

G.6 Provider Network

REQUIREMENT: RFP Section 60.7.G.6

6. Provider Network
 - a. Explain the Contractor's plan to develop a comprehensive Provider Network that meets the unique needs of Kentucky SKY Enrollees. The plan must address the following:
 - i. Approach to contract with PCPs and specialty Providers who are trained or experienced in Trauma-informed Care and in treating individuals with complex special needs, and who have knowledge and experience in working with children in Foster Care and those children receiving Adoption Assistance.
 - ii. Recruitment strategy, including processes for identifying network gaps, developing recruitment workplans, and carrying out recruitment efforts.
 - iii. Strategy for contracting and retaining specialists unique to the Kentucky SKY populations and perhaps different from those in the Medicaid managed care Provider network and how the Contractor will provide access to specialists not included in the Provider Network.
 - iv. Process for continuous network improvement, including the approach for monitoring and evaluating Provider compliance with availability and scheduling appointment requirements and ensuring Kentucky SKY Enrollees have access to care if the Contractor lacks an agreement with a key Provider type in a given DCBS Service Region or DJJ Community District.
 - v. How the Contractor will ensure appointment access standards are met when Kentucky SKY Enrollees cannot access care within the Provider Network.
 - b. Provide an example of how the Contractor has contracted for similar networks for similar populations in other programs. Provide a workplan to contract with Kentucky SKY Network Providers, with accountabilities and timelines.

Molina will develop a comprehensive Provider Network for Kentucky SKY Enrollees that meets the needs of Enrollees, is trauma-informed and includes primary care, behavioral health, and specialty Providers and facilities with access for rural and urban populations.

Molina has 30 years of collective experience working with children in custody and developing provider networks to serve those children in nine states. We will use this experience to draw lessons learned and best practices for the Kentucky SKY Provider network development. Our Kentucky SKY Provider recruitment efforts are focused on casting a wide net to include all eligible Providers that serve SKY Enrollees into our network, forming strategic partnerships with key Providers and organizations, contracting with Providers in rural and underserved areas, and addressing psychiatrist and dentist shortages.

a. MOLINA'S COMPREHENSIVE PROVIDER NETWORK TO MEET THE NEEDS OF THE SKY PROGRAM

Molina is building a strong network of healthcare providers that reflects the existing patterns of care for SKY Enrollees. We have already contracted with strategic provider partners such as the *Kentucky Primary Care Association (KPCA) and its member organizations, LifePoint, Methodist Hospital, Ephraim McDowell Health, Quorum Health Corporation, Jennie Stuart Health (Fairview Physician Network) Norton Children's Healthcare, Southern Ohio Medical Center, Home of the Innocents, Kidz Club, and all Community Mental Health Centers (CMHCs).*

We are contracted or have letters of interest (LOIs) with providers in more than 47,545 locations throughout the Commonwealth. Table G.6-1 highlights several of the providers in our SKY provider network. Our Provider Contracting staff is securing new agreements every day. In rural and underserved areas, we are expanding the use of telehealth and contracting with providers in bordering states to facilitate timely access to care without requiring caregivers and the Department's adequacy standards well in advance of contract start.

Table G.6-1. SKY Provider Network

Region	Key Providers	Key FQHC/RHC/CMHC
1	<ul style="list-style-type: none"> • Baptist Health • Mercy Health • Baptist Healthcare System • Mercy Health Associates • Center Care • LifePoint Health 	<ul style="list-style-type: none"> • KPCA: at 209 locations across the Commonwealth • Four Rivers Behavioral Health (CMHC) • Eddy Family Medical Clinic (RHC) • Grand Lakes Clinic (RHC)
2	<ul style="list-style-type: none"> • Methodist Hospital • Baptist Hospital • Owensboro Health • Universal Health System • Jennie Stuart Health (Fairview Physician Network) • Center Care • Baptist Healthcare System 	<ul style="list-style-type: none"> • KPCA: at 209 locations across the Commonwealth • Pennyroyal Regional MH & MR Board (CMHC)
3	<ul style="list-style-type: none"> • Baptist Hospital • LifePoint Health • University of Louisville teaching hospital • KentuckyOne Health • Norton Children’s Hospital and Healthcare • Universal Health System 	<ul style="list-style-type: none"> • KPCA: at 209 locations across the Commonwealth • Communicare, Inc.; CenterStone of KY (CMHCs)
4	<ul style="list-style-type: none"> • LifePoint Health/Lake Cumberland • Baptist Health • KentuckyOne Health • Norton Children’s Hospital and Healthcare • University of Louisville • Center Care 	<ul style="list-style-type: none"> • KPCA: at 209 locations across the Commonwealth • LifeSkills, Inc. (CMHC)
5	<ul style="list-style-type: none"> • Baptist Health Care System • LifePoint Health • KentuckyOne Health • University of Kentucky Healthcare • Ephraim McDowell Health (3 hospitals and their providers) • Mercy Health Partners 	<ul style="list-style-type: none"> • KPCA: at 209 locations across the Commonwealth • Bluegrass (CMHCs)
6	<ul style="list-style-type: none"> • St. Elizabeth Healthcare • Center Care 	<ul style="list-style-type: none"> • KPCA: at 209 locations across the Commonwealth • NorthKey Community Care (CMHC)
7	<ul style="list-style-type: none"> • LifePoint Health • Kings Daughters • Southern Ohio Medical Center • Appalachian Regional Healthcare • Quorum Health Corporation • Center Care 	<ul style="list-style-type: none"> • KPCA: at 209 locations across the Commonwealth • Comprehend; Pathways (CMHCs) • Stone Mountain Health Services (FQHC)

Region	Key Providers	Key FQHC/RHC/CMHC
8	<ul style="list-style-type: none"> • KentuckyOne Health • Baptist Healthcare • Appalachian Regional Healthcare • Quorum Health Corporation (Letter of Intent) • Pikeville Medical Center • PMC Physicians • Center care 	<ul style="list-style-type: none"> • KPCA: at 209 locations across the Commonwealth • Mountain Comprehensive Care Center; Cumberland River Behavioral Health (CMHCs) • Stone Mountain Health Services (FQHC)

Molina’s dental subcontractor, Avesis, already has a compete network of Dental Providers in Kentucky. In fact, 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.***

Our vision benefit subcontractor, March Vision Care, administers vision benefits for Medicaid and Medicare Enrollees in 26 states including Kentucky. ***March has partnered with our affiliate health plans since 2001 and currently administers vision services for D-SNP plans in the Commonwealth, which include Medicare and Medicaid-eligible Enrollees.***

Our parent company’s, Molina Healthcare, Inc. (MHI), national ***telehealth benefit vendor, Teladoc, will offer covered general medical and behavioral health telehealth services,*** supporting 24/7 Enrollee access to services via web, phone, and Teladoc’s award-winning mobile app.

