HEALTHCARE Provider Self Services

Welcome, Primary Admin User: Portal123 [Log Out](#)
 Jun 12 2019 12:10:29 PM
[Home](#) [Provider Search](#) [FAQ](#) [Training](#) [Contact Molina](#)

Member Roster [Help](#)

Select a Primary Care Provider: Providers who are grayed out on the list do not have members assigned to them.

Select a letter to find a Member by Last Name
 All A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

[Clear Filters](#)

Click on an underlined column header to sort or hover over a for help with that column

Select	Last Name	First Name	Date Of Birth	Member ID	Line Of Business	PCP Effective Date	Status	PCP Name
<input type="radio"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	Select	<input type="text"/>	Select	<input type="text"/>
<input type="radio"/>	LNAME	FNAME	02/20/2015	1234567890	Medicaid	12/01/2018		PROVIDER, MOLINA
<input type="radio"/>	LNAME1	FNAME1	09/20/2011	1234567891	Medicaid	06/01/2019	New	PROVIDER, MOLINA
<input type="radio"/>	LNAME2	FNAME2	05/05/2005	1234567892	Medicaid	06/01/2019	New	PROVIDER, MOLINA
<input type="radio"/>	LNAME3	FNAME3	02/22/2017	1234567893	Medicaid	02/01/2019		PROVIDER, MOLINA
<input type="radio"/>	LNAME4	FNAME4	12/12/2016	1234567894	Medicaid	06/01/2019	New	PROVIDER, MOLINA

Page 1 of 63 | 5 per page | Showing 1-5 of 312

By default, Members are listed by Last Name

[Print](#) [Export](#) [Member Health Record](#) [Submit Claim](#) [Submit Authorization](#) [Verify Eligibility](#)

Exhibit G.5-2. Sample PCP Enrollee Assignment Report

d. ENGAGING SKY ENROLLEES IN PCP SERVICES

We take a comprehensive approach to communicating and engaging Kentucky SKY Enrollees and caregivers with their PCP and in managing the Enrollee’s healthcare.

COMMUNICATING WITH ENROLLEES ABOUT THEIR PCP ASSIGNMENTS

We will offer a wide variety of communication and education materials as described below.

Dedicated Call Center. Our Louisville-based Enrollee Services Call Center staff will assist SKY Enrollees in making the most appropriate PCP selection based on previous or current PCP relationship, providers of other family Enrollees, medical history, language needs, provider location, and other factors that are important to the Enrollee. If the Enrollee already has an assigned PCP, we will offer them the opportunity to change to another PCP of their choosing.

In assisting Enrollees in locating a PCP, Call Center staff will perform a PCP search in our online Provider Directory by verifying the SKY Enrollee’s ZIP code and locating an appropriate PCP within the appropriate proximity to the Enrollee. The PCP search can be narrowed by Enrollee’s preference, including gender and languages spoken. Depending on Enrollee preference and with the Enrollee’s permission, the staff can reach out to several PCPs to confirm that new patients are being accepted and, if requested, schedule an appointment.

Enrollee Welcome Kit. Molina will mail a Welcome Kit to SKY Enrollees within five calendar days of receipt of the 834 eligibility file. The Welcome Kit will provide new Enrollees with easy-to-understand information about covered services and how to efficiently access health services. The kit, including the confirmation letter, Plan ID Card (which includes the Enrollee’s PCP and dental assignment), information on how to obtain a hard copy of the Provider Directory and access it online via the Enrollee Web portal, and Enrollee Handbook.

We will send the packet electronically via our secure portal or via mail to the social worker for Foster Care Enrollees, the DJJ Children’s Benefit worker for Enrollees involved in Juvenile Justice, and to the Foster Parent, caregiver, or DJJ Residential Treatment Facility upon request.

Our materials will follow the Department’s requirements Cultural Consideration and Competency Requirements and be written at or below the sixth-grade reading level, and available in English, Spanish, and other mandated threshold languages upon request. Caregivers will receive a Welcome Kit that

includes information on benefits, services, our Quality Assessment and Performance Improvement program, and initiatives such as current immunization schedules.

The Enrollee Handbook. The handbook will inform and educate SKY Enrollees on how to access information about available programs and services. The handbook will be available in alternate formats such as audio, Braille, and large print. The handbook will address dozens of topics including but not limited to:

- The roles of DCBS and DJJ in consenting to the SKY Enrollees' healthcare services
- The role of, and how to select and change, PCPs and dental providers
- The Kentucky SKY Enrollee ID card
- How to access the Kentucky SKY Enrollee Services Call Center
- The role of, and how to access, the Care Coordination Team
- How to access Molina's Kentucky SKY Enrollee website, Enrollee Web portal, and Molina Mobile application
- Continuity of Care and transition issues
- The aging out process
- The availability of peer support services
- How to contact the Call Center
- The role of, and how to contact, our inquiry coordinator

New Enrollee Welcome Videos. New for our Kentucky Medicaid program, Molina will introduce "Welcome to Molina" videos. SKY Enrollees and their caregivers will also be able to watch these short videos on their mobile devices when and where they want. They 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 Web portal, our public Molina website, and our Molina Mobile app.

