

## G.7 Provider Services

### **REQUIREMENT: RFP Section 60.7.G.7**

#### 7. Provider Services

Provide the Contractor's proposed approach to Provider outreach and education. Include a description of how initial training will differ from ongoing training. Describe proposed training materials including but not limited to:

- a. Coordinating services;
- b. Care Coordination Teams;
- c. Training in Trauma-informed Care (include sample materials);
- d. Crisis services;
- e. Child and Adolescent Needs and Strengths (CANS);
- f. High Fidelity Wraparound approach;
- g. Impact of ACEs;
- h. Neonatal Abstinence Syndrome (NAS);
- i. Six Seconds Emotional Intelligence (SEI); and
- j. Screening for and identification of Behavioral Health needs.

**Molina wants our Providers to focus on what matters most: our Enrollees. We invest heavily in our Providers and offer individualized outreach, education, and technical assistance to streamline processes and minimize their administrative burden.**

Molina will offer local, concierge Provider support through high-touch outreach and education. Our Kentucky-based Provider network director oversees our team of Kentucky-based Provider Services Representatives (PSRs). Each SKY Provider will have an assigned regionally based PSR, who will be their single point of contact at Molina. PSRs will conduct Provider outreach, schedule routine face-to-face meetings, and facilitate education and technical assistance to help our Providers be successful in achieving SKY program goals. Additionally, we will provide a high-touch Provider services through our:

- High-efficiency Provider Services Call Center
- Provider Advisory Workgroup
- Molina Regional Operations Center in Louisville
- Molina One-Stop Help Centers
- Joint operating meetings
- Effective Provider communication
- Clinical and operational support tools
- Comprehensive initial Provider training
- On-going Provider training and technical assistance
- Designated provider relations liaison

Molina understands, agrees and will comply with the requirements set forth in Attachment C, Draft Medicaid Managed Care Contract and Appendices, Section 27, Provider Services, and Section 42.14.1, Education and Training of Network Providers.

### **Our proposed Kentucky Provider Services Approach includes:**

- A hands on, nimble approach to Provider Services developed specifically for Kentucky
- Assigned Provider Service Representatives based in the local community
- A Louisville-based Provider Services call center
- A fully integrated in-house medical and BH/ provider network
- Ongoing provider collaboration resulting in reduced provider abrasion
- Transparency between Molina and both our provider network and the Department
- Proven processes such as credentialing and claims payment that meet Contract performance standards

## PROPOSED APPROACH TO PROVIDER OUTREACH AND EDUCATION

Our Provider Services approach drives Provider engagement, education, and collaboration to minimize administrative burden, while maximizing Provider satisfaction and retention. We recognize that an effective Kentucky SKY program network requires a strong partnership and collaboration between the Providers; Molina; the Commonwealth's Cabinet for Health and Family Services (CHFS), Department for Medicaid Services (Department), Department of Community Based Services (DCBS), and Department of Juvenile Justice (DJJ); and other system partners. ***We will give Providers the support and incentives they need to deliver flexible, trauma-informed care using evidence-based practices and that is highly coordinated across Provider-types, resulting in improved quality outcomes.***

### ASSIGNED, REGIONALLY BASED PSRS

We deploy regionally based PSRs who live and work in the communities they serve. Their primary function is to support Providers to easily navigate the system, support administrative processes, and remove administrative barriers that impact care for SKY Enrollees. Additionally, our Provider Services staff coordinates with our Quality Improvement and Medical Management departments to monitor provider adherence to the SKY Program requirements and provide training and technical assistance when opportunities for improvement exist.

Each Provider will be assigned a specific PSR as their single point of contact with Molina. Our PSRs each manage a specific category of Provider (primary care providers (PCPs)), behavioral health, specialists, or facilities) in each region. Our full-time staff will be located in Kentucky, and we will have both regionally based and centrally located staff based on network needs. PSRs offer support in the areas of:

- Provider contracting and on-boarding
- New Provider orientation and training
- On-going Provider training
- Claims and billing practices
- Maximizing value-based payment (VBP) opportunities
- Administrative policies and procedures
- SKY program evidenced-based practices
- Provider outcomes monitoring—in collaboration with our Quality Management and Medical Management departments
- Provider satisfaction

Our PSRs will be able to meet Provider and program service goals without delay, with strong customer orientation. Staff will be deployed in the field and are equipped with laptops, smartphones, and wireless hotspots to support their access to the Molina system while working in the community.

### 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

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## PROVIDER SERVICES CALL CENTER

Our Kentucky-based Provider Services Call Center will deliver efficient and personalized services to Providers through staff trained on program-specific operations and the needs of our SKY Provider network. Providers can directly call our Provider Services Call Center and speak with trained staff that are available to provide assistance when the assigned PSR is unavailable. Provider Services Call Center staff will be able to assist with general questions and offer guidance on how to access a suite of tools and resources to support Providers to provide quality care, such as our Provider Portal and Molina website.



Located in Louisville, our Provider Services call center will deliver efficient and personalized services to providers through specially trained Kentucky-based staff who understand Kentucky SKY program requirements and the needs of our Kentucky SKY Provider Network

Provider Services Call Center representatives will be located in our Kentucky-based Provider Services Call Center and available Monday through Friday from 8:00 a.m. to 6:00 p.m. Eastern Standard Time.

