

## G.1. Executive Summary

- a. Provide an Executive Summary that summarizes the Contractor’s proposed technical approach, staffing and organizational structure, and implementation plan for the Kentucky SKY program. The Executive Summary must include a statement of understanding and fully document the Contractor’s ability, understanding and capability to provide the full scope of work.
- b. The Contractor’s statement of understanding of the unique needs of Medicaid Enrollees in the Commonwealth enrolled in the Kentucky SKY program;
- c. An overview of the Contractor’s proposed organization to provide coordinated services for the Kentucky SKY program;
- d. A summary of the Contractor’s strategy and approach for administering services for Kentucky SKY Enrollees;
- e. A summary of the Contractor’s strategy and approach for establishing a comprehensive Provider network able to meet the unique physical and Behavioral Health needs of Kentucky SKY Enrollees; and
- f. A summary of innovations and Trauma-informed initiatives the Contractor proposes to implement to achieve improved health outcomes for Kentucky SKY Enrollees in a cost effective manner. Include a discussion of challenges the Contractor anticipates, how the Contractor will address such challenges, and a description of the Contractor’s experience with addressing these challenges for similar contracts and populations.

## Passport Highlights: Executive Summary

How We're Different	Why It Matters	Proof
Passport is the only managed care organization (MCO) with <b>22 years</b> of experience serving foster youth in Kentucky	<ul style="list-style-type: none"> <li>The Kentucky SKY population has complex care needs, often coupled with care coordination challenges</li> </ul>	<ul style="list-style-type: none"> <li>Deep knowledge of the evolving challenges faced by this population across the Commonwealth since 1997</li> <li>For more than two decades, the local Passport staff has aligned members with Kentucky-based resources</li> <li>Established, tailored and flexible services for youth in foster care</li> </ul>
Passport is establishing a distinct, state-wide organizational unit comprised of dedicated Kentucky SKY staff	<ul style="list-style-type: none"> <li>Kentucky SKY members will receive services focused solely on their unique needs</li> </ul>	<ul style="list-style-type: none"> <li>Dedicated organizational unit, including a foster care coordination team of nurses and behavioral health professionals accountable to a Kentucky SKY management structure</li> </ul>
Passport requires providers and staff serving Kentucky SKY members to complete an exclusive, comprehensive training and education program	<ul style="list-style-type: none"> <li>Those serving the Kentucky SKY population must understand the unique needs of this very vulnerable population, the role of the guardian and the requirements of the Kentucky SKY program</li> </ul>	<ul style="list-style-type: none"> <li>Passport partners with local experts, such as University of Kentucky College of Social Work's Training Resource Center and Pastor Edward Palmer to deliver relevant, Kentucky SKY curriculum</li> </ul>
Passport ensures provider readiness for employing trauma-informed care (TIC) throughout all regions of Kentucky	<ul style="list-style-type: none"> <li>Providers are at different levels in their understanding and ability to implement TIC</li> </ul>	<ul style="list-style-type: none"> <li>Passport assesses a provider and tailors education and training to ensure a provider's TIC readiness</li> <li>Passport requires all staff interfacing with Kentucky SKY members to complete TIC</li> </ul>
Passport integrates the High Fidelity Wraparound Model of care into Kentucky SKY member care plans, whether they have complex care needs or not	<ul style="list-style-type: none"> <li>The MCO, the youth, family and agency staff, and all providers are active and aligned in coordinating care for Kentucky SKY members.</li> <li>High Fidelity Wraparound certification of Passport Care Coordinators ensures that all care coordination is conducted with an evidence-based approach</li> </ul>	<ul style="list-style-type: none"> <li>Passport's High Fidelity Wraparound pilot has proven, positive results, including: <ul style="list-style-type: none"> <li>150% increase in children reconnected with their family</li> <li>13% reduction in total cost of care</li> <li>38% reduction in non-behavioral health expenses</li> <li>6% reduction in pharmacy costs</li> </ul> </li> </ul>

## Introduction

Passport is honored to have the opportunity to respond to the Department of Medicaid Services' (DMS') Kentucky Supporting Kentucky Youth (Kentucky SKY) Request for Proposal. For more than two decades, we have been the only local Kentucky-based health plan that is solely dedicated to government-sponsored programs. This unique position allows us to be intimately familiar with and focused on our vulnerable Kentucky SKY members and improve their health outcomes. It also enables us to have a deep understanding of the different communities that our members reside in, from the urban areas of Jefferson County to the rural areas of Letcher County. Regardless of where our members reside, we connect with community agencies to offer accessible resources to remove our members' barriers to effective health care.

Since our founding as the Commonwealth's first partner in Medicaid managed care and foster care, we have been a steadfast partner working along our agency partners and Kentucky health care stakeholders. We serve as a consistent, transparent and energetic voice for Kentucky SKY members and their providers. The Passport team has been committed to meeting the DMS mission to improve the health of all Medicaid members in a cost-effective manner. We remain highly devoted to the mission and look forward to continuing our long-standing partnership with the Commonwealth in order to foster good health for Kentuckians.

- G.1.a. Provide an Executive Summary that summarizes the Contractor's proposed technical approach, staffing and organizational structure, and implementation plan for the Kentucky SKY program. The Executive Summary must include a statement of understanding and fully document the Contractor's ability, understanding and capability to provide the full scope of work.

## Passport's Technical Approach to Meeting Our Kentucky SKY Member's Needs

Passport has been serving Kentucky SKY members since 1997. We have grown to be the second largest Medicaid MCO in the Commonwealth, with more than 300,000 total Medicaid members, including over 5,000 members, comprised of adoption, foster care, former foster care, Juvenile Justice and disability-related youth. Currently, Passports serves approximately 3,200 foster care members who are actively receiving care management and/or related services.

Over the years, we have developed and enhanced our programs and services to meet the growing and complex needs of this special population. We employ a Population Health Management (PHM) model that uses a holistic High Fidelity Wraparound model based on the latest evidence-based medicine for improved health outcomes. Passport firmly believes in the Department's definition that a High Fidelity Wraparound Approach "aims to achieve positive outcomes for children and youth who are experiencing behavioral health concerns by providing a structured, creative, and individualized team planning process that, compared to traditional treatment planning, results in plans that are more effective and more relevant to the child/youth and family." And, we have evidence that the approach is highly effective.

We are one of the first health plans in Kentucky to pilot the High Fidelity Wraparound approach as part of a care management program. The High Fidelity Wraparound 10 principles enable our staff members to draw upon the perspectives of all the people involved in a young person's life, giving priority to the voice of our members and their guardians. Our adaptable model of care is flexible to meet the changing needs of our young members. It is embedded with evidence-based guidelines for our members to receive high quality care management services in a timely manner.

In 2015, Passport recognized the complex needs of foster children to provide intensive care management services using a High Fidelity Wraparound approach. We understand that foster children who experience multiple placements are at risk for serious behavioral health (BH) issues, which can lead to entering a group home, psychiatric hospital or 24-hour BH treatment facility. Therefore, we decided to conduct a pilot program providing intensive care management for children and youth in foster care. For the initiative, we sought partnership with two local provider organizations, Centerstone Kentucky (formerly Seven Counties) and ResCare. We focused on 60 high-risk foster care children between the ages of four and 17.5 years old who had experienced three or more placements due to their BH needs within 24 months. Our goals were to increase the foster child's health and well-being, provide permanency in the family home, engage in community placement and provide needed support to the guardian. The pilot program period was 24 months with a six-month follow-up period.

This pilot resulted in a reduction in the total cost of care, increased BH visits, reduction in non-BH expenses and pharmacy costs and significantly decreased Child and Adolescent Function Assessment Scale scores (lower scores indicate improved functioning). Most importantly, the pilot resulted in increased family placements. Through this intensive effort, our dedicated team learned a great deal from the successes and challenges that together informed our proposed programs specifically designed to accelerate successful implementation and to further improve outcomes for Kentucky's SKY members. Our experience with this pilot program makes Passport uniquely qualified to provide ongoing and expanded support for foster care children under the Kentucky SKY program.

Passport employs an integrated technology platform with sophisticated algorithms and data to identify, engage, manage and measure our members' care management and care coordination services. Through technology, team and processes, we are able to meet members' medical and BH needs. We collaborate with various community agencies and use data-driven tools to locate resources to address our Kentucky SKY members' social determinants of health (SDoH) needs. By taking a holistic approach, Passport is able to foster better health for Kentuckians. Our ambition is for them to thrive and grow into adulthood. Passport's management information system (MIS) and its subsystems are fully operational and already configured to meet the needs of DMS; they are currently functioning within the guidelines and specifications of the Commonwealth, including required interfaces. Our MIS meets or exceeds all Kentucky Medicaid Managed Care program subsystem requirements, including member/member, third-party liability, provider, reference, claims/encounter processing, financial, utilization data/quality improvement, surveillance utilization review, reporting and testing. The company's existing integration with DMS, providers and vendors provides continuity and reduces risk for all stakeholders since a new implementation is not required with Passport.