ADDRESSING SKY NETWORK DEVELOPMENT IN RURAL KENTUCKY

Kentucky poses unique network adequacy challenges due to its dispersed and rural population, with 110 of 120 counties declared health professional shortage area (HPSAs) and a below average ratio of primary care providers (PCPs), dentists, and mental health providers per 100,000 people. Molina is ready to meet these challenges and has already begun building a comprehensive provider network to serve Kentucky SKY Enrollees through our proven and innovative approach to network development and maintenance.




Below we describe our approach to addressing network gaps and assuring primary/specialty service delivery to Kentucky SKY Enrollees in rural communities. Our strategies include using telehealth; bringing care to the Enrollee through school-based clinics; enhancing provider capacity to serve Enrollees through Project ECHO; contracting with providers in adjacent states; partnering with Federally Qualified Health Centers (FQHCs), Rural Health Clinics (RHCs) and CMHCs; and bringing pop-up clinics to local communities through our in-house Care Connections program.

Using Telehealth to Improve Access in Rural Kentucky

Molina has embraced the use of technology to increase access to care for Enrollees in affiliate health plans. For example, ***in Puerto Rico, our affiliate health plan’s telehealth provider reports that 92% of issues are resolved after the first visit and 95% of Enrollees are satisfied with the telehealth services delivered.*** We will leverage our experience to implement effective telemedicine and telehealth programs for the SKY program.

Our creative telehealth strategies include working with MHI’s national vendor, Teladoc, to provide convenient access to general medicine and behavioral health services; partnering with Project ECHO to enhance Provider capacity to serve Enrollees with complex needs; and connecting Enrollees to virtual supports, community-based telehealth sites and developing partnerships with key providers in Kentucky. Molina will meet the requirements of Attachment C, Draft Medicaid Managed Care Contract and Appendices, Section 28.2.10, Telehealth. We understand that to use telehealth, Providers must meet adequacy standards, and we must submit a Request for Exception to the Department’s network adequacy standards.

Telehealth Solutions

-  Mobile telehealth clinics
- Community-based telehealth sites (schools, libraries)**
- Virtual Support group 
-  Provider partnerships (CMHCs, Specialty Clinics, University of Kentucky School of Medicine)

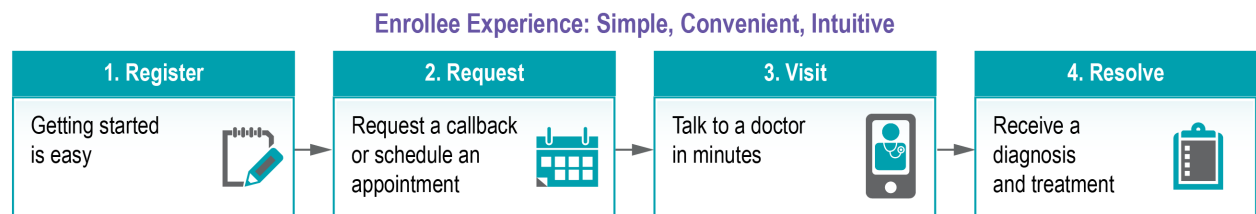
As part of our value-based payment program, we will encourage the use of telehealth by incentivizing Kentucky SKY providers to establish a telehealth platform and/or designate clinic space for Enrollee consultation. We look forward to collaborating with the Department to develop meaningful provider incentive approaches that could potentially include a telehealth adoption incentive such as financial assistance with related costs, to improve access and health outcomes for SKY Enrollees residing in rural areas of the Commonwealth.

Providing Easy Access to Services through Teladoc

Molina will work with Teladoc to provide telehealth services to Kentucky SKY Enrollees. The board-certified physicians in the Teladoc network have an average of 20 years of experience. By offering Kentucky SKY Enrollees access to U.S. board certified doctors on demand, Enrollees will have easy access to the care they need from wherever they are. Our partnership with Teladoc will be particularly beneficial to SKY Enrollees and their caregivers in regions where provider access is a challenge due to the Commonwealth’s rural nature or where there is a lack of provider specialties such as child psychiatry. Teladoc offers both general medicine telehealth services and behavioral health telehealth services. Kentucky SKY Enrollees and caregivers will have 24/7 access to services via Web, phone, or Teladoc’s award-winning mobile application.

General Medicine. Teladoc’s general medical option gives SKY Enrollees’ convenient access to quality healthcare when and where they need it. Telehealth services are vital to delivering integrated, whole-person care to and reducing health disparities for Kentucky SKY Enrollees who live in rural, urban, or geographically isolated areas, those who face barriers to accessing care in a traditional primary care setting, or those who require specialty care that may not otherwise be readily available. Telehealth also helps to eliminate costly emergency department visits for non-emergency conditions.

With Teladoc’s general medical care, Kentucky SKY Enrollees with a broad array of healthcare concerns will be diagnosed, treated, and prescribed medication if necessary. The simple process for Kentucky SKY Enrollees or their caregivers to access Teladoc is shown in Exhibit G.6-1.



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Exhibit G.6-1. Teladoc’s Service Procedure

Behavioral Health Care. To address the prevalence of behavioral health issues that Kentucky SKY Enrollees may be experiencing, Teladoc offers ready access to care from Kentucky licensed, board-certified psychiatrists, licensed psychologists, therapists or counselors that the SKY Enrollee or caregiver chooses. Behavioral health services will be available seven days a week by phone or video. ***If a SKY Enrollee has changes in placement or locations, they can still receive ongoing support with the same psychiatrist, psychologist, therapist, or counselor.***

Teledentistry. Avesis has long understood the importance of improving access to dental care for Medicaid Enrollees living in remote areas of the Commonwealth. This is particularly acute for those SKY Enrollees living in the rural counties. Avesis is poised to use teledentistry as a strategy to maintain and expand access to dental providers in traditionally underserved regions of Kentucky.

Following the release of the final telehealth regulations by the Commonwealth on June 14, 2019, Avesis, under the leadership of their in state Dental Director Dr. Jerry Caudill, is laying the groundwork to pilot the regulations in collaboration with one FQHC and one RHC. This pilot may include collaborating with public health hygienists in individual County Health Departments to help facilitate Enrollees’ access to their dental appointments using synchronous teledental technologies.