## PROVIDER ADVISORY WORKGROUP

Molina facilitates a Provider Advisory Workgroup as a way to include provider input in program operations. The workgroup will comprise provider organizations from across the Commonwealth and will include a diverse array of provider types. This diverse representation will help elevate Providers as partners and increase Provider voice throughout Molina's operations.

This workgroup will review and approve our Provider network management plan. Network management plans traditionally assess network adequacy in relation to time and distance standards. Molina offers an enhanced network management plan that not only assesses time and distance requirements, but also uses geo-access technology to hot spot physical and behavioral health conditions compared to provider locations. We assess clinical capacity across the continuum of care (e.g., including ancillary and supportive services such as access to peer supports). We consider access to social determinant of health resources to comprehensively meet our Enrollee's holistic needs in their communities.

Our Provider Advisory Workgroup reviews Enrollee health-needs data, network adequacy data, and outcomes data and provides recommendations on how Molina can better meet the needs of Enrollees. Recommendations may include expanding or scaling existing services, adding new services and supports, administrative simplification, and advising the development of new or alternative VBP approaches.

## JOINT OPERATING MEETINGS

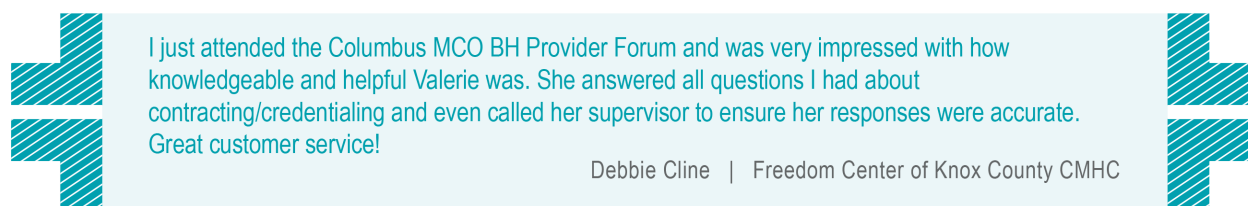
Molina will facilitate joint operating meetings for large SKY Provider groups and health systems, such as Community Mental Health Centers (CMHCs). Joint operating meetings will be used to solicit feedback about training needs, such as trauma-informed care, claims, utilization management challenges, contract changes and changes in Kentucky SKY demographic data. This service engages open and effective communication, strengthens our collaborative partnership, and mitigates potential operational issues.

## EFFECTIVE PROVIDER COMMUNICATION

We will use our established comprehensive communications infrastructure that assures Providers are both informed about Kentucky SKY covered services and can give meaningful feedback. These communication strategies include:

- **Provider Bulletins.** Our quarterly Provider Bulletin will include program updates, claims guidelines, and information regarding policies and procedures; cultural, linguistic, and disability competency best practices; clinical practice guidelines; information on special initiatives; and articles regarding health topics. We send special/targeted bulletins as needed.

- **Email Communications.** We will use periodic, secure email blasts to communicate time-sensitive changes to processes and procedures. This content will also be posted to our Provider Web portal, Provider Bulletins, and website.
- **Office Visits.** Our PSRs will conduct in-person visits to share data on Performance Measures, reinforce best practices, help Providers understand contract requirements, resolve administrative issues (e.g., claims payment), and work alongside Providers to develop strategies for improving care. PSRs will work with Providers to determine the frequency of visits based on factors such as Provider requests, performance, and any identified needs or issues.
- **Forums.** Molina will conduct regional Provider forums every six months, or more frequently if needed to deliver Provider training. We will invite experts and diverse presenters, experts from the Department, DCBS, DJJ, and Enrollees and peers who can offer their own perspective, testimonials, innovative best practices and first-hand experience. This may include physical or behavioral health Providers who can offer peer-to-peer training and share their experiences in adopting new tools or processes. To engage with Providers in a meaningful way through the town halls, we plan to have the town hall travel to DCBS Service Regions and DJJ Community Districts.

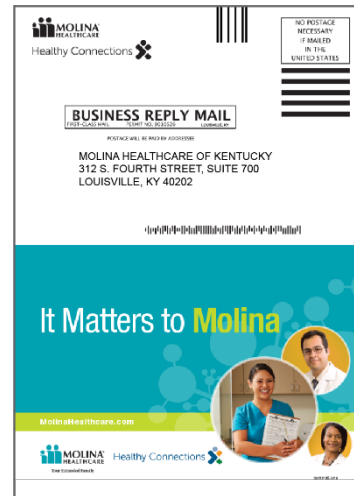


- **Educational Workshops.** Our SKY training manager, PSR, or other designated SKY trainer, will offer educational workshops as needed at our One-Stop Help Centers or using webinars for Provider convenience.
- **Annual Seminars.** We will hold annual SKY Provider seminars at a regionally located venue or within one of our Molina One-Stop Help Center locations to provide an opportunity for open discussion on how to build on the lessons learned, develop regional plans for overcoming the barriers to improve quality of care outcomes, and address customer service experiences for the Kentucky SKY Enrollees. The results of these conversations will inform Molina’s efforts to increase active participation of Providers in committees and workgroups, and strategies to improve performance measures and Enrollee health outcomes.
- **Learning Collaboratives.** Molina’s Quality Improvement department will lead Provider forums on topics selected through performance measures, Enrollee satisfaction survey findings, and Provider feedback. Through these forums we will work with Providers to develop regional solutions and best practices to improve the System of Care delivery. Provider services staff will participate in these forums to inform future Provider trainings, communications, and town hall meetings.
- **Continuing Education.** Molina will collaborate to create training content that meets CME/CEU criteria and professional development hours whenever possible. Our goal is to enhance the Provider experience and increase participation in one or more of the training venues that we will have available. Our approach includes self-paced, web-based learning using our online education platform.
- **Webinars.** PSRs will use webinars to educate network Providers on Kentucky SKY program information and inform them of their roles and responsibilities as part of the network. Providers can access a library of resources as self-service training modules when they join the network or can share with staff new to the practice. Webinars provide a convenient way for Provider staff to participate in trainings on their own schedule.