Our technical approach also includes a provider-driven model, where local physicians are deeply involved in our organizational structure and decision-making. Our provider-owners are members of our Board of Directors, and providers are key members of our Quality committees. With their insights and experience, we can leverage their expertise in making Passport a better health plan for our members.

The final component of our technical approach is an end-to-end member experience. It comprises seven elements: enrollment, member services, provider network, reimbursement, PHM, quality management and information technology. These elements work together to form a seamless member experience for our Kentucky SKY members.

### **Local and Dedicated Team Provides Holistic Services to Our Kentucky SKY Members**

With our extensive history and experience with DMS and serving Kentucky youth, Passport is a unique and differentiated health plan. One of our competitive advantages is that we possess a deep knowledge of Kentucky SKY members. We understand that many of them have Adverse Childhood Experiences (ACEs), which can cause severe trauma that significantly impacts members' quality of life. Furthermore, if the member's trauma is left untreated, it can result in serious health care issues over time. We also acknowledge that numerous Kentucky SKY members have fragmented health care that often stems from ineffective health care, poor clinical outcomes, overutilization of services and consequently high health care cost. The Passport team is designed and organized to meet the needs (including the Medically Complex) of Kentucky SKY members, their families and guardians.

More than 600 highly dedicated and skilled staff support Passport for the entire Medicaid membership, including Kentucky SKY members. As a local plan, we have 89 percent of these staff members residing in Kentucky and Southern Indiana. Our team spans from many functional areas across the organization, with staff members highly trained and skilled at providing holistic member-centric care to our young Kentucky SKY members. Our primary clinical leaders, Dr. Stephen Houghland (Chief Medical Officer), Dr. Elizabeth McKune (Vice President of Health Integration) and Dr. David Hanna (Executive Director of Kentucky SKY) received medical or doctoral degrees from Kentucky's major universities. Together, they have over 75 years of professional working experience. With their advanced clinical education and vast work experience in the Commonwealth, our primary clinical leaders have a deep understanding of our provider community and the unique needs of our Kentucky SKY members.

Another one of our distinctions is the local and long-tenured Passport team members who interact with our members and providers on a daily basis. Our call center representatives, based in Louisville, offer a local, high-touch experience to the members and providers they serve. The team frequently receives accolades from our members, praising the excellence performance of our member call center representatives.

Passport’s Provider Relations Representatives are geographically assigned to work in their local communities. With their deep knowledge of the area, they are able to develop collaborative relationships with local providers by frequently meeting with them and offering education and training, ongoing support in answering their questions and resolving issues in a timely manner. The Provider Relations team also works directly with the Department for Community Based Services (DCBS) and Social Service Workers (SSWs) to help find providers, facilities and services that can be engaged quickly to assess and begin primary care, specialty medical and the behavioral and physical therapy/occupational therapy/speech therapy that is required to get the care our members need when they need it. Our team has a deep understanding of the needs of this special population that only comes with extensive training and vast work experience.

**Through its Community Health Workers, Passport increased member engagement levels by 41% and program graduation rates by 110%.**

Our Community Health Workers (CHW) and Care Navigators provide extensive training and ongoing education for clinical best practices and approaches for engaging with members and coordinating their care programs for optimal clinical outcomes. CHWs conduct face-to-face visits with our members – whether it is in their homes, provider offices, community organizations or another convenient location for them. Serving as member advocates, CHWs help members with scheduling doctor appointments, providing health education and instruction, obtaining necessary resources for their SDoH needs and assisting with language and literacy issues. In a pilot study, we found that when our CHWs have face-to-face connections with our members, the member engagement levels increased by 41 percent, and their clinical and support program graduations rates improved by 110 percent compared to other members in care management.

***Passport’s community outreach is a key part of its member engagement and activation strategy.*** All across the Commonwealth, we meet members where they are – at play, church, the local meeting places they value. Our Community Engagement and Health Equity programs are unparalleled in their scope, touching the lives of thousands of members each year. For example, in 2019, Passport’s Community Engagement team collaborated with 649 community agencies and connected with 249,263 individuals through more than 5,000 outreach events. The team works diligently to uphold strong, collaborative relationships with our community partners and local advocates by conducting in-person meetings, presentations and staff trainings. Through each interaction, we build trust with our members that leads to higher member engagement rates. This empowers our members to engage in their health care decisions and eventually learn to self-manage their condition.

Furthermore, we know how to support Kentucky SKY members through our community connections. For example, our Equity, Diversity and Inclusion team consults on how to accommodate members in a culturally competent way, which is imperative when a child is placed with a multicultural foster family. The Community Engagement team works to find community and social needs resources that are willing to partner with us for respite, parenting and peer support, housing accommodation, nutrition and other resources. These resources are invaluable to our members, especially when they are acutely placed in a

different living environment, and the member and/or family members needs immediate social and community support and services.



To serve the needs of the Kentucky SKY population, Passport is establishing a separate unit within its larger organizational structure specifically dedicated to Kentucky SKY. This unit will be under the direction of an Executive Director who reports to the Passport Chief Medical officer (CMO), both of whom serve on the Executive Leadership Team (ELT) for Passport. A full description of the organizational structure is below. In addition to Kentucky SKY-specific staff and roles, all staff who might touch Kentucky SKY-related

functions (e.g., all provider network representatives, all customer service line staff), will be fully trained in the unique needs of our Kentucky SKY members and Passport’s approach to serving them.

The Passport team is unique and distinctive in many ways. Many of our staff members have more than 15 years of experience and are long-tenured employees. During this time, they have adopted Passport’s long-standing company culture of being dedicated to our mission and treating our members with compassion and respect. By putting the member first in everything we do, we have developed trust and confidence with our members. Passport is truly a differentiated health plan made up of “Kentuckians serving Kentuckians.”

***Please refer to Section G.1.c for Passport’s company organizational charts.***

## **Implementing the New Kentucky SKY Program for a Seamless Member Experience**

Passport has partnered and collaborated with DMS with the shared common goal of operating an excellent program for Kentucky foster care members, providers and DMS. We have developed a Kentucky SKY program implementation plan at the milestone level that is based on a thorough review of the Request for Proposal (RFP) deliverables as well as the draft MCO contract to ensure that all services and systems will be fully operational by readiness review and ultimately go-live.

Passport has been honored to service the Kentucky foster care population and will continue to comply with all provisions of the MCO contract as it continues to service them in the future. The plan will act as our primary framework for outlining the strategy and tasks involved in implementing new RFP and MCO contract deliverables. The program implementation plan includes all elements set forth in the contract and enables Passport to quickly bring its current operations up to revised 2020 compliance, given its current footprint. We believe we are well positioned to leverage our operating experience within the Commonwealth to enable a seamless implementation mitigating disruption to members and providers.

- Establishing an office location and call centers:
  - Passport has been established in Kentucky since 1997, with its main office and call center located in Louisville.



- Provider recruitment activities:
  - Passport has a complete provider network that meets existing network adequacy requirements, including pediatricians, family practitioners, BH providers and providers with expertise in TIC. Private childcare providers with licenses to provide Medicaid services are also in network. The network will be updated accordingly based on new RFP and/or MCO contractual requirements.
- Staff hiring and a training plan:
  - Passport has demonstrated success in hiring and retaining qualified and experienced staff and will meet all requirements for sufficient staffing of the contract. All staff involved in the Kentucky SKY contract will receive training in the unique needs of Kentucky SKY members and other required content areas in keeping with the RFP and/or MCO contract requirements.
- Developing all required materials:
  - Passport has an existing library of approved required materials that will be updated accordingly based on new RFP and/or MCO contractual requirements. Specifically, in collaboration with the Department, Passport will develop materials for training of the Department and sister agencies, law enforcement officials, judges and providers per requirements of the RFP and/or MCO contractual requirements.
- Establishing interfaces to other information systems operated by subcontractors, the Department or others as required:
  - Passport has established interfaces with existing subcontractors and other relevant systems and will further design and implement an information management system for integrating all components of the delivery of care to Kentucky SKY members, including the DCBS TWIST system (The Workers Information System) based on new RFP and/or MCO contractual requirements.

Passport's team of dedicated implementation professionals have many years of experience with implementing Medicaid programs. Our ELT and program manager will leverage our seasoned Medicaid experts and do whatever is necessary to ensure the readiness review and go-live stages are on time and of high quality.

Passport's program implementation approach is grounded in project management industries' recognized methodology. The overall program implementation will be led by a program manager and broken into key operational component projects called workstreams with workstream leads. The overall program will be holistically overseen by an Executive Steering Committee charged with ensuring the successful implementation.