Health Education and Written Materials. We will distribute the following materials to SKY Enrollees throughout the year using mail, the Enrollee website, and electronic transmission:

- **Guide to Accessing Quality Healthcare.** Sent annually to all Enrollees, this user-friendly guide provides Enrollees 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 Grievances and Appeals.
- **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 include health, nutrition, exercise, weight management, diabetes, asthma, and smoking cessation
- **Family-Friendly Booklets.** We developed a series of booklets to address more than a dozen common health topics, including chronic disease conditions as well as stress and depression. Extensive field-



testing demonstrated that the target audience found them useful and easy to read. We will mail the booklets to all SKY Enrollees who participate in a disease management program.

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

Secure Web Portal. We will maintain a secure, HIPAA-compliant Enrollee Web portal (Exhibit G.5-3) that, upon registration, provides SKY 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 make PCP changes via the portal. The Enrollee may also provide feedback to the care coordinator, view their profile, including a list of prescriptions, and view contact information. The portal will also provide information on a range of health topics such as asthma, dental health, diabetes, immunizations, nutrition, and behavioral health.



Exhibit G.5-3. Enrollee Portal Home Page

Molina Mobile Secure Technology. We will offer Molina Mobile via mobile devices, such as smart phones and tablets, that will enable SKY Enrollees and their caregivers to manage their health anytime, anywhere. Users can sign into the app using their MyMolina user ID and password. The app will enable Enrollees to change PCPs, find doctors, request a new ID card, contact Molina, and a plethora of additional easy-to-use tools we provide on our Web portal. Molina will also launch a mobile-enabled transition age youth-centric website. The website will provide information about resources, services and supports available to support their transition to adulthood.



All SKY Enrollees and their caregivers have access to our community directory on our website and via Molina Mobile. Enrollees can easily search for and find resources such as: public health, emergency and supportive housing, victim advocacy, local Red Cross, legal aid, employment support, food security, and pet assistance.

ENCOURAGING ENROLLEE ENGAGEMENT WITH THEIR PCP

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

Our approach is based on experience in other markets and is also informed by recent focus groups we held in Kentucky to get feedback from Medicaid providers and foster families. We learned that some Enrollees and caregivers are under-informed about their choice of health plans, options to change PCPs, obtaining needed medication, how to connect with a care coordinator, and generally how to navigate the complex care system. Molina is prepared to take the following actions to address their concerns.

Our *Care Coordination Programs* will provide a bridge for children and families across multiple systems such as schools, healthcare providers, Community Mental Health Centers (CMHCs), and community-based organizations. In coordinating care, our care coordinators will facilitate effective communication among providers and caregivers by arranging appointments, assisting with referral forms, arranging transportation as needed, providing reminder and follow-up calls (both telephonic and mailed), and obtaining feedback reporting of access and services via the Care Plan.

We will employ certified Family and Youth Peer Support Specialists who have a lived experience in recovery from behavioral health and/or substance use disorders. *In Ohio, our affiliated Medicaid health plan found that the adherence rate for outpatient appointments was 80% among those Enrollees who received assistance from a peer support specialist.* These specialists will be skilled in motivational interviewing and in serving as role models and inspirations for long-term recovery.

We will educate our network providers on timelines and the importance of well-child services as well as the opportunity to receive pay-for-performance bonuses for achieving quality improvement objectives. We will reiterate this during one-on-one office visits, information on the Provider Web portal, Provider Manual, and general provider seminars and town halls.

We will encourage providers to have an appointment-keeping system to remind SKY Enrollees and caregivers of appointments via mailings followed by telephonic reminders of upcoming appointments. We will also encourage PCPs to offer extended office hours for Enrollees and offer a care coordination fee for a host of Patient-Centered Medical Home services, one of which is extended hours. Our PSRs will work with providers to help communicate with and educate SKY Enrollees about our services, inform them about care gaps, and encourage them to proactively outreach to SKY Enrollees newly assigned to their practice.

We will partner with community-based organizations, provider associations, state agencies, and other organizations throughout the Commonwealth to achieve shared goals by providing early education and sharing of information, experience, and resources (such as school district nurses/administration, Boys and Girls Clubs, after-school programs). We will educate organizations about SKY Enrollees' rights to choose and change their PCP and provide them with Molina health plan information they can share.

Our focus on health education will facilitate caregiver access to information about available benefits and services. Initial outreach will include informative materials that emphasize the importance of preventive care, the periodicity schedule with the depth and breadth of services, how and where to access services including transportation and scheduling services, and reminders that services are provided without cost.

We will offer SKY Enrollee incentives and rewards, such as gift cards, to encourage recommended well-child/preventive care visits. Molina will craft outreach efforts and educational materials to the various age groups to engage caregivers of children and youth in their care. For example, we offer an incentive gift cards for completion of well-child exams. We will offer targeted outreach activities through partnerships with community-based organizations, like Home of the Innocents. In addition, we will use

our Molina Mobile app and social media (Facebook and Instagram) to connect with SKY Enrollees and encourage them to actively participate in their healthcare.

Identifying Barriers to Keeping Appointments

Ensuring adherence to regular check-ups will be the most important factor in preventing the exacerbation of preventable diseases and conditions in our young Enrollees. Our care coordinators will identify barriers to keeping appointments by closely listening to the SKY Enrollee and caregivers' needs, when conducting initial and ongoing screening and assessments, and through development of the Care Plan. We will document barriers and strategies to address them in the Care Plan. During regular interactions with Enrollees, caregivers, providers, and system partners, our care coordinators will assess the effectiveness of our strategies for addressing barriers and update the Care Plan, as needed.