- **Provider Manual.** The Provider Manual will serve as a comprehensive tool that addresses administrative, prior authorization, and referral processes; claims and encounter submission processes; SKY covered services; topics such as availability and access standards; care management programs; and Enrollee rights. This information will be readily available on our website and/or the Provider Web portal. The Kentucky SKY Provider Manual will meet requirements detailed in the Draft Contract, Section 27.4, Provider Manual and Communications.

### It Matters to Molina Provider Engagement Program

We also employ the “It Matters to Molina” outreach program that includes a postage-paid card. These cards enable Molina to obtain feedback from Providers and agencies serving Kentucky SKY Enrollees on needed training and how we can enhance and improve a Provider’s experience. “*It Matters to Molina*” offers several easy ways for Providers to give feedback including the postage-paid card (which PSRs make available at Provider offices), a dedicated “It Matters to Molina” email box, soliciting feedback during face-to-face meetings/training sessions, a link on our Provider portal, seminars, and association meetings. Molina leverages this feedback from Providers to inform strategies to enhance and improve the Provider experience. Our affiliate health plans have implemented additional training opportunities based on feedback received from Providers. This enhanced commitment to excellent service and collaboration helps assure Provider retention and stability of our network.



Monthly, we will hold “It Matters to Molina” Provider Forums. We use WebEx, as it allows Providers to attend the session from their office location, expanding the number of Providers who participate in each forum. This is a great option for our rural Providers who often find travel from a remote location difficult. These forums also provide Molina an opportunity to respond to and discuss comments regarding additional trainings received via the “It Matters to Molina” program.

We will evaluate the feedback using a formalized process for reviewing the information received, tracking, and reporting final feedback to the network. If a training topic or recommendation is approved, Provider Services will reach out directly to the Provider (if known, as some Providers wish to remain anonymous when offering feedback) to let them know we heard their feedback and developed a solution to address the issue. Provider Services will share updates with the broader network via the “It Matters to Molina” Corner in the Provider Bulletin. We also anticipate that by communicating results of feedback from the “It Matters to Molina” Provider Forums, we will encourage more participation in our monthly sessions.

Molina has been successful soliciting Provider feedback to address identified training needs. Our unparalleled commitment to excellent service and collaboration assures Provider retention and network stability as demonstrated in the success story below.



## It Matters to Molina

Our “It Matters to Molina” program is the result of an encounter between a provider and a member of Molina’s leadership team. At a conference in Cincinnati, a provider stepped up to the Molina booth and wanted to share her experience with Molina and one of our PSRs. The provider said “I just wanted you to know that I made a suggestion to my PSR and you took it!” Our leadership team member thanked her for her suggestion, told her how glad Molina was that the provider was pleased with our response, and then expressed concern that the provider was so surprised by our response and the implementation of her idea.

The provider responded by saying “None of the other plans care what providers have to say”. Our leadership team member told her that listening to our providers is one of the things that make Molina different and explained that Molina was founded by a physician (a *Medi-Cal* provider) and that it matters to us what providers think and say. As she spoke “providers matter....it matters to Molina” captured her attention. And that is how the “It Matters to Molina” program got its start.

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Molina will develop and submit to the Department a Provider orientation and education plan that includes methods, topics, and dates for completion of activities and educational workshops or other types of training sessions. We will submit the plan to the Department within 60 days of contract execution, when material changes are made, and annually.

## CLINICAL AND OPERATIONAL SUPPORT TOOLS

Molina will offer medical management clinical and operational tools to offer a continuum of support for Providers. Providers will have access to these tools via our Provider website, in print format during on-site visits or trainings, and upon request. We outline examples of clinical and operational tools in Table G.7-1.

**Table G.7-1. Molina Clinical and Operational Tools**

Clinical Tools	Operational Tools
Clinical care guidelines and best practices for children and adolescents	Training to enhance the healthcare skills and knowledge of supporting staff
Clinical screening tools (HRA, Needs Assessment)	Non-emergency transportation
Condition-specific screening tools (CANS, ASQ-3, Trauma Symptom Checklist for Children; Trauma Symptom Checklist for Young Children)	Referral and transitions of care checklists
Education on specific conditions	Community Resources Guide
Training on delivering culturally responsive care	Claims training
Resources on how to use evidence-based practices and trauma-informed care	Provider Manual
Trauma Informed Care Toolkits	Training on integrated care
Behavioral Health Toolkit for PCPs	Directory of Department-sponsored resources, such as the managed care Ombudsman, Nurse Advice Line, and regional crisis system hotline
Enrollee educational materials and self-management tools	Link from Molina’s website of centrally located tools and resources to the Children website
Strategies for Enrollee engagement	Online Searchable Provider Directory
Gaps in care reports	Link to Kentucky SKY Covered Services list
Provider Performance dashboard	Claims and Authorization submission and status; and eligibility checks using the Provider Portal
Population health reports, such as predictive modeling and risk stratification for attributed Enrollees	

