

## C.12. Enrollee Services

- a. Describe the Vendor's operation of the Enrollee Services call center including:
  - i. How the Vendor will monitor and ensure full staffing during operational hours.
  - ii. Examples of training and resources provided to call center staff.
  - iii. Approach to using back-up staff to support increased call volumes, how the Vendor ensures such staff are trained and have the correct materials specific to the Kentucky Medicaid managed care program, and location of these staff.
- b. Describe the Vendor's approach to Enrollee outreach and education, including the following at a minimum:
  - i. Overall approach to educating and engaging Enrollees about topics such as but not limited to Covered Services, accessing care, availability of the Population Health Management program, and improving overall health.
  - ii. Topics the Vendor proposes to be priority areas of focus for Enrollee outreach and education.
  - iii. Initiatives and education (health literacy) the Vendor will use to drive appropriate utilization and costeffective health care services.
  - iv. Collaboration opportunities with other contracted MCOs, CHFS Departments, and community partners to support Enrollee needs through joint outreach and education.
- c. Describe methods for communicating with Enrollees as follows:
  - i. Creative efforts to achieve high levels of Enrollee engagement (e.g., smart phone applications,) to educate Enrollees and to communicate information for their individual health issues.
  - ii. Approach to identifying, developing, and distributing materials that will be of most use to Enrollee populations, and efforts the Vendor proposes to target distribution to specific populations as appropriate.
  - iii. Methods of leveraging communications to meet the diverse needs and communication preferences of Enrollees, including individuals with limited English proficiency and diverse cultural and ethnic backgrounds, disabilities and regardless of gender, sexual orientation or gender identity.
- d. Provide a summary of innovative methods and the Vendor's proposed outreach plan to assess the homeless population.
- e. Describe the proposed approach to assess Enrollee satisfaction at each point of contact (call, online and in-person), including tools, frequency and process to measure trends, and use of findings to support ongoing program improvement.
- f. Provide the following sample materials:
  - i. Draft Welcome Packet and Enrollee ID card aligned with the requirements of RFP Attachment C "Draft Medicaid Managed Care Contract and Appendices."

- ii. Sample Enrollee Handbook meeting the requirements of RFP Attachment C “Draft Medicaid Managed Care Contract and Appendices.”
- iii. Three (3) sample Enrollee materials with taglines and displaying ability to meet translation, accessibility and cultural competency requirements.

## C.12. Enrollee Services

### Passport Highlights: Enrollee Services

How We're Different	Why it Matters	Proof
20+ years of supporting our members from our local call center and community. All member calls are answered from our call center in Louisville.	<ul style="list-style-type: none"> <li>We know our communities at the neighborhood level, giving us deeper insights to the navigation and access needs of our members.</li> </ul>	<ul style="list-style-type: none"> <li>In 2019, we received 330,000+ member calls. Our average speed of answer was &lt; 30 seconds and our call abandonment rate &lt; 5%</li> </ul>
Regionally dedicated community representatives across the Commonwealth with DMS-approved benefits and health education information to engage in-person with members and offer personalized assistance	<ul style="list-style-type: none"> <li>We are a known and trusted resource to members, providers, advocates, civic organizations, employer groups, educators, and the state.</li> </ul>	<ul style="list-style-type: none"> <li>Our Community Engagement Team live in the communities where they work. In 2019 they had over 5,000 community touches.</li> <li>We are a trusted partner to over 190 service provider and community organizations serving previously marginalized populations.</li> </ul>
Commitment to measuring and improving Member Satisfaction through every interaction and our Equity, Diversity and Inclusion (EDI) team	<ul style="list-style-type: none"> <li>Member satisfaction is one measure to assess that our members are accessing the services they need when they need them, which is core to our mission. This is, in part, driven by communications to meet the diverse needs and communication preferences of Members</li> </ul>	<p>2019 CAHPS Rating:</p> <ul style="list-style-type: none"> <li>Adult Customer Service 82.45% (Benchmark: 77.02%)</li> <li>Child Customer Service: 89.57% (Benchmark: 71.72%)</li> </ul>
Associates who are committed to a culture and a mission of service	<ul style="list-style-type: none"> <li>Our associates have higher than average rates of tenure that foster member service excellence. They retain the knowledge and experience essential to member and community service excellence.</li> </ul>	<ul style="list-style-type: none"> <li>Judy Palmer, Sr. Director who leads Member Services has been with Passport for 20 years. Her Senior leadership team has an average tenure of 14 years. The average tenure of her Member Services Reps is 4 years -- exceeding the industry average by 75%.</li> </ul>

## Introduction

For twenty-two (22) years, Passport has remained firmly committed to improving its members' health and quality of life—it is our mission. We have a strong history of excellent customer service and a commitment to service our members with compassion in communities across the Commonwealth.

We have had thousands of interactions and developed deeply embedded relationships as we address health and wellness, community engagement and social/environmental issues across our highly diverse communities.

Our communities are comprised of people who are homeless, refugees, immigrants, people who are deaf or hard of hearing, grandparents/families raising children, foster families, people who learn differently, individuals with substance use disorders, people in domestic violence situations, former inmates, those with disabilities or special health care needs that may lead to facing barriers to accessing care. Our team works to eliminate those barriers no matter their race, ethnicity, language, sexual orientation, gender identity or age.

Through our member service interactions, we assist members in addressing their barriers to care, which could include:

- **SDoH**, such as housing, clothing, food security, transportation, education, criminal record, accessibility and domestic violence/safety
- **Community-wide issues that create barriers to well-being**, lack of school supplies, food insecurity, lack of transportation, workforce-ready skills and after school care

We have served our communities with passion and enthusiasm. We are extremely proud of the impact we have had on our fellow Kentuckians and look forward to the opportunity to continue serving well into the future.

## Passport Health Plan's Member Services

At Passport, every board member, executive leader, operational leader, associate and volunteer is a part of our Member Services team.

### What We Accomplish—Every Day

We are dedicated to excellence in member services and committed to:

- Ensuring each member is made aware of his/her rights and responsibilities and that each member understands his/her decision to exercise those rights will not result in adverse treatment by Passport or its participating network providers
- Guaranteeing we present each member's right to receive information on available treatment options and alternatives, appropriate to his/her condition in a way that they can understand
- Making sure that, at every contact, we collect updated addresses and phone numbers
- Identifying, investigating, and resolving member health care grievances
- Helping members with formal appeals about plan determinations

- Providing identification cards that correctly identify the member as a Passport participant
- Explaining all member rights and responsibilities, including those for reporting suspected fraud and abuse
- Explaining Passport's rights and responsibilities, including the responsibility to ensure minimal waiting periods for scheduled member office visits and telephone requests, and avoiding undue pressure to select specific providers or services
- Selecting providers or services without pressure
- Providing the Member Handbook, including information about how to access services within five (5) business days of enrollment, and when requested, using a method that will not take more than three (3) days to arrive. Alternative methods for individuals with specific needs are also available.
- Educating and assisting members by telephone or face-to-face in selecting or changing primary care providers (PCPs). We notify members of a change in a provider's availability within thirty (30) days of Contractor's receipt.
- Connecting members to specialized providers for:
  - Members with long-term, complex health conditions
  - Aged, blind, deaf, or disabled persons
  - Members who have been identified as having special health care needs who need treatment or regular health care monitoring
- Assisting and arranging Early and Periodic Screening, Diagnostic and Treatment services for members under the age of twenty-one (21) years
- Providing members with information on child nutrition, elderly and child abuse, parenting skills, stress control, exercise, smoking cessation, weight loss, behavioral health and substance abuse or
- referring them to support services such as the Special Supplemental Nutrition Program for Women, Infants, and Children
- Arranging direct, non-referral access to:
  - Primary care vision services
  - Primary dental and oral surgery services
  - Evaluations by orthodontists and prosthodontists
  - Women's health specialists
  - Voluntary family planning
  - Maternity care for members under age eighteen (18)
  - Childhood immunizations
  - Sexually transmitted disease screening, evaluation and treatment
  - Tuberculosis screening, evaluation and treatment
  - Testing for HIV, HIV-related conditions and other communicable diseases
  - Assisting members in obtaining services. Referral to ESM when unable to meet standards of access
  - Ensuring access to behavioral health and pharmacy services

- Supporting members in accessing:
  - Public health departments
  - Community mental health centers (CMHCs)
  - Rural health clinics (RHCs)
  - Federally qualified health centers (FQHCs)
  - The Office for Children with Special Health Care Needs
  - Charity care providers, such as Shriner’s Hospital for Children
- Helping arrange member transportation for both emergency and appropriate non-emergency situations
- Handling, recording, and tracking member grievances properly and timely while acting as the member’s advocate
- Facilitating access to member health education programs
- Assisting in completion of health risk assessment (HRA)
- Creating annual report about needed changes with a copay to the department

To accomplish this work, Passport leadership relies upon the expertise, experience and sound professional judgement based on years of training of these Passport departments:

- Member Services
- Member/Provider Services Call Center and Special Support
- Care Connectors
- Marketing & Community Engagement
- Care Management/Population Health Management
- Member Grievances and Appeals
- Behavioral Health Crisis Management
- Provider Network Management

Our capable leaders and associates are supported by the carefully selected technology platforms described below.

## Technology

### Telephone System (Cisco Finesse)

Passport’s call center technology supports both inbound and outbound calls. Cisco Finesse enables Passport call center staff to work from home in cases of inclement weather, allowing us to stay open and assist our members. Cisco Finesse supports workforce management activities by identifying associates’ active status and tracks breaks, allowing supervisors to place associates into different call queues while managing calls to our service level agreements.

## Document Management System - Identifi<sup>SM</sup> Health Plan Administration

Identifi Health Plan Administration (HPA), our claims and documentation system, allows our call center representatives to verify a member's demographic information and edit as needed, check claims, order ID cards, make PCP changes, and verify the member's eligibility and aid category. We also document all call information and notes in Identifi HPA. This enables each representative to view prior call notes in support of issue resolution.

## Eligibility System - KY Health Net - State System

We view KY Health Net as the single source of truth for verification of member eligibility and managed care organization (MCO) enrollment. The Passport Special Support team works with our Member Services call center with discrepancy corrections in our Identifi HPA system, matching our system to KY Health Net. This eliminates any access to care issues for our members.

C.12.a. Describe the Vendor's operation of the Enrollee Services call center including:

## Member Services and Call Center Operations

Our one hundred percent (100%) Kentucky-based Member Services Call Center team has grown due to increased membership from a department of less than a dozen MSRs in 1997 to one hundred+ (100+) today. Our Member Services call center is fully compliant with the Americans with Disabilities Act, Commonwealth and local requirements pertaining to adequate space, supplies, sanitation, and fire and safety procedures applicable to health care facilities.

**4<sup>th</sup> Quarter 2019  
Member Services  
Call Center average  
speed to answer is  
12 seconds with an  
abandonment rate  
of 0.65%**

### Member Services Testimonial

*"Calling Passport is easy. I get nervous sometimes when I have to telephone strangers but the Passport staff who answer calls are friendly. They explain things carefully. You know that you are speaking with someone who really wants to help you and knows how to answer your questions the first time you call."*

-Nicholas D., Passport Member

## Our Team

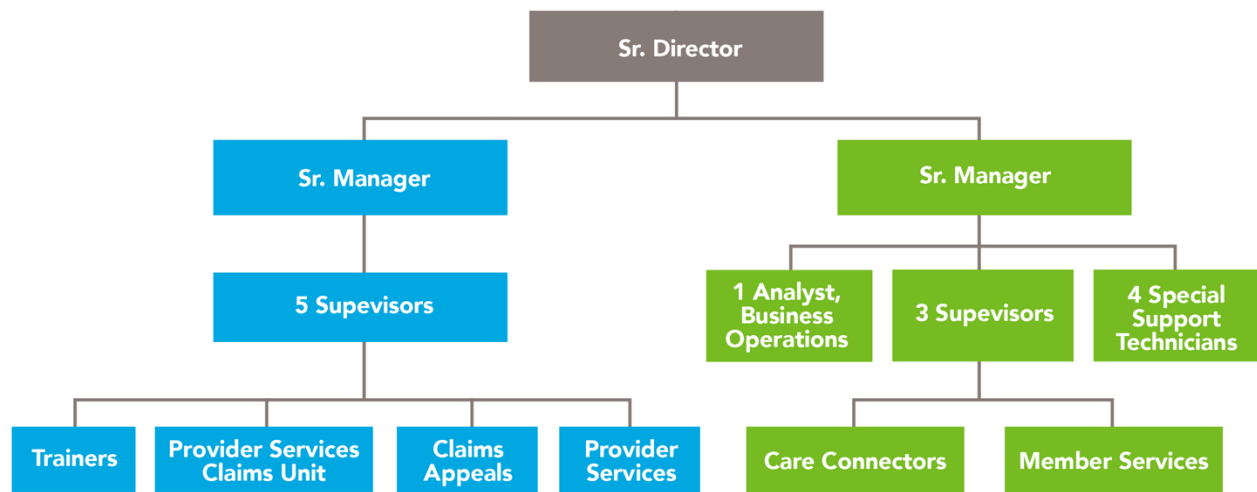
Leading our Member Services call center is Judy Palmer who has twenty (20) years of experience at Passport. Our two Member Services senior managers have nineteen (19) years and eight (8) years of experience, respectively, supporting Passport. The passion and commitment behind that tenure is what drives the spirit of service resulting in our plan achieving high member satisfaction.