We will also identify barriers and social determinants of health through feedback from providers, the Department, and other stakeholders through focus groups such as the four Molina held in May 2019. Beginning in implementation and throughout the Contract period, we will maintain formal workgroups, committees, and forums to gather their input on appointment accessibility and the overall quality and effectiveness of our system. These forums will include:

System of Care Collaboration Workgroup. Facilitated by our System of Care liaisons, this workgroup will include representatives from the Department, DCBS, and DJJ. Participants will discuss system issues including barriers to care.

Caregiver Advisory Committee. This committee will meet twice monthly in-person and via phone during implementation and then monthly after the Contract start. Through this committee, we will gain insight into network adequacy and barriers to care from the individuals who navigate our System of Care every day.

In addition to these formal systems, our care coordinators (including those embedded in DCBS offices), System of Care liaisons, and Provider Services staff that work in the communities we serve will report any barriers to keeping appointment as they hear them. These staff will serve as our “boots on the ground”, bringing back information based on what they see and hear during daily interactions.

Combining Frequent Communication with Listening Closely to Reduce Barriers

We will frequently contact our SKY Enrollees and their caregivers and listen closely to what they tell us. During interactions (telephone or in person) with the Enrollee and caregiver, our Enrollee Services team and care coordinators will remind them of the need to schedule and keep appointments with their PCPs and other providers and ask them if they have any barriers to keeping appointments. We will help Enrollees and caregivers schedule appointments as needed and send them appointment reminders via the mail and push text alerts if they use our Molina Mobile app.

We will effectively communicate information (e.g., written notices, verbal explanations, face to face counseling, home visits when appropriate or necessary) with SKY Enrollees eligible for EPSDT services and their caregivers regarding the value of preventive healthcare, benefits provided as part of EPSDT services, how to access these services, and the Enrollee's right to access these services.

Our Call Center will proactively reach out to individual SKY Enrollees identified through claims and encounter data who have specific screening and preventive healthcare needs. Our Call Center staff and care coordinators will educate Enrollees on the importance of these services for their health and well-being and help resolve any barriers they may be encountering. Our goal is to provide a high level of continuity of care and transition planning to reduce the likelihood of gaps in care.

We will track social determinants in the SKY Enrollee record and offer benefits/services to help address barriers to accessing care and keeping appointment. Table G.5-2 shows examples of barriers to appointments and how we address them.

Table G.5-2. Overcoming Barriers to Keeping Appointments

Barriers to Appointments	Solution to Overcome the Barrier
Lack of Transportation	<ul style="list-style-type: none"> • Providing transportation for transition age youth to social service appointments, drop-in centers, and community resources. <i>This Molina value-added benefit will assist transition age youth in accessing resources to develop the skills necessary to become independent and transition to adulthood.</i> • Creating a virtual support group for youth in Foster Care. <i>Our Youth in the SKY program will be linked via online video conferencing to other SKY youth the same age, gender, or with similar needs</i> (for example, behavioral health issues, teen moms, etc.) These groups will be led by trained clinicians and will offer a valuable resource and source of support for youth. This virtual networking will offer support to youth in rural areas with limited community-based resources. The group will also act as a networking base for youth as they age out of the Foster Care system, providing them with social connections with people who have similar lived experiences. • Collaborating with community-based organizations, including faith-based organizations, to help connect Enrollees with transportation • Offering an online, downloadable community resource guide • Connecting Enrollees to driver’s education programs and driver’s permit and license exams, and define strategies in the Transition to Adulthood Plan to assist transition age youth
Lack of Child Care	<ul style="list-style-type: none"> • Maintaining a comprehensive database of community-based organizations that offer reduced cost or free child care and make referrals for Enrollees and caregivers • Working with providers to offer appointments outside the normal office hours (evenings/Saturdays) • Using pop-up and mobile clinics through our in-house Care Connections program and virtual visits (telemedicine and telepsychiatry) to make it easier for Enrollees’ foster families to access care close to home, especially in rural areas or areas of need
Physical Disabilities	<ul style="list-style-type: none"> • Contracting with ADA-certified providers that have fully accessible facilities and inform Enrollees and caregivers of those providers’ locations • Arranging for transportation in accessible vehicles • Using virtual visits
Education/Literacy	<ul style="list-style-type: none"> • Providing easy-to-read and understand materials to Enrollees that are written at the 6th grade level • Training our staff to speak clearly, distinctly, and to listen with patience • Keeping messages short and simple and presenting answers for one topic at a time • Use of Molina Community Health Workers and Youth Peer Support Specialists to help Enrollees navigate the healthcare system • Providing support for GED testing. <i>Molina will partner with Kentucky Skills U</i> for Enrollees that have completed their preparation courses to cover the cost of one GED exam. A\$50 gift card will be provided upon a passing score.
Cultural preferences	<ul style="list-style-type: none"> • Assigning appropriate PCPs by making sure SKY Enrollees are assigned a PCP or dentist aligned with their cultural preferences (gender, language spoken, or other cultural factors) whenever possible • Offering to send a Foster Care Peer Support Specialist or health navigator with transition age SKY Enrollees to their first appointment after they turn 18
Language	<ul style="list-style-type: none"> • Offering language assistance for Enrollees with Limited English Proficiency (translation and interpretation services, including sign language) • Offering documentation in multiple languages—including Braille • Pairing Enrollees who speak a foreign language with a care coordinator who speaks the same language (where possible)

Barriers to Appointments	Solution to Overcome the Barrier
Unable to locate adolescents who run away from placements	We will implement our innovative MOSAIC internal data analytics tool that provides a quick and simple user interface to retrieve Enrollee contact information. The tool aggregates contact information from multiple data sources and systems and presents it in a single view along with other Enrollee demographics. The system also displays secondary contact information, such as a pharmacy or PCP that the Enrollee recently visited. This enables our outreach and education staff (with valid security credentials) to search for an Enrollee and display available contact information to improve the likelihood of a successful contact.