Vision. March Vision Care administers vision benefits for Medicaid and Medicare members in 26 states including Kentucky. The March Vision Provider Services team has visited provider offices in Kentucky for network development and provider education activities. March Vision is focused on early disease detection and ensuring all Enrollees have access to a quality, comprehensive eye examination. To promote access, March Vision works with mobile providers, supports community health fairs, and is exploring various telemedicine options. In January 2019, March Vision began administering vision services in Kentucky for a Dual Special Needs Plan with membership in 17 different counties. March Vision Care administers the routine vision benefit for this population, which includes a comprehensive eye exam and eyewear. March Vision provides its Kentucky client reporting that includes information on care provided to diabetic Enrollee, early disease detection data, and alerts to PCPs.

Expanded Telehealth Capabilities

As shown in Table G.6-2, we will offer several innovations specifically for SKY Enrollees who are accustomed to using technology daily. Our offerings bring services directly to Enrollees, increasing their ability to self-manage. We make Enrollees comfortable with accessing healthcare services in readily accessible ways, increase health literacy and give Enrollees the tools they need to lead a healthy lifestyle, setting the stage for health into adulthood. As described below, we will offer a wide range of options for telehealth services and improve quality access to physical and behavioral health services for SKY Enrollees across Kentucky, including virtual supports, community-based telehealth sites and provider partnerships.

Table G.6-2. Molina’s Telehealth Solutions

Virtual Supports	
Virtual Support Group	Molina proposes to create a virtual support group for youth in Foster Care. <i>Our Youth in the SKY program would be linked via online video conferencing to other SKY youth the same age, gender, or with similar needs</i> (behavioral health issues, teen moms, etc.) These groups will be led by a trained clinician 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.

Community-based Telehealth Sites	
School-based clinics	Molina proposes to partner with school-based clinics to improve access to preventive care (dental screenings, well child visits) for children and youth. In our experience, bringing services to schools where the children we serve spend most of their time, increases adherence to preventive care services and improves Enrollee and caregiver satisfaction.
Mobile telehealth clinics	We will equip mobile clinics with telehealth equipment, enabling us to offer services to Enrollees in their local communities. By meeting Enrollees in locations near their homes, we will improve access to services, reducing gaps in preventive care services and reduce transportation, wait times and stress for caregivers who often care for multiple children.
Provider Partnerships	
Community Mental Health Centers (CMHCs)	Through our contracts with CMHCs across Kentucky, we offer SKY Enrollees access to a full array of psychiatric and behavioral health services offered in person and via telemedicine. We will partner with CMHCs to increase their telemedicine offerings by linking to other Providers that offer specialty and preventive care, expanding our network and increasing access to an integrated approach to care.
University of Kentucky College of Medicine	The University of Kentucky College of Medicine maintains telehealth clinics that offer specialty services relevant to SKY Enrollees such as child psychiatric, pediatric endocrinology, developmental pediatrics and others. We will work to include them in our Provider network, giving SKY Enrollees access to an available network of skilled Providers to meet their needs.
Office of Children with Special Healthcare Needs Specialty Clinics	Molina is working to contract with the Office of Children with Special Healthcare for multispecialty services available through their 11 regionally based clinics . Through this partnership, our SKY Enrollees will have access to specialty services without having to travel to other states or nearby communities.

School-Based Clinics Bring Care to the Enrollee

An important part of our network in Kentucky includes school-based clinics. In our experience, offering well care visits at schools where children and youth spend a large portion of their day improves health outcomes by enhancing access to important preventive care services. Through our partnership with KPCA, Enrollees will have access to their full network of school-based clinics across the Commonwealth, such as Adair County Elementary Healthy Kids Clinic and Grace CHC SBH Bell Central School. ***As a value-add, we will explore telehealth services in schools in rural and underserved areas with provider shortages.***

Enhancing Provider’s Capacity to Serve Enrollees through Project ECHO®

We will partner with Project ECHO (Extension for Community Healthcare Outcomes) as a way to increase capacity in Kentucky’s rural areas. Project ECHO allows PCPs to virtually connect with specialists for medical specialty areas and psychiatry consultation and case review. Project ECHO links expert specialist teams at an academic “hub” with primary care clinicians in local communities as the “spokes” of the model.

Specialists serve as mentors and colleagues, sharing their medical knowledge and expertise with primary care clinicians, creating ongoing learning communities where primary care clinicians receive support and develop the skills they need to treat a particular condition, such as hepatitis C or chronic pain. As a result, they can provide comprehensive, best-practice care to Enrollees with complex health conditions in the communities where they live.

Contracting with SKY Providers in Bordering States

Molina currently has a fully contracted network in Ohio and Illinois available to serve Kentucky SKY Enrollees who live in communities that border these states. We have already reached out to providers in bordering states based on the patterns of care of Kentucky Enrollees.

We have contracts with key health systems in West Virginia, such as West Virginia University and Barnesville Hospitals, and we are negotiating with Cabell Huntington Hospital. We are also working with two FQHCs and a hospital in Illinois to obtain LOIs. By expanding our network into these neighboring states, we will increase access to care and reduce drive times for SKY Enrollee caregivers in nearby Kentucky cities and towns. This is particularly important for SKY Enrollees with complex needs served by multiple providers and specialists. Molina will follow all Kentucky SKY enrollment rules and Draft Contract requirements when contracting with bordering state providers. Exhibit G.6-2 depicts providers Molina has targeted for inclusion in our SKY provider network.