Additionally, Passport deploys **Care Connectors** as another level of member engagement and are among the first point of contact for new members performing welcome calls. They ensure members understand their

benefits and answer any questions they have about the plan and support existing members with resources, appointment setting and transportation as well as connecting them to programs within Passport. They also assist Quality and Clinical teams with outbound call campaigns for preventative and disease management care. Our Care Connectors act as a concierge for our members providing our members with a more robust level of service.

Our team, including our leadership's length of experience and tenure at Passport is shown below in **Exhibit 12.1 – Member Services and Call Center Operations Team Organizational Chart**.

**Exhibit 12.1 Member Services and Call Center Operations Team Organizational Chart**



Passport's Louisville member call center is staffed and available by telephone Monday through Friday, 7:00 am to 7:00 pm Eastern Time (ET). Our call center meets the current American Accreditation Health Care Commission/URAC-designed Health Call Center Standard for call center abandonment rate, blockage rate and average speed of answer for all Passport medical programs.

## Medical Advice Line

Health care issues do not always occur during the call center service times. We make certain our members can ask health-related questions through our Medical Advice Line provided by our partners at CareNet. Our members may also speak with a medical professional or listen to health topics any time of the day or night. Our Medical Advice Line is available to members 24 hours a day, seven days a week, 365 days a year. Through the Medical Advice Line, which is staffed by appropriately trained medical personnel, members can receive advice about the following:

- If a medical issue needs immediate attention
- Discuss their health needs and medical concerns
- Receive personalized instructions to better understand and follow their doctor's orders
- Medicines they and their families are taking

- Exercise and nutrition
- Medical tests and procedures
- Specific medical problems such as diabetes or asthma

## Meeting Culturally and Linguistically Appropriate Services Standards

Our EDI team creates an annual Culturally and Linguistically Appropriate Services plan to address the identified needs and trends in the limited English proficient communities Passport serves.

Since 2000, we have employed full-time staff in this division, one of whom is trained by the Disparities Solution Center and certified by the Cross-Cultural Health Care Program. One of our bilingual (English/Spanish) team members provides monthly member outreach to agencies who serve these communities and uses an interpreter line during outreach events for languages other than English and Spanish. We keep current with cultural nuances by offering training such as the Cross-Cultural Health Care Program, the LGBTQ+ affirming health care series and, cultural competency training, such as unconscious bias. In addition to member research and outreach, this team also collaborates with our community partners such as Catholic Charities, KY Refugee Ministries, and Migrant Network Coalition. We also offer support for the communication needs of the disabled, blind, deaf, and aged.

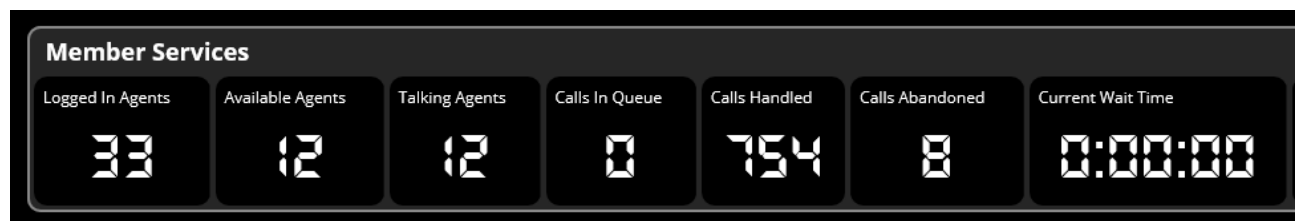
C.12.a.i. How the Vendor will monitor and ensure full staffing during operational hours.

Using Cisco Finesse, Passport ensures that our member call center meets or exceeds Department metrics.

## Monitoring Call Center Staffing

Cisco Finesse is the technology we use to manage our member call center where incoming calls are routed through an automatic call distributor (ACD) to the first available MSR and call documentation is logged in Identifi HPA for tracking and reporting. Using the Cisco Finesse dashboard with real-time statistics, we adjust staffing as needed throughout the day. For example: the Supervisor or other support staff may jump in and assist with calls to keep wait times at a minimum. Please see **Exhibit C.12-2 Cisco Call Queue** for an illustration of Cisco's call tracking screen.

Exhibit C.12-2 Cisco Call Queue



## Adjusting Staff as Needed to Meet Standards and Service Level Agreements

Passport ensures it is fully staffed and available to support its members. Our call center staffing formula uses call volume, call handle times and goals. This formula accounts for both planned and average unplanned



leave, lunches, breaks and after call, ensuring we have the number of representatives needed. Daily adjustments are also made. Supervisors and the business analysts touch base daily, looking at current statistics to ensure we are making goals and determining needed adjustments. In addition, supervisors use the real-time statistics on the dashboard, adjusting as needed throughout the day.

Passport's MSCC team uses Cisco Finesse reporting for workload-balancing assessments and analyzing call volumes and call patterns throughout the day. Using these processes, the manager of Member Services analyzes recommendations for the best allocation of staff based on call trends, anticipated call volumes and the available trained staff.

Passport's call center includes representatives who are cross-trained (e.g., provider service representatives that can back up the member service team if available and as needed). Our support staff, such as team supervisors, also jump in as needed to ensure calls are handled in a timely manner. Using our dashboard with real-time statistics, we adjust staffing throughout the day to keep wait times at a minimum.

### Promoting Quality Versus Quantity

Most call centers demand a minimum number of calls be taken by each representative, but our focus is on quality and first call resolution with ninety-six percent (96%) of calls resolved immediately. For those calls that require additional research, MSRs pend their documentation tickets in Identifi HPA, and a return call to the member is always completed to ensure it is resolved to the member's satisfaction. Supervisors hold daily stand-up meetings that allow for collaboration on any trends they may be hearing and quickly act for solutions.

Using Cisco Finesse, the call center manager balances each representative's queue, which allows us the number of staff necessary to empower focus on first-call resolution and taking the necessary time on each call, rather than using a staff-to-membership ratio, which results in staff being required to handle a minimum number of calls daily.

C.12.a.ii. Examples of training and resources provided to call center staff.

## Training Call Center Staff

Passport's MSRs play an integral role in servicing our members along with our providers and clinical care staff. The training program for MSRs provides a comprehensive two-week program and emphasizes first-call resolution. Training includes job shadowing with an experienced MSR and a nesting period before being released to work as a full-time MSR. Our training for new MSRs includes the following.

### Orientation

An overview of both Passport and the Member Services department is outlined with focus on organizational structure.

### MCO and Medicaid Concepts:

An overview of MCO concepts with an emphasis on terminology and understanding of the basic structure and design. MSRs receive training on Kentucky Medicaid with special attention given to the following topics:

- A definition of Medicaid
- A description of Title XIX of the Social Security Act
- A description of the federal and state level structures of the Medicaid program (financially and organizationally)
- A description of Medicaid eligibility under the federal mandate
- A detailed description of Medicaid benefits
- A description of the operation of Medicaid health maintenance organizations (HMOs)

### Systems and Applications

MSRs receive training on the following systems:

- Telephone System
- Third Party Administrator (TPA) Health Care System
- KY Health Net - Kentucky State System
- Identifi HPA
- Microsoft Outlook Email Systems
- TPA Pharmacy System
- Passport's Member Portal
- Department online help reference guide

### Covered Services

Training focuses on a description of covered services, presented under the following broad categories:

- Becoming a member
- Primary care
- Specialty care
- Hospital care
- Supplementary care
- Pharmacy services
- Behavioral health services
- Vision care
- Dental care
- Transportation

### Daily Operations

**Telephone Skills:** Training provides customer service techniques, including the role of the MSR, components of a call and understanding the member.

**Training Partner:** Throughout the training process, the trainee is paired with a “training partner” to observe phone calls, work low and team interaction to reinforce training instruction, and provide hands-on experience with members and providers.

**Ongoing Training:** Lastly, ongoing training is provided on topics such as policy and procedures, professional customer service skills, and systems and applications due to changes and updates or as needed.

Passport maintains exceptional service in its Member Services call center, starting with a strong foundation in training for every representative. We provide focused training including but not limited to the following:

- Covered benefits, including behavioral services, dental, vision and pharmacy
- Cultural competency
- Assisting members with limited English proficiency
- Assisting members in locating providers
- Providing appointment scheduling assistance and knowing when to refer to the Nurse Advice team or Behavioral Health (BH) Services hotline
- Privacy and HIPAA, as well as fraud, waste and abuse
- Crises
- Warm transfers
- Escalations
- How to assign PCPs

Post-training self-assessment surveys test the MSR's mastery of the core competencies. Once training is completed, the majority of calls can be handled by the individual MSR, but in the event they need supervisory assistance, they are embedded with staff throughout the department and can easily motion to a supervisor for assistance. Upon request, we will submit a full description of our training program and training materials to the Department for Medicaid Services (DMS) for review and approval. We will also provide quarterly reports documenting our training activities.

### Ongoing Training

Passport continues to train MSR staff with on-the-job experiences, and at least quarterly, we will conduct retraining to update the MSR's knowledge of changes to existing services, new services and community resources, including the following:

- Annual cultural competency training
- Annual compliance training
- Quarterly refresher training on benefits and DMS covered services, prior authorization requirements, PCP changes and provider search techniques, available community resources and how to connect members to community supports, how to connect members to care management, and Medicaid program requirements
- Additional training as new processes or programs are established

**Beyond Formal Training:** In addition to our formal training program, we monitor member satisfaction with the call center. At the end of every call, both inbound and outbound, the member is asked if they are satisfied with the call. If the member is not satisfied for any reason, the call is escalated to the supervisor for resolution within forty-eight (48) hours. Complaints that cannot be resolved within forty-eight (48) hours are

forwarded to the Grievance and Appeal team. This ongoing call monitoring and supervision provides opportunities to initiate on-the-spot training with our MSRs as needed. Further, a minimum of sixteen (16) random calls per month per MSR will be audited. Calls will be audited not only to ensure call quality and provide feedback to staff, but also to look at trends and develop refresher trainings. Auditors review recorded calls, supervisors spend time on the floor daily to complete side-by-side reviews, and managers listen to both live and recorded calls. Supervisors spend time with each individual MSR, reviewing their audit results, answering questions from staff and providing feedback.

C.12.a.iii. Approach to using back-up staff to support increased call volumes, how the Vendor ensures such staff are trained and have the correct materials specific to the Kentucky Medicaid managed care program, and location of these staff.

Passport Member Services call center staff are dedicated to supporting Passport members. A key component that ensures day-to-day operations can support members in the event of increased call volumes is our ability to use back-up staff. Passport's member call centers cross train all staff, including Provider Services and bilingual call center representatives, to allow all call center representatives to seamlessly provide support to members as needed.

In the event of increased call volumes, Passport's Provider call center can begin taking calls immediately to provide support for members and ensure customer service to our members is not impacted. Passport's member and provider call centers are both located in Louisville, Kentucky, and Passport does not send member calls to external call centers. Passport call center staff have access to all necessary information to service a member or provider call.

All staff, including special support, supervisors, and managers sign in to Cisco Finesse each day and can change their status to "ready for call" instantly.

C.12.b. Describe the Vendor's approach to Enrollee outreach and education, including the following at a minimum:

## **Passport's Approach to Member Outreach and Education**

Passport's approach to member outreach and education centers around its philosophy of compassion, personalized communication, early engagement and face-to-face contact, focused on achieving integrated, whole-person care for its members. As we will describe throughout this section, we deploy numerous strategies across multiple teams to achieve higher engagement from members.

We work one-on-one with members in person in the community, at their provider offices and in their homes to help empower them to engage in their health care. Our goal is to persuade members to take control of their health and trust that we will be there to support them every step along the way, in any way that influences their health and well-being. We want them to know that we are there for them in their own community, especially when they need us most.