Innovative Technology that Helps Reduce Barriers

Molina will offer a comprehensive care management system that will contain all Kentucky SKY Enrollee assessment results, Care Plans, and additional information. Based on information provided by the care coordinator to our Provider Services team, we will educate providers and their staff on how to access the children and youths’ medical records and Care Plan via the *Molina Health Backpack*®.

The Health Backpack is Molina’s proprietary cloud-based and portable electronic personal health record, with role-based access to promote both coordination of care and privacy. Caregivers, Enrollees, and system partners will be able to access the Health Backpack through the web or our Molina Mobile app, to view appropriate and timely information about SKY Enrollees, including:

- **Screening and Assessment.** Results from the HRA, Enrollee Needs Assessments, and evidence-based tools such as the Trauma Symptom checklist
- **Immunization records**
- **Current medications and prescribers**
- **Information regarding the Enrollee’s overall health status.** Current conditions, height, weight, recent medical visits, allergies, 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.** PCPs, specialists, dental providers and behavioral health providers.
- **Medications.** Active prescriptions, drug utilization and prescribers.
- **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 caregivers understand the SKY Enrollee’s current health status, medications, and other important information. Identifying the Enrollee’s PCP and specialist will also allow the caregiver 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 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.5-4 below depicts a sample screenshot from the Molina Health Back Pack.

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.5-4. Sample Health Backpack Dashboard

Our Process for Appointment Reminders, Follow-Ups, and Outreach to Enrollees

Collecting SKY Enrollee data in compliance with HIPAA regulations enables better outreach efforts for missed services and other care gaps. We will generate targeted Enrollee lists through monitoring and data analysis. We will then prioritize these Enrollees and providers for outreach and quality initiatives. Over time, we will identify Enrollee service patterns and initiate Enrollee and provider outreach and education efforts with the goal of increasing utilization of necessary services.

We will engage SKY Enrollees and caregivers via community events including health fairs, pop-up clinics, or back-to-school fairs. Enrollees will receive “birthday reminder” mailers regarding screenings that are outstanding along with the periodicity schedule. We will provide access to SKY Enrollees and their caregivers and providers to our secure Enrollee Web portal 24/7, which allows them to view appointments and access interactive preventive health prompts specific to their needs. We will also encourage providers to use the Provider Web portal for monthly reports on their SKY Enrollees who require preventive care. Further, through Molina Mobile, Enrollees and caregivers can set up alerts to remind them of upcoming appointments and well visit due dates.

We will track appointment compliance using an EPSDT-specific monthly report that identifies SKY Enrollees who have or have not made scheduled appointments. This monthly report is more frequent than our quarterly gaps-in-care report. We will identify Enrollees who are not up-to-date on EPSDT services and conduct outreach via telephone and mail to re-schedule missed appointments.

As the “quarterback” of an Enrollee’s care, we want our Enrollees to establish solid relationships with their PCPs. We will employ the following measures to identify, outreach, and educate Enrollees do not promptly receive services from their PCP:

- **Our Molina Inbound Call Alerts** will help identify SKY Enrollees who have missed an important screening or preventive service. An “alert” identifying a gap in preventive services is attached to Enrollee records in our system and viewable to staff with valid access to Enrollee information. When on a call with an Enrollee, 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.

- **Molina Community Health Workers** will facilitate face-to-face contact with Enrollees to improve health outcomes and drive appropriate utilization of services, including preventive services, by providing social support and linking Enrollees with resources. They will review Enrollees' overall living situations to determine the impact of social determinants of health as well as possible remediation of those factors. They will work in varied environments, visiting Enrollees in their homes and accompanying them to medical and government agency appointments. Molina Community Health Workers can affect a variety of outcomes including inpatient and emergency department (ED) overutilization, use of preventive services, care transitions, and Enrollee satisfaction.

Assistance Locating Providers and Scheduling

Enrollee Services team members will assist any SKY Enrollee and/or caregiver who calls the Enrollee Services Call Center for help locating a Provider and scheduling an appointment. The Enrollee Services team will perform a provider search in our online Provider Directory by verifying the Enrollee's ZIP code and locating the closest provider available that meets their needs. The provider search can be narrowed by Enrollee preference, including gender and language. With the Enrollee/caregiver's permission, the Enrollee Services team can contact several providers to confirm that they are accepting new patients and, if requested, schedule an appointment. Enrollee Services team members will be able to lead three-way calls with the Foster Care/Adoptive Parents, caregivers, and fictive kin to schedule provider appointments and help arrange transportation if needed.

Language Assistance for Enrollees with Limited English Proficiency

We understand from market research and working in neighboring states the diversity of languages spoken by residents of the Commonwealth. We will provide our communications in English, Spanish, and prevalent non-English languages, including phone prompts and interactive voice response (IVR) messaging. Molina staff will be trained on how to access interpreters.

Our Enrollee Services team will provide language assistance to Enrollees through our interpreter services vendor. Staff will access an interpreter through a dedicated interpreter services line where any language can be requested. Staff will practice and learn how to speak through the interpreter as though directly to the Enrollee, so there is no interruption to Enrollee support.