Our implementation plan includes a multipronged project approach that includes:

- **Initiating** – forming the project team, developing a project charter and initiating the project kick-off phase
- **Planning** – finalizing the project scope, defining the detailed work requirements, assessing any risks, identifying the resource requirements, finalizing the project schedule and preparing for the implementation
- **Executing** – performing the actual work required by the project definition and scope
- **Monitoring, control and project close** – delivering the project, performing project assessment and lessons learned, transitioning to ongoing Passport operations



Our program manager uses the program implementation plan as the primary planning and control framework by which to assess whether the project remains on time and meeting specifications. We create project work streams with highly talented professionals to accomplish the implementation plan goals. The Program Manager holds each work stream accountable to the implementation plan deliverables and ensures that team members are utilizing standardized measurement values, reporting methodologies, and templates to facilitate communication, analysis, and accountability.

The implementation team uses a color-coded system to clearly communicate whether each work stream is successfully on track. Additionally, the implementation team uses executive dashboards indicating the project's status to provide clear transparency to Passport's Executive Leadership team. Passport's ELT is ultimately accountable to our governing committees, Partnership Council and Board of Directors for ensuring that we execute a cost-effective and on-time implementation that is seamless to members and providers.

A project tollgate approach will be used to move the project from each phase at the workstream level. Key implementation and operational leaders will be required to sign-off to move the project to the next phase. This will include an in-depth review of documentation (i.e., project scope, resources, risks, issues, decisions, quality, communication and budget documents).

Passport aims to collaborate and partner with DMS with the goal of continuing to operate an excellent program for Kentucky SKY members, providers and DMS. As an operating plan, Passport understands the Commonwealth, members and providers, and it brings that knowledge and infrastructure in a way that should benefit a seamless implementation. Our dedicated implementation team ensures that all services and systems will be fully operational by readiness review and the new contract start date of January 1, 2021. The implementation plan will act as our primary framework for outlining the strategy for implementing the RFP and contractual deliverables.

***Passport understands the full scope of work for Medicaid services as outlined in the Request for Proposal and Draft Medicaid Managed Care Contract. We have documented our abilities and capabilities in our proposal response to effectively meet the health care needs of Kentucky SKY members.***

G.1.b. The Contractor's statement of understanding of the unique needs of Medicaid Enrollees in the Commonwealth enrolled in the Kentucky SKY program;

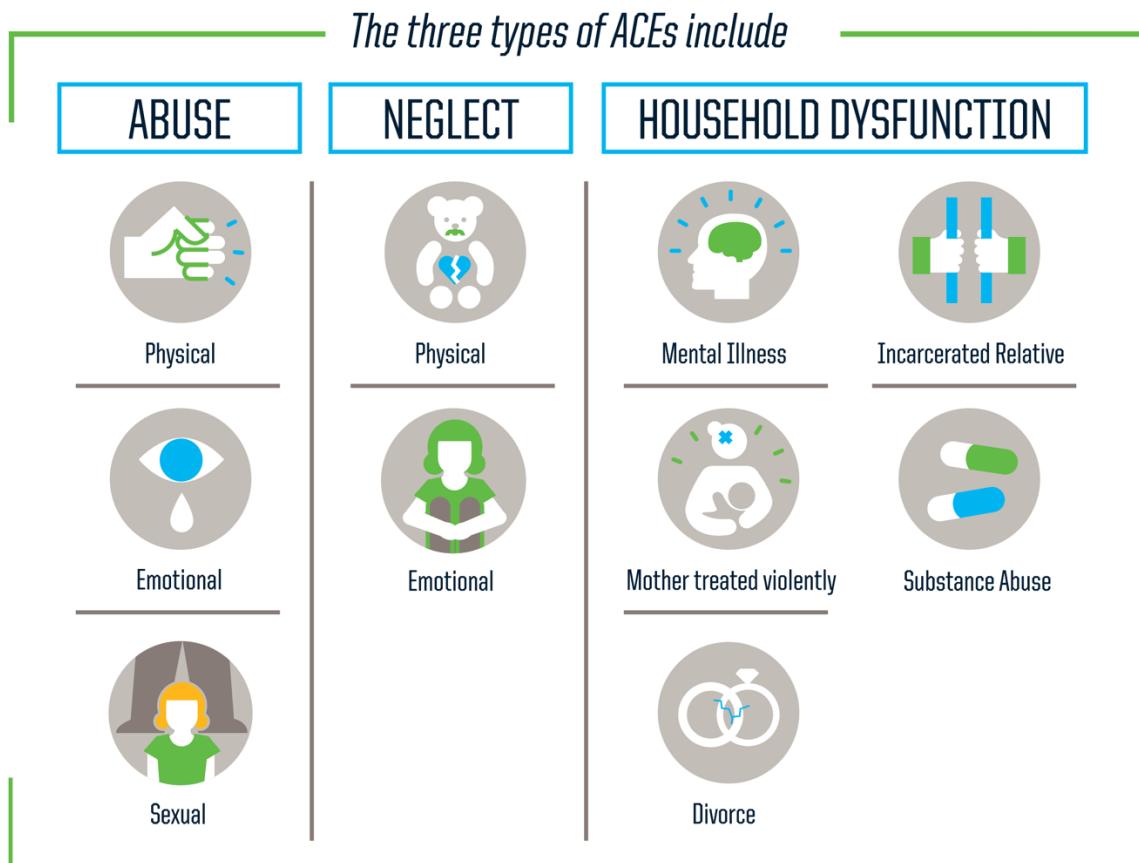
## **Understanding and Addressing the Unique Needs of Kentucky SKY Members**

Passport understands that Kentucky faces challenges with the current foster care situation in the Commonwealth. We recognize that the number of foster children is currently hovering above 9,500, and an additional 14,000 are included in the Kentucky SKY program through adoption assistance, former foster youth and Department of Juvenile Justice (DJJ) dually committed. Many Kentucky SKY children and youth

come from environments where poverty and other barriers related to critical SDoH create barriers to them achieving a quality life.

As a result, these children often experience ACEs such as abuse, neglect and household dysfunction, as illustrated in **Exhibit G.1-1**. These ACEs cause significant and long-term health issues that can sadly continue throughout their lifetime. Furthermore, children with ACEs tend to not be able to regulate their emotions and behavior, and without proper treatment, they may resort to criminal activity, drop out of high school and suffer long-term health conditions when they become older.

**Exhibit G.1-1: Foster Children and Adverse Childhood Experiences**

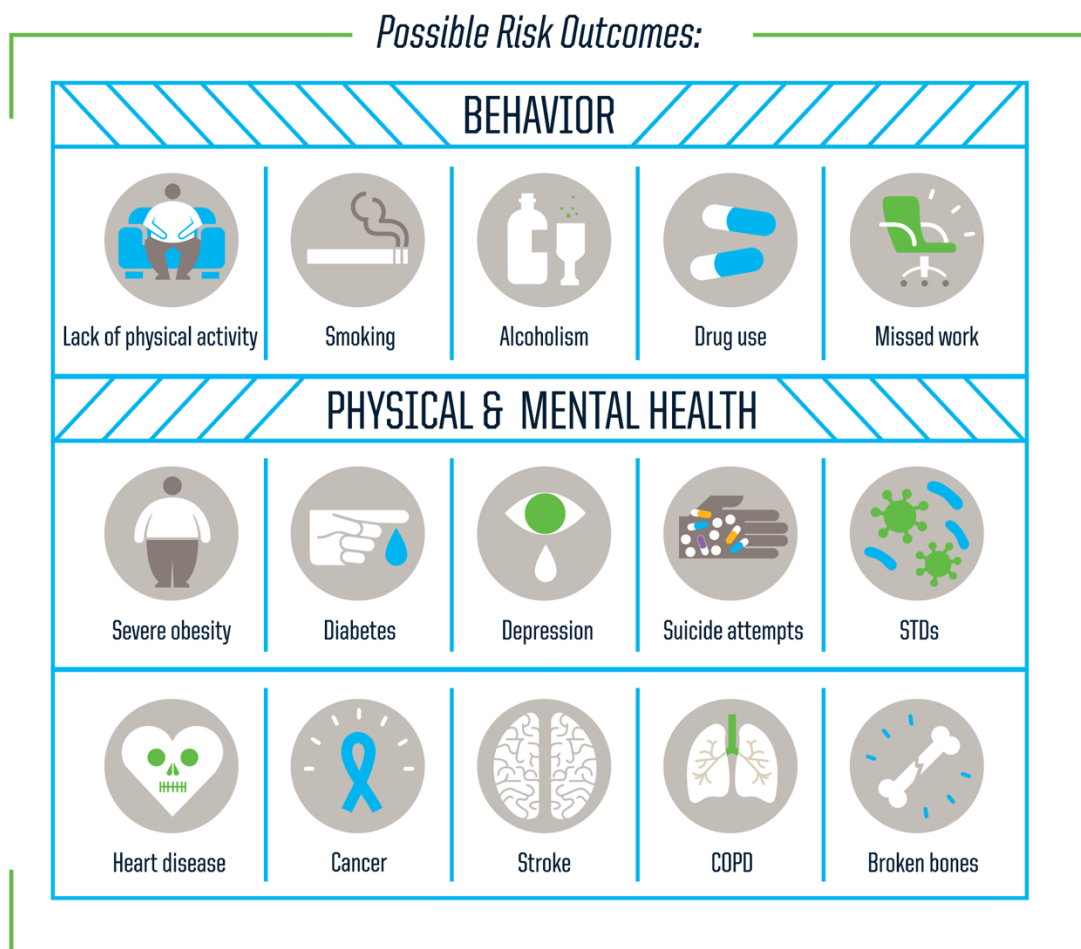


Passport understands that ACEs are the major contributing factors to children being placed in foster care. When parents are struggling with medical, BH or personal issues, it limits their ability to care for their children. Many times, the household situation becomes dysfunctional and becomes detrimental to the child’s safety, especially for infants and toddlers. Unfortunately, when this occurs, the child or youth must be removed from the home, and the children no longer have a place to call “home.” This is a traumatic and life-altering situation for them. They often become frightened, scared, worried and/or anxious without knowing where or when they will be placed. Some youth are fortunate to have their grandparents or other relatives to assume responsibility and take care of them. For others, this opportunity is not available for them, and they are placed in foster care.