In addition to meeting members where they are, we believe the first ninety (90) days of their membership is a critical time to build trust and set expectations. The transformative work we have done in the new member experience is described below.

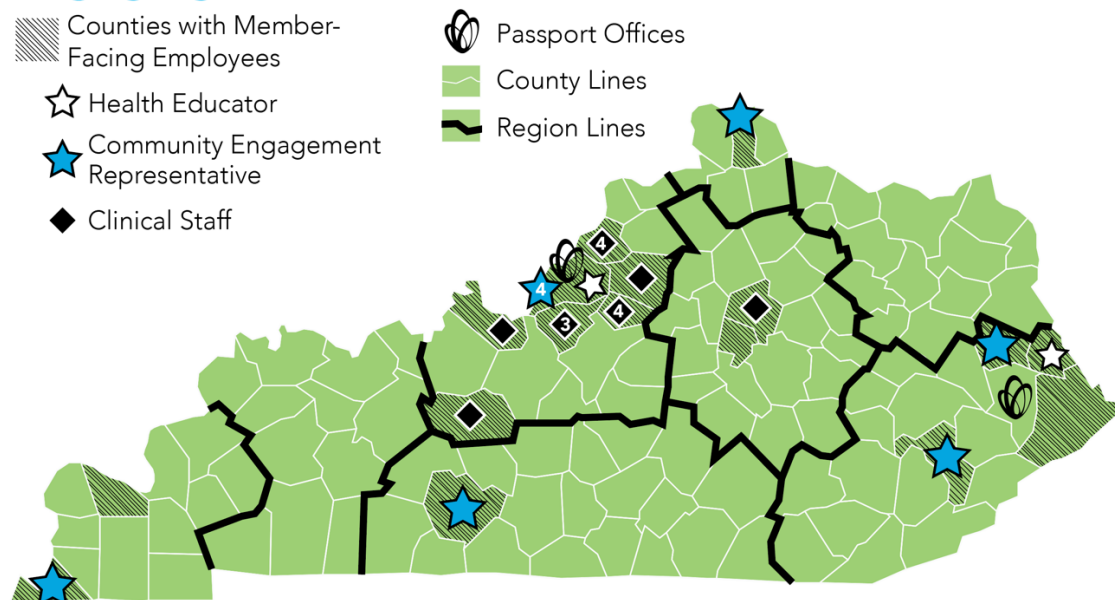
## Our Community Engagement Department

Passport's member engagement strategy is best captured in the phrase "Better Health Together". Better Health Together reflects our fundamental belief that the best health outcomes result when Passport, its members, and providers work together within each unique circumstance. Our approach to educating and engaging members includes education and awareness through the many programs and resources we make available (and those that are already available throughout the Commonwealth) to our members and the community at large.

Passport has Community Engagement representatives who are embedded throughout the Commonwealth, which allows for regional representation to be locally accessible to members in their communities. **Exhibit C.12-3** shows our current Community Engagement representatives by region.

**Exhibit C.12-3: Community Engagement Representatives by Region**

## Engaging with Members within Their Communities



Passport Community Engagement staff actively provide health and benefit education to members, participate on many local boards and collaborate with agencies that support DMS goals and its mission.

Our Community Engagement team has spent over two decades tailoring our approach to identifying where Kentucky Medicaid members are located and placing representatives in those locations with DMS-approved

benefits and health education information. This outreach allows us to engage in-person with members and offer personalized assistance with their health issues, access to care and barriers related to SDoH. These efforts support overall health and quality of life improvements and positively impact the total cost of care.

Here are some locations/events where we outreach to and educate members in our community and meet them where they live, work, play, pray, learn and connect.

- Community area ministries
- Homeless shelters
- City and community development centers
- Substance use disorder recovery centers
- Prisons
- Community kitchens
- Community centers
- Libraries
- Pregnancy centers
- Health departments and other health care facilities
- Community action agencies
- Apartment complexes
- Mental health and substance abuse facilities
- Churches
- Reentry facilities
- Extension offices
- Colleges
- Career centers
- Goodwill and other thrift centers and food pantries
- Salvation Army
- Numerous other advocate locations

We also cooperate with the Cabinet for Health and Family Services' (CHFS') independent ombudsman program, including providing immediate access to an Enrollee's records when written Enrollee consent is provided.

### Passport & American Heart Association Partnering Since 2005

"Passport Health Plan has been a supporter of American Heart Association's Go Red for Women Louisville since 2005. AHA has worked in tandem with Passport Health Plan to create a healthier community through multiple mission focused programs. The American Heart Association's Go Red For Women movement encourages women to take action to reduce those numbers, and join other organizations in the fight against heart disease. Passport Health Plan has worked with us to educate our community of knowing their numbers to help decrease the risk of developing cardiovascular disease. This includes blood pressure, cholesterol, blood sugar and BMI. They have also assisted in helping prevention in way of understanding risk factors and taking action to manage numbers. We appreciate the impact they have made on members of our community and beyond."

- Karrie Harper, Senior Development Director, American Heart Association

### Targeted Community Events

We participate in and/or sponsor various programs that help improve health, access and reduce medical costs in the community, working collaboratively with our community partners.

In 2018 and 2019, our staff participated in an annual average of three hundred seventy+ (370+) Kentucky community events such as the Johnson County back to school event, Americana Community Centers health fair, Stand Down for the Homeless, and Northern Key Community Baby Shower. In addition to community events, Passport collaborates with community partners that are focused on specific health conditions that are prevalent in Kentucky such as the American Heart Association, March of Dimes, Diabetes Association, American Lung Association and Community Farm Alliance to raise awareness and address specific needs in its communities.

To encourage member participation, we post information about our upcoming community events involvement on our website, advertise through flyers, electronic newsletter publication, auto-dialed calls with recorded messages and collaborate with community partners to share via word of mouth.

As a community-based health plan, Passport partners with local organizations and participates in community events where Kentucky Medicaid members live and work. Our participation is primarily motivated by our desire to facilitate education and awareness of the many programs and resources we make available (and those that are already available throughout the Commonwealth) to our members and the community at





large. We also participate in and/or sponsor various programs that help improve health and access, and reduce medical costs in the community, working collaboratively with our community partners.

Through these events we are able to meet face-to-face with our members to address their health care concerns, educate them on our benefits and services, explain member incentives for preventive care and stress the importance for maintaining current contact information at the plan and state level. We educate through dialogue and print materials, as well as visuals using health manipulatives. For detailed examples of our community event participation, please see **Attachment C.12-1\_Passport Community Engagement Examples By Category**.

C.12.b.i. Overall approach to educating and engaging Enrollees about topics such as but not limited to Covered Services, accessing care, availability of the Population Health Management program, and improving overall health.

**Our Community Engagement department drives our in-person education and outreach efforts.**

### Passport's New Member Initiatives Program

Getting a new health insurance plan can be confusing. At Passport, we want to ensure our members feel valued and cared for from the very first day. In the fall of 2018, a team of associates from across Passport began collaborating on our new member program. Our new member-focused objectives are to ensure member satisfaction from a member's very first day with us.

#### New Member Web Page

Though Passport's website provides its members with tools and information to keep them healthy, we previously had no web page designed specifically to provide guidance for our new members. Passport's New Member Web Page is tailored to meet the needs of members who are brand new to its plan. The New Member Web Page walks our new members through what kind of outreaches they can expect to receive from Passport in their first days with the plan, such as a new member welcome kit containing a Member Handbook, a separate mailing with a Passport ID card and a phone call from Passport personally welcoming members to the plan and answering any questions they may have. The Passport New Member Web Page also contains a checklist that members can use to take charge of their health and their family's health from the start and get the most from their benefits. The checklist contains seven (7) easy-to-follow steps with instructions for our members to follow:

- Knowing the name of their PCP
- Scheduling their first PCP visit
- Learning more about their pharmacy benefits
- Saving the 24/7 Nurse Advice Line phone number
- Filling out their HRA
- Setting up an account on Passport's member portal



- Calling Passport with questions about how to better manage their health

### New Member Onboarding 90-Day Plan

To welcome new members to the Passport community, we have created a comprehensive ninety-day (90-day) onboarding plan. Our New Member Onboarding Plan defines objectives such as making positive connections, providing benefit education, giving members an opportunity to share with us about themselves and empowering our members to take control of their health. Our ninety-day (90-day) onboarding plan pairs these objectives with hands-on tactics such as personalized outreaches to our new members, providing information sessions, encouraging member portal registration and use of benefits, and earning of member rewards. We have established metrics we can use to ensure each new member receives personalized outreach, and it tracks enrollment in educational classes and monitors returned mail and returned surveys. Our onboarding process includes the following:





**Redesigned the Member ID Card Carrier** - As part of the New Member Initiatives Program, Passport redesigned its Member ID Card Carrier and instructional letter its new members receive with their member ID card. The newly redesigned Member ID Card Carrier contains three (3) easy-to-follow steps with instructions for members:

- Ensure the name on the card, the member's PCP and date of birth are listed correctly.
- Protect the member ID card and keep it handy at all times.
- Use the member ID card by calling to set up the first PCP visit.

**New Member Engagement** - We have created a series of short instructional videos designed to guide our new members during this time. Our new member videos include topics such as: what's in the New Member Kit, about the HRA form; seven (7) simple steps for new members; the importance of having a PCP; how to sign up for texts and emails and social media; and how to earn member rewards. The videos are part of Passport's New Member Web Page and social media accounts.

Our New Member Onboarding Ninety-Day (90-Day) Plan brings these activities together in a simplified effort to enhance the enrollment and post-enrollment period for our new members, as illustrated in **Exhibit C.12-5**.

**Exhibit C.12-5: Passport's 90-Day On-boarding Plan**

NEW MEMBER ON-BOARDING & RETENTION			
OBJECTIVES		TACTICS	METRICS
DEEPER LEVELS OF ENGAGEMENT	Member makes a positive human connection with a Passport associate 	<ul style="list-style-type: none"> <li>Welcome call</li> <li>Care Connectors outreach</li> <li>"Call to Confirm" sticker on ID card</li> <li>Signs up for texts / emails</li> </ul>	<ul style="list-style-type: none"> <li>Member services reaches member</li> <li>Care Connectors reaches member</li> <li>% of members who call within 30 days</li> </ul>
	Member learns about Passport 	<ul style="list-style-type: none"> <li>Attends live member education class</li> <li>Watches new member video</li> <li>New member packet</li> <li>New Enrollee Survey</li> </ul>	<ul style="list-style-type: none"> <li>Attends and receives reward</li> <li>Page via web and/or member portal</li> <li>Returned mail data</li> <li>Returned surveys</li> </ul>
	Member tells us more about themselves 	<ul style="list-style-type: none"> <li>HRA form</li> <li>Member portal registration</li> </ul>	<ul style="list-style-type: none"> <li>% of forms returned within _____</li> <li>% registered for portal within 90 days</li> </ul>
	Member takes steps towards managing their health 	<ul style="list-style-type: none"> <li>Uses benefits</li> <li>Visits PCP</li> <li>Earns a reward</li> <li>Stays enrolled</li> </ul>	<ul style="list-style-type: none"> <li>Claims data within 1<sup>st</sup> 90 days</li> <li>Claims data within 1<sup>st</sup> 90 days</li> <li>Care Connectors sends reward</li> <li>Enrollment file</li> </ul>

**Award-Winning New Member Videos**

In 2019, Passport implemented award-winning innovation efforts to meet the unique needs of newly enrolled members via digital and social media. Using local actors and filming in our Louisville headquarters, our in-house Marketing team crafted a series of five **New Member Videos** as part of our new member experience strategy. The videos live on our website; we promote them on Facebook, Twitter, Instagram and LinkedIn to send general messages letting everyone know to check out the New Member Videos on the welcome page.

Our first video received positive results, with three thousand eight hundred fifteen (3,815) views, an above-average click through rate of 5.52% (the industry average is 1.8%), two hundred eighty-six (286) reactions (likes/comments), and twenty-nine (29) shares. Since the 2019 launch of this series, the videos have received over six thousand five hundred sixty-eight (6,568) separate page views with an average time on the page of one minute, thirty-five seconds (1:35).

In the fall of 2019, the New Member Videos were awarded both a silver and bronze Digital Health Award for excellence in crafting high quality digital health media. **Exhibit C.12-6** below shows a sample screenshot of one of these videos.

**Exhibit C.12-6: Sample Screenshots of Passport New Member Videos**



## Annual Outreach Plan

Passport will submit its annual outreach plan to the Department for review and approval subject to Section 4.4 “Approval of Department.” Our plan will include the frequency of activities, the staff person responsible for oversight and how activities will be documented and evaluated for effectiveness or need for change. Our Annual Outreach Plan is included as **Attachment C.12-2\_Annual Outreach Plan**.