We will also train staff to assist Enrollees with sensory impairments, who are deaf or hard of hearing and communicate using American Sign Language, who have speech impairments, or who are blind or have visual impairments. Staff will use TTY Relay as well as request face-to-face interpreters. We will provide translation services at no cost to the Enrollee.

Additionally, we will strive to pair Spanish-speaking care coordinators with Spanish-speaking Enrollees. We will schedule for translation services during in-home/on-site appointments as needed.

WORKING WITH EXTERNAL RESOURCES TO COMMUNICATE WITH ENROLLEES

We will work with resources available at the Department, DCBS, and DJJ to communicate with SKY Enrollees. We will use our System of Care Collaborative Workgroup to identify optimal means for communicating with Enrollees so that our efforts are complementary, not duplicative.

We will partner with community-based, non-profit, or other government partners such as the United Way, Home of the Innocents, Big Sandy Healthcare, Wendell Foster, Friend for Life Cancer Support Network, Advocacy Action Network, Kentucky Office of Rural Health, Red Bird Clinic, Kidz Club, and others.

We will host community events and activities in both urban and rural areas, including 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 providers in our network. 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 centers so they can educate Enrollees about the services we offer.

COMMUNICATING ABOUT DENTAL PROVIDER ASSIGNMENT

We will use similar tactics that we use for PCP assignments to educate Enrollees and their Foster Care/Adoptive Parents, caregivers, and fictive kin about the need to select a dental provider and to seek regular dental care. This includes providing dental-specific information in the Welcome Kit.

Molina's comprehensive dental network will enable SKY Enrollees to access dental providers based on the network adequacy standards set forth in this Contract and the Enrollee's home or location address. We will work with the dental provider to involve DCBS or DJJ staff, Enrollee/caregiver, dental professionals, and non-dental professionals in coordinating dental care services covered under the Medicaid State Plan, including complex dental services for Kentucky SKY Enrollees with special needs.

Molina will partner with Avesis to deliver our dental program. ***Avesis is currently contracted with four of the five Kentucky Medicaid MCOs and has more than twice as many Providers as any other Kentucky dental vendor and provides all covered services within its network, including orthodontia.***

To facilitate continuity of dental care when a SKY Enrollee changes placement, Molina will assign the SKY Enrollee to a new dental provider as necessary. When an Enrollee in Foster Care relocates, our processes will include:

- Molina will be notified through the daily eligibility file provided by the Department or through written or telephonic notification from the Department or DCBS.
- We will assess the SKY Enrollee's access to the currently assigned dental provider within one business day of receipt of enrollment notification.
- We will notify within the same business day the DCBS Social Service Worker, caregiver, foster/adoptive parent or SKY Enrollee if the dental provider no longer meets the geographic access standards as defined in the contract.
- The DCBS Social Service Worker, caregiver or SKY Enrollee must select a new dental provider within two business days of Molina's notification or the Kentucky SKY will auto-assign a new dental provider if no selection is made during this timeframe.
- Molina will complete this full process within three business days of our receipt of notification of the Foster Care Enrollee's relocation.

When an Enrollee who is involved in the Juvenile Justice system relocates, our processes will include:

- Molina will be notified through the daily eligibility file provided by the Department or through written or telephonic notification from the Department or DJJ.
- Molina will assess the Juvenile Justice Enrollee's access to the currently assigned dental provider within one business day of receipt of enrollment notification.
- We will notify within the same business day the designated DJJ staff if the dental provider no longer meets the geographic access standards as defined in the contract.
- The designated DJJ staff must select a new dental provider within two business days of the Molina's notification or we will auto-assign a new dental provider if no selection is made during this timeframe.
- Molina will complete this process within three business days of our receipt of notification of the Juvenile Justice Enrollee's relocation.

Molina will allow SKY Enrollees, DCBS staff, and caregivers to change the dental provider designation based on the Enrollee's needs.

ENCOURAGING ENROLLEES TO SCHEDULE AND KEEP DENTAL APPOINTMENTS

We will use a similar approach to encourage Enrollees to schedule and keep dental appointments as described for engaging Enrollees with their PCP. We provide the dental provider name and contact information on the SKY Enrollee's ID card, notify the Enrollee and caregiver during the welcome call and initial assessment about the assignment, discuss the importance of obtaining dental care in the Enrollee Handbook, on the Enrollee Web portal, in Enrollee newsletters, and other educational material.

e. PROCESS TO ASSESSING AND ASSIGNING A NEW PCP OR DENTAL PROVIDER TO ENSURE ACCESS

SKY Enrollees will experience changes in placement that may mean their current PCP and/or dental provider to whom they are assigned no longer meets their needs or access standards. When we are notified of a placement change, through a physical address change on the 834 eligibility file or through a phone call or other contact, we will immediately assess whether the Enrollee's current PCP or dental provider falls within access standards. If not, we will contact the Enrollee or their caregiver to help select a new PCP and dental provider for the Enrollee using the approach previously described. In addition, for any planned changes, the Enrollee's care coordinator will call the Enrollee to talk about the pending change and assist with selection of a new PCP and dental provider. For emergency placements, the care coordinator will also outreach to the Enrollee to discuss the PCP and dental provider change.

f. ENGAGING ADOPTIVE PARENTS WHO OPT OUT OF KENTUCKY SKY

In our experience, early engagement is a key to program retention. We will use a comprehensive approach to engage SKY Enrollees and their caregivers, conduct surveys to determine opt out reasons if they choose to leave the Kentucky SKY program, periodically attempt to re-engage them if they leave the program, and use survey results to improve the program as part of our continuous quality improvement process.