## COMPREHENSIVE INITIAL TRAINING AND ONGOING PROVIDER TRAINING

Molina understands the importance of providing effective education and training programs accessible to Providers. We have 25 years of experience in Provider training initiatives and have existing curricula that we will customize for Kentucky SKY Providers. We will provide training sessions and host town halls for ongoing training regarding the program and the services Molina offers. We will also promote training programs from our partners, including: the Department, DCBS, DJJ, Department for Behavioral Health, Developmental and Intellectual Disabilities (DBHDID), and other partner agencies.

Required training sessions will be made available to the Network Providers no less than annually in-person, via webinar and on-demand to support active participation. Our Initial Provider Orientation exceeds requirements detailed in the Draft Contract, Section 27.5, Provider Orientation and Education.

As described below, we will orient new Providers to our systems, the Kentucky SKY program and provide multiple opportunities for ongoing training and continuing education. Our processes will be flexible and convenient to promote Provider participation and mitigate administrative burden.

### INITIAL PROVIDER ORIENTATION

We will offer new Provider orientation within 30 days of a fully executed contract. Additional orientation sessions can be scheduled upon request. Initial Provider orientation will include an overview of topics, including those identified in the Draft Contract, Section 42.14.1, Education and Training Network Providers:

- Network Introduction
- Provider Materials- Provider Manual, Provider Directory, and other Provider-related tools
- Provider Web portal functions including verifying Enrollee eligibility
- Claims submissions and payment
- Grievances and Appeals
- Program Benefits, Covered Services, and SKY Enrollee information including Foster Care, Juvenile Justice and Adoption Assistance
- Encounter Submissions
- Billing/Claims
- EPSDT
- Enrollee Rights and Responsibilities
- Disability, Linguistic, and Cultural Competency
- Enrollment/Eligibility
- Quality-Related Data Reporting
- Medical Consent Requirements
- Timeline for services and assessments
- Screening for and Identification of behavioral health disorders
- CANS
- Impact of ACEs
- Service Authorization
- Telehealth
- Appropriate use of psychotropic medications
- Population Health
- High Fidelity Wraparound approach
- Quality Management
- Care Coordination Team and how to access a Care Coordinator
- Crisis Intervention Services
- Provider-Based Health Education for Enrollees
- Integrated Care
- Primary Care Medical Provider (PCMP) model

Our educational offerings include orientations for newly contracted providers within 30 days of completing credentialing. For new and current providers, we offer training programs by telephone, one-on-one, via WebEx, or in group settings. Trainings address core topics applicable to all network providers and are supplemented with specialty topics. All providers can also access ongoing training on contract requirements, policy updates, and members' special needs through scheduled in-person office visits, group training at conference sites, or Webinars. Our provider manual also serves as excellent resource for provider reference.

- Electronic Data Interface
- HIPAA Privacy and Security
- Fraud, Waste, and Abuse
- Medical Information required for court requests and judicial review of medical care
- Health, Safety, and Welfare
- Americans with Disabilities Act Training
- Prior Authorizations
- Trauma-informed care
- Evidence-based behavioral health treatment interventions and specific behavioral health and PH needs of the SKY populations
- Neonatal Abstinence Syndrome
- Substance Exposed Infants
- Performance measures and health outcomes
- Credentialing/Recredentialing and transition to a Credentials Verification Organization (CVO)
- Provider Maintenance of Medical Records
- Mental Health First Aid
- Applied Suicide Intervention Skills Training (ASIST)

Our curriculum for new Provider orientation will include a full orientation to Molina’s values and resources, administrative processes and clinical priorities. Our initial orientation will emphasize the trauma-informed care and use of evidence-based and system of care model for improving SKY Enrollee care and meeting quality goals. We will also educate our network Providers about resources, support, and incentives for PCPs becoming a Medical Home.

### ONGOING PROVIDER EDUCATION

In addition to initial Provider orientation, we will conduct ongoing education to address the needs of different Provider audiences, including physicians, non-traditional Providers, office managers, and hospital systems and pharmacies. ***While initial Provider training will prepare Providers to join our network and understand the SKY Program requirements, on-going Provider Education will be focused on addressing trends and outliers in the SKY Program and addressing the individualized practice patterns of specific Providers.***

We will use Provider monitoring data to identify specific trends and outliers in the system and will identify on-going training topics to address these trends and outliers. We will hold regional SKY Provider workshops and trainings at Provider settings to address trauma-informed care, adverse childhood experiences, credentialing, billing questions and issues, clinical policy-related issues, quality incentive programs, or special topics of particular importance. Our ongoing education efforts will also address best practices to serve the SKY Enrollees through our *Fostering Success Academy*, described in more detail below.

As we continue our partnership with the Department and our Providers, we will look to share new service approaches and promising evidence-based practices for Kentucky SKY program gathered from other Providers and our experiences. We will also develop or enhance trainings based on Provider feedback and/or trends identified in feedback from Provider Advisory Committee meetings and “It Matters to Molina” feedback.