C.12.b.ii. Topics the Vendor proposes to be priority areas of focus for Enrollee outreach and education.

Passport’s upcoming outreach and education efforts will focus on how and where to access needed services, the importance of preventive care and how members can positively impact their own health and wellness through addressing SDoH barriers to care.

## Priority Areas of Focus Topics

During our time with members, our priority is to outreach and educate them on the topics outlined in **Exhibit C.12-7: Outreach and Education Topics** below.

**Exhibit C.12-7: Outreach and Education Topics**

Outreach and Education Topic	Description
Accessing Needed Services	Whether we are helping members find a provider, obtain an ID card, coordinate with a pharmacy or something else, our goal is to personally help members access and maximize their coverage and benefits to ensure better health and reduced medical costs.
Avoiding Emergency Department (ED) Usage	We educate members on how to avoid unnecessary, expensive trips to the ED by instead using the urgent care center and 24-Hour Nurse Advice line.

Outreach and Education Topic	Description
Availability of Care Coordination and Special Programs	For members who have complex care needs or chronic diseases (such as asthma, COPD, diabetes, heart disease and obesity), we are able to share individualized health information and enroll them in Passport's various special programs designed to help meet their individual health needs.
Preventive Care	We focus on educating members on the importance of annual wellness visits with their PCPs to help close gaps and identify health risks at an earlier stage.
Benefits of Medical Home	Our Community Engagement representatives frequently check in with members to ensure that they have and are seeking medical advice from a PCP, which we believe is essential to the overall health and well-being of members.
Knowing Your Health Numbers	Our Community Engagement representatives are trained and have information available to help Kentuckians know what health numbers, such as blood pressure, cholesterol and BMI are important; what the healthy range should be; and what they should do if their numbers are out of healthy range.
Healthy Lifestyles	<p>Our Community Engagement representatives have been trained to speak to members of all ages about general health topics, using health manipulatives to demonstrate concepts such as sugar and salt overuse.</p> <p>In addition, Passport's Health Education team offers targeted health education on the following topics through the LIFE Program:</p> <ul style="list-style-type: none"> <li>• E-cigarettes/Vaping</li> <li>• Wellness for LIFE</li> <li>• Watch the Sugar</li> <li>• Move More</li> <li>• Dental Health</li> <li>• Sleep Deprivation</li> <li>• Nutrition, Diet and Exercise</li> <li>• The Importance of Sleep and Good Health</li> <li>• Eat Better</li> <li>• Watch the Salt</li> <li>• How to Use Nutrition Labels for Better Health</li> <li>• Bullying</li> </ul>
Social Determinants of Health	A major priority for our outreach is to uncover and address any barriers to individual member's health and well-being. Through advocacy and community outreach, we are able to build internal networks throughout the region, giving us the ability to funnel available resources. We also have a multistate database that we are able to access to help those in need of food, clothing, shelter, housing and/or other services.

Outreach and Education Topic	Description
Culturally Competent Outreach for Non-English-Speaking Members	Kentucky has an increasingly diverse and non-English speaking, or limited English proficient (LEP), population. Passport’s team has the ability to identify and address the needs of multiple cultures across Kentucky. Our bilingual staff help to overcome language barriers and assist members in addressing health literacy. The EDI team creates an annual Culturally and Linguistically Appropriate Services Plan to address the identified needs and trends in the LEP, disabled and LGBTQ+ communities Passport serves.
Mental Illness	In addition to providing information about depression and its behavioral health services, Passport’s Community Engagement representatives accept referrals from agencies that encounter Passport members needing mental health assistance. We are then able to connect the member with our behavioral health program for more personalized assistance.
Resources for Harmful Situations	We educate individuals in situations that are harmful to their health (such as substance abuse, human trafficking or domestic violence situations) and on how to access services and resources to help them regain control of their health and safety.
Oral Health	Our Community Engagement representatives provide information on proper oral hygiene, and our Health Educators provide special oral health trainings to various populations (such as children of various ages in the school setting and refugees at local resettlement agencies).
Transportation	We educate our members on how to utilize the transportation service to reduce the barrier of not having access to attend medical appointments.

C.12.b.iii. Initiatives and education (health literacy) the Vendor will use to drive appropriate utilization and cost-effective health care services.

Sharing information with a diverse population with varying levels of education means that we must customize our efforts to the individual with compassion and humility. All individuals have different needs, and we must address all language and/or cultural barriers to drive appropriate utilization and cost-effective health care services. All of Passport’s printed materials and communications are written at a sixth grade reading level or lower to help members with health literacy issues better understand their benefits and health information.

### Initiatives and Education Efforts to Improve Utilization

To promote preventive care and encourage utilization of appropriate health care services, we provide the following information at member education sessions, “staff and learns” for advocate/agencies and businesses, through our Member Handbook, Member and Provider call centers, community health workers, health education and through our LIFE Program, a series of topics relevant to all ages. We provide ongoing member education about these topics:

#### Access to Needed Services

- Clear understanding of benefits and services to ensure better health outcomes
- Assistance in finding a network provider (PCP, specialist, hospital, pharmacy, etc.)
- Obtain ID card, update address to receive important information

#### Appropriate Level of Care and additional support

- Importance and benefits of having a Medical Home
- PCP provided essential services, including annual well checks and preventive care services
- If specialty services are needed, the referral services available

#### Direct access (no referral required) to services with:

- Dental providers
- Vision providers
- Obstetrical providers
- Chiropractic providers
- BH providers

#### Care Coordination and Special Programs

- For complex care needs and/or chronic diseases, such as asthma, COPD, diabetes, heart disease and obesity, we have special programs designed to help meet their individual health needs.
- We assist members in making appointments with providers and obtaining services. If we are unable to meet the accessibility standards for access to PCPs or referrals to specialty providers, member services documents and refers the issue to the Member Services manager for resolution.

#### Social Determinates of Health

- Uncover and address barriers to individual members needs and assist them with resources in relation to housing, transportation, food insecurities, education as well as other needs

#### Healthy Lifestyles:

- Targeted health information on a variety of education programs to promote overall health and well-being

#### Culturally Competent Outreach

- To address various barriers as it relates to race, ethnicity, language, culture, gender, sexual orientation and disabilities.
- Includes education to individuals and providers about situations that are harmful to their health such as substance use, human trafficking or domestic violence situations, and how to access services and available resources.

## Cost Effective Services Initiatives and Education

Passport provides multiple low-risk health promotion and wellness programs geared toward preventive care, member education and outreach for members who do not stratify into a higher risk or emerging risk program. The following highlights several examples of specific initiatives we have adopted to help our members obtain, process and understand basic health information to help them make more informed decisions about where to seek care.

**Member Outreach Specialists:** Passport Member Outreach specialists work to build relationships between the PCP and the member. They make outreach calls to members on behalf of providers to understand why members are using an ED instead of their provider and educate the member on more appropriate options for care.

**ED Coordinator** - We have an assigned staff member to contact members who go to the ED for non-emergency reasons. The outreach focuses on PCP follow-up, education on contacting the PCP with non-life-threatening medical conditions, defining a true emergency, use of the 24-hour Nurse Advice Line and standards of care for common ED use (such as fever, nausea/vomiting, rash and cold symptoms).

**ED Navigator** – ED Navigators are deployed at high-volume facilities. After treatment, these registered nurses speak with members and/or caregivers who frequent the ED for non-emergency use to evaluate the reason for the ED use, evaluate the member's discharge needs, discuss discharge needs, make referrals to community resources/agencies and assist with PCP/test follow-up. In 2019, ED Navigators met with four hundred thirty-eight (438) members in the ED.

**Refugee Services:** Passport provides a Refugee Care Coordination program to help refugee members get the care they need. The Refugee Specialist works directly within local refugee resettlement agencies and provides face-to-face support to newly arrived refugees to help ensure they can navigate, access and receive quality health care in the communities within which they now live. This social worker assists with addressing barriers that refugees face when in the health care system. The social worker works with the members face-to-face or on the phone, addressing transportation issues, language access problems, navigating cultural differences, and education on accessing needed services in the local health care and social service delivery systems.

C.12.b.iv. Collaboration opportunities with other contracted MCOs, CHFS Departments, and community partners to support Enrollee needs through joint outreach and education.

## Collaborating with MCOs, CHFS Departments and Community Partners

Passport has multiple cross-departmental teams who have extensive experience collaborating closely with community partners, CHFS departments and other contracted MCOs.

### MCOs and CHFS Departments

We collaborate with participating MCOs through various interactions, including Affordable Care Act Enrollment Committee, Community Baby Showers, interagency meetings, boards and advisory committees, re-entry and other coalitions. In addition, along with DMS representatives, Passport participates in the Consumer Technical Advisory Committee on a bi-monthly basis. Here are several examples:

**MCO Collaboration Meetings:** At the request of DMS, the five state MCOs have met together for the past several years to address specific issues raised by DMS and Department for Community Based Services (DCBS), as well as create instructional materials for state workers and foster parents. When the collaborative



started, we were focused on training DCBS workers and foster parents on how to work effectively with us as the MCOs. We described the services Passport provides, what problems they encounter that we could assist with, who to contact, etc. Our staff traveled to all DCBS regions to train staff and foster parents across the Commonwealth. We have created both PowerPoint and DMS-approved written material for foster parents, medically complex foster parents, state supervisors, social service workers and recruitment and certification workers. Passport continues to collaborate on member baby showers, clinical initiatives and performance improvement projects. We will continue to look for new ways to collaborate.

**Foster Care Team Collaboration:** One of the best examples of how Passport has collaborated with other MCOs and realized a tangible outcome is when its Foster Care teams came together to create a one-page resource contact guide. The same information was provided for each MCO and is regularly updated. This guide has been shared with DCBS and other community partners.

**Community Farm (CF) Alliance:** In 2019, Passport joined forces with the CF as sponsor of The Double Dollars Program. Along with additional community partners and sponsorship, including WellCare we address the needs and access to individuals to address food insecurities. Co-sponsoring these activities allows us to reach more members and the community at large.

**Re-Entry Coalitions:** There is prevalence of behavioral health disorders and chronic conditions, and infectious diseases are high in justice-involved populations. There is a wide range of SDoH barriers for those who are recently released from a correctional facility and the criminogenic factors that lead to recidivism greatly overlap with the SDoH. By addressing the SDoH for the individual returning to the community, we help reduce the factors related to re-incarceration. We serve along with local community service providers, assisters and other MCOs to address the needs and gaps created by incarceration. Passport care managers follow up with members upon release from incarceration to assist with health care needs while also addressing SDoH to promote successful reintegration into the community. Passport plans to continue work with the Re-entry program within the Department of Corrections to address the gaps in care for justice-involved individuals.

### Other Government Agencies

Our Community Engagement team works directly with other government agencies outside of CHFS including:

**Department of Behavioral Health Developmental Intellectual Disabilities (BHDID):** We frequently run ideas for our pilot and demonstration projects past DBHDID for feedback. Some examples of our work with BHDID include the following:

- DBHDID worked with us to draw down a grant that provides training and supervision for the train-the-trainer design of the evidenced-based model to bring the High-Fidelity Wraparound training to Kentucky.
- Passport participated in three (3) national collaboratives to learn from others as we problem solved for barriers to supporting Screening, Brief Intervention, and Referral to Treatment (SBIRT) for substance use disorders in the primary care setting.



- We participated in regular meetings to build a plan that would work for our team, providers and members on the Plan of Safe Care model for pregnant women who are using substances.

**Family Resource and Youth Service Centers (FRYSC):** Passport’s Community Engagement team serves on the advisory council and managing board at Neighborhood Place. We coordinate with Jefferson Community Public Schools (JCPS) and build beds for children in need.

### Community Partners

Our Community Engagement team had over 5,000 encounters with numerous agencies, nonprofit organizations and individuals throughout the Commonwealth in 2019. Advocates help the community better understand our membership and provide them with information on how members can contact Passport for assistance.

In 2019 alone, these included, but were not limited to, local libraries, school systems, food pantries, community health centers, faith-based organizations, grandparents, LGBTQ, daycares, employment agencies, inter-agencies, homeless shelters, Urban Leagues, community centers and action groups, health departments, Boys and Girls Clubs, and coalitions. We work diligently to uphold strong, collaborative relationships with our community partners and local Kentucky advocates through in-person meetings, presentations and staff trainings.