Molina understands and will comply with Enrollee/adoptive parent requests for disenrollment. If Molina receives a request from an Enrollee/adoptive parent to disenroll from Molina, we will work with them to resolve any Molina-related issues that can potentially be addressed to their satisfaction. When we are unable to resolve the issue, we will explain the process and assist them with the disenrollment process.

PROCESS FOR OUTREACH AND ENGAGEMENT OF AA ENROLLEES

We will use an end-to-end approach to engage Adoptive Parents whose children are enrolled in Molina. Our approach will begin with providing high-touch care coordination and educating families on the full range of benefits Molina provides. We will engage with the families regularly by a variety of means including in-person, over-the-phone, written communication, and through the Enrollee Web portal. By offering excellent customer service, close partnerships between families and high-touch care coordinators, and ensuring Enrollees receive the care they need, when and where they need it, through a broad and accessible provider network, Adoptive Parents will want their children to stay enrolled with Molina and in Kentucky SKY.

If an adoptive parent indicates they wish for the SKY Enrollee to opt out of the program, the care coordinator will contact them and encourage them to stay enrolled. The care coordinator will attempt to immediately address any concerns they may have. We will emphasize the benefits of staying enrolled including the importance of maintaining continuity of care, providing stability to the Enrollee, the preventive and coordinated services provided, and we will address any concerns they may have to the best of our ability.

CONDUCTING SURVEYS TO DETERMINE OPT-OUT REASON

Enrollee satisfaction and feedback are crucial elements of a targeted, managed care approach that meets Enrollees' and families' needs and expectations. The assigned care coordinator will contact each adoptive family that opts to disenroll to determine the reason for opting out and obtain their ideas for improvement.

We will collect, report, and evaluate SKY Enrollee satisfaction related to overall healthcare and service delivery. Opt-out surveys will include questions about satisfaction regarding access to services, quality of life, person-centeredness, care coordinators, and service providers. We will review aggregated opt-out survey results at least annually to incorporate feedback into the annual program evaluation. If analysis reveals a trend indicating opportunities for improvement, our proactive and attentive managers in the relevant departments will design interventions to direct the change.

PERIODIC RE-ENGAGEMENT AFTER DISENROLLMENT

Our inquiry coordinator will be responsible for outreach to Enrollees/Adoptive Parents post-program disenrollment to discuss the option to re-enroll in the Kentucky SKY program. With approval from the Department, we will send periodic letters to reintroduce Enrollees/Adoptive Parents to the program and educate them about their options.

We also will follow up with a telephone call after sending the letter. We will make two attempts to reach the Enrollee/Adoptive Parent by phone and document our attempts in our customer relationship management system. If an Enrollee/Adoptive Parent indicates that they have no interest, we will document that in our tracking system so as not to cause frustration or agitation by further contacting them. This process is dependent on the assumption that the Department will provide us with current contact information. During implementation, our System of Care liaisons will work the Department and DCBS to establish an agreed-upon formal process for periodic re-engagement after disenrollment.

USING SURVEY RESULTS FOR PROGRAM IMPROVEMENT

We will analyze survey results and determine initiatives to address improvements, such as using data to improve incentive programs, enhance education, or make changes to our engagement processes. We will apply potential program changes through our Quality Assessment and Performance Improvement structure using the Associates in Process Improvement's Model for Improvement. Using the core components of this framework (Plan, Do, Study, Act cycle), we will systematically identify potential barriers and mitigation strategies, test changes on a small scale, and refine programs to implement broader scale changes.

g. PROVIDING ID CARDS WITHIN FIVE DAYS OF ELIGIBILITY

Molina will comply with the requirements set forth in the Draft Managed Care Contract, Section 42.11.5, Kentucky SKY ID Cards. We will issue an ID cards for every Kentucky SKY Enrollee assigned to us within five business days of receipt of the HIPAA 834 Enrollee eligibility file from the Department. Our ID cards will include the following components:

- Kentucky SKY name and logo and Molina logo
- Name of the PCP and dental Provider
- Enrollee's Identification Number

We will also reissue ID cards within five business days of a request for reissue based on the following circumstances or any other reason that results in a change to the information on the Enrollee's ID card:

- **Report of a Lost ID Card.** Enrollees, DCBS staff, caregivers can contact Molina by telephone or through the Enrollee Web portal to report a lost ID card and order a new ID card. Enrollees can also order a new ID Card directly the mobile portal or Molina Mobile.
- **A Kentucky SKY Enrollee Name Change.** Enrollee, DCBS staff, and caregivers can contact us by telephone or through the Enrollee Web portal to request a new ID due to an Enrollee name change.

- **A New PCP or Dental Provider Assignment.** Enrollee, DCBS staff, and caregivers can contact Molina by telephone or through the Enrollee Web portal to request a new ID due to a PCP or dental provider change.
- **Foster Care or DJJ Enrollee Moves to a New Placement or for Any Reason that Results in a Change to the Information on the SKY Enrollee's ID card.** Enrollee, DCBS staff, and caregivers can contact Molina by telephone or through the Enrollee Web portal to request a new ID due to an Enrollee name change.

h. ADDRESSING AND MANAGING CRISIS CALLS

Molina is prepared to support our Enrollees and their caregivers through all types of situations, including behavioral health and medical crises. We have processes and systems in place to quickly identify when a caller is experiencing a crisis and provide the right interventions to address the immediate situation and connect the caller to ongoing care.

