

G.9. Health Outcomes

Describe what measures beyond traditional Healthcare Effectiveness Data and Information Set (HEDIS) scores the Contractor would recommend to determine that its Care Management, Care Coordination, and Utilization Management services and policies are having a meaningful impact on the health outcomes of Kentucky SKY Enrollees.

Introduction

Passport has worked to support members in foster care for more than two decades to improve their health outcomes and quality of life, and it continues to maintain this standard through a process of rigorous measurement of key indicators, outcomes and accountability for continuous performance improvement.

Passport has always been committed to cultivating a culture of quality throughout its organization, aligning goals closely with input from its provider-driven model and its strong member ties. Through data sources such as HEDIS, the Consumer Assessment of Healthcare Providers and Systems (CAHPS), population assessments, provider satisfaction and the Healthy Kentuckian measure set, we have developed an advanced analytics model to inform our annual quality strategy. This strategy relies on developing measurable interventions that address areas of opportunity while strengthening the relationship between member and provider. This tracking of measurable outcomes creates a continuous cycle that reinforces the culture of quality by connecting knowledge, structure and processes throughout the plan.

The complex needs of the Kentucky SKY population dictate that we monitor outcomes and other quality measures differently than we do when we measure our traditional Medicaid population. Kentucky SKY members have special needs beyond those tracked in traditional HEDIS measures. To ensure that Passport provides effective support to these children in our care management, care coordination and utilization management (UM) services, we will leverage a variety of evaluation methodologies and specialized metrics. These include:

- Specialized metrics for Kentucky SKY members
- Healthy Kentuckians measures
- Population assessment
- Annual quality improvement and clinical program evaluations
- Population health management evaluations

Passport will continue to collaborate with the Department for Medicaid Services (DMS), the Department of Community Based Services (DCBS), and the Department of Juvenile Justice (DJJ) to develop and implement performance measures for the Kentucky SKY program, including the evaluation of the following as determined by DMS, DCBS, and DJJ:

- Operational measures, such as timely completion of required assessments and submission of required reporting

- Monitoring decertification of services
- Appropriate utilization of psychotropic medications including the evaluation of prescribing patterns related to diagnosis, member age, polypharmacy, dosage and psychosocial therapy and interventions
- Deployment and utilization of evidence-based practices applicable to the Kentucky SKY populations
- The number of placement disruptions that members experience

Specialized Metrics for Kentucky SKY Members

Kentucky SKY children and youth face special concerns that are not reflected in measures designed for more general populations. Passport’s experience with these populations to date has informed our selection of metrics to address the special circumstances of Kentucky SKY members. Some of these metrics are available through clinical records available to Passport, such as service utilization, pre-and post-engagement, and length of stay (LOS) for hospitalizations. Other metrics that Passport believes are very important may be available through an interface with the workers’ information system (TWIST) or other systems and would include such things as length of time in care before achieving permanence, number of placements, restraint usage, rate of incarceration, truancy rate and whether the foster parents miss work extensively due to a foster child’s behaviors or needs. We understand that Passport will not have full access to TWIST but will have access to a future subset of TWIST data provided by DMS. With DCBS consent, Passport will explore coordinating metrics for the Kentucky SKY population with the extensive Performance Measurement System maintained by the Children’s Review Program (CRP) on youth requiring private childcare placements.

In addition, Passport will draw upon its Social Needs Index. The Kentucky State Health Improvement Plan 2017-2022 from Cabinet for Health and Family Services (CHFS) notes the association of social determinants of health (SDoH) and adverse health outcomes. The plan notes that addressing disparities and inequities in SDoH can significantly improve the health of the people of Kentucky.

Passport’s population health management platform, IdentifiSM, incorporates SDoH data and models and combines them into a unique, easily understandable index that quantifies a member’s SDoH risk level. Sophisticated value-based care analytics incorporate community information into risk stratification and predictive models to identify risk factors for SDoH. Because of the importance of psychosocial and socio-economic issues to health outcomes, we leverage a variety of assessment data, as well as publicly available data sources, to understand and address a population’s SDoH.