In 2019, our Community Engagement team provided Kentucky Medicaid-specific information to the following groups:

- One thousand nine hundred twelve (1,912) one-on-one meetings with assisters, advocates, providers and their staff, brokers, businesses and pharmacies
- Two hundred fourteen (214) formal presentations
- One hundred forty-nine (149) staff and learns

### Supporting Members Through Joint Outreach and Education

We have provided binders and annual updates and scheduled meetings regarding programs, health materials and behavioral health services. Our email blog, *Inside Passport*, is available for any advocate to receive plan updates and industry-related information. We have a dedicated web page for advocates and community partners that lists roles and responsibilities of our Community Engagement team and additional resources to assist our members and provide general health and wellness information.

C.12.c. Describe methods for communicating with Enrollees as follows:

Our creative message is based on research in the local community where we discovered that Passport’s unique value is in our commitment to taking the time to care.

## Member Communication Methods

We communicate with our members in person, by phone, by email, by text message, through online chat that is available on our website and our mobile app, and through social media such as Facebook, Twitter, Instagram, and others. A high-level overview of Passport's communications methods are included in **Exhibit C.12-8** Communication Methods, Strategies, and Key Messages below.

### Exhibit C.12-8: Communication Methods, Strategies, and Key Messages

Communication Method/Strategy	Key Messages and Objectives
<b>Broadcast Media</b> <ul style="list-style-type: none"> <li>Local and cable TV</li> <li>Local and public radio</li> </ul> <b>Print</b> <ul style="list-style-type: none"> <li>Local, county newspapers</li> <li>Provider and professional publications</li> <li>Lifestyle magazines</li> <li>Flyers and brochures</li> </ul> <b>Outdoor</b> <ul style="list-style-type: none"> <li>Mass transit ads, bus shelters, vehicle wraps</li> <li>Billboards and mobile billboards</li> <li>Signage at key Kentucky venues</li> </ul>	<ul style="list-style-type: none"> <li>Promote Passport's Mission: To Improve the Health and Quality of Life of Our Members</li> <li>Promote and Improve Access to Health Benefits</li> </ul>
<b>Targeted Events and Sponsorships</b> with representation by Passport Community Engagement Team	<ul style="list-style-type: none"> <li>Provide In-Person Access to Community Engagement Representatives</li> <li>Collaborate with Advocate Agencies to Ensure Access to Needed Services</li> </ul>
<b>Web/Social Media</b> <ul style="list-style-type: none"> <li>Facebook</li> <li>Twitter</li> <li>Pinterest</li> <li>Instagram</li> <li>YouTube</li> <li>Text messaging</li> <li>Mobile-friendly website</li> <li>Digital advertising</li> <li>Search-engine marketing</li> </ul>	<ul style="list-style-type: none"> <li>Increase education for prevention and disease management</li> <li>Reinforce Department for Medicaid Services (DMS) messages through various social media mediums</li> </ul>
<b>Direct-to-Member Messaging</b> <ul style="list-style-type: none"> <li>Direct mail</li> <li>Email</li> <li>Text messages</li> <li>Outbound calls</li> <li>Newsletters</li> <li>On-hold messaging</li> </ul>	<ul style="list-style-type: none"> <li>Send educational information directly to members</li> <li>Invite member participation at community events</li> <li>Remind members to seek preventive care</li> <li>Reminders about appropriate use of the emergency department</li> </ul>

C.12.c.i. Creative efforts to achieve high levels of Member engagement (e.g., smart phone applications,) to educate Enrollees and to communicate information for their individual health issues.

### Member-Facing Mobile Application

Actively enrolled Passport care management members have access to the mobile application to facilitate two-way (chat) communication with their care team. Chat messaging supplements traditional telephonic and in-person communication, allowing frequent and convenient communication between members and Care Advisors to maintain program engagement while limiting interruptions in members' daily lives. The app also provides an additional channel for providing directions and interventions to the member (e.g., links to resources, recipes, etc.). The mobile app is available via the iOS and Android app stores.



For the proposed contract period, Passport intends to expand smartphone application availability to the full membership of the plan. In this model, the smartphone app will be freely available to all members regardless of prior engagement with care managers or other plan staff. Upon downloading the app from iOS or Android stores, members will be able to perform a wide variety of core health plan functions including:

- Validate their coverage history including effective and termination dates
- View status of claims submitted and any accumulators
- Search a provider directory

### Web/Social Media

In addition to our website, [www.passporthealthplan.com](http://www.passporthealthplan.com), Passport maintains a strong social media presence in Kentucky. In 2011, Passport was the first Medicaid MCOs in Kentucky to establish a presence on **Facebook** (5.5K followers) and **Twitter** (1,493 followers), and we continue to be the only MCO with a social media presence dedicated exclusively to the needs and interests of Kentucky's Medicaid Population. Given the growing importance of social media and each channel's ability to reach unique and distinct audiences, we have subsequently established a presence on YouTube, LinkedIn, Instagram, and Pinterest.

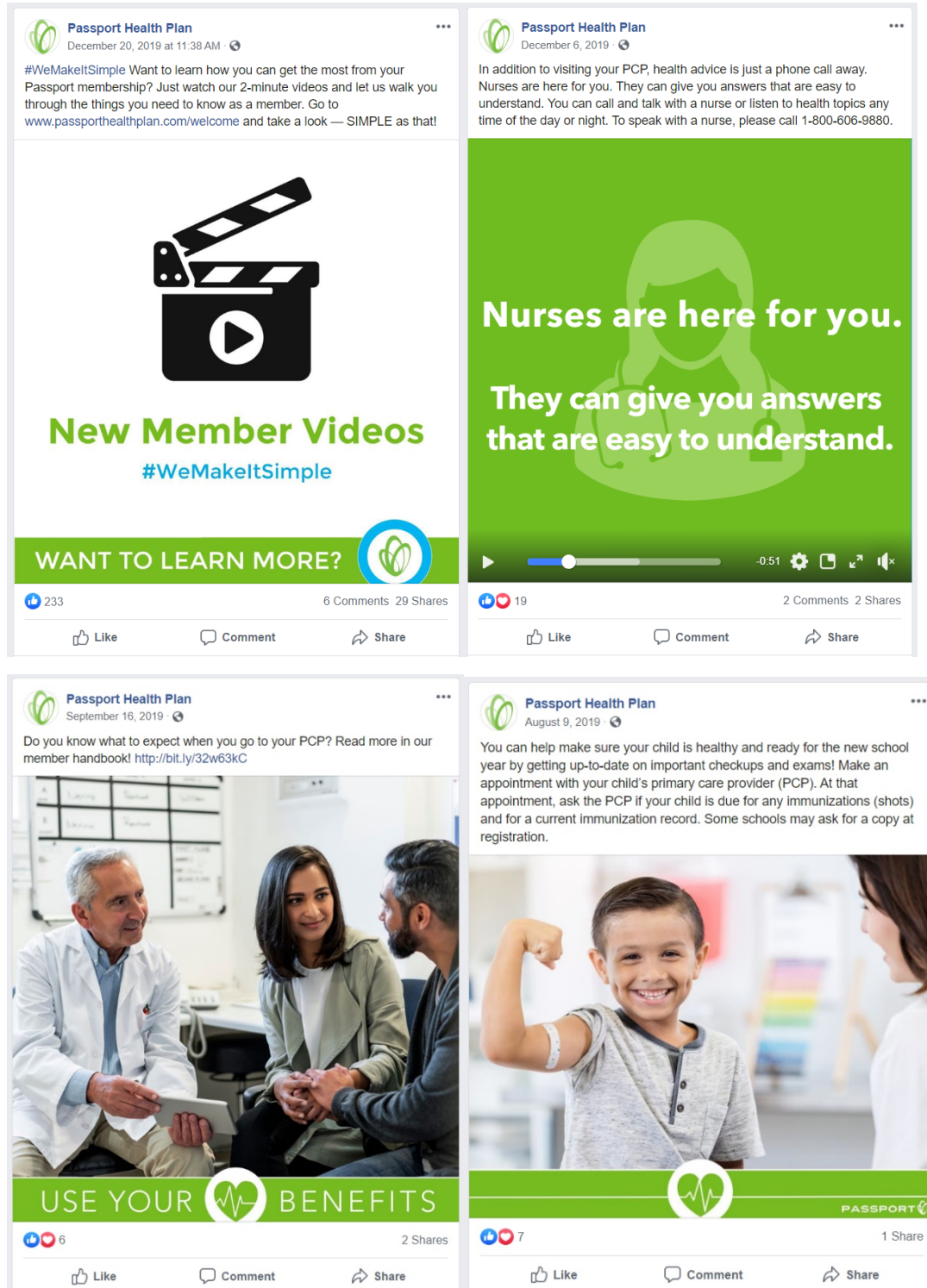
Passport's Social Media Team actively manages the messaging plan for each channel, tailoring the content for each audience on a weekly basis, and—as a result—Passport's social media following has grown every month for the past five years.

The primary objectives of Passport's Social Media strategy are to improve access to health care services; promote incentives for healthy behavior; reinforce messages from DMS; and increase member engagement through education on covered services, accessing care, and Population Health management program

Without question, Passport's most engaging social media posts are the real, true "Success Stories" that we share regularly on several of our channels. The member-centric situations described in these stories are often difficult to read, yet the successful outcomes go a long way toward building the hope and trust that is

necessary in order to engage the Medicaid population. Please see **Exhibit C.12-9 Passport's Social Media Messaging Example**.

**Exhibit C.12-9: Passport's Social Media Messaging Example**



## Texting Initiative to Engage Members

In 2018, Passport began using texting services for members to help communicate basic health and benefit information. Passport's Marketing team, in collaboration with our Clinical and Quality teams, work to develop educational campaigns and, with permission from DMS, other social media platforms and new technologies specifically to address the health concerns of our members.

C.12.c.ii. Approach to identifying, developing, and distributing materials that will be of most use to Enrollee populations, and efforts the Vendor proposes to target distribution to specific populations as appropriate.

Passport's Community Engagement; Communications/Marketing; Equity, Diversity and Inclusion (EDI); and Care Coordination teams all work collaboratively throughout the year to identify, develop and distribute materials to Kentucky Medicaid's diverse populations.

First, our Care Coordination, Quality, EDI, and Health Education teams identify the need for specific health-related and clinical information using Kentucky-specific demographic data. We develop materials for targeted populations based on demographics, diagnoses and claims. Our messages to a group with asthma will be different than messages to someone with chronic obstructive pulmonary disease, for example.

In our Community Engagement Model, we conduct the following activities to distribute member education materials:

- In-person community engagement at targeted locations
- In-person member education sessions
- Events and program sponsorships
- Outreach to specialty populations through our EDI Program
- Targeted health education outreach
- Active involvement in boards, coalitions and other community groups
- Collaboration with advocates and community partners
- New member experience strategy
- Telephonic outreach
- Print, web, social media, text and email outreach
- Volunteerism in the community

## Reaching Members Requires Collaboration with Multiple Stakeholders

Passport has learned that reaching and engaging members requires a collaborative effort with various community partners across the Commonwealth. We work every day with members and multiple other stakeholders to access members in person and through advocacy agencies to help us provide the information they need on benefits, access to care, preventive services, etc. We work every day with members and multiple other stakeholders to access members in person and through advocacy agencies to

help us develop and provide them the information they need on benefits, access to care, preventive services, etc. Passport’s outreach plan spans ongoing interaction and collaboration with the stakeholder groups outlined in **Exhibit C.12-10** below.