BEHAVIORAL HEALTH CRISIS HOTLINE

As part of our integrated approach to serving whole health needs of SKY Enrollees, 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 clinicians, our 24/7 Behavioral Health Services Hotline will meet or exceed all minimum performance standards per Attachment C, Draft Medicaid Managed Care Contract, Section 33.6, Behavioral Health Services Hotline.

Through the 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.

Specifically, the Behavioral Health Services Hotline will:

- Screen and assess danger to self and danger to others using evidence-based assessment tools.
- Provide brief, solutions-focused therapy to stabilize the crisis over the phone, when caller safety can be safeguarded.
- Warm transfer Enrollees to CMHCs for mobile crisis services.
- Alert care coordinators of crisis situations to prompt follow up and coordination with Social Service Workers and/or DJJ Workers
- Provide outbound crisis follow-up within 48 hours of the crisis call, to connect the caller to ongoing services and community supports.

Behavioral health clinicians who can assess and respond to crisis situations 24/7 will staff the Behavioral Health Services Hotline. They will assess the acuity and lethality of the situation, provide brief interventions and care coordination to help meet the Enrollee's immediate needs and will dispatch appropriate resources to the Enrollee. Behavioral Health Services Hotline Specialists will connect the Enrollee to outpatient and community-based resources to address their immediate needs, including social determinants of health.

NURSE ADVICE LINE

Our 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 facilitate 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. Nurse Advice Line staff includes registered nurses (RNs) and non-clinical operators trained in providing behavioral health support, which includes 24/7 crisis management that uses industry-standard intervention techniques specific to behavioral health emergencies. They will also be trained on

trauma informed approach care, dealing with children with ACEs, and other situations common with the Kentucky SKY population.

AFTER HOURS PROCEDURES AND AVAILABLE SERVICES

When SKY Enrollees or caregivers call Molina during non-business hours, they will be greeted by our automated IVR system, offering English and Spanish language options (the prevalent languages) for operating hours and instructions for how to handle an emergency, including an option to immediately connect live to the Nurse Advice Line, are available 24/7. The Behavioral Health Services Hotline will be available 24/7.

i. ACHIEVING MAXIMUM STABILITY AND BEST OUTCOMES

Molina's processes, protocols, and guidelines will enable us to support SKY Enrollees to achieve maximum stability and the best outcomes in a crisis, avoiding inappropriate and unnecessary emergency care and hospital admissions. Our Nurse Advice Line will be an effective resource to reduce unnecessary ED use by providing telephonic access to RNs who help Enrollees access appropriate medical and non-crisis behavioral health services 24/7. RNs will help SKY Enrollees and their caregivers choose appropriate medical care, find a physician or hospital, understand treatment options, improve self-management of their conditions, and understand the resources available to them and how to access them. RNs will reinforce education about appropriate ED use and link Enrollees to their PCP or an urgent care as appropriate.

Our Crisis Specialists answering the Behavioral Health Services Hotline will provide a front-door solution to Enrollees in crisis, resulting in fewer individuals using higher levels of care. Our trained behavioral health clinicians will link Enrollees to local behavioral health services, including CMHCs, avoiding preventable ED visits and inpatient admissions. Our Behavioral Health Services Hotline clinical staff will conduct a full assessment on the phone to help resolve a crisis issue, establish a safety plan, and follow-up, eliminating the need for an ED visit.

PRIORITIZING EMERGENCY AND CRISIS CALLS OVER ROUTINE CALLS

Enrollees who contact our Call Center regarding a behavioral health crisis or medical crisis can immediately access Nurse Advice Line or our Behavioral Health Services Hotline through an automated IVR system. If they choose to speak to Call Center staff, that person will gather information, clarify the caller's needs and then warm-transfer the Enrollee or caregiver to the Nurse Advice Line, Behavioral Health Services Hotline, or other resource as appropriate.

In addition, our Call Center will facilitate call tracking for workflows through our customer relationship management software. We will prioritize emergency and crisis calls over routine calls. Call center staff will identify the call as an emergency or a crisis and transfer the call to a Nurse Advice Line RN or a Behavioral Health Services Hotline clinician when any of these situations occur:

- Caller states immediate, recent, or potential risk
- Caller requests to speak with clinician, or an escalated situation occurs requiring clinical assistance
- Caller makes a request that requires clinical assessment or immediate coordination
- Caregivers seeking emergent assistance for another individual or who volunteers information indicating any of the above clinical transfer criteria
- Any other request or need, based on best judgment or the circumstances of the call that may be a potential immediate behavioral health crisis and require the attention of a licensed clinician

PROTOCOLS TO SUPPORT WARM TRANSFERS

We will use a two-tiered model of support to facilitate a timely and accurate response for all Enrollee calls, including crisis calls. Non-clinical operators will receive initial intake calls from Enrollees to determine the Enrollee's needs, so we can quickly connect them to the right resource, including a behavioral health clinician or RN. Our Call Center staff will stay on the line until the Enrollee is connected to the behavioral health clinician or RN.

For example, Enrollees or caregivers can select the option that indicates they are calling about a behavioral health crisis and they will be directly transferred to a behavioral health clinician. Our staff will follow structured protocols to identify Enrollees in crisis and keep the Enrollee on the line while warm transferring to a behavioral health clinician. This warm transfer occurs by bringing a crisis specialist onto the call, so the transition is seamless for the Enrollee.