As a result of their abusive or neglectful home environment, many children enter foster care with complex health needs. This includes higher levels of physical, oral and BH problems than the general pediatric population. The 2018 Kentucky SKY Advocate Report indicates that youth who have been abused or neglected are more likely to be diagnosed with a mental illness, such as oppositional defiant disorder, conduct disorder, depression, post-traumatic stress disorder and anxiety.

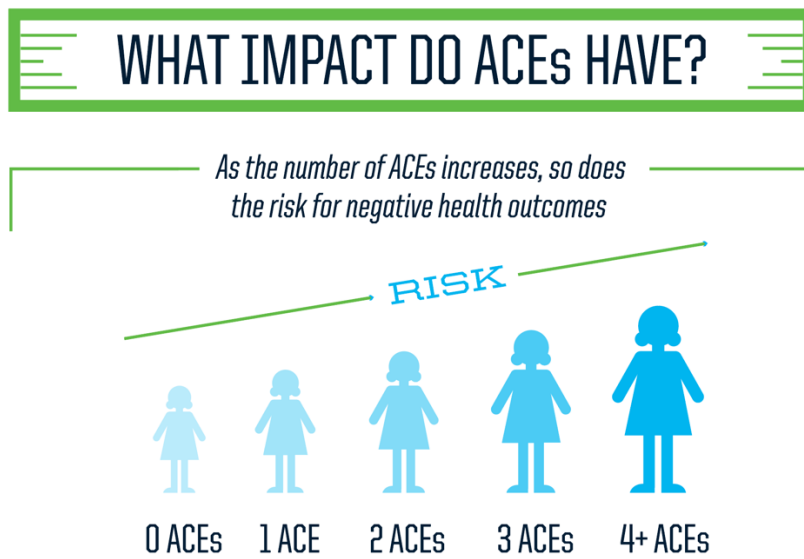
Unfortunately, many foster children are not able to be reunited with their biological families. Some are adopted into a new family, while many Kentucky youth experience frequent moves that can affect their overall health. Over the years, we know their drivers of poor health are often caused by combinations of malnourishment and developmental challenges, chronic illnesses and psychiatric struggles, as well as histories of disjointed and duplicative care resulting in unnecessary (and sometimes harmful) medications and procedures. If left untreated, these youth can develop possible long-term health problems, such as heart disease, cancer and stroke. To compound the situation, they can also have a high risk of developing risky lifestyle behaviors, such as smoking, drug use, alcoholism, etc., as illustrated in **Exhibit G.1-2**.

**Exhibit G.1-2:** Foster Children Are More Likely to Develop High-Risk Health Conditions Later in Life



It is also widely known that as a child or youth experiences more ACEs, the higher the risk for health issues increase as he/she ages, as illustrated in **Exhibit G.1-3**. Passports understands the negative impact that ACEs have on Kentucky SKY members. We believe that it is essential to obtain members’ health information as quickly as possible. Then, using our advanced technology and analytics, we can **identify** their medical, BH and SDoH risk factors. With the member and his/her care team working together, we can develop a tailored care plan, **engage** in the care planning process, properly **manage** the member’s care and **measure** the clinical results and outcomes.

**Exhibit G.1-3: The Effects of ACEs Increase as Children and Youth Grow Older**



There are other factors that contribute to the complexity of health care in this special population. Foster children many times do not have a stable home environment. They tend to move frequently in the foster care system to new environments and communities. These frequent transitions make it difficult for foster children to establish a stable medical home base, receive appropriate health care and have proper continuity of care.

Likewise, the individuals caring for foster children also face difficulties. Guardians and providers often do not know the child’s full medical and developmental history. It is challenging for guardians, without a medical history, to ensure that the foster child’s health care needs are met. As a result, foster children often do not receive the proper required care, go untreated or experience overutilization of health care services.

Research has shown that children in the foster care system have a higher rate of utilization of services than children in the general population, including a higher rate of utilization of the most expensive and most restrictive services available in the continuum of care. A 2005 study by the Center for Health Care Strategies, Inc., found that children in foster care were more likely than other high service utilizers (such as children on Temporary Assistance for Needy Families [TANF] or Supplemental Security Income) to use more

restrictive/expensive service types, including residential treatment/group care, inpatient psychiatric treatment, emergency department (ED) services and therapeutic foster care, as listed in **Exhibit G.1-4**.

**Exhibit G.1-4: The Mean Health Expenditures Nationally for Children in Medicaid Using BH Services**

	All Children Using BH Services	Temporary Assistance for Needy Families	Foster Care	Supplemental Security Income/Disabled
BH Services	\$4,868	\$3,029	\$8,094	\$7,264
Physical Health Services	\$3,652	\$2,053	\$4,036	\$7,895
<b>Total Health Services</b>	<b>\$8,520</b>	<b>\$5,082</b>	<b>\$12,130</b>	<b>\$15,159</b>

The CHCS also found children in foster care represented only 3.2 percent of children in Medicaid, but they represented 15 percent of children in Medicaid using BH services. They also represented almost 13 percent of Medicaid children using psychotropic medication and 42 percent of foster children using psychotropic medications who were prescribed antipsychotics.<sup>1</sup>

For over two decades, we have supported and placed many foster youth across the Commonwealth. During this time, our team has interacted and provided services to thousands of youth members. Cases such as Kimberly, Shakira, Kirk, Enrico, Mary, Julie and Amanda (described in Section G.13) are unfortunately very familiar to us. Each one of them remind us of many actual Passport members in foster care and the juvenile justice system. With our vast experience, our team has the expertise to directly touch the lives of these vulnerable children and address the difficulties they face. Our Clinical Care Management team uses a holistic, member-centric approach, while providing unwavering compassion and support to our adoption, foster care, former foster care, juvenile justice, disability-related youth and Medically Complex members, their families and guardians.

<sup>1</sup> The Center for Health Care Strategies, Inc. (CHCS), is a nonprofit health policy resource center dedicated to advancing access, quality, and cost effectiveness in publicly financed health care. The 2013 CHCS Study, (Dec. 2013), “The Faces of Medicaid, Examining Children’s Behavioral Health Service Utilization and Expenditures”, can be accessed at <http://www.chcs.org/media/Faces-of-Medicaid-Examining-Childrens-Behavioral-Health-Service-Utilization-and-Expenditures1.pdf>

## Supporting the Unique Needs of Kentucky SKY Members

A Passport Community Health Worker (CHW) received a referral from one of her embedded offices to help coordinate care for Isaiah\*, an 8-month-old male with hemiplegia, who was violently abused as a newborn. His treatment plan was complex, and his mother was having difficulty caring for his needs, causing Isaiah to miss several appointments in a row. Our CHW was able to meet with Isaiah's mother in person and create a relationship with her. The CHW, along with a Care Advisor, were able to accompany them to primary care provider appointments and also to specialist appointments to ensure that Isaiah's mother understood what providers were telling her and to confirm that she was able to care for her child. The CHW made easy-to-understand medication lists for Isaiah's mother to keep with her, with instructions on how to administer each medication. After a swallow study, the CHW also helped Isaiah's mother become comfortable with his newly prescribed feeding techniques. Child Protective Services (CPS) was involved with the family, and the CHW made sure to coordinate with the CPS worker and helped Isaiah's mother to relay medical information to the worker as well.

Along with the medical complexity of the situation, SDoH issues were causing barriers in care. Passport's CHW worked with the member's mother on a weekly basis to coordinate therapy appointments for the member and his siblings and transportation to these and other appointments, as well as helping to ensure that she had food, clothing and household items. Isaiah is now being evaluated for a higher level of daycare or respite care to help his mother. Due to Passport's holistic approach, Isaiah was able to stay in his mother's care and is improving, and his mother feels more confident in caring for Isaiah's needs. \*Member name changed due to privacy

### G.1.c. An overview of the Contractor's proposed organization to provide coordinated services for the Kentucky SKY program;

As a provider-driven health plan, Passport's organizational structure is unique from other national health plans. We highly engage our provider partners at every level of the organization, from our Board of Directors to our ELT to our overarching provider governance body the Partnership Council and its Quality subcommittees. We understand that providers are the cornerstone and central touch point between our members and the health care system, and each provider is critical to Passport's ability to provide coordinated services to members. Passport believes that sharing ownership with providers and having their direct participation in governance and clinical policy setting is the most advanced form of provider engagement.