In addition to formal trainings, Molina will establish self-service tools and multiple interactive training platforms to enhance communication with the Provider offices. This will allow Providers to select a modality (Webinars, instructor-led, self-paced, onsite) that best fits their practice and assure all Providers receive appropriate training. This approach will especially benefit smaller practices or those located in rural and frontier areas that may not be able to travel or leave their offices to complete training.

### OFFERING DIVERSE TRAINING MODALITIES

Molina knows the importance of offering Provider training through an assortment of training modalities increases access and retention of information. We apply the principles of adult learning theory to develop and deploy Provider training programs that consider the benefits of didactic, experiential, and self-paced



learning while also mitigating geographic access for Providers in rural areas through web-based and on-demand content. Molina offers Provider training through:

### **In-Person Provider Training and Webinars**

We offer live, in-person initial provider and on-going training at our Molina One-Stop Help Centers. We additionally offer live training via webinar to promote increased access for rural Providers. Live trainings offer the best opportunities for Providers to ask questions, learn from their peers and build relationships across the system. Live trainings also provide opportunities for learning advanced and highly-technical content. ***Live Provider trainings are Molina's preferred method.*** Recordings of live trainings and SKY Provider and Enrollee materials will be available through our Provider website; and are also available in-print format, upon request.

### **On-Demand Training Tools**

We will establish self-service tools and multiple interactive training platforms to enhance communication with the SKY Provider offices. This will allow SKY Providers to select a modality that best fits their practice and assure all Providers receive an appropriate of training. This approach will especially benefit smaller practices or those located in rural and frontier areas that may not be able to travel or leave their offices to complete live, in-person training. Additionally, we will work to create training content through the Fostering Success Academy described below, that meet CEU/CME criteria, whenever possible.

On-demand trainings tools will be publicly available on our self-service Provider website, that contains a library of practice support tools based on contract requirements, Provider feedback, and identified needs. Specific examples include:

- Recordings of live and interactive webinars
- Library of training videos on our Provider website
- Provider Online Services with curated library of trauma-informed materials and our behavioral health toolkit for PCPs
- Provider resources with overview information on Molina resources and the Kentucky SKY Program
- Contact Information for Molina Enrollee services and Provider services Call Centers and hotlines
- Enrollee educational materials to assist Providers in informing Enrollees, families, and caregivers about coverage options and immunizations and Enrollee rights and responsibilities
- An exhaustive resource of clinical tools including screening tools and guidelines, resources and helpful pamphlets, referral and release form - some of these documents are available in English and Spanish
- Current and clearly defined prior authorization requirements and current/archived prior authorization lists
- PDL and pharmacy conditions for coverage and utilization limits
- Educational materials for care coordination, Trauma Informed Care (TIC), Adverse Childhood Experiences (ACEs), Six Seconds Emotional Intelligence (SEI), and more
- Searchable Provider Directory
- Searchable Provider Manual
- Link to a library of health and wellness articles and other websites (CHFS, the Department, and CVO(s))
- Kentucky Health Information Exchange (KHIE). Molina's HIE platform enables us to share health-related information with external entities, such as pharmacies, hospitals, and other MCOs. We also

interface with required operational systems to access, inquire, and bi-directionally share information such as Enrollee eligibility and enrollment; claims and encounters data; and Provider profiles and demographic data.

- **Trauma Informed Care Toolkit.** We will also offer Trauma Informed Care Toolkits at meetings and via our online web services. The Trauma-informed Toolkit will include an Agency Self-Assessment for Trauma-Informed Care intended to help Providers assess their readiness to implement a trauma-informed approach. The toolkit also will include other resources and links to best practices and training offered via University of Kentucky Trauma Center and National Child Traumatic Stress Network, among others.

Our Provider services website will meet requirements detailed in the Draft Contract, Section 27.3, Provider Services Website.

### **Learning Collaboratives**

Molina will facilitate structured learning collaboratives no less than annually, or as requested by our Provider community. Learning collaboratives are groups of Provider organizations that identify a specific topic or area they would like to develop their knowledge and skills in. When a cohort is identified, Molina will assign a PSR and trainer to structure curriculum and activities around the requested topic and facilitate learning collaborative sessions. Sessions will be semi-structured with formal training and information sharing, follow-up by questions and comments, resource sharing, application-based scenarios etc.

### **MONITORING TRAINING EFFECTIVENESS**

Molina will track Provider trainings, topics presented, materials used, participants, and participant feedback to evaluate the effectiveness of our Provider training program. We will collect the data and report it to the Provider Advisory Workgroup no less than quarterly and to the Department upon request. The Provider Advisory Workgroup will review network performance data, our training program and its effectiveness, and will provide recommendations to improve and align Provider training with the specific needs and trends experienced within the SKY program.

### **Internal Feedback Drives Provider Training**

As part of our overall Provider education strategy, we engage feedback loops across our internal departments and Providers to identify trends and outliers that impact SKY program outcomes. For example, Provider Services may learn from our internal Utilization Management department that a particular Provider group has an unusually high prior authorization denial rate due to them leaving out a piece of required clinical information on prior authorization requests. We can then provide targeted coaching and technical assistance to address this issues and increase Enrollee's access to care. Provider services also documents the nature of formal and informal Provider complaints to identify opportunities for Molina to streamline or enhance our processes.