Through our Behavioral Health Services Hotline, Enrollees experiencing a behavioral health crisis have immediate access to licensed behavioral health clinicians who will provide crisis assessment and connect the Enrollee with the appropriate level of care.

BEHAVIORAL HEALTH CRISIS

When an Enrollee contacts the Behavioral Health Services Hotline directly or is warm-transferred, ***Molina crisis specialists will answer the call within three rings (18 seconds).*** We will start every call by verifying the caller's physical location and phone number they can be reached at in the event the call is disconnected. We will then verify the caller is physically safe and not in imminent danger of harm. Callers that report being in imminent danger will be warm transferred to 911 for an emergency response.

Once the caller's location and safety are verified, our crisis specialists will assess the call purpose, and conduct a suicide risk and lethality assessment using evidence-based tools and practices. This rapid-assessment will be used to assign an acuity score of high, medium, or low risk of danger to self or to others—which will be used to inform the intervention(s). Our crisis specialists will then provide brief solutions-focused interventions and work with the Enrollee to de-escalate their symptoms over the phone, to the extent possible. Enrollees that are unable to be stabilized on the phone will have a crisis mobile team dispatched to their location to provide an in-person assessment and intervention. If at any point in time the acuity or lethality of the call escalates and the caller or another individual becomes in imminent danger; our crisis specialists will engage 911 to provide an emergency response.

TECHNOLOGY TO ENABLE DIRECT TELEPHONIC/COMPUTER CONNECTIVITY TO EMERGENT AND CRISIS INTERVENTION RESOURCES

We offer a HIPAA-compliant, Cisco-based automatic IVR system, available 24/7. We will closely monitor Call Center performance to ensure continued service using sophisticated analytics that provide real-time information on key indicators, including call volume, time in queue, abandonments, and handle time. ***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 representatives and respond quickly and effectively to Enrollee calls.

If a building closure, power outage, natural disaster, catastrophic occurrence, or other event that may cause a temporary business disruption to our Kentucky Enrollee Services Call Center operations, we will engage back-up support from trained Call Center representatives based in our Irving, Texas Call Center.

J. TRAINING AND RESOURCES FOR RECOGNITION AND MANAGEMENT OF CRISIS CALLS TO PROMOTE EXPEDIENT, RISK-REDUCING OUTCOMES

Molina provides Call Center staff with training and resources related to recognizing and managing crisis calls to promote the most expedient and risk-reducing outcomes.

CALL CENTER STAFF TRAINING

All Call Center staff will receive behavioral health training upon hire and annually on a wide range of topics, including call management processes, HIPAA compliance, behavioral health topic-specific tutorials, and best practices for crisis assessment and intervention. We will offer training on how to assist Enrollees in health crisis, including but not limited to suicidal callers or those with an urgent behavioral health concern.

Our training curriculum will include a monthly substance use disorder training program highlighting how to assist Enrollees with opioid misuse or crisis—and courses on depression, general mental health, suicide risk training and assessment, and techniques for call de-escalation. A snapshot of our training curriculum is provided below in Exhibit G.5-5.

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

027A.KY19

Exhibit G.5-5. Enrollee Services Training Curriculum

BEHAVIORAL HEALTH CRISIS HOTLINE TRAINING

Molina’s Behavioral Health Services Hotline Specialists will be provided dynamic, situation-based training to help them engage and de-escalate Enrollee’s experiencing a psychiatric crisis. Training topics may include those listed in Table G.5-3 below.

Table G.5-3. Behavioral Health Crisis Hotline Training Topics

Training Topic	Level	Type
Mental Health First Aid	Introductory	In-person
‘Hearing Voices’—an experiential training on the lived experiences of individuals with schizophrenia	Introductory	In-person
Anger management techniques	Introductory	Online
Mindfulness-based stress reduction	Introductory	Online
De-escalation skills	Introductory	Online

Training Topic	Level	Type
Active listening	Introductory	Online
Cultural Competency 101	Introductory	Online
Applied Suicide Intervention Skills Training	Moderate	In-person
Symptoms of psychiatric disorders and serious mental illness	Moderate	Online
Suicide lethality assessment(s)—theories and evidence-based tools	Moderate	Online
Solutions-focused brief therapy	Moderate	Online
Adverse childhood experiences	Moderate	Online
Surviving sexual assault and domestic violence	Moderate	In-person
Motivational interviewing	Moderate	In-person
Traumatic brain injuries	Moderate	In-person
Dialectical behavioral therapy	Moderate	In-person
Collaborating with Law enforcement and first responders	Moderate	In-person
Collaborating with Emergency Departments	Moderate	In-person
Collaborating with DCBS, DJJ, Schools and other multi-system partners	Moderate	In-person
Psycho-pharmacology—treatments and side effects	Advanced	Online
Developmental disabilities	Advanced	In-person

Crisis specialist training will occur as part of new employee orientation and then annually. Training will take place in-person or online via webinar and on-demand content. We will work closely with the Department and our multi-system stakeholders to identify additional training opportunities and to cross-train on our policies, procedures and workflows to better optimize the system of care for SKY Enrollees.

Molina’s comprehensive, whole-person, and high-touch Enrollee Services approach, along with our Behavioral Health Services Hotline access, immediately connects SKY Enrollees to the individualized care and services they need in their communities.

Page Intentionally Left Blank