Specialized Metrics for Kentucky SKY:

- Service utilization (pre- and post-engagement)
- Length of stay
- Time in care before achieving permanence
- Number of placements
- Restraint usage
- Incarceration rate
- Truancy rate
- Work missed by foster parents due to issues with child
- SDoH

Our system integrates dispersed SDoH data sources at different levels (e.g., individual, census block, census tract) across five (5) main domains (housing instability, transportation barriers, food insecurity, financial stress and health literacy). The platform creates a single Social Needs Index (with five [5] levels) that indicates members' risk that could impact their health outcomes. The advantage of having a single index indicating how an individual's social needs place health outcomes at risk is not only the ability to prioritize members, but also the simplification of the workflow for Care Coordinators and Care Advisors to integrate social support into clinical care management. We will use the index to direct efforts and resources to the most at-risk members and pinpoint their individual needs. Results will be shared with our Kentucky SKY Advisory Committee, Passport's Quality Medical Management Committee (QMMC, Passport's quality improvement committee [QIC]) and Quality Member Access Committee (QMAC, Passport's "voice of the customer" committee that provides input regarding access to care and quality of care for the membership) for feedback from Passport's providers, advocates and members. Their collective experiences will assist us greatly in the interpretation of results and application of findings through policy change and programming.



**Closing the Loop
on Social
Determinants**

Children in foster care are likely to be impacted by a wide range of SDoH. These SDoH affect former foster youth, as well, with increased risk of homelessness. By monitoring this population for risk factors, Passport will be able to intervene to provide assistance to at-risk individuals. Current foster children's natural families also likely need assistance addressing barriers related to SDoH, and the Kentucky SKY team can offer them referrals to community resources to help address those needs through our Healthify Social Services Directory and/or through United Community.

Healthy Kentuckians Measures

In addition to metrics specially targeted toward Kentucky SKY members, Passport will leverage Kentucky's state-specific performance measures, which provide information that augments the reported HEDIS measures. These measures are reflective of the Commonwealth's Healthy Kentuckians goals and objectives, and many are relevant to Kentucky SKY services. While not all Healthy Kentuckian measures will be relevant for the Kentucky SKY population, Passport has identified a subset of measures that we will focus on for these members. Healthy Kentuckians measures that reflect components of Kentucky SKY services include the following:

- **Disability and Health:** Promote the health and well-being of persons with disabilities.
- **Adolescent Health:** Increase the number of adolescents who are healthy, have a sense of well-being, and are prepared for adulthood.
- **Early and Middle Childhood:** Increase the proportion of Kentucky children who reach their maximal healthy development.

- **Maternal, Infant and Child Health:** Improve maternal health and pregnancy outcomes and reduce the rate of morbidity/mortality in infants, thereby improving the health and well-being of women, infants, children and families in the Commonwealth.
- **Immunization:** Increase vaccination coverage among Kentuckians.
- **Nutrition and Weight Status:** Achieve appropriate nutrition and weight status.
- **Oral Health:** Reduce Kentucky oral health disparities, identify evidence-based strategies and improve access to preventive services and dental care.
- **Physical Activity:** Improve health, fitness and quality of life through physical activity.
- **Tobacco Use:** Reduce illness, disability and death related to tobacco use and secondhand smoke exposure.
- **Mental Health and Mental Disorders:** Improve the mental health of all Kentuckians by ensuring that appropriate, high quality services are provided to those with behavioral health needs, particularly those that rely on the publicly funded systems of care for children and adults.

These services are available and monitored as part of Passport’s early and periodic screening, diagnosis and treatment (EPSDT), health promotion and wellness programs.

Kentucky SKY Population Assessment

Each year, Passport completes a full population assessment to understand and evaluate the needs of our members. We will conduct a separate assessment specific to the Kentucky SKY population to evaluate the characteristics and needs of this population, crosswalk those needs to existing programs, and identify improvement opportunities.

The population assessment is the tool that gives us insight into the utilization of health care services, the effectiveness of existing programs, and opportunities for future initiatives. This assessment includes specific evaluations of member subgroups, including:

- Age cohorts, including birth to age twenty (20) and ages twenty-one to sixty-four 21-64
- Members with disabilities
- Members with severe mental illness (SMI)

Data is reported to facilitate an understanding of similarities and differences in health needs and status. When the data analysis is complete, it is used to determine whether changes are required to population health management programs or resources. In addition, there is an evaluation of the extent to which population health management (PHM) programs facilitate access and connection to community resources that address member needs outside the scope of the health benefit plan. Modifications to program design and resources are made based on these findings.

As an example of our use of utilization data, when we conducted our first population-wide assessment, we identified a greater than anticipated medical expense for members with autism. At the time, Passport did not have staff trained to offer comprehensive autism support, and we took steps to add social workers to

our team to provide additional support through care management for our members with autism and their caregivers.