Passport's organizational structure has changed to meet the demanding needs of the health care system and its members' growing and complex needs. We recognized that it was imperative to improve outcomes and manage costs more effectively by adopting new methods and technologies to better manage our members' care. Our Board of Directors and ELT concluded that to better serve Kentuckians and providers, we needed an alliance with a strong, clinically-oriented company that had an extensive clinical knowledge base, technology platform and focus on PHM.

In 2019, Passport commenced a competitive process to select a partner to provide expanded management and operational support, as well as capital through joint ownership of the health plan. Due to Evolent's experience serving Kentuckians, clinical and administrative capabilities, as well as its aligned, provider-oriented mission, Passport chose Evolent from among several bidders to be a partner to help carry its provider-led legacy into the future. On December 30th, 2019, having procured all required state and federal regulatory approvals, the parties officially completed Evolent's acquisition of a 70% ownership in Passport. The remaining 30% continues to be owned by Passport's five provider owners, thus keeping Passport closely tied to its provider-owned, Kentucky roots.

The transaction described above was an asset acquisition transaction that resulted in all of the assets of University Health Care, Inc. ("UHC") (which conducted business under the name of Passport Health Plan) being transferred into the "new" Passport Health Plan, Inc. which is the bidder under this RFP. The transaction was structured as an asset sale because UHC is a Kentucky nonprofit corporation, and the Kentucky nonprofit corporation statutes do not permit other forms of acquisitions between for-profit and nonprofit companies. So, while the corporate entities are technically different, all the Medicaid assets, employees, executive leaders, provider agreements, vendors, policies and procedures, clinical and community outreach programs, and innovations of UHC now reside in Passport. In short, all twenty-two (22) years of Kentucky Medicaid experience remain engrained in Passport's operational fabric.

As outlined above, Passport is the successor to UHC. **It is important to note that the Kentucky Finance and Administration Cabinet approved the transfer of the current Medicaid contract from UHC to Passport** (that approval coming only after the Kentucky Department of Insurance and the Kentucky Cabinet for Health and Family Services stated that they had no objection to such assignment) and after approval of the transaction by the Kentucky Attorney General's Office. To that end, in certain sections of the RFP where financial information, historical reports, and experience are requested, Passport provides the historical financials, reports and the experience of UHC as that is Passport's predecessor.

The new Passport entity continues to operate as its own independent and legal organization, headquartered in Louisville, Kentucky, with an Executive Leadership Team that is focused on Kentucky Medicaid. The Executive Leadership Team provides oversight of all partners and subcontractors, including Evolent. Evolent's increased stake in Passport has enhanced Passport's capabilities with leading-edge analytics and technology that uses machine learning and artificial intelligence to assess risk-levels across the member population and execute on early interventions to prevent adverse events. Evolent's focus on population health, specialty care management, and supporting infrastructure that simplifies administration throughout the health care system lends itself to be a natural partner for a provider-oriented health plan such as Passport. This partnership helps patients to engage in their health and receive high-quality care that is cost-effective, evidence-based, and highly integrated.



The University of Louisville is the largest percentage provider-owner, and along with the other provider-owner Board members, has an equal say in key issues related to health plan strategy, operations and financial management.

### UofL President Praises Passport’s History and Future Vision

“The University of Louisville helped create Passport Health Plan in 1997, paving the way for what has become a national model for managed care. Now, we are proud to partner with Evolent Health to begin a new chapter that will continue to spark innovation in the delivery of care,” said University of Louisville President, Dr. Neeli Bendapudi.

### Passport’s Board of Directors and Governance

To succeed in the current health care environment and meet the needs of members, Passport believed it needed a governance structure that combined local providers and the support and resources of a national organization, so we intentionally created a structure that is reflective of these elements. To ensure that Passport’s legacy of local commitment to members and providers is sustained and nourished under the new Board, we have agreed upon a unique governance principle: all key strategic and operational governance issues, such as the hiring and firing of the health plan CEO, budgeting, and approval of significant innovations or resource extensions, must be approved jointly by the provider-owner Board members and the Evolent Board members. This voting structure is designed to ensure collaboration and critical decision-making remains local, Kentucky-focused, and member-centric.

As the governing body of the company, Passport’s Board is responsible for providing governance and strategic oversight of the company, including fiscal policy reviews, budgetary reviews, legal compliance reviews, and advising our executive officers on how to better serve our members. The Board is also accountable to all Commonwealth regulatory agencies who provide oversight of the company. At the highest level, the Passport Board of Directors provides close oversight of the operations of the health plan.

The current members of Passport’s Board of Directors are:

- **Kimberly A. Boland, MD, FAAP** – Professor of Pediatrics, Chair for the Department of Pediatrics at the University of Louisville, Chief of Staff of Norton Children’s Hospitals
- **Jennifer “Jenni” Davis, JD** – Associate Vice President for Strategy and General Counsel, University of Louisville
- **Kenneth P. Marshall, MBA** – Chief Operating Officer of University of Louisville Health
- **Seth Blackley** – President and Co-Founder of Evolent Health
- **Tom Peterson** – Chief Operating Officer and Co-Founder of Evolent Health
- **Jonathan Weinberg** – Evolent Health’s General Counsel
- **Frank Williams** – Chairman, CEO and Co-Founder of Evolent Health

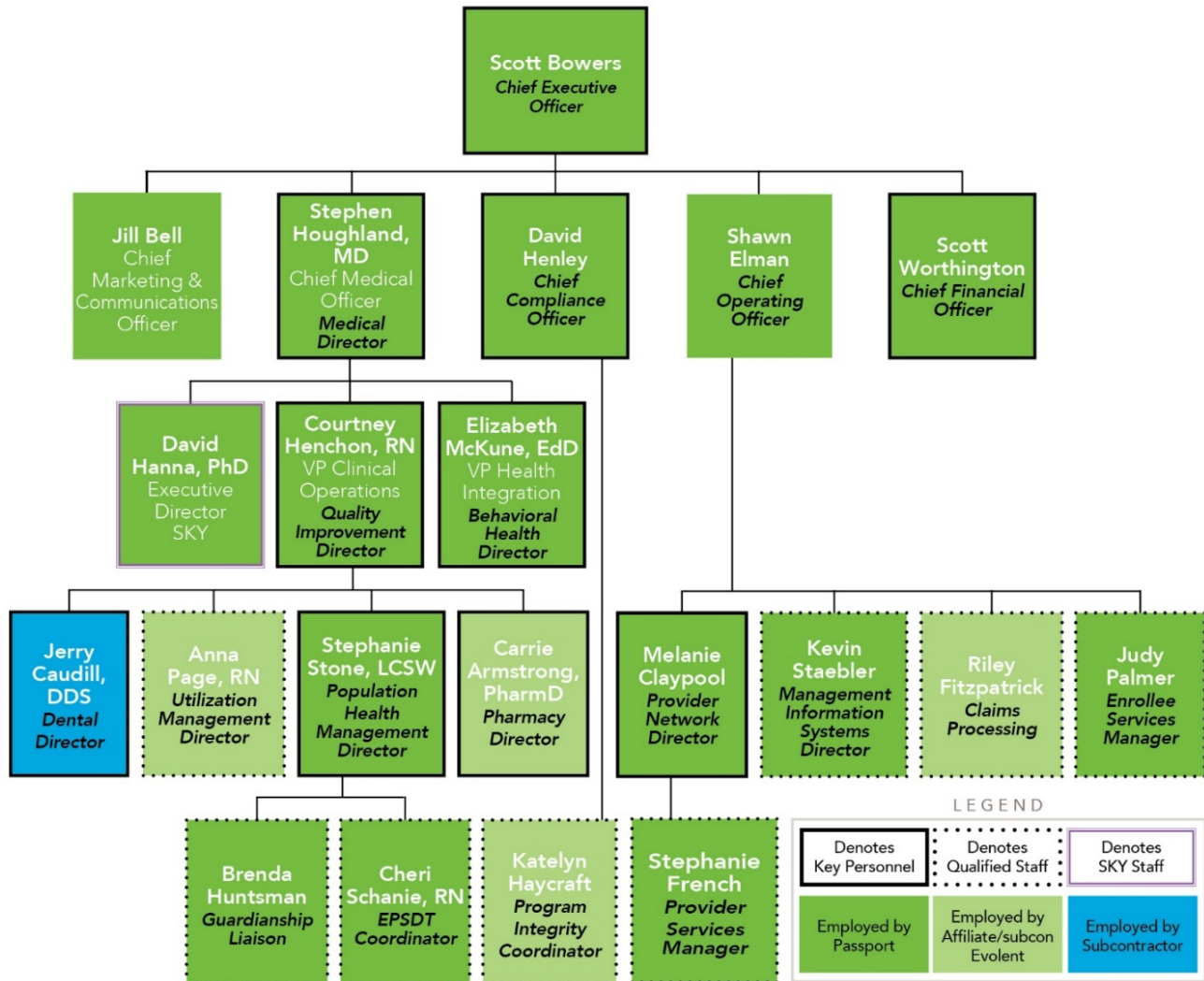
## Passport's Executive Leadership Team

Passport is organized and staffed to serve the Kentucky Medicaid program. From all levels within the organization, we focus on delivering superior service to our members and providers, with a commitment to transparency and value creation for our stakeholders. Our team is comprised of dedicated executives, clinical experts and staff members who not only have local Kentucky knowledge but also have deep roots in the community and long tenures with Passport. In addition, we have recruited several nationally recognized health care executives to join our team to bring their expertise and experience in best practices and innovation to Passport.