**Exhibit C.12-10: Passport Health Plan Outreach Stakeholders**

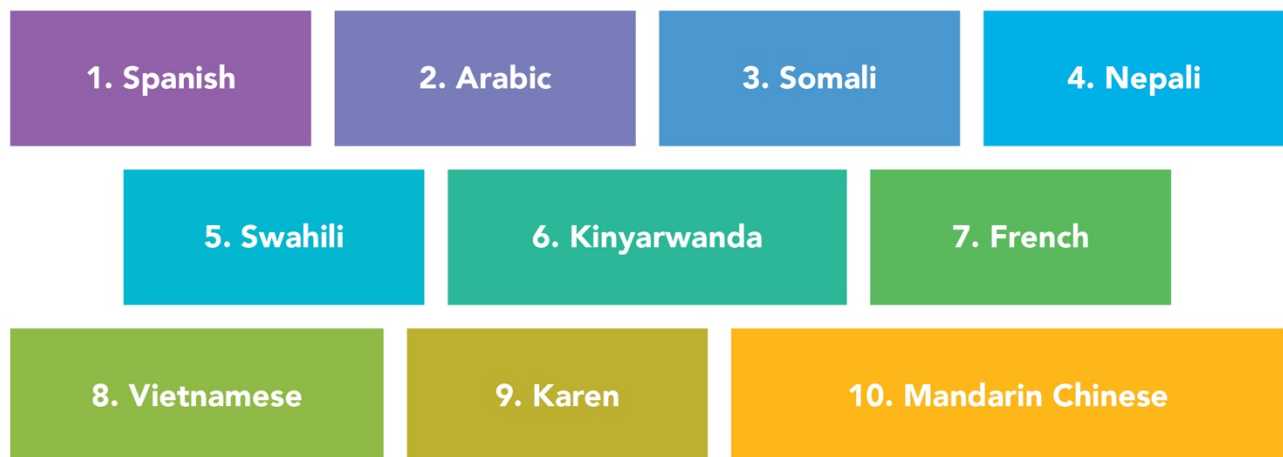
Stakeholder	Passport Health Plan Outreach Description
<b>Members</b>	Passport’s first and foremost priority is to address the health issues and care gaps of Kentucky Medicaid members through education and empowerment of enrolled members across the Commonwealth.
<b>Advocates</b>	We work closely with individuals and groups who currently serve our members. Examples of some of our advocates include faith-based organizations, service providers, interagency groups, community action agencies, local health departments, provider groups and other coalitions.
<b>Providers</b>	We work with the provider community to validate their knowledge of the services available to the members under their care. This comes in the form of educational seminars, personal contact, and understanding of the media outlets available.
<b>Civic Organizations</b>	Our Community Engagement representatives interact with and make presentations to civic groups throughout the state to help educate on plan benefits and services, importance of preventive health screenings and how to navigate the healthcare system. Neighborhood and county business associations, rotary clubs, independent business associations, are examples of some of these organizations.
<b>Business Partnerships</b>	Passport Community Engagement representatives continue education and outreach by meeting in person, sending electronic communications to and joining groups such as local chambers of commerce, hotel/motel associations, housing authorities, and restaurant associations with the goal of helping their employees understand services offered and resources available.
<b>Community Outreach</b>	Passport is committed to improving health in our KY communities and to participate, sponsor, and volunteer throughout the Commonwealth in multiple community health and resource fairs. These events are free and open to the general public. We are able to promote health and wellness education through dialogue, print material, and health manipulatives as visuals to address topics such as diabetes, health, nutrition, exercise, preventive care, and sodium intake.
<b>Employer Groups &amp; Outplacement Services</b>	Our Community Engagement representatives will continue to successfully develop relationships with employer groups and outplacement services throughout Kentucky (such as temporary staffing agencies, human resources groups, job fair coordinators) that will continue as both a means of direct



Stakeholder	Passport Health Plan Outreach Description
	education to employers and agencies and to unemployed or underemployed individuals.
<b>Education Organizations</b>	Passport has and will continue to provide information about Medicaid and health promotion to public and private schools (including community and technical colleges), GED programs, and migrant education providers.
<b>Statewide Coalitions</b>	Our Community Engagement representatives participate in statewide groups such as Kentucky Voices for Health, Foundation for Healthy Kentucky, and the National Alliance on Mental Illness, that focus on issues relevant to Passport's current and future priorities for members and providers.

Our EDI team researches various Kentucky populations and analyzes public demographic and Passport-specific data to help other teams better understand the specific needs of our membership as they are developing materials. For example, every year this team analyzes reports from Passport's language line, the Kentucky Department of Education, Jefferson County Public Schools (JCPS) and the Kentucky Office of Refugees to determine the top languages that Passport should be addressing in our materials. The final decision is an amalgamation of each of these sources so that we can achieve the best result for our members. The top 10 languages for Passport in 2019 are identified in **Exhibit C.12-11** below:

**Exhibit C.12-11:** Top 10 Languages for Passport members in 2019 (based on data from Passport's language line, the Kentucky Department of Education, JCPS, and the Kentucky Office of Refugees)



Our Community Engagement team supplements this type of information obtained by the EDI team by identifying multiple geographic and ethnic population needs through their daily in-person interactions with members, citizens and community partners across the state.

Passport also holds focus groups in different parts of the state in order to assess whether the different geographies require different communication strategies. As a result, we provide marketing and communication materials in English, Spanish and each prevalent non-English language.

One of the strategies Passport uses to reach and engage special populations across the Commonwealth is to hire local talent for some materials and radio and TV ads. For example, when we record scripts for Spanish radio, we use local community members who speak the language.

When our Community Engagement teams host member education sessions, we look at the demographics of members in that area and bring relevant health and benefits information based on the needs of that region. We also tailor our flyers to use different languages or pictures to correlate with the populations in the areas where our Community Engagement representatives will be visiting. For example, we would include an African-American family in a neighborhood where the member population is largely African-American. We have found that members are more likely to engage with materials if they are looking at pictures of people who look like themselves. We also employ the use of local scenery to help inspire trust and reassure members that we are a local plan committed to helping them improve their health and quality of life.

Our in-house, Kentucky-based Communications and Marketing team reviews all materials and ensures that the appropriate departments and leaders review materials prior to DMS submission. They are constantly analyzing national best practices in the field that might apply to specific materials. For example, through our experience with national marketing affiliations, we learned that reaching unique populations such as millennials requires more texting and positioning on less traditional social media outlets, such as Instagram and Pinterest.

Individual departments are typically responsible for helping determine the distribution method of their requested materials. However, our creative services team assists in the printing and fulfillment process. We work diligently to ensure that we distribute culturally sensitive materials to the appropriate populations and use methods that will speak to their specific and unique needs. For examples, our EDI and Marketing teams work together with our Refugee Care Coordination program to develop and provide translated materials that may assist with refugees' unique needs as they adjust to life and navigating health care in the U.S.

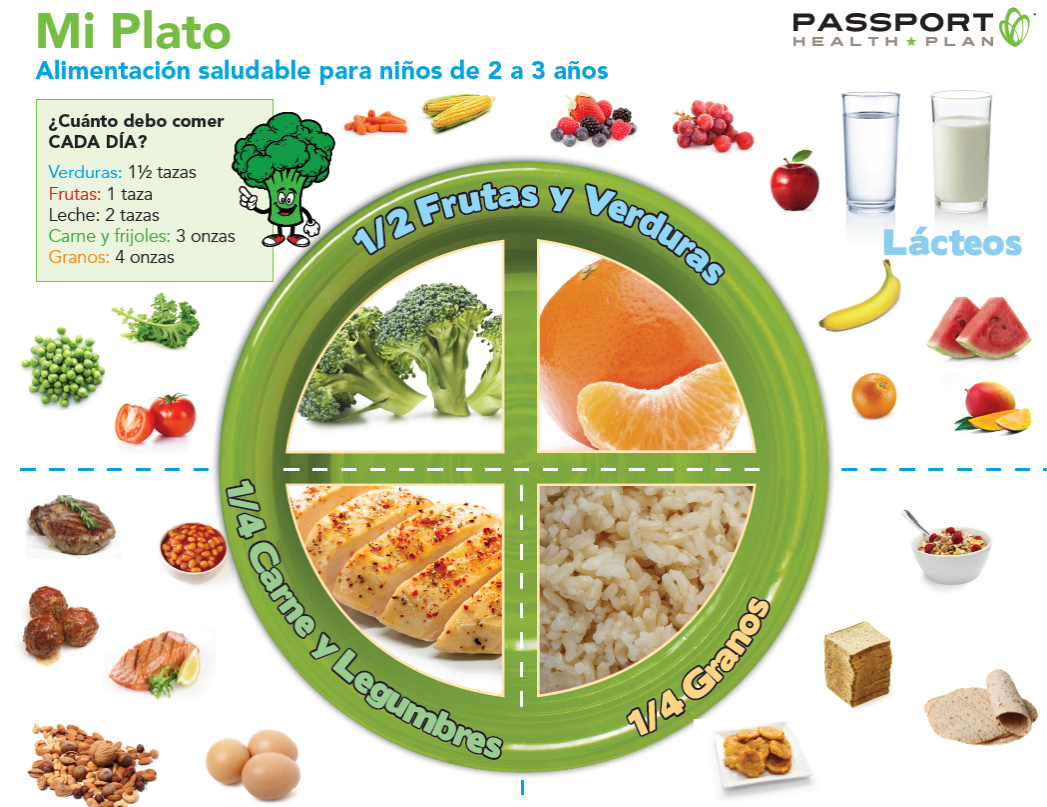
Here are several examples of Passport materials that were developed based on the research and collaborative efforts described above to meet the needs of specific populations across the Commonwealth:



## Spanish Food Chart for Children

Our clinical teams recently developed a food chart for children ages five through eight to encourage healthy eating. To meet the needs of our Hispanic population, we translated this into Spanish and added different pictures of foods that are more frequently eaten by Hispanic families. See **Exhibit C.12-12** below to view this food chart.

**Exhibit C.12-12:** Spanish Food Chart for Hispanic Children



## Fotonovela for Pregnant Hispanic Members

In 2013, Passport developed a unique storytelling tool called a fotonovela to help our Hispanic populations understand how our Mommy Steps high-risk pregnancy program works. A fotonovela is a small pamphlet (similar to a graphic novel) that uses photographs instead of animations and is very popular in Latin American countries and among American Hispanic populations. This innovative format has been used for educational purposes by national health organizations such as the National Diabetes Education Program.

For Passport’s fotonovela, we used actual photographs of our Bilingual Customer Service Representative and bilingual Mommy Steps nurse located here in Kentucky. See **Exhibit C.12-13** to view several pages from this fotonovela.

**Exhibit C.12-13: Sample from Fotonovela for Hispanic Pregnant Women**

### Cómo obtener apoyo del programa Mommy Steps durante mi embarazo

**Protagonistas:**



**Gabriela**  
Una mujer de 25 años que se acaba de enterar de que está embarazada.



**Rosa**  
Una mujer de 24 años, amiga de Gabriela.



**Maria**  
Enfermera del programa Mommy Steps de Passport.



### Una enfermera de Mommy Steps te ayudará desde el inicio hasta el final

Como miembro de Passport, siempre tendrás nuestro apoyo durante tu embarazo. Con una simple llamada telefónica puedes hablar con las enfermeras de Mommy Steps. Ellas pueden contestar tus preguntas y ayudarte a recibir la atención y el apoyo que necesitas. Puedes hablar con una de nuestras enfermeras de Mommy Steps llamando al 1-877-903-0082. Si necesitas hablar con alguien después de horas hábiles o los fines de semana, puedes llamar a nuestra línea de atención las 24 horas (Care for You Nurse Advice Line) al 1-800-606-9880.

**PASSPORT**  
HEALTH ★ PLAN  
PASS-13145 APP\_12/10/2013

¿De veras? Pues, para empezar necesito ayuda para acudir a las citas. Todavía no tengo automóvil.

No te preocupes por eso. Medicaid te paga el transporte si nadie de tu familia tiene un vehículo registrado a su nombre. Hasta puedo ayudarte a hacer las citas para el transporte. Quiero asegurarme de que no faltes a NINGUNA de tus consultas con el obstetra. Passport te dará hasta \$110 en tarjetas de regalos para artículos para el cuidado del bebé si no faltas a ninguna de tus citas.

Ah, eso está muy bien. Esas tarjetas de regalo me servirían mucho. Muchísimas gracias María por toda su ayuda.

No hay de qué, fue un placer ayudarte. Te voy a explicar todo lo que tienes que hacer para recibir esas tarjetas de regalo gratuitas.

6

## Video Addressing the Right to Language Access

In 2018, to help us disseminate information about Section 1557 of the Affordable Care Act (the Right to Language Access), our EDI and Marketing teams created a video in collaboration with the Center for Accessible Living. We added subtitles so that the deaf community could read and receive this important information on the internet.



C.12.c.iii. Methods of leveraging communications to meet the diverse needs and communication preferences of Enrollees, including individuals with limited English proficiency and diverse cultural and ethnic backgrounds, disabilities and regardless of gender, sexual orientation or gender identity.

### Leveraging Communications

Passport offers a member-centric care program dedicated to individuals with limited English proficiency and diverse cultural and ethnic backgrounds and disabilities regardless of gender, sexual orientation or gender identity. Passport facilitates the delivery of culturally sensitive and appropriate services to members. We comply with all federal and state nondiscrimination laws and work to ensure that members are aware of their nondiscriminatory rights. Our EDI team creates an annual Culturally and Linguistically Appropriate Services Plan to address the identified needs and trends in the limited English proficient, disabled, and LGBTQ+ communities that Passport serves. We establish our language capabilities in accordance with CFR 42.438.10(d).