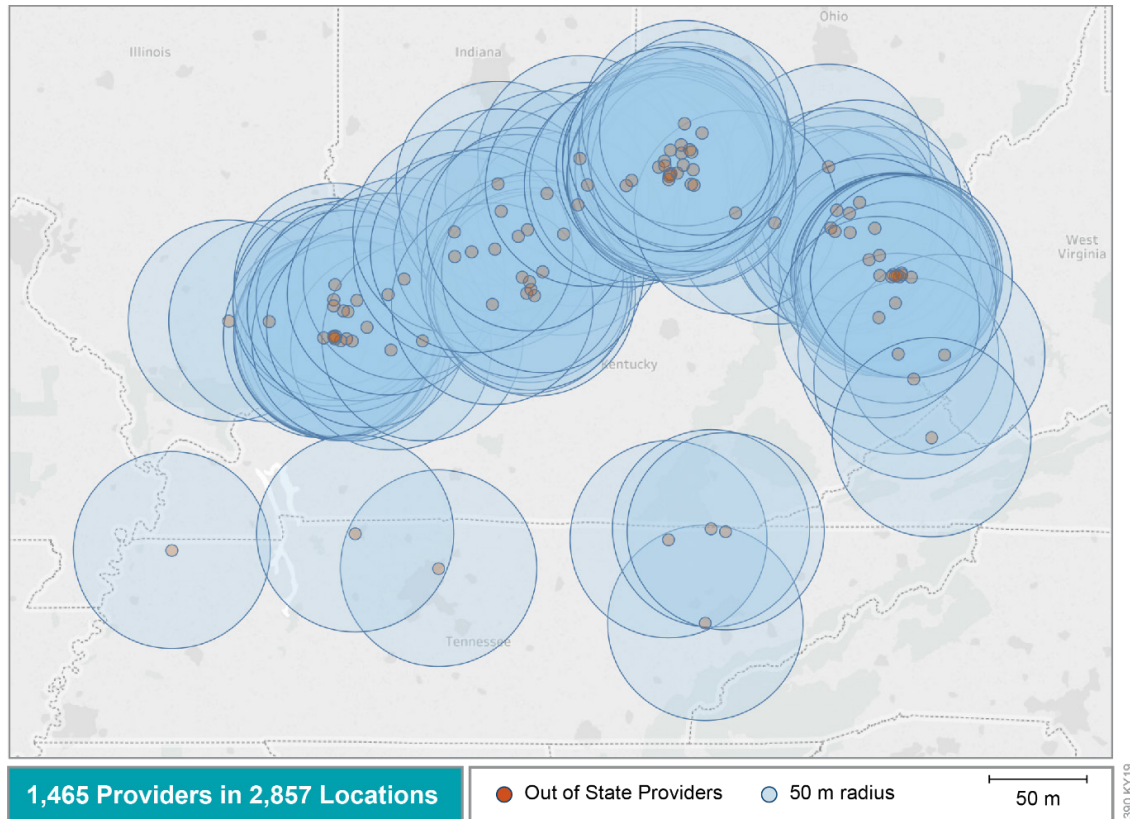


Exhibit G.6-2. Contracted Providers in Bordering States

Contracting with FQHCs, RHCs, and CMHCs

We have a technology-enabled, value-based partnership with KPCA, which includes community health centers, rural health clinics, and primary healthcare centers to provide healthcare services for the Commonwealth's under-served rural and urban populations. This partnership enables SKY Enrollees and caregivers to access medical and behavioral health services in the rural areas of the Commonwealth.

KPCA promotes access to comprehensive, community-oriented primary healthcare services for SKY Enrollees. Molina's and KPCA's partnership will drive a shared agenda focused on increasing care coordination and close collaboration to achieve a seamless Enrollee experience with an emphasis on:

- Joint Enrollee outreach and education
- Creating interventions for Enrollees with a recent avoidable Emergency Department visit
- Enrollee follow-up post inpatient discharge
- Leveraging resources to remove barriers associated with social determinants of health

- Increasing data-sharing capabilities by leveraging KPCA’s proprietary health information platform, which supports timely exchange of patient information to inform and develop more effective interventions

We value our partnerships with FQHCs, RHCs, and CMHCs and the critical role they play in serving SKY Enrollees living in Kentucky’s most rural service areas. We strongly believe in the coordination of care model leveraged by FQHC/RHC/CMHC providers to support advanced quality care to SKY Enrollees. We have contracts with all of Kentucky CMHCs, as follows:

- Four Rivers Behavioral Health
- LifeSkills, Inc.
- Cumberland River Behavioral Health
- CenterStone of KY
- Pennyroyal Regional MH & MR Board
- Communicare, Inc.
- Mountain Comprehensive
- Pathways
- Comprehend
- Bluegrass
- NorthKey
- River Valley Psychiatric Hospital

CMHC Partnership Success Story

One example of a successful CMHC partnership is the [partnership between our affiliate health plan in Illinois and the Illinois Behavioral Healthcare Coalition](#). Molina works with this organization to coordinate care for individuals with intensive needs. The relationship has grown from a successful pilot program to one that now includes several large provider groups, which we anticipate will eventually work with over 700 individuals. Molina’s partnership is based on effective communication with each provider partner, well-defined quality initiatives, and a robust care coordination program. The partnership works to increase ED diversion and initiate timely follow-up provider visits.

This program has shown that unique MCO/provider partnerships can reduce cost, improve clinical outcomes, and ultimately raise the quality of life of Enrollees.

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Bringing Pop-up Clinics to Local Communities

Molina has partnered with local SKY providers and community-based organizations to offer pop-up clinics through our Care Connections program. For example, *we have partnerships with Audubon Area Community Services to expand behavioral health screening*. We are also developing relationships with *Associates in Pediatric Therapy, Catholic Charities, and Family Scholar House* to offer pop-up clinics in rural and underserved areas.

These pop-up clinics offer SKY Enrollees and caregivers easy access to services in their communities ranging from preventive screenings to condition-specific treatment. By bringing care closer to SKY Enrollees’ homes, we will fill gaps in care; screen for medical and behavioral health needs, facilitating early intervention; and reduce caregiver stress associated with driving long distances and to multiple appointments.

Care Connections

We will support traditionally underserved and non-urban communities with pop-up clinics and mobile health delivery via Molina’s Care Connections program, My Health Spot. Care Connections contributes to the Molina mission by “meeting the Enrollees where they are” through home visits, mobile clinics, pop-up clinics, and virtual visits.

The Care Connections program is proud to provide Enrollees with comprehensive exams, comprehensive diabetic care, well child visits, and post-partum visits. The Care Connections program includes a team of Molina-employed nurse practitioners who provide wellness and preventive care services. Team members serve as care extenders who provide an additional access point in the healthcare system. The Care Connections team delivers advanced point-of-care testing that creates the space to educate Enrollees on their conditions, supporting them in learning to self-manage.

i. CONTRACTING WITH EXPERIENCED AND TRAINED PCPS AND SPECIALTY PROVIDERS

To develop the Kentucky SKY provider network, Molina has been in discussions with diverse stakeholders, including providers, Enrollees, caregivers and community organizations. We are seeking out the very best providers that are known to serve Enrollees with complex needs; deliver high quality, trauma-informed care to children and youth; apply best practices such as a High Fidelity Wraparound Approach; offer needed specialty care, including child psychiatry and developmental pediatrics; and demonstrate a commitment to respectful, compassionate care in culturally relevant ways.

Based on recommendations from stakeholders, we have been contacting these providers and developing strategic partnerships, enabling us to offer SKY Enrollees timely access to evidence-based care.

We have recruited children’s hospitals, such as University of Kentucky Children’s Hospital and Norton Children’s Hospital and Medical Center; Community Mental Health Centers that serve children and youth with behavioral health needs and intellectual/developmental disabilities; the Office of Children with Special Healthcare Needs, which operates 11 Specialty Clinics across the Commonwealth; and local providers versed in serving children in out-of-home care such as Home of the Innocents.

Molina’s Network Development staff are on the ground in Kentucky, continuing to meet with providers, community organizations and others to round out our SKY provider network with specific practices, facilities and providers that share our commitment to delivering the best care to SKY Enrollees.