Headquartered in Louisville, the ELT is designed to support our vision and goals for the Kentucky Medicaid and Kentucky SKY programs. Members of the ELT include CEO, Scott A. Bowers; VP and Chief Compliance Officer, David Henley; VP and CMO, Dr. Stephen Houghland; VP of Health Integration, Dr. Liz McKune; VP of Clinical Operations, Courtney Henchon; VP and Chief Financial Officer, Scott Worthington; Chief Operating Officer, Shawn Beth Elman; and VP/Chief Marketing and Communications, Jill Bell.

In **Exhibit G.1-5** is an organizational chart listing the members of the ELT, Contract Key Personnel and qualified staff pursuant to the Contract.

**Exhibit G.1-5: Passport’s Organizational Structural**



**Local Knowledge, National Best Practices**

Our leaders work together to embrace a holistic view of the organization and the constituencies that we serve. This allows for strong oversight and governance over company-wide operations and our contracted vendors. To bring appropriate scale and national best practices to Passport, we leverage best-in-class subcontractors to deploy proprietary analytics, clinical pathways, integrated BH, utilization management (UM) programs and advanced technology solutions. This allows us to deliver demonstrable improvements in health outcomes for members. With Passport’s deep local knowledge and community-based service model, we can combine our experience with the expertise and best practices from nationally recognized subcontractors to better serve the Commonwealth.

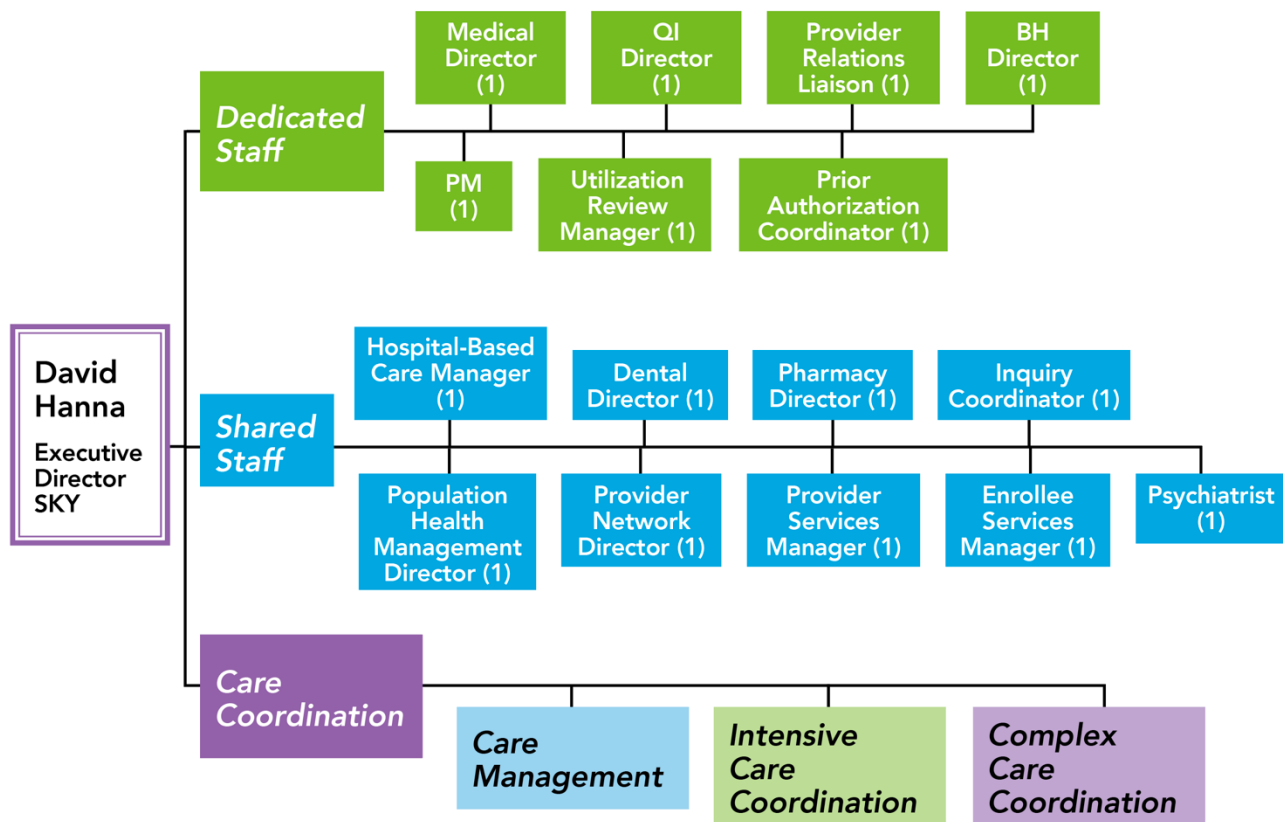
Passport is organized and staffed to monitor and deliver all aspects of performance under this contract with full local control of policies, processes and staff. The skills and experience of our ELT and staff allow us to continue our long history of providing intimate service and care for our members.

### Kentucky SKY Key Personnel and Qualified Staff

As a part of our team, Passport has the required dedicated positions within the contract, which are Pharmacy Director, BH Director, Provider Network Director, Quality Improvement Director, PHM Director, Member and Provider Services Director, Claims Processing team, Early and Periodic Screening, Diagnostic and Treatment (EPSDT) coordinator, Dental Director, Guardianship Liaison and a Program Integrity Director. These positions are dedicated to Passport to ensure that members have the support they need to achieve optimal health.

In addition, we plan to employ positions specific to the Kentucky SKY Contract that include a Project Management Director, Medical Director, Quality Improvement Director, BH Director, UM Manager, Nurse Case Manager, Prior Authorization Manager and a Provider Relations Liaison, all under the leadership of Passport’s Kentucky SKY Executive Director, Dr. David Hanna, as shown in **Exhibit G.1-6**.

**Exhibit G.1-6: Kentucky SKY Key, Shared and Contractor Personnel**



Passport plans to recruit, hire and train the required positions for the required Kentucky SKY Model of Care, including Care Management, Intensive Care Coordination and Complex Care Coordination teams, as illustrated in **Exhibit G.1-6**. The team member positions will serve in the appropriate capacities to meet the needs of our Kentucky SKY members. **Job descriptions for all Kentucky SKY roles shown can be found in Attachments G.2-1\_Kentucky SKY Job Descriptions.**

## Engaging Providers for Leadership and Oversight of Our Clinical Programs

As a provider-driven health plan, Passport's providers are a central component of the organizational structure. We benefit from their experience and insights, which we use to further advance the organization in improving our member's health outcomes and quality of life. We have more than 100 providers from all medical specialties and disciplines to participate in the following committee structures.

**Partnership Council.** The overarching provider governance committee is called the Partnership Council, which reviews quality management and improvement activities from Passport's Quality committees. Our structure enables us to effectively address quality throughout our organization, channeling DMS' goals through the Board of Directors, down to our Quality Medical Management Committee (QMMC), through every department in our organization. The Partnership Council, comprised of more than 32 leading local physician and advocates, is the approving body for our QMMC. In addition, the Partnership Council has oversight authority for Passport programs, including Quality, UM, Care Management, Pharmacy, etc.

**QMMC.** The QMMC provides direction, oversight and management of the clinical care and quality of care provided to members. The QMMC is chaired by our CMO and composed of participating providers (including medical and BH providers) appointed on an annual basis, along with representatives from non-clinical areas.

**Credentialing Committee.** Chaired by the CMO and including representation from community providers approved by the Board of Directors, the Credentialing Committee is responsible for oversight of the credentialing and re-credentialing process.

**PCP Workgroup.** Chaired by the CMO or his/her designee, the PCP Workgroup includes representation from primary care providers (PCPs) across the Commonwealth, including pediatricians, and identifies and addresses their needs and concerns. The PCP Workgroup is accountable for its reviews and approvals of recommendations regarding plan policies, procedures and programs, with emphasis on enhancing quality of care and access to care for all primary health care services.