## **PROPOSED TRAINING MATERIALS**

Molina has 25 years of experience providing training and technical assistance to Providers. We will leverage this experience and our existing Provider training curricula from other markets to develop training materials that are specialized and custom tailored to Kentucky's SKY program. We will offer training on the topic described below.

### **a. COORDINATING SERVICES**

We will develop training materials, policies, procedures, and desktop protocols for Providers to use that describe how to coordinate services based on the SKY Enrollee and family needs. Molina will coordinate with Kentucky SKY Enrollees, DCBS, DJJ, and caregivers to make sure foster youth complete health risk assessments and the Enrollee Needs Assessment within the prescribed 72-hour timeframe. We support a comprehensive approach to Enrollee engagement and stakeholder coordination, leveraging care

coordination, Enrollee services, Nurse Advice Line, and outreach staff to locate, engage, screen, and assess SKY Enrollees.

Our Care Coordination team will assure effective communication between Providers, Enrollees, and their families by scheduling appointments, assisting with referral forms, coordinating transportation, providing reminder and follow-up outreach (both telephonic and mailed), and obtaining feedback from Enrollees on the quality of care they received.

Our policies, procedures, and Provider Manual will detail information for Providers as well as updates in our Provider Bulletins. These materials can be accessed via our Provider website.

## b. CARE COORDINATION TEAMS

We will offer training on our Care Coordination Teams, including the membership, and their functional roles. We will educate Providers on how Enrollees will be assigned to community-based Care Coordination Teams, based on the location of their placement. That the entire team will be available and team members will participate in the assessment/care planning based on the Enrollee's needs. Additionally, we will notify Providers that Molina maintains expertise in: trauma-informed care, Juvenile Justice, child welfare processes and timelines, Transition Age Youth, coordination with schools, substance use, and children aged 0-5 who are available to support all teams. The Enrollee, Foster/Adoptive Parents, and caregivers may request modifications to Care Coordination Team participants at any time. We briefly describe sample content of our Care Coordination Team training in Table G.7-2, Kentucky SKY Care Coordination Team.

**Table G.7-2. Molina Providers Training on the Kentucky SKY Care Coordination Team**

Position	Description of Responsibilities
<p>Care Coordinators (includes RNs, behavioral health clinicians and clinicians experienced working with populations similar to SKY Enrollees)</p>	<p>Every Enrollee will be assigned to a Care Coordination Team, lead by the Enrollee's Care Coordinator, who serves as the primary contact for Enrollees, their caregivers, Providers, DJJ Social Service Workers, and family and youth peer support specialists.</p> <p>Care Coordinators:</p> <ul style="list-style-type: none"> <li>• Conduct Enrollee assessments, appropriate to the Enrollee's age and circumstances</li> <li>• Develop the Enrollee's Care Plan with the Enrollee and/or caregiver, ensuring that the plan is incorporated into the Health Backpack (digital medical record)</li> <li>• Reassess Enrollees on a regular basis appropriate to the Enrollee's level of care or after a transition, and updates the Enrollee's care plan, as needed</li> <li>• Lead the coordination of care activities related to any type of transition the Enrollee may experience—whether due to a clinical admission or discharge; a change in placement, including adoption or a new Foster Care placement; or a change in healthcare coverage due to aging out of Foster Care or another circumstance</li> </ul> <p>A Care Coordinator that serves Enrollees designated as Medically Complex Children will convene and facilitate a meeting with the Medically Complex Service Team, Enrollee, caregiver, and Providers to assess the Enrollee's ongoing needs and begin to formulate the Individual Health Plan. Care Coordinators who are behavioral health clinicians as well, work with adolescents with behavioral health needs and intellectual/developmental disabilities.</p>
<p>Additional Care Coordination Team Members</p>	<p>Care Coordination Team, in addition to Care Coordinators, includes:</p> <ul style="list-style-type: none"> <li>• Masters level licensed Behavioral Health clinician</li> <li>• Behavioral Health specialist with at least five years of behavioral health experience</li> <li>• Nurse case managers who are registered professional nurses licensed by the Commonwealth of Kentucky.</li> <li>• Family peer support specialist and/or youth peer support specialist: A peer support specialist is an individual who has successfully completed the initial and ongoing training approved by DBHDID under Kentucky statute. An adult peer support</li> </ul>

Position	Description of Responsibilities
	specialist, youth peer support specialist, or family peer support specialist can provide peer support services. A family and/or youth peer support specialist is a former Foster Care caregiver or youth with specialized training in peer support functions who may be added to an Enrollee's Care Coordination Team, working under the supervision of the Care Coordinator.

### c. TRAINING IN TRAUMA-INFORMED CARE

The American Academy of Pediatrics advises Providers to “assume that all children who have been adopted or fostered have experienced trauma.” Molina verifies that our staff and Provider network are trained to identify and address trauma in the Enrollees we serve, helping them to build resiliency. Molina will create trauma-informed care educational information based on American Academy of Pediatrics best practices targeted to foster and adoptive families. We will identify training materials that we will provide as part of our training on Trauma-informed Care.