Partnering with Community-based Organizations to Meet Enrollees’ Whole Health Needs

As part of our network development efforts, Molina is partnering with community organizations that address key social determinants of health that impact SKY Enrollees and caregivers. For SKY Enrollees, the social determinants of health play an important role in how Enrollees view and interact with healthcare services and likely contribute to the child’s removal from the parental home.

SKY Enrollees have likely experienced abuse, household Substance Use Disorders, and poor living conditions, which contribute to poor health outcomes. The trauma associated with these experiences continues throughout their lives. Molina will address these key issues through our community partnerships, connecting Enrollees to resources and tools that support lifelong health even after they are no longer eligible for the SKY program.

After discussions with provider associations, legislators, and SKY Enrollees, and through outreach to more than 110 community-based organizations, we identified nine organizations as key strategic partners. Molina’s vision for providing Enrollees with access to the best care in their local communities is aligned with the services offered through these organizations. Through our relationships with the following provider organizations and our statewide network, SKY Enrollees will have access to a full array of services to meet their whole health—physical, behavioral health and social determinants of health needs. Table G.6-3 below depicts key community organizations with which Molina is partnered.

We have strategic partnerships with key health systems and Provider groups across Kentucky:

- University of Kentucky
- St. Elizabeth Healthcare
- King’s Daughters
- University of Louisville
- Kentucky Primary Care Association
- FQHCs
- Rural Health Clinics
- CMHCs
- Kidz Club

Table G.6-3. Community Partnerships

Organization	Program Name	Purpose
Dare to Care	Prescriptive Pantries	Health clinics will screen Enrollees and families for food security issues and provide food assistance, which is important to Enrollee health.
Kentucky's Heartland	Diabetic Food Boxes	Molina will provide a nutritionist to work with the food bank to design and develop diabetic meal boxes containing healthy foods, helping Enrollees in Aging Out services learn to self-manage.
Home of the Innocents	Multi-systemic Therapy for Child Abuse and Neglect (MST-CAN) pilot	We are piloting a program whereby therapists provide services in the home, school and community as well as 24/7 on call supports for caregivers and youth.
Family Scholar House	Healthcare Pathways	Single mothers receive education and training to pursue careers in healthcare-related fields, enhancing the workforce and addressing employment needs for young adults.
Louisville Urban League	"It Starts With Me!"	Community health workers conduct outreach campaigns to identify and address barriers to employment in families with and SDoH assessment.
Boys and Girls Club	Healthy Habits	This program teaches young people about healthy eating and exercise habits, and purchases fruits and vegetables for snack time in the club.
Audubon Area Community Services	Pop-up Clinics	Molina will fund pop-up clinics that offer behavioral health screening and referrals during back-to school events and community activities. Also provides assistance with social determinants of health.
God's Pantry Food Bank	Pop-up Clinics Prescriptive Pantries	Molina will fund pop-up clinics at distribution sites during high-demand periods such as back-to-school events. Health clinics will screen Enrollees for food security issues and provide food boxes to assure proper nutrition.
United Way of Northeast Kentucky	SDoH Assessment in Rural Areas	Through the United Way, we will refine outreach and assessment activities to address key social determinants of health that impact individuals living in rural areas. We will work together to enhance the existing 2-1-1 program to bring needed services to rural communities.

As we build our plan, we continue to seek more partnerships, with an emphasis on working closely with community-based organizations focused on serving rural areas.

ii. PROVIDER RECRUITMENT STRATEGY

Molina is wholly focused on meeting the physical, behavioral, and supports and service needs and requirements of Kentucky SKY Enrollees. Under the direction of Dwayne Sansone, Interim Health Plan Chief Executive Officer, our Kentucky-based network development team will continue to build a statewide network of highly qualified providers. Mr. Sansone is responsible for oversight of Molina's Provider Recruitment workplan, which identifies the steps and associated timelines necessary to achieve network adequacy and meet related deliverables in accordance with the Draft Contract. The workplan will include key milestones, critical path tasks that must be followed to avoid project delays and assigned personnel resources. It will include strategies to resolve identified challenges and leverage key providers in each geographic region. For example, we will address rural access issues in eastern Kentucky by contracting with key statewide health system providers, such as University of Kentucky, University of Louisville, Norton Children's Healthcare, and KPCA.



Our goal is to attain **Kentucky SKY network adequacy, including contracting, credentialing, provider data configuration, and training and testing, by end of Q4 2020 in support of January 1, 2021 go-live date.**

Our provider recruitment is focused on engaging providers that are currently certified as Patient Centered Medical Homes (PCMHs) or those interested in serving SKY Enrollees as their Medical Home, developing key strategic partnerships, and building a network of specialty providers. When determining where to focus our efforts, we gathered recommendations from key stakeholders, identified normal patterns of care, and prioritized outreach to providers that are most likely to serve SKY Enrollees. For example, foster families in Lexington told us that many of the children they care for go to the University of Kentucky Clinic, and we were able to secure them as a network provider.

Our focused efforts to build a comprehensive SKY network include:

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

Kentucky-based Provider Contracting Staff

Molina's locally based provider contracting staff have relationships with Kentucky providers and are readily available to them. They are working in communities across the Commonwealth to identify key providers, build relationships, provide information on Molina and our collaborative approach to network management, share information, and answer any questions. Our Contracting staff meet with providers one-on-one, make telephonic contact and share our network participation kit that includes a Draft Contract, background documents about our health plan, contract checklist, provider roster form, and contact information. Their onsite presence and responsiveness to provider inquiries and requests has proved to be effective recruitment strategy.

Molina will have as many as six regional offices, known as Molina One-Stop Help Centers. Our locally based Provider Network Management staff will assure we meet our workplan deliverables and timeline for developing our comprehensive network that best serves the needs of our Kentucky SKY Enrollees.

The team comprises contracting and provider data configuration specialists, and Provider Services Representatives (PSRs). Each team member has a vast understanding of providers' needs and expectations, and a commitment to make sure each provider has a successful experience working with us. We will further augment the team with local provider support staff located statewide, living, and working in the communities of providers they serve.