#### Member Preference

Passport has a formal, established process to ensure that members receive vital member documents in their desired language and/or format. Vital member documents include, but are not limited to, appeal and denial letters, lock-in notifications, and the Member Handbook. In fact, the Member Handbook is always available in Spanish and Braille. Also, Passport maintains a separate mailing list of members who have communicated their preference to receive the Spanish version of the member Newsletter. This list is routinely updated as members notify Passport of their preference. Significant documents are translated into other languages upon request. Passport also provides appropriate auxiliary aids and services including qualified interpreter for limited English proficient and hearing-impaired members in order to facilitate communication with limited English proficient and non-English speaking members, as needed, when other resources are not available.

### Limited English Proficiency

Passport's EDI team creates an annual Culturally and Linguistically Appropriate Services Plan to address the identified needs and trends in the limited English proficient, disabled, and LGBTQ+ communities that Passport serves. This team works together with Passport's Marketing and Communications team to develop and distribute communications to meet the diverse needs and communications of members. The EDI and Marketing teams also work to translate appropriate parts of the media campaigns into the second most used language in the state (Spanish). Items translated include, but are not limited to, billboards, bus shelters and radio ads.

Since 2000, Passport has also hired bilingual associates to provide direct customer service to Spanish-speaking members. Bilingual/multilingual associates are tested to determine level of proficiency. These associates work in our Member Services; EDI; and Health Management teams. Having bilingual/multilingual staff makes reaching out to our members with limited English proficiency more efficient while making the member feel more welcomed.

Written communications must also be available in multiple languages. The first step is to prepare the English language version of the document and route it to the state for approval. To eliminate any delays, our linguistic team also prepares the multilanguage translations. If changes are requested during the review cycle, they are made in all languages as appropriate. The final versions are then routed to the state for final approval prior to authorizing print. We work with printers who maintain the ability to print in multiple languages. To ensure that our documentation is correct prior to distribution, our linguists review a final proof prior to authorizing a print run.

### Cultural and Ethnic Competency

Understanding the attitudes and behaviors of a specific cultural community is as critical as clinical care itself. We cannot properly serve our members if we do not understand the basics of their cultural and ethnic norms. In our ever-changing world, this requires that we promote cultural diversity by offering ongoing staff training covering topics such as faith, ethnicity and gender. We seek out avenues such as those available through Health Resource Services Administration (HRSA) to keep our understanding current.

Passport provides ongoing training to our provider network to help them understand how to communicate in ways that align with members' needs and preferences. Passport's EDI Program Manager facilitates onsite education sessions at providers' offices and health facilities upon



*One of our Kentucky Community Engagement Reps took this picture at the Lee County Elementary Readifest Back-to-School Day in Beattyville on July 28, 2018, where over 300 families received back-to-school supplies and other resources. This is just one of the many ways Passport reaches the needs of diverse populations across the Commonwealth.*

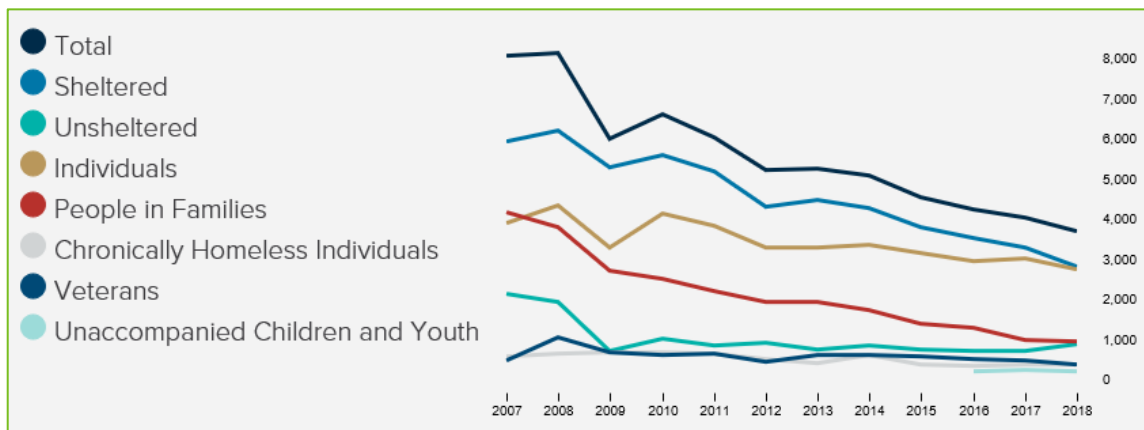


request. These trainings include a range of topics, such as compliance with federal regulations and diversity awareness, and are provided free of charge to participating providers.

C.12.d. Provide a summary of innovative methods and the Vendor’s proposed outreach plan to assess the homeless population.

Homelessness is defined as when a person “lacks a fixed, regular, and adequate nighttime residence.” It affects many types of individuals, such as single adults, families, senior citizens, veterans, and unaccompanied youth and children. According to the National Alliance to End Homelessness<sup>1</sup>, reporters from 2007 to 2018 show that the rate of homeless continues to decline in Kentucky, as illustrated in **Exhibit C.12-14**.

**Exhibit C.12-14: The State of Homelessness is Declining in Kentucky (2007 – 2018)**



Passport recognizes that every member’s situation is unique. The causes of homelessness can differ; the resources needed can vary; and a member can experience homelessness for various lengths of time. Domestic violence is the leading cause of homelessness among women. Other important factors include a lack of affordable housing, unemployment, low wages, poverty, mental illness, substance use disorder and the lack of needed resources. Passport offers our members a holistic and member-centric approach in offering services and resources specific to their situation. We understand our homeless members, young and old, can experience a range of emotions from depression, fear, vulnerability, to abandonment.

<sup>1</sup> <sup>1</sup>National Alliance to End Homelessness (2018). Homelessness Statistics: *State of Homelessness in Kentucky*. Retrieved May 15, 2019 from <https://endhomelessness.org/homelessness-in-america/homelessness-statistics/state-of-homelessness-report/kentucky/>

## Categories of Homelessness

The Homelessness and Housing Action Research Network classifies homelessness in three categories<sup>2</sup>:

**Chronic Homelessness** describes an individual who has either been continuously homeless for a year or more, or has had at least four periods of homelessness in the past three years. Many of these individuals also struggle with mental health disorders. These members of the homeless population use about half of the services available.

**Episodic Homelessness** is where an individual has experienced three or more episodes of homelessness within the past year. These individuals tend to move in and out of homelessness. Many individuals in this population also struggle with chronic unemployment, mental health problems and disabling conditions.

**Transitional Homelessness** is the most common type of homelessness and describes people who use homeless services for a brief period (typically around 54 days). These individuals often are homeless as a result of situational circumstances, such as housing affordability.

Passport realizes that many of our members face serious challenges in their daily lives from social determinants of health, including homelessness. We refer members for assessment to Louisville's Common Assessment Team (CAT) which is a local *Family Health Centers' Phoenix Health Care for the Homeless* team. Permanent Supportive Housing programs must take referrals from the CAT. Permanent Supportive Housing participants must have a chronic disability and need case management services. To facilitate housing placement, the CAT conducts vulnerability assessments on homeless individuals to determine which type of housing is most appropriate. The assessment asks questions related to the individual's physical health, mental health, substance use and other vulnerabilities.

According to the National Alliance to End Homelessness, there are approximately 3,688 people homeless in Kentucky on any given night. This issue affects individuals across the Commonwealth, although the urban areas of Louisville and Lexington have more affected individuals than Kentucky's rural areas. Our homelessness strategy is multifaceted with targeted goals to:

- Improve the health of Kentucky's homeless population
- Ensure that all members, including those who are homeless, have access to quality care in a manner that offers respect, dignity and equality
- Identify social determinants of health in a timely manner
- Help members remove health and social barriers, including home insecurities, and assist in locating community resources to help them in their journey to better health
- Support local homeless agencies and advocates in their efforts to improve living conditions and quality of life for all homeless Kentucky persons

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<sup>2</sup> Housing and Homelessness Research Action Network (2018). *Types of Homelessness*. Retrieved May 14, 2019 from <https://hharn.org/types-of-homelessness>

By assisting members with physical and behavioral health services and locating community resources to address the root causes of their social determinants of health, we can help them break the cycle of homelessness.

### **Passport's Pathways Program Connects our Members to Community Opportunities and Resources**

Passport's Pathway Program assists our members in finding the resources to better health, including homelessness. We recognize that this can be a long and stressful journey, so our team offers guidance throughout the process. The program includes identifying care gaps and social determinants of health, collaborating with local community resources, building health programs, and measuring outcomes.



One avenue of the Pathways Program to address homelessness is through our comprehensive management programs. Whether the members require medical or behavioral health services, we identify their needs and aid them in finding programs and services to address them. Regardless of their condition, Passport honors the “No Wrong Door” policy in helping our members. Through our care management programs, we conduct member health assessments to determine their needs, including their current housing situation. If it is determined that the member is experiencing homelessness, our Care Advisors work with the individual to develop a member-centric care plan that includes specific goals and resources to address their housing insecurities.

In the Louisville metropolitan area, homelessness is a prevalent social issue. Passport works to find housing options for members in this area through our case managers. Case managers work onsite with providers in the Louisville area and meet face-to-face with our members to understand their individual situations. We enroll members who are experiencing homelessness in a care management program, in which we complete an assessment to fully understand needs and work with them to set specific goals to help them improve their health and remove social barriers, such as homelessness.

## Creating a Path Forward for a Member in Pain

Malia\*, a Passport member experiencing homelessness with chronic pain, was having extreme difficulty filling her medications and getting an appointment with a pain management specialist. She had also been living at a homeless shelter for about 10 months. Although she had applied for different housing, she had not able to find a place to live. Our Care Advisor, Kellie Massie, helped her get the prescriptions she needed and decreased the confusion by calling both the pharmacy and Malia's PCP. Kellie also worked with Malia and her PCP office to coordinate care and get her the referral she needed for a wrist fracture. Then, she referred Malia to Passport's social work team. Together, they were able to get a housing plan in place.

During the program, Malia had an anaphylactic reaction for an unknown reason. Kellie encouraged her to call her PCP for an allergy testing referral and to ask for an EpiPen to keep on hand if needed. Malia was very grateful for all the help. She said she hadn't thought of getting testing and had never been instructed to do so. Malia voiced many times how much she appreciated the calls, help and care about her. By the end of the program, she was educated on her conditions, when to contact her provider versus going to the ED, medication adherence, and coordinating care with her providers.

\*Member name changed for privacy.

Another gateway into the Passport Pathways program is through the work of our Community Health workers. They assist our members with health and social issues, including housing needs that affect their quality of life. The Community Health workers conduct face-to-face visits in members' homes and provider offices and via community service organizations that are assisting members to obtain the necessary resources for safe and stable housing. Behavioral health case managers are embedded in homeless shelters weekly to connect with members with behavioral health needs who are also experiencing homelessness. In a deep dive review of our BH readmission data, we discovered that members who had been hospitalized for BH and were experiencing homelessness had a much higher rate of readmission. Based on this information, we began sending our case managers into the shelters to connect with members and follow up with them about fulfilling their discharge treatment plans and becoming better connected to the care they need.

Serving as member advocates, the Community Health workers use a web-based tool to quickly search and locate housing resources available in their community. Our staff provides the information to the member, empowering them to take charge of their health and contact the community housing organizations. We can also make the contacts on their behalf, if they prefer.

## Providing Community Outreach Efforts and Health Education to the Homeless

As a part of the Pathways Program, Passport develops relationships with and learns from other community homeless advocates. We have a long history with the Coalition for the Homeless. Since 1997, Passport has been a member of the coalition and has worked with various homeless and transitional shelters throughout Kentucky. On a quarterly basis, our team performs outreach efforts to shelters, offering health and wellness



education sessions. The curriculum includes information about the importance of preventive health, well-child visits and immunizations, how to choose a primary care provider, community resources and instructions for accessing transportation, including assisting with tokens, vouchers and other means if needed. Our staff nutritionist and health educators conduct educational classes on health and wellness, proper nutrition and promoting healthy lifestyles to help members and their families.

In many cases, a homeless or transitional shelter houses victims of domestic violence. We understand that survivors of domestic violence require supportive services to help them heal from the trauma of abuse and improve their economic security and well-being. Passport's team is there to help. Our caring and compassionate staff offer information on Medicaid, our plan's medical and behavioral health programs and services and available community resources. It is critical for victims of domestic violence to have safe, stable housing to reduce their risk of both homelessness and future violence.