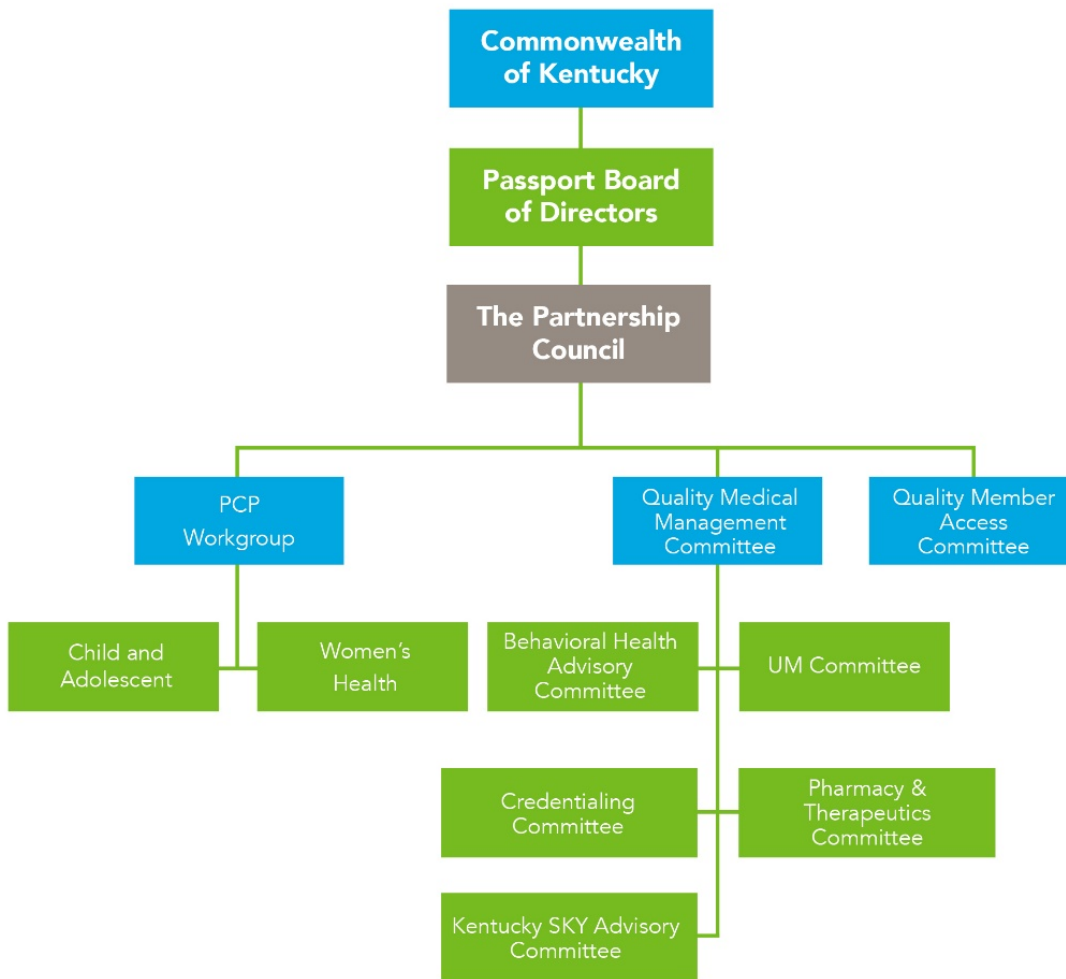
Passport's network providers are the heart of our health plan, and provider satisfaction has been a vital component to our success since it began serving Kentucky Medicaid members more than 20 years ago. We have providers throughout the Commonwealth that demonstrate their continued support of Passport, as illustrated in **Attachment G.1-1\_Passport Letters of Support**. We have always had an open-door policy for providers to share their input, insights and feedback as we strive to continually streamline processes that enable us to reduce barriers to the best health outcomes of our members. Passport collects provider feedback through a number of channels, such as provider service call center trends, provider complaints and grievances, direct feedback received through Provider Relations Representatives (PRRs) or providers

themselves and our annual provider satisfaction survey. The results revealed that 81 percent of survey network providers would recommend Passport to other physician practices.

**Creating and Establish the Kentucky SKY Advisory Committee**

Upon award of the Kentucky SKY MCO contract, Passport’s quality organization structure will be enhanced to include a Kentucky SKY Advisory Committee that focuses on the specific needs of the Kentucky SKY population, as represented in **Exhibit G.1-7**. In addition to providers from the community and DCBS representatives, this new committee will include current foster care members, former foster care members, foster parents and adoptive parents and will be fully accountable for ensuring access to care as well as integration and quality of care for all Kentucky SKY members.

**Exhibit G.1-7: Passport Health Plan Quality Organization with Kentucky SKY Advisory Committee**



G.1.d. A summary of the Contractor’s strategy and approach for administering services for Kentucky SKY Enrollees;

## Delivering a Seamless End-to-End Health Care Solution for our Kentucky SKY Members

Passport’s strategy and approach for administering services to Kentucky SKY members begins with clear and unequivocal accountability for the delivery of high quality services. We “put the needs of the member at the front of everything we do” – that is the Passport promise. To honor this pledge, we train and empower member-facing staff to do whatever it takes to ensure that members receive all covered and value-added services in a timely manner. The staff embraces and undertake our promise by treating each member in a compassionate and culturally appropriate manner.

As illustrated in **Exhibit G.1-8**, our service delivery model has seven interrelated elements to provide high quality services and a seamless health care experience for our members.

**Exhibit G.1-8:** Passport’s Approach for Administering Services for Our Kentucky SKY Members





Passport’s model and core elements for administering member services are:

1. Establishing the member’s **enrollment** to ensure timely access to necessary services.
2. Guiding the member, family and guardian on the use of his or her benefits through innovative member education and **member services**.
3. Establishing a broad and diverse **provider network** for covered services and supports, supplemented with a comprehensive community referral network for essential social services.
4. Making certain our providers receive accurate and timely **reimbursement** using a proprietary claims platform and dedicated PRRs.
5. Ensuring the member receives the right services through the first nationally NCQA-accredited **PHM** program. Concurrently, our provider-driven UM approach targets care interventions for our youth population in a way that integrates physical, behavioral and SDoH to treat the whole person. As part of our model, we also use the 10 High Fidelity Wraparound Principles, which have been proven by Passport and other health plans to improve health outcomes in a cost-effective manner.
6. Incorporating **quality** into each aspect of the member and provider experiences along with continuous quality improvement on all elements of the model to validate the performance of our approach.
7. Powering each component of the model through a comprehensive, integrated **information technology** infrastructure that enables real-time information sharing and supports informed decision-making by the member, provider and integrated care teams. Below, we describe our approach to service administration for each element.

## 1) Enrollment

The first element in the spectrum of service administration is to establish the member’s eligibility for services covered by Passport. We have the technical and procedural infrastructure in place to support member enrollment, disenrollment and changes. Our team of Enrollment and Coordination of Benefits (COB) specialists load the enrollment data into our integrated system through a series of controlled steps. We monitor each of these steps to ensure accuracy. **In 2019, 100 percent of Passport’s eligibility and enrollment transactions from the 834 files processed accurately.**

**Passport processed 100% of the 834 eligibility and enrollment transactions accurately in 2019.**

As part of the process, the Passport team makes certain that the member has a PCP assigned within two business days. We assign members to their previous provider if one is listed and the provider is participating in our network. The Kentucky SKY Care Coordinator team will be assigned within one business day of enrollment, and the Care Coordinator will confirm the PCP assignment with the member, caregiver or guardian during initial outreach calls.

All Kentucky SKY members will have the option, as do other Passport members, to request a change of PCP assignment. Change requests should come from the member (for former foster youth), guardian or current caregiver with permission of the guardian. Requests will go directly to the Passport Kentucky SKY team, which will coordinate with Member Services to complete the request.

If the Kentucky SKY member was a Passport member before entering the program, the Care Coordinator will complete a claims review to determine if the Kentucky SKY member is due for a comprehensive well-child exam (or an annual exam for Kentucky SKY members 21 or older). The results of the review will be sent to the member, parent, caregiver, and/or guardian/worker (depending on the member’s situation). If the member is new to DCBS care, the Care Coordinator will work with the SSW and guardian to facilitate access to needed medical, dental, vision and BH screenings for children/youth new to out-of-home care.

## 2) Member Education and Member Services

For newly enrolled Kentucky SKY members, their family members or guardians need to understand their benefits, find a provider to address their health care needs, and know how to access services under the plan. We address these needs through member education and member services.

### Member Education

Once new members are enrolled, we mail them a Passport Welcome Kit, which includes a welcome letter and our Member Handbook. These documents contain important information about Passport, their benefits, and our processes and procedures to guide our members through their health care experience. We also provide our members an electronic copy of the Member Handbook via the Passport member website so they can print, search and download relevant content. To continue to enhance the new member’s user experience, Passport has launched several initiatives, which are as follows:





- Engaging Members upon Receipt of Their Member ID Card:** As part of the New Member Initiatives program, Passport redesigned our Member ID Card to include a sticker instructing members to call Member Services to confirm receipt of their Member ID card, as illustrated in **Exhibit G.1-9**. When new Passport members call to confirm receipt, we are able to engage with them to answer any questions, complete their health risk assessment (HRA), and ensure they understand the benefits available to them.