Located in our regional offices, Molina's SKY-dedicated provider services liaison will work directly with Providers to facilitate communication, provide education on contract requirements, resolve issues and concerns and identify the need for more formal training. They will:

- Provide regionally based operational support for contracting, credentialing, and authorizations
- Communicate with Providers in-person, telephonically and via email
- Disseminate provider communications and materials specific to the SKY program and system-wide issues
- Escalate systemic or Provider-specific concerns to leadership for quick resolution
- Facilitate calls, webinars and trainings for specific providers, provider types and regions
- Coordinate with our operational departments to streamline processes that contribute to provider administrative burden such as credentialing, prior authorization and claims submission
- Invite SKY providers to participate in key committees, such as our Provider Advisory Committee and Joint Operating Committee meetings
- Educate providers on how to access quality performance using our Provider Web portal
- Inform the development of alternative payment models and performance-based contracts

In our experience, having dedicated staff with whom providers can connect and have their concerns addressed reliably and timely fosters strong partnerships that lead to provider retention, better Enrollee care and high levels of provider satisfaction. We know that taking the guesswork out of contracting and working with us allows providers to focus on what they do best—serving Enrollees.

Continuously Assessing Network Needs and Recruiting to Fill Gaps

We continuously analyze available sources of data, including Provider Directories published by other MCOs, Commonwealth agency websites, Kentucky Provider Association rosters, advocacy organization websites and web searches to identify Providers that currently serve children in foster care, juvenile justice and Adoption Assistance.

Our contracting staff prioritizes providers that are needed to fill gaps based on their provider type and the regions they serve. Contracting staff conducts outreach and track attempts and Provider responses. They follow up, as needed to make sure providers understand the benefits of working with Molina—concierge service, Enrollee-focused policies, consistency in care coordination staff, timely claims payment, convenient access to materials and training, and streamlined administrative processes.

Our Streamlined Application Process

Based in Kentucky, our experienced Provider Network Management staff manages local contracting with the support of our national credentialing team, which brings significant resources that enable us to quickly contract with and credential providers. Through these resources, SKY providers will benefit from having a local point of contact to support them through the entire contracting process. During meetings with providers throughout the Commonwealth, we learned that the current credentialing process often takes over three months and creates significant administrative burden due to the duplication across MCOs,

Molina's streamlined credentialing process and substantive resources devoted to Kentucky providers allow us to complete credentialing well within the draft contract requirements. Our Kentucky-based staff will work directly with providers to assist them in gathering the necessary information and answer questions about the process and application to facilitate a clean file at first submission.

Our staff will load all information for contracted and credentialed SKY Providers into our claims payment system within 30 days of Provider contract approval. Contracted SKY providers will be effective in the network as of the date they were approved by our credentialing process weekly by our Medical Director for clean/routine files or our monthly Credentialing Committee. As a contracted MCO, Molina looks forward to partnering with the Department to transition to a centralized credentials verification organization to further improve the credentialing process.

Offering Value-based Performance Programs

In our experience, high-performing providers appreciate the opportunity to participate in value-based payment (VBP) models that reward them for delivering high-quality care. We effectively use VBP programs across the country to incentivize and reward Providers for delivering high quality care. In our experience, VBP programs help us to recruit and retain high performing Providers who appreciate the opportunity to earn incentives. Some of the VBP programs we have in place that we may implement for the SKY program include, based on Provider capabilities, include:

- **Pay-for-Performance (P4P).** Our P4P program recognizes PCPs that demonstrate the ability to apply trauma-informed principles, sound and quality-focused healthcare.
- **Patient Centered Medical Home (PCMH).** Embracing the Department's emphasis on the Medical Home model for Kentucky SKY Enrollees, we will pay an additional incentive for Provider partners that are certified PCMHs via NCQA, the Joint Commission, and URAC.
- **Pay for Quality.** We will offer programs that pay providers for meeting performance benchmarks related to access, quality, and outcomes indicators.

We will collaborate with SKY Providers to develop VBP programs that include measures that are relevant to the SKY program (such as access to care and adherence to evidence-based practices). Our Provider Services team will work closely with each Provider to assess their capacity and willingness to participate in VBPs and design a plan for implementation. Molina will submit any incentive plans to the Department for approval before implementation.

Molina's Preferred Provider Prior Authorization (PA) Program

During our focus groups, we heard frustrations from providers around prior authorization requirements. We understand and are sensitive to the administrative burden placed on hospital systems and provider groups, particularly as it relates to prior authorization. As a matter of practice, Molina systematically reviews its approach to prior authorization codes to discern the utilization, approval rates, and impact on both quality and cost. Molina regularly performs an extensive review of all codes that require prior authorization to identify those that we may be able to build into our value-based programs to relax, or in some instances, eliminate the requirements of prior authorization to remove barriers to Enrollee care and to improve provider relationships.

Molina will incorporate a Preferred Provider PA Program in partnership with Kentucky's highest functioning health systems and provider groups that have demonstrated quality outcomes in identifying certain codes that create administrative burden to providers. We will develop a collaborative approach to relax or eliminate the need for prior authorization of those codes. After implementation with these selected Preferred Providers, Molina and the providers will hold quarterly joint operating committee meetings to review utilization, quality and cost metrics to determine if adjustments to the Program are warranted, which can be made at Molina's sole discretion if necessary.

iii. CONTRACTING AND RETAINING SPECIALISTS

Molina knows that specialty providers are important for facilitating Enrollee access to the full array of services they need. We have begun contracting with specialty providers in Kentucky and in neighboring states such as Ohio and Illinois. We have also been in contact with the Office of Children with Special Healthcare Needs, which offers 11 specialty clinics across the Commonwealth and the University of Kentucky. Through these relationships, SKY Enrollees will have access to a wide range of developmental pediatricians, pediatric neurosurgeons, and providers that specialize in serving Enrollees with complex needs.

Molina also knows that contracting and retaining specialists requires multiple approaches and creative solutions. Based on our experience, we know that specialists are often reticent to provide services to Medicaid Enrollees due to several factors: 1) they experience a high rate of appointment no-shows, 2) there is often a lack of follow-up on recommendations, and 3) there is a lack of coordination with the PCP.

Additionally, the training and administrative requirements associated with the Medicaid program are extensive, creating a barrier to participation. Through our decades of experience focused solely on serving Medicaid programs, Molina has developed an expertise in contracting with and retaining specialists, which we will leverage for the SKY program. Our processes including removing barriers to participation, responsive provider relations staff, and creative contracting.

Removing Barriers to Participation

As noted above, a primary concern for specialty providers is a lack of Enrollee support and care coordination to assure attendance at scheduled appointments and follow-up after visits. Through our high touch care coordination program, Molina addresses those issues by first and foremost making sure Enrollees attend appointments—our care coordinators send reminders and remove barriers such as transportation. Care coordinators follow up with Enrollees and caregivers after the appointment to make sure they understand next steps and schedule subsequent appointments with the specialist and/or PCP or other providers. They serve as the hub of all communication between Providers to assure close coordination across the System of Care,

Further, ***through our Health Backpack—a cloud-based, portable health record—all Providers, including specialists, can securely access the Enrollee’s medical records, assessments, Care Plans and other pertinent information at the point of care.***

To reduce specialty providers’ administrative burden, our Provider Services staff serve as contacts to assist providers from the point of engagement and throughout their participation in our network. They support them during credentialing; provide coaching if they need to modify their scheduling, billing or claims processes; and help them streamline systems to maximize efficiency.