This Kentucky SKY program assessment will review member trends and examine utilization trends as well as the types of members enrolled in the clinical programs we offer. The assessment provides an analysis of the impact of relevant SDoH. CAHPS and HEDIS measures are also analyzed to determine where we are successful and where improvement is needed. This population assessment helps us understand how our Kentucky SKY membership is changing and helps us identify whether we need to adjust the clinical programs or health promotion and wellness programs offered.

An important outcome of the population assessment will be the identification of performance trends for best practice as well as gaps in services offered to our members, including an analysis of the impact of relevant SDoH. Health status and risks are also examined by using utilization data and considering the needs of special populations, including Kentucky SKY members who are medically complex, living with disabilities or serious chronic illnesses such as diabetes, and members with severe emotional disabilities (SEDs).

An analysis of the population data determines whether changes are necessary to the care management programs or resources. Assessments of population data assist Passport with activities to support practitioners and providers with value-based care, coordinate across member programs, and provide education to members regarding availability of programs and services.

Annual Quality Improvement (QI) Evaluation

The QI program evaluation is an annual assessment of the effectiveness of the QI program that allows Passport to determine how well it has utilized its resources to improve the quality of care, service, and culturally and linguistically appropriate services provided to Passport's membership. This annual evaluation will be expanded to include Kentucky SKY-specific initiatives. When the program has not met its goals, barriers to improvement are identified and appropriate changes are integrated into the subsequent annual QI Work Plan. Feedback and recommendations from various committees are also integrated into the evaluation, as well as the results of the annual external review conducted by Kentucky's external quality review organization (EQRO) on behalf of DMS, accreditation status and annual reevaluation results.

Based on the results of the annual QI program evaluation and with input from all Passport departments, an annual QI Work Plan addressing planned and ongoing quality initiatives is developed. The QI Work Plan includes objectives, goals, scope, identified barriers and planned activities that address the quality and safety of clinical care, quality of services, culturally and linguistically appropriate services (CLAS), and reduction of health care disparities for the year. Planned monitoring of issues previously identified by internal and external customers is integrated, including tracking of issues over time and the planned evaluation of the QI program. Also included are persons responsible for each activity and the time frame for achieving each activity. As a recommendation of the EQRO, quantifiable goals, a timeline for implementation of activities and achievement of goals, and an annual executive summary of the Work Plan highlighting key

milestones, as well as the dates that the milestones were achieved, are incorporated into the QI Work Plan. The final document is presented to the QMMC, the Partnership Council and the Board of Directors for review and approval.