Exhibit G.1-9: Member ID Card



- New Member Engagement Videos:** 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. Our new member videos cover topics such as the contents of the New Member Kit; the HRA form; seven simple steps for new members; the importance of having a PCP; how to sign up for texts, emails and social media; and how to earn member rewards. The videos are part of our new member web page, and we promote them through Facebook, Twitter, Instagram and LinkedIn. **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 G.1-9: Passport’s New Member ID Card Designed for High Member Engagement**
- Our New Member Onboarding 90-Day Plan brings together these and other member engagement activities into a simplified effort to enhance the enrollment and post-enrollment period for our new members, as illustrated in **Exhibit G.1-10**.

**Exhibit G.1-10: Passport’s 90-Day Onboarding 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>

**Member Services – “No Wrong Door”**

Our Member Services team has transformed and grown from less than a dozen Member Services Representatives (MSRs) in 1997 to over 100 today, all working in our Louisville offices. We hire local and compassionate staff—a **member will never speak to an MSR outside of Kentucky**. We provide the MSRs initial and ongoing training to use our tools and techniques, which are recognized as best practice in managed care call center delivery. Our team is there to assist when our members need us the most.

The Member Services team works collaboratively with the Kentucky SKY Care team (a team of professionals who provide wraparound care coordination for Kentucky SKY members under the leadership of the Medical Director and the Executive Director) to assist members, their caregivers or legal guardians in accessing medical providers; schedule PCP visits and EPSDT services; make referrals to appropriate disease or case management programs; offer help with arranging medical transportation and locating community resources; and resolve all member grievances and appeals processes as necessary. The Kentucky SKY Care team includes the Care Coordinator, RN Care Connector/Case Manager, BH Care Connector/Clinician, Youth/Family Peer Support, and BH Specialist. Depending on the needs of the Kentucky SKY member, our Kentucky SKY Care team may also include a Pharmacist, Dietitian or a CHW.

In addition to our Member Services team, Passport offers a Care Connectors team who also works hand in hand with the Kentucky SKY Care team to provide specialized support for our members. Our Care Connectors help members with a variety of issues, including answering questions about the member's health; scheduling appointments with providers, including specialists; following up on provider appointments after ED visits and health screenings; assisting with pharmacy prior authorizations; providing information regarding community resources; and assisting with completing HRA forms.

Serving as true health navigators, our Care Connectors conduct welcome calls to introduce our new members or their guardians to Passport. The Care Connectors are among the first points of contact for our new members, and they ensure that our new members are set up for success within the plan. Care Connectors continue to provide support for our members throughout their membership by performing any outreach calls needed to our members.

Members are able to contact Passport through various means of communication. We want to make it convenient for them and to meet their individual needs. Our members can reach Passport through:

- Call Center: Locally staffed call center is available by telephone Monday through Friday, 7 a.m. to 7 p.m. EST
- 24/7 Medical Advice Line, CareforYou: Members can talk to a registered nurse (RN) or listen to health topics any time of the day or night
- Behavioral Health Access Line: Members have access to a toll-free BH line to assist in connecting members to services or case management that is available 24/7 every day
- Behavioral Health Crisis Line: Members have access to a toll-free BH crisis services hotline staffed by licensed BH clinicians that is available 24/7 every day
- Community Engagement and Outreach events attended and or sponsored by the Plan

Our **Community Engagement Department** drives our in-person education and outreach efforts. Passport has Community Engagement Representatives who are embedded throughout the Commonwealth to ensure that members in their communities have local access to services. When Passport talks about community, we are talking about *our* community—serving all members, no matter their race, ethnicity, language, gender identity or age.

In 2019, our Community Engagement team had over **5,000 outreach interactions in our communities**, where we assist members in addressing their barriers to care, which include:

- **SDoH** such as housing, clothing, food security, transportation, education, record expungement, accessibility and domestic violence/safety;
- **Health-related issues** such as dental, wellness and BH, prevention/health education, vision, nutrition, substance use, heart health, respiratory care, cancer care; and
- **Community-wide barriers** to well-being, such as early childhood education, kindergarten readiness, school supplies, workforce-ready skills and after-school care.

### 3) Provider Network

Passport supplements its broad, diverse network of providers for covered services with a comprehensive, engaged network of community and social services to address the full spectrum of member needs.

#### Comprehensive and Diverse Provider Network

Passport, founded as a provider-led plan and continuously governed by and responsive to providers, is a leader in network development. Our strategy to establish a comprehensive network begins with identifying the right mix of providers to round out a high-performing delivery system. Once we identify the right mix of providers to ensure that members will have appropriate coordination of services, we ensure network access and adequacy levels; increase member access to a high quality provider network; reward providers through value-based contracting arrangements; reduce provider abrasion and simplify administration; and engage providers for their leadership and oversight of our clinical programs. Our approach is described in more detail in Section C.1.e.

We ensure access within standards through monthly review of our network and quarterly external audits of provider availability within scheduling and response standards. This thoughtful approach has delivered a successful, comprehensive network across the Commonwealth of over **32,000 total providers**. In addition to our broad network of providers, members have access to additional support for access to care, such as telehealth services.

**Teladoc.** In the third quarter of 2020, Passport will be the first Medicaid-managed care plan in Kentucky to offer Teladoc virtual visits for primary care and dermatology to all members. Complete electronic notes on every virtual visit will be submitted to the member's assigned PCP to maintain continuity of care and a complete health record. We expect Teladoc to increase member access, especially in areas with a shortage of PCPs and to reduce member dependence on EDs.

### 4) Reimbursement

As a provider-centric health plan, Passport understands the impact that accurate and timely payments have on provider practice operations, practice finances and overall provider satisfaction. Passport's commitment to the community we serve is reflected in our **skilled claims-processing team located within the**

**Commonwealth of Kentucky**, with concentrations in both Louisville and Prestonsburg. Under the direction of Shawn Elman, Passport's Chief Operating Officer, Passport's dedicated Kentucky Claims Team currently includes over 130 staff members in Front End Claims Processing, Funding and Recovery, Root Cause, Provider Claims Rework, Quality Assurance, and Post-Payment Auditing.

Our PRRs leverage the expertise of our claims team to increase payment accuracy, process claims in real-time during provider calls, and educate provider office staff during collaborative, on-site provider visits.

We employ a reliable, proprietary claims processing system that is customizable and scalable to ensure accurate and timely payment of claims to providers. This technology—and our processes—delivers results:

- We routinely **exceed the DMS standard** for processing 90 percent of all claims within 30 days and our internal standard of processing 95 percent of all claims within 30 days.
- In 2019, we **processed nearly 6 million claims** in an average of 6.5 days from receipt to completion.
- During 2019, we completed **167,373 claims audits** to assure the financial and procedural accuracy of claims, for which we consistently exceeded the standards of 98 percent and 97 percent, respectively.

## 5) Population Health Management

Passport is fortunate to use the clinical program structure from the nation's first NCQA-accredited PHM program. This program uses an integrated, evidence-based model considering all facets of the member—physical health (PH), BH and SDoH—to drive improved outcomes at lower cost. For example, **our Complex Care Management program reduced inpatient admissions by 32 percent, ED visits by 35 percent, and total cost of care by 20 percent** when compared to a matched control group. This impact was a result of years of measurement, refinement and continuous improvement driven by our:

**Leading-edge analytics and technology** that uses machine learning and artificial intelligence to assess risk-levels across the population and execute on early interventions to prevent adverse events. Central to the predictive modeling approach is identifying impactable members rather than merely identifying high-cost or high-risk individuals. *We focus on identifying members who require immediate intervention and support due to the presence of PH or BH indicators at risk for decline in the next 12 months.* By engaging these members in our PHM program, we can help change the trajectory of their health, improve outcomes and avoid costs.

**Evidence-based clinical interventions** by PHM risk level that is grounded in data-driven identification and an individualized, member-centric care-planning process. We have carefully designed targeted interventions to prevent adverse events—inpatient admissions, ED visits, readmissions, surgical complications, pregnancy complications, duplicate services and toxicity from medication regimens—across the population with an emphasis on the Commonwealth's priority conditions and populations. *Our care team members participate in weekly integrated care rounds* to discuss cases that need extra attention. When a barrier arises for a member, these rounds provide the opportunity for the multidisciplinary team to bring its collective expertise together to locate available local resources.



- **Locally driven, community-based SDoH model** that tracks referrals to ensure the “loop is closed” and members receive the services they need when they need them to improve their health. In a sample of 2,000 members that we screened for SDoH (using our closed-loop referral application), preliminary results show that *per member per month (PMPM) costs dropped by approximately 22 percent* (or \$390 PMPM) in the six months after a member acted upon the referral.
- **Provider-empowering strategies** and Provider Incentive Plans to promote engagement in PHM programs and *accelerate the transition to value-based care* in our contracted network. Services include on-