Improving Retention through a Concierge Model

Our commitment to excellent SKY Provider service reduces voluntary specialist turnover and helps SKY Enrollees sustain specialist relationships. Our Provider services staff, led by our Provider services manager, will be entirely based in Kentucky. They will know their local Providers and can meet face-to-face to build trust, foster open communication, and develop collaborative relationships.

Our Provider Services staff will manage provider issue resolution from beginning to end, coordinate with key health plan resources and departments, meet with specialists one-on-one to coordinate solutions, share best practices, and continuously refine our provider issue resolution processes. If a provider has a concern or issue, our dedicated Provider Services staff work to resolve it at the initial contact (call, email, conversation) without routing the provider to another department. If the issue is complex, we quickly escalate the problem to the appropriate department with the Provider Services staff being the single point of contact for the provider until resolution.

Molina values input and feedback from our providers and we understand their time is valuable. Therefore, we offer an easy way for them to communicate with us through our “It Matters to Molina” program. “It Matters to Molina” gives providers multiple ways contact us including a postage-paid card that representatives make available at provider offices, a dedicated “It Matters to Molina” email box, face-to-face meetings/training sessions, and a link on our Provider Web portal. We quickly resolve identified provider-specific issues and use aggregate results to inform system enhancements, policy changes and training opportunities.

Our concierge level of provider services will assure open and effective communication, creating a collaborative partnership focused on care for those receiving treatment and eliminating potential operational issues that often occur without frequent interaction.

Creative Contracting Promotes Participation and Retention

As we do in other programs, Molina will work with specialty providers to offer creative contracting strategies that encourage them to serve SKY Enrollees as a part of our network. For example, we may contract for blocks of time during which they agree to set aside several hours per week or month, depending on volume, dedicated to serving SKY Enrollees. We may also reimburse specialty providers for co-locating in clinics and practices in underserved regions on designated days—such as once a week or month—the frequency will be determined by Enrollee need.

Enabling Access to Out-of-Network Specialists for SKY Enrollees

In the event a SKY Enrollee needs services from an out-of-network specialist, we will pursue a full contract relationship and will execute single case agreements with qualified out-of-network (OON) specialists that are willing to provide services but are unwilling to sign network contracts. This provides continuity of care and allows our utilization management team to identify Providers for potential referral.

These agreements will also assure non-contracted specialists follow the same requirements as contracted specialists for communication and coordination with the SKY Enrollee’s PCP and our care coordinator. Our network development team will track and review monthly reports indicating utilization of services from a non-participating SKY provider, including providers of emergency services, and identifies non-participating specialists for in-network recruitment that benefit SKY Enrollees.

Molina will also offer access to specialty services through our telehealth network. We are working with CMHCs and other providers to expand their telehealth capabilities to connect with specialty Providers and practices.

iv. CONTINUOUS NETWORK IMPROVEMENT

We recognize the necessity to constantly and systematically evaluate the Kentucky SKY provider network against the needs of SKY Enrollees to assure continued access. Molina uses sophisticated data analysis to evaluate the network, which enables us to focus on SKY providers based on quality, expertise, and experience matched to the needs of SKY Enrollees and their patterns of care. We will continuously strive to improve our provider network and SKY Enrollee access to quality services through ongoing monitoring and evaluation of SKY provider availability, appointment, and performance standards.

Our approach to ongoing network improvement will include review of SKY Enrollee complaints about accessibility, scheduling, wait times and delays; an annual access study that examines our network’s appointment availability and after-hours access standards and related performance; and quarterly reviews of grievance and appeal summaries, updated GeoAccess and time/distance reports, Nurse Advice Line reports, and Provider and Enrollee Satisfaction surveys.

Evaluating Compliance with Appointment and Scheduling Standards

Molina will monitor compliance with appointment standards using multiple methods including analyzing quality of care concerns and grievance and appeals data, conducting secret shopper calls, gathering input from key stakeholder groups and our locally-based staff.

Acting on Quality of Care Concerns, Grievance and Appeals Data

Molina considers Enrollee and caregiver input to be an important way that we gather input on the accessibility and quality of our System of Care. We will track and trend quality of care concerns and grievance and appeals data to identify any issues with appointment accessibility by provider, provider type and region. For the SKY program, we will not wait for standard monthly reports to identify and address appointment accessibility issues; instead, we will review any potential access issues at the time they are reported and take swift action to make sure SKY Enrollees can access services when they need them.

Conducting Secret Shopper Calls

We know that Enrollees and caregivers may not contact us every time they are unable to obtain an appointment in a timely manner. Therefore, we will conduct secret shopper calls to assess appointment availability, gain insight into whether provider offices are welcoming to SKY Enrollees, and determine any potential obstacles to care—such as providers requiring caregivers to provide information they may not have (medical records or guardianship papers).

If we identify a potential barrier to care or access issue, our provider services liaison will contact the provider to make sure they understand contract requirements and coach them to modify their processes. We will also trend the results to determine the need for network development or other actions to facilitate timely access to care.

Gathering Input from Stakeholders and Locally based Staff

Molina believes that cross-system collaboration and frequent contact with stakeholders is critical for administering a System of Care for Enrollees with complex needs and multi-system involvement. Our model includes frequent and regular contacts with the systems (DCBS, DJJ, the Department) and individuals (caregivers) that serve Enrollees daily.

Beginning in implementation and throughout the contract period, we will maintain formal workgroups, committees and forums for gathering their input on appointment accessibility and the overall quality and effectiveness of our system. These forums 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 access to care. We will solicit input on any accessibility issues as well as obtain recommendations for providers we should engage with for inclusion in our network.
- **Caregiver Advisory Committee.** This Committee will meet twice monthly in-person and via phone during implementation and then monthly after contract start. Through this committee, we will gain insight into network adequacy and quality issues 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 accessibility issues to our network department 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.

As is our customary process, we will address each issue as it is identified and trend concerns to inform system-wide improvements, with the goal of assuring that each Enrollee access services without barrier.

Key Provider Access

If Molina lacks an agreement with a key SKY provider in a given DCBS Service Region or DJJ Community District, we will enter into Single Case Agreements (SCAs) with qualified out-of-network providers willing to provide services, but unwilling to sign contracts, to assure the SKY Enrollee has adequate access to ensure continuity of care. To maintain the SKY Enrollee/provider relationship, we will

also initiate discussions with the provider to establish a one-time agreement or a full contract to join our network, as appropriate.