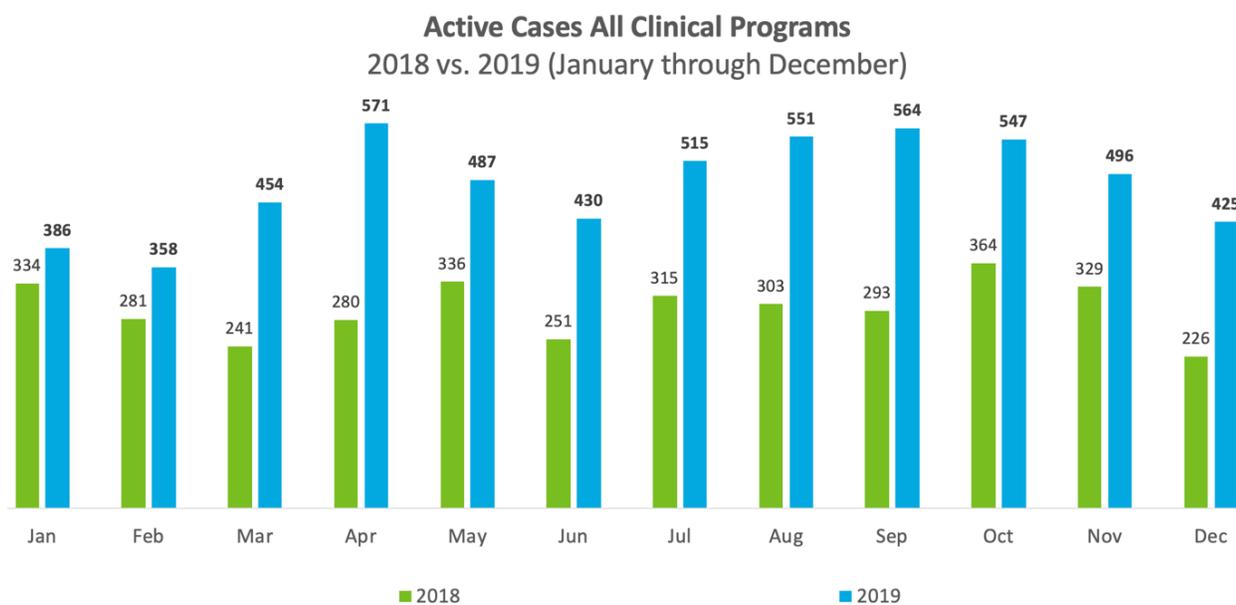
Population Health Management Evaluation

Similarly, Passport evaluates its PHM program, including our programs for Kentucky SKY members, in a monthly operations review (MOR) as well as annually through our clinical program evaluations. Passport understands that regular evaluation of its clinically validated programs is imperative to ensuring their ongoing impact and relevance to its members. We collect data on the care management processes we engage members in, including outreach and engagement, care plan development and care plan progress. We also collect data on outcome measures, measures of cost/utilization and member experience, and participation rates, as described further below. QI activities include measuring, trending, analyzing and interpreting results against performance goals and/or benchmarks for the program.

Monthly Operations Review

Its MOR is an important governance forum for Passport leadership to provide oversight for key initiatives. In the MOR, Passport clinical leadership reviews year-to-date (YTD) and year-over-year (YOY) metrics. Clinical program engagement is examined against established targets and delves into details related to the percentages of members rated engaged, graduated, unable to reach (UTR), and declined. Engagement is also examined on a YOY basis. These evaluations are used to identify engagement trends that need immediate correction. **Exhibit G.9-1** shows data from the Passport December 2019 MOR.

Exhibit G.9-1: Passport December 2019 Monthly Operations Review



Annual Program Evaluations

Passport understands that regular evaluation of our clinically validated programs is imperative to ensuring their ongoing impact and relevance to its members. On an annual basis, Passport evaluates the success of each of the clinical programs offered through the PHM program and will do so for the Kentucky SKY Care Management, Intensive Care Coordination and Complex Care Coordination programs. We collect data on the care management processes we engage members in, including outreach and engagement, care plan development and care plan progress. We also collect data on outcome measures, measures of cost/utilization and member experience, and participation rates. A summary of a recent evaluation of our Complex Care program can be found in **Attachment G.9-1_Evaluation Sample**.

QI activities include measuring, trending, analyzing and interpreting results against performance goals and/or benchmarks for the program.

For each program, the following metrics are tracked and reported:

- Participation rate (engaged vs identified members)—annual and monthly
- Member engagement year over year—annual and monthly
- Top ten comorbid diagnoses
- Referral sources
- Emergency department and inpatient utilization pre-/post-engagement
- Cost trends for emergency department (ED) and inpatient utilization and thirty (30)-day readmissions
- Total cost of care pre-/post-engagement
- Program discharge status
- Achievement of care plan goals
- Satisfaction results for services received
- Satisfaction results for improvement of health and quality of life

In addition, program-specific metrics are tracked and reported, including HEDIS and Healthy Kentuckian metrics relevant to specific conditions.

For each program, specific barriers are identified along with associated opportunities to correct or mitigate the barriers. A summary of key initiatives associated with each program is documented to ensure Passport achieves its overall goals for continuous QI and transformation. The data in the report informs planned activities for future years, which are also documented in the program evaluation.

At least annually, member experience with programs is also evaluated through member and family feedback obtained through a satisfaction survey and complaints data. This allows for identification of opportunities to improve satisfaction with the program.

Passport’s Quality Organization Structure for Kentucky SKY

The overall quality of the programs Passport provides are monitored by its Quality organization. Upon award of the Kentucky SKY managed care organization (MCO) contract, Passport will enhance the structure of its Quality organization to include a subcommittee to the QMMC (Passport’s QIC, chaired by Passport’s chief medical officer and responsible for ongoing oversight of quality program deliverables), the **Kentucky SKY Advisory Committee**, that is focused on the specific needs of the Kentucky SKY population.

The Kentucky SKY Advisory Committee will provide the QMMC with feedback and recommendations related to Kentucky SKY, including issues related to physical health, behavioral health care and pharmacy. This group will review utilization and performance metrics for Kentucky SKY. It will also provide recommendations regarding proposed policy and program changes that impact Kentucky SKY members to ensure Passport policies and programs continue to have a meaningful impact on Kentucky SKY members. Having the perspectives of youth currently in foster care, foster care parents, providers, advocates and caregivers involved in policy development and performance review will help to ensure quality of care and increased access to services for this sensitive population. Decisions and recommendations from the Kentucky SKY Advisory Committee will be submitted to QMMC for review and adoption.