Passport's Community Engagement representatives reach out to members and individuals at many community events across the Commonwealth, including:

- Lexington OHPI Point in Time Count Engagement event, where we collaborated with community partners and agencies to survey sites for homeless individuals to receive health assessments and obtain resources for social determinants of health, including alternative housing options.
- Annual Stand Down Day at the Salvation Army, where our Community Engagement representatives provided information and assistance to the homeless in Jefferson County.
- Communities Against Drug Abuse (CADA), where Passport was the only MCO invited to participate at every location during the entire 10-day event. Our Community Engagement and Health Education teams provided resources through our web-based tool for community advocates and health education demonstrations for approximately 2,700 attendees.

It is important for the staff working at shelters to be well-informed about Medicaid programs. Our team provides quarterly training sessions to educate the facility staff on Medicaid benefits, Passport's program and service offerings, and community agencies. The training sessions help the staff become better educated on available resources to assist homeless individuals.

Passport places a strong emphasis on internal staff education to better serve our members. Our team members attend frequent diversity and inclusion trainings to better embrace our members of different races, ethnicities, genders, sexual orientations, and religions. Some Passport team members have also participated in a poverty simulation training to learn about the daily challenges and difficulties that our members encounter. The poverty simulation taught our staff to be more caring, compassionate and empathetic when interacting with our members. In addition, Passport gains insights into the lives of our members and gives back to the community by volunteering at Kentucky shelters and food banks.

C.12.e. Describe the proposed approach to assess Enrollee satisfaction at each point of contact (call, online and in-person), including tools, frequency and process to measure trends, and use of findings to support ongoing program improvement.

## Assessing Member Satisfaction

We stress the importance of member satisfaction in all areas of the Passport Health Plan. The continual recognition that we are here to help the member is extremely important in maintaining focused attention to the needs of the Medicaid members in Kentucky. It is also important that we not lose sight of the reality that maintaining a good relationship with primary care and other providers is important in meeting the expectations and needs of members.

### Member Surveys

In an effort to get more real-time feedback on our customer service, Passport recently launched a New Member Survey. After our 90-day onboarding is complete for new members, Passport now administers a questionnaire to ensure that our new members have had a positive and educational experience during their first months with the plan. The New Member Survey is administered online on the new member's 90-day anniversary of enrollment and takes only about five minutes to complete. Our questions focus on measuring how well our members understand their benefits and how to use their plan; we also survey satisfied they are after the first 90 days with Passport. The results from the New Member Surveys are compiled and analyzed on an ongoing basis so that we can continue making improvements for our new and current members. Preliminary results from the survey (on a scale from 1-10) are favorable and include:

- How would you rate the knowledge of the Customer Service Representative: 9.4
- Were you treated with dignity and respect: 9.8
- Was the call handled to your satisfaction: 9.2
- How would you rate your overall experience with Passport: 9.3

### Passport's Advocate Survey

Passport's advocate oversight survey is used as a reporting tool to ensure that all outreach to agencies is in accordance state and federal marketing rules and regulations. Each month, 10 advocates and/or agencies who have received a recent visit from a Community Engagement representative receive a survey to complete about their encounter. Information received is reviewed by Passport management for compliance and outreach effectiveness for each representative. Any issues or concerns identified through the survey are addressed with the representative. Surveys are scanned and paper copies are filed and submitted as part of the Annual IRPO audit and Outreach Plan if deemed appropriate.

Our advocate surveys demonstrate member satisfaction by allowing us to track and monitor the work our Community Engagement representatives are doing each month in Kentucky. See **Exhibit C.12-15** below for examples of comments submitted through our Advocate Survey.

**Exhibit C.12-15: Passport's 2019 Advocate Survey Comments**

Representative	Event/Location	Comment
Diane Corsey	Kentucky Career Center	Diane Corsey is a wonderful representative for Passport Health Plan. She is knowledgeable regarding the information, she is professional in her delivery, and everyone at the KCC NIA center loves her! We appreciate her willingness to pass the information along, and with the population we serve, she is willing to explain and help them understand the ins and out of the program/plans. We love to have her anytime!
Zach Sturgill	Mountain Comprehensive Health Corporation	Mr. Sturgill was very professional and provided useful information to those in attendance for the health fair. Several of our staff members were able to ask questions and get answers. Zach was very knowledgeable and courteous, and we look forward to working with him in the future.
Marji Pilato	Eastern Area Community Ministries	Marji has been representing Passport at our organization for quite a while. She is always professional, organized, and upbeat. She has a wonderful and personal way of connecting with the families that she serves, and we are always happy to have her here to connect with them. We look forward to having Marji continue to represent Passport at our location.

**Consumer Assessment of Healthcare Providers and Systems (CAHPS®)**

Once the yearly CAHPS results are received, Passport activates a multidisciplinary team, drawing from each department, to review, analyze and develop interventions aimed at improving member satisfaction. For example, we initiated a campaign, "Making Every Member Count," to promote individual staff ownership of member satisfaction based on the results of our customer service scores. This initiative is supported by our implementation of a comprehensive training program aimed at providing in-depth customer service skills in every department at Passport.

Our 2019 Member Satisfaction results are shown in **Exhibit C.12-16**.

**Exhibit C.12-16: 2018 Member Satisfaction Survey Results for Passport Health Plan**

Satisfaction Survey Category	2019 Passport Health Plan Score*	2018 NCQA Quality Compass Average
Adult Customer Service	82.45%	77.02%
Child Customer Service	89.57%	71.72%

\*CAHPS® 4.H Adult and Child Versions, Medicaid. CAHPS® is a registered trademark of the Agency for Health Care Research and Quality(AHRQ).

The following are examples of member initiatives that we have implemented in direct response to member feedback:

- Fewer interactive voice response options so that our members receive a higher level of customer service by eliminating layers of telephone-prompted menu options that delay talking to the best person for their specific question
- Enhanced member/provider service trainings in response to member’s needs
- Analysis of our grievance data, which has allowed us to implement proactive solutions
- Increased Spanish language access
  - 5 Spanish-speaking Member Service representatives to ensure that no information to our Spanish-speaking population gets missed in translation
  - Spanish-speaking Mommy Steps nurse and to ensure that our pregnant, Spanish-speaking population readily understand the care available
  - Spanish-speaking Rapid Response representative ensuring members who have urgent issues receive one-on-one assistance and education
- Developed auto-dialer campaigns for outreach to members. The auto-dialer system can connect the member directly to our Rapid Response team
- Implemented an incentive plan to incentivize members to obtain specific health screenings
- Implemented the use of social media to directly educate members
- Provided a health educator to attend community events and educate members
- Monitor access to care to ensure that members receive needed care in a timely fashion

## Quality Member Access Committee

As a direct result of feedback from members at our Quality Member Access Committee (QMAC), Passport modified several member education materials and reformatted the member newsletter articles by using single-sheet educational formats, shorter articles, and other “quick facts” types of tactics. These modifications were so successful in making our materials more member friendly that we expanded this practice to all care management materials.

## Engage the Provider Community

We also believe that engaging providers in quality improvement is another valuable tool to meeting member satisfaction. The provider is the first line in understanding the key issues that impact a member's encounter. Our provider community helps us to develop initiatives that better engage members, increase screening rates, help providers manage chronic conditions, and ensure that members receive access to the services they need. With our providers' valued input, we have made changes that have a positive impact on local practices, such as:

- Altering prior authorization processes to ease administrative functions for office staff
- Identifying health-quality initiatives for creative program development within Case Management
- Implementing financial incentives through our Provider Recognition Program to support improved health and "cost-conscious" care.

While Passport Health Plan has historically been rated highly by members, we consider feedback and concerns as a constructive part of program evaluation and modification. For example, Passport has incorporated member suggestions for modification in educational materials and content, as well as recommendations about the type and frequency of communications.

Member engagement and satisfaction are being targeted through consistent messaging established across all member touchpoints. Using multiple scheduled interventions across the year, Passport members will be reminded of important steps to improve their health and address barriers to care. Through surveys, live outreach, automated calls, texts, email, and traditional mailed member communication, Passport intends to expand and improve the member experience during 2020.

### **Our priority goals for 2020, based on findings from the 2019 Member Satisfaction survey, are:**

- Continue progress on Healthcare Effectiveness Data and Information Set (HEDIS) Quality Strategy for identified gap closure
- Maintain Population Health Management Strategy
- Identify health care disparities in the membership population and implement interventions to address these disparities
- Create and update policies, processes and reporting to meet accreditation standards

Members who understand that their concerns are considered as part of the program evaluation feel more engaged with their program. This leads to a greater willingness to participate in future surveys, thus creating a continuous cycle of member satisfaction.

C.12.f. Provide the following sample materials.

- i. Draft Welcome Packet and Member ID card aligned with the requirements of RFP Attachment C “Draft.

Passport’s Welcome Packet and member ID cards are written at a sixth-grade reading level, designed to assist in member comprehension of how to navigate the health plan and provide important information aligned with DMS requirements. Our member ID cards include the PCP name and the pharmacy processing center information.

Please refer to **Attachment C.12-4\_Member Welcome Kit** for a copy of our proposed Welcome Packet and **Attachment C.12-3\_Member ID Card**.

C.12.f.ii. Sample Member Handbook meeting the requirements of RFP Attachment C “Draft Medicaid Managed Care Contract and Appendices.”

Please refer to **Attachment C.12-5\_Member Handbook** for a copy of our proposed Member Handbook.

Our Member Handbook is easy to read (certified sixth-grade reading comprehension level), easy to navigate, accessible, comprehensive, and culturally sensitive. The handbook is sent to new members within three business days of enrollment through a method that will take no longer than five business days for delivery; we also send the handbook any time a member requests one.

All members receive a hard copy of the Member Handbook upon enrollment. Passport sends mail in such a way that maximizes effective delivery and follows guidelines set forth by the United States Postal Service. Our average return rate is about 7.5 percent for new member kits. We have a process in place to proactively seek out correct address information whenever we receive return mail.

An electronic copy of the Member Handbook is also available on our website. Member Service representatives are able and available to answer questions; the Member Services phone number is published in the Member Handbook, on the website, in the member newsletter, and on the member ID card.

We have carefully organized and designed the contents of the booklet to highlight important calls to action. It is easy to navigate and offers members clear and succinct direction on how to access benefits and get the most from their plan.

The Passport Member Handbook, available in English, Spanish, and each prevalent non-English language, is funneled through our formalized in-house communications process. It has been edited by a trained health literacy/plain language specialist and is intended to be comprehensible to all members regardless of their health care knowledge or literacy skills. In addition, for many years Passport has been using special software, Health Literacy Advisor, which we introduced to the state. The software was subsequently adopted by the state in 2012. This software assesses the readability and reading grade level of communications to ensure member comprehension.

Passport offers consideration for members with special needs by offering the Member Handbook in alternate formats such as Spanish, Braille and audio. Additionally, the Member Handbook is reviewed and approved annually by Passport's internal staff and DMS staff.

C.12.f.iii. Three (3) sample Enrollee materials with taglines and displaying ability to meet translation, accessibility and cultural competency requirements.

Passport's EDI team brings decades of experience producing award-winning, culturally competent member materials. We are proud to share three sample materials which display our ability to meet translation, accessibility, and cultural competency requirements.

- **My Health My Life member newsletter.** Passport's member newsletter is translated into both Spanish and English. We strategically use diverse graphics, pictures and examples that reflect the audience (our members), as well as our provider network. Throughout the newsletter, many cultural groups are represented. Please see **Attachment C.12-6\_myhealthmylife Member Newsletter** for an example.
- **Care-Connectors program flyers.** These documents were tested for comprehension and cultural acceptance with actual Kentucky Medicaid-eligible refugees at one of the state's refugee resettlement agencies. Pictures were added to ensure cross-cultural understanding of the material. These may be viewed in **Attachment C.12-7\_Care Connectors Flyer in Vietnamese.**
- **EPSDT Rack Card.** This document was translated into the top languages served by Passport for Kentucky Medicaid membership. The material was adapted and simplified to ensure understanding, based on the limited health literacy among Kentucky's refugee communities. This may be viewed in **Attachment C.12-8\_EPSDT Rack in Somali.**

## Conclusion

Throughout this response, we have demonstrated our commitment to member services excellence through the deep expertise and passion of our Member Services team, our creative efforts to engage and educate members, our commitment to health literacy, our concern for members with limited English proficiency, and our culture of cultural and ethnic sensitivity. We endeavor every day to meet our members where they are and, through powerful educational programs and materials, support them in living their healthiest life. We are proud of our accomplishments and recognize there is much still to do. We look forward to continuing the important work we do for our members and our communities.

***Passport has been honored to serve the Kentucky Medicaid and foster care populations for 22 years and will continue to comply with all provisions of the Medicaid Managed Care Contract and Appendices (including Kentucky SKY) as we continue to serve them in the future.***