V. ENSURING APPOINTMENT ACCESS STANDARDS ARE MET

Molina will make certain that appointment and wait time access standards are met pursuant to the Draft Contract, Section 28.4, Provider Network Access and Adequacy, including when Kentucky SKY Enrollees cannot access care within the Kentucky SKY Provider Network. Our provider relations liaison will take the lead in resolving Provider access and availability issues. With a deep knowledge of Kentucky providers, behavior health providers, and patterns of care/referral in Kentucky, this position will stay abreast of current network availability and accessibility issues.

They will leverage their relationships across the Commonwealth to glean information on provider status, potential changes in the network, barriers to care and the impact on SKY Enrollees. Our provider relations liaison will also review the results of secret shopper calls, data trends (grievances and appeals; quality of care concerns), feedback from stakeholders, and service utilization and network accessibility reports to identify potential accessibility concerns.

If an access to care concern is identified, the provider relations liaison will conduct further study through drill-down analysis and provider and stakeholder interviews to validate the concern and determine if it is a provider, network or system issue. For provider-related concerns, the provider relations liaison will conduct outreach to gather more information about what is contributing to the issue—Did a staff member leave or go on vacation? Is the provider unable to manage the volume of service requests?—and work alongside the provider to resolve the issue. The provider relations liaison refers network gaps, systems issues and provider compliance concerns (if the provider is unable to correct the issue), to our Provider Services team for action—recruitment, corrective action or training.

b. MOLINA'S EXPERIENCE AND CONTRACTING WORKPLAN

Today, we serve approximately 3.4 million Medicaid Enrollees across 14 Medicaid health plans in 13 states and Puerto Rico. We have experience working with children in Foster Care in seven states, including Kentucky's border state, Ohio. *At Molina, facilitating exceptional care for Enrollees covered by government contracts like Kentucky SKY is our ONLY business, not just a line of business.* We are dedicated to the states we serve; we have never left a state during a contract.

EXPERIENCE CONTRACTING SIMILAR NETWORKS

Our Kentucky SKY program model helps us understand our Enrollees' needs, engage, and support our SKY providers, and deliver on program requirements. We have built networks from the ground up in several states, including states in which our contract includes children involved in the Foster Care system or children with special healthcare needs:

- **Michigan:** In October 2012, Molina Healthcare of Michigan began transitioning Enrollees in the state's Children's Special Health Care Services program from Fee-for-Service into a managed care health plan. Michigan's Children's Special Health Care Services populations share many similar characteristics with children in Foster Care, including Enrollees with complex and often long-term physical and behavioral health needs. Molina Healthcare of Michigan currently provides healthcare services to 3,000 Enrollees.
- **California:** Molina will leverage the experience of Molina Healthcare of California, which currently manages more than 8,300 under-21 Medicaid Enrollees who are aged-blind-disabled.
- **Ohio:** Since 2013, Molina Healthcare of Ohio has served an estimated 4,000 children on Supplemental Security Income who qualify for comprehensive healthcare services under that state's Children with Special Health Care Needs and Aged-Blind-Disabled Medicaid programs.

- Washington:** Molina Healthcare of Washington currently serves approximately 1,200 children in Foster Care children and youth under the existing Apple Health Medicaid Managed Care program. Through providing coverage to these children and youth, Molina has gained experience and knowledge related to the unique healthcare and care coordination needs of Enrollees with Foster Care.

CONTRACTING WORKPLAN

Molina’s comprehensive project workplan to contract with Kentucky providers and establish a comprehensive, high-quality network of providers identifies the steps and associated timelines necessary for us to complete each task and related deliverables in accordance with the Draft Contract, milestones to be achieved, critical path tasks that must be followed to avoid project delays, contingencies to adjust to mitigate any unforeseen events, and Molina personnel resources to be assigned to each task. ***Our workplan achieves network adequacy including contracting, credentialing, Provider data configuration, training and testing by the end of Q1 2020.***

Our network development team will initiate our contracting workplan to secure a trusted, diverse, and reputable network for the Kentucky SKY Program. Our workplan considers all critical aspects, including geographical regional differences; comprehensive accessibility to services for required physical and mental health benefits; CMHCs and community-based organizations; and targeted engagement required for improving population health outcomes. Table G.6-4 is an overview of our network development workplan with accountabilities and timelines.

Table G.6-4. Network Development Workplan

Category	Activity	Accountable Party	Timelines
Kentucky SKY Network Development	All activities outlined below:	Health Plan CEO Provider Services Manager	Q3 2019 – Q2 2020
Provider/Hospital Draft Contract Template(s) and Provider Payments	<ul style="list-style-type: none"> Contract Templates Approved Prepare Letter of Intent Prepare proposed contracts (Provider, Hospital) Provider Payments and Rate Management Establish contracting and rate negotiation standards Configure system for standard contract and rates 	Legal and Network Development Legal and Network Development Network Development Provider Configuration	Q3 2019 – Q1 2020

Category	Activity	Accountable Party	Timelines
Provider Contracting and Network Adequacy	<ul style="list-style-type: none"> Contracted Network COA (minimum standard) Kentucky required contractual guidelines/Molina standards Provider network recruiting National Contracting Update national contracts (lab, dental, vision, transportation, transplant network, etc.) Contracting and Adequacy Reporting Develop and maintain internal dashboard and KPI reporting Develop and maintain GeoAccess reporting Develop and maintain external/regulatory reporting as needed 	Legal COO and Network Development Network Development	Q3 2019 – Q1 2020
Provider Credentialing	<ul style="list-style-type: none"> Credentialed Network Startup Establish and update training for KY-specific credentialing requirements Train staff Update Credentialing KPIs Monitor Delegated Credentialing relationships (if applicable) 	Credentialing Delegation Oversight	Q3 2019 – Q2 2020
Provider and Contract Data Load	<ul style="list-style-type: none"> Contract Data Load Configure contract shells Load Provider contracts Provider Data Load Configure Provider shells Load Provider records Update Contract/Provider Data KPIs 	Provider Configuration Network Development	Q3 2019 – Q2 2020
Provider Directories	<ul style="list-style-type: none"> Coordinate content and style Secure Kentucky approval 	Provider Services COO	Q2 2020
Provider Network Orientation & Training	<ul style="list-style-type: none"> Prepare Provider Orientation Materials Conduct Provider orientation and ongoing in-service training Activate Provider contact center 	Provider Services	Q4 2019 – Q2 2020
Provider Network Management Staffing	Provision and train local Provider Network staff	Network Development and Provider Services	Q1 2020 – Q2 2020

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