We will work to partner with the Child and Adolescent Trauma Treatment and Training Institute (CATTTI), housed at the University of Kentucky’s Center on Trauma and Children. CATTTI is the clinical nucleus for clinical training and dissemination of trauma-informed evidence-based practices (TI-EBPs) in Kentucky. In addition to providing training and dissemination of TI-EBPs throughout the state, CATTTI provides trauma assessments and numerous interventions appropriate for youth ages 3-17, including Trauma-Focused Cognitive Behavioral Therapy, Trauma Affect Regulation: Guide for Education and Therapy, Parent Child Interaction Therapy, Child and Family Traumatic Stress Intervention, and Trauma Informed Parenting Skills 4 Resource Parents.

We will also offer *Trauma Informed Care Toolkits for Providers* during initial Provider training and via our Web-based on-going trainings. One toolkit offers Provider self-assessment and other resources, and the Pediatric Medical Traumatic Stress Toolkit for medical professionals. This toolkit includes information about traumatic stressors due to the child/youth illness, medical procedures and more.

We provide an example of the Molina SKY Trauma-informed Care Training within Attachments to G.7.

#### Molina’s Fostering Success Academy

Molina facilitated an effective series of discussion groups across the Commonwealth to learn about the experiences, needs, and concerns of Providers, Enrollees, and their Foster/Adoptive families, and caregivers. These discussion groups were conducted in Louisville, Pikeville/Auxier, Louisville, and Owensboro. During these discussion groups, we learned that the following themes emerged as important:

- Access to and visibility of PSRs
- Credentialing variances between MCOs
- Timely claims payment
- Peer Review timeliness
- Transportation limitations
- Care Coordination and Case Management Needs
- Prevalence of opioid abuse
- Enrollee incentives for well-checks to improve adherence
- Medical record to follow the child
- Protecting privacy
- Transition navigation for children and families are aging out of foster care

We will institute Molina’s Fostering Success Academy to provide training specific to SKY Enrollees including Adverse Childhood Experiences, trauma-informed care, Neonatal Alcohol Syndrome, Six Seconds Emotional Intelligence, and others crisis intervention services an evidence-based practices

applicable the SKY population. Our SKY Training Manager will oversee the Academy and will work with our System of Care liaison and PSRs to assure the SKY Providers are educated and trained on the SKY Program and how to work with SKY Enrollees. This Academy will also offer Continuing Education Units/Continuing Medical Education (CEU/CME) for Providers based on evidence-based training opportunities.

#### **d. CRISIS SERVICES**

Some SKY Enrollees have behavioral health needs that may result in crisis situations. Molina will contract with CMHCs across the state to meet SKY Enrollees where they are and help de-escalate crisis situations. As part of our Learning Collaborative, we will invite CMHCs to educate PCPs and other Providers on the availability of crisis services, how to access them, and how to identify when an Enrollee is experiencing a crisis. We will include their presentations and contact information on a prominent page on our public Provider website.

Additionally, the behavioral health specialists and Master's level Behavioral Health Clinicians on our Care Coordination Teams will educate Providers about crisis services and what to do if an Enrollee experiences a crisis. They will offer direct coaching and technical assistance before, during and after crisis situations.

#### **e. CHILD AND ADOLESCENT NEEDS AND STRENGTHS (CANS)**

CANS is an important tool for identifying an Enrollee's strengths and needs to drive decision-making and Care Plan development. We will incorporate the CANS tool into our Enrollee Needs Assessment process and promote the use of this evidence-based tool across our Provider network. We will require Providers and our Care Coordination staff to be trained and certified in using the CANS tool before incorporating it into their standard clinical practices. We will develop a list of KY-CANS certified trainers who are willing to train other Providers. We will host training sessions every six months and as needed to assure we have an adequate network of Providers and staff who can administer this tool. Using our Provider website, we will provide links to certification programs.

#### **f. HIGH FIDELITY WRAPAROUND APPROACH**

Implementing the High Fidelity Wraparound Approach requires resources with a variety of skill sets working together to support the Enrollee and his/her caregiver. Molina will continue the work already being done in Kentucky to expand the use of the Wraparound Approach across the network. We will identify Providers and clinicians who have demonstrated fidelity to the Wraparound Approach to determine best practices and strategies for implementing this model and disseminate that information through our Learning Collaborative. Additionally, we will seek Providers willing to offer apprenticeship opportunities to Providers in the training phase, allowing trainees to observe team meetings, engagement with youth and caregivers, and interactions with other team members. In our experience, creating Provider connections to support evidence-based practices is an excellent tool for facilitating consistency in practices across Providers.

Molina will also connect Providers to resources, including webinars, trainings and materials, by providing links to the National Wraparound Initiative as well as to CHFS, on our Provider website.

#### **g. IMPACT OF ADVERSE CHILDHOOD EXPERIENCES**

All SKY Enrollees have experienced adverse childhood experiences (ACEs) that resulted in their removal from their family home. As part of our commitment to promoting a trauma-informed System of Care, Molina will train Providers on how to recognize ACEs and deliver services in a way that acknowledges the Enrollee's experiences and reduces further trauma. At least one of our training staff will participate in the Train the Trainer workshop available through Building Resilient Children and Families (Bounce). This will enable us to offer monthly and on-demand trainings related to ACEs for PCPs and Providers. Further, during our annual symposium on trauma-informed care, we will offer Train the Trainer courses for Providers to enhance their capacity to train their own staff and promote a trauma-informed care approach.