This committee will address ongoing QI and clinical programs for Kentucky SKY specific to the foster care population. In support of the high-level of integration of services received by Kentucky SKY members, this committee will collaboratively engage to provide input on programmatic direction, policy discussion and implementation, and QI initiatives to continuously improve the health outcomes and quality of life of the Kentucky SKY population.

The committee will be co-chaired by the Kentucky SKY executive director and the Kentucky SKY medical director. **Exhibit G.9-2** shows the composition of the committee:

Exhibit G.9-2: Passport Kentucky SKY Advisory Committee Membership

Members	Support Staff
Members	Kentucky SKY executive director (co-chair)
Parents/guardians of members	Kentucky SKY medical director (co-chair)
Foster parents	Kentucky SKY quality improvement director
State agency staff	Kentucky SKY behavioral health (BH) director
Practitioner representatives:	Kentucky SKY UM manager
• Pediatrics	Pharmacy director
• Behavioral health	Provider Network director
• Clinical pharmacy	
• Psychiatric residential treatment facility (PRTF)	
Consumer advocates	

Passport Meets Kentucky SKY-Specific Draft Contract Requirements

Passport will comply with all requirements for Kentucky SKY members, as specified in Section 19, Quality Management and Health Outcomes, and Section 41, Kentucky SKY Program, of the Draft Contract. As specifically required in Section 41.9 of the Draft Contract, Passport will meet the following requirements:

We will submit written policies and procedures for tracking and reporting individual Kentucky SKY member health outcomes, including the mechanism for reporting whether member health outcomes improved as a result of Passport's Care Coordination activities.

Passport will collaborate with DMS, DCBS, and DJJ to develop and implement performance measures for the Kentucky SKY program, including the evaluation of the following, as determined by DMS, DCBS, and DJJ:

- Operational measures, such as timely completion of required assessments and submission of required reporting.
- Monitoring of decertification of services.
- Appropriate utilization of psychotropic medications including the evaluation of prescribing patterns related to diagnosis, member age, polypharmacy, dosage and psychosocial therapy and interventions.
- Deployment and utilization of evidence-based practices applicable to the Kentucky SKY populations.

Passport will collaborate with DMS, DCBS, and DJJ in the design and implementation of at least one (1) performance improvement program (PIP) for the Kentucky SKY populations. Our experience of working collaboratively with DMS, DCBS and other state agencies, especially in the design and implementation of the Intensive Case Management pilot, has provided a solid foundation for the ongoing development and implementation of PIPs for the Kentucky SKY and Medicaid populations. For collaborative PIPs, we will work with DMS, DCBS, DJJ and the EQRO to identify feasible and impactful PIPs for Kentucky SKY. In support of this, we will work to define the scope of the PIPs, identify target populations, set improvement goals and define comprehensive interventions. We will coordinate with existing state or MCO initiatives as applicable, and support the development of meeting-agenda topics, the writing of quarterly reports, and the identification of subject matter experts who should attend meetings based on the agenda items. We will develop the PIPs, provide adequate funding and staffing resources to execute the PIPs, and evaluate the successes and challenges of interventions on an ongoing basis, providing quarterly progress reports and an annual findings report to DMS, and other entities as needed. Lastly, we will look for opportunities to share findings through scholarly or professional organizations so that we can collaborate, gain feedback from others around the country to continually improve, and help to advance the knowledge of what works in foster care by sharing solid empirical evidence from our experiences. For example, we previously presented a workshop with the Department for Behavioral Health, Developmental and Intellectual Disabilities (DBHDID) and DCBS staff after the initiation of the Passport Foster Care Pilot about state government and MCO collaboration for the Annual Research and Policy Conference on Child, Adolescent and Young Adult Behavioral Health. We provided a poster summary of the pilot outcomes for the Centers for Medicare and

Medicaid Services (CMS) Quality Conference. We also presented the findings from the Passport Foster Care Pilot at the Annual Family Focused Treatment Conference.

Conclusion

Through more than two decades of serving individuals for coverage by the Kentucky SKY contract, Passport has learned that traditional HEDIS metrics do not adequately capture the health and well-being outcomes important for this population. While HEDIS is still relevant to these members, Passport has identified other relevant metrics, including Kentucky SKY-specific population health metrics, Healthy Kentuckians measures, and specialized metrics, including SDoH, specific to the Kentucky SKY population. Through measurement of these specific metrics, we can ensure that our policies and programs continue to have a meaningful impact on the health outcomes of Kentucky SKY members. We also recognize the importance of sharing the outcomes with other professional groups to hold ourselves to high standards, receive feedback, and help to advance the field of what works in treatment with populations like that of Kentucky SKY.

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.