During regular interactions with Providers as part of ongoing care coordination, our Care Coordinators, who will be trained in ACEs, will educate Providers on trauma-informed care strategies for serving Enrollees and incorporate trauma-informed care interventions in the Enrollee's Care Plan. Additionally, we will connect Providers to training and resources on trauma through the University of Kentucky Trauma Learning Center. We will also incorporate resources on ACEs into our Provider website.

#### **h. NEONATAL ABSTINENCE SYNDROME**

Molina's Provider training is focused on preventing neonatal abstinence syndrome (NAS). We will offer tools and resources that will help Providers educate adolescent and adult women about the risks of unhealthy substance use and encourage no use when planning pregnancy and during pregnancy. We will also require PCPs and OB/GYNs to use screening protocols to detect substance abuse early in pregnancy and refer to services for pregnant women with Opioid Use Disorder (OUD).

We will prior authorize opioids and medication assisted treatment (MAT) for pregnant women to assure appropriate use and monitoring throughout their pregnancies. Our Kentucky-licensed medical director will educate Providers on pain management alternatives as well as options for MAT and other treatment services to support pregnant women with OUD. They will inform them of signs of relapse and symptoms that may indicate negative effects of the medication. Further, through our Care Coordination program, our Substance Use Disorder (SUD) Navigator will coordinate closely with Providers to make sure Enrollees with SUD have access to appropriate services.

For Enrollees that are born with NAS, Molina offers a specialized Care Management program supported by Registered Nurses. Our nurse case manager will assess newborns with NAS and share the results with the Providers that serve them. Together with the Care Coordination team and Social Service Worker, they will develop a Care Plan that outlines interventions and appropriate treatment, including MAT during withdrawal. The nurse case manager will regularly communicate with Providers about the Enrollee's status and effectiveness of interventions, providing continuous education.

Due to the prevalence of opioid use and NAS in Kentucky, we will make training on this topic a priority for our Learning Collaborative and offer webinars, resources and courses that may offer Continuing Medical Education credits for our Providers. We will offer these resources and tools on Provider website.

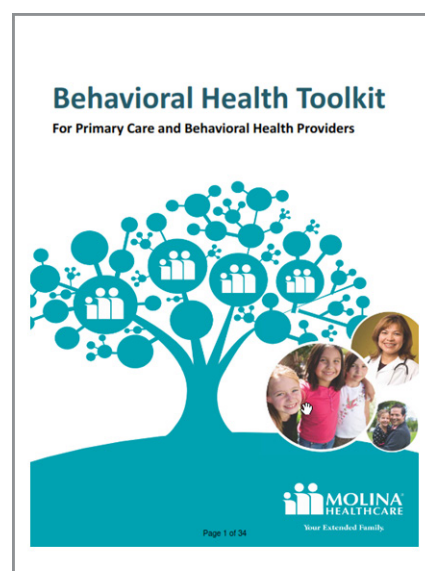
#### **i. SIX SECONDS EMOTIONAL INTELLIGENCE (SEI)**

Emotional intelligence is an important skill that will assist Providers in applying trauma-informed care principles and foster a system that respects each Enrollee and caregiver. We will link Providers to training and resources available through the Emotional Intelligence Network and include tips for enhancing their emotional intelligence in Provider Bulletins, written materials on the Provider website, webinars and Provider forums.

#### **j. SCREENING FOR AND IDENTIFICATION OF BEHAVIORAL HEALTH NEEDS**

Our training and education program supports PCPs in treating behavioral health diagnoses and SUD and also trains them to identify when an Enrollee would best be served by a specialist in these areas.

Molina provides an integrated program and does not outsource behavioral healthcare services. Our behavioral health team will provide Behavioral Health Toolkits for PCPs and specialists. The toolkits assist Providers in their efforts to assess and treat behavioral health conditions in the primary care setting, as well as provide guidance regarding when to refer an Enrollee to a behavioral health or substance use disorder Provider. Each toolkit includes screening tools, diagnostic criteria, clinical guidelines and



233.KY19

interventions, and links to additional clinical resources. The clinical guidelines and interventions will provide guidance on how and when to refer an Enrollee for treatment from a behavioral health or substance use disorder Provider. For example, the clinical guidelines in the toolkit for Enrollees with moderate risk of clinical depression promote medication review, evaluation of social supports, referral to Molina's Care Coordination Team, referral to a Provider, assistance with locating a Provider and scheduling, and coordination with the Provider.

Our Master's level Behavioral Health Clinicians will be available to assist PCPs in connecting Enrollees to behavioral health services. Additionally, our Provider Services Team will inform PCPs on how to access the Kentucky Project Extension for Community Healthcare Outcomes (ECHO) program to support the work of the behavioral health specialist. Project ECHO extends specialty care knowledge into the primary care setting so that PCPs can give their Enrollees improved care in their own communities, without the need for a specialist referral. During teleECHO clinics, an interdisciplinary team of experts will videoconference with primary care Providers that are interested in learning more about a specific disease state or condition. Subject matter experts present brief didactic presentations, and PCPs present cases to the specialist team and to each other, discuss new developments relating to their patients, and determine treatment. Through this case-based learning model, participants acquire new skills and knowledge that enable them to better treat Enrollees, improving health outcomes within the community.

Molina offers our SKY Providers robust training and education support from the initial SKY program start through on-going operations. We give our Providers the tools to focus on SKY Enrollees. We also invest heavily in our Providers and offer individualized outreach, education, and technical assistance to streamline process and minimize the administrative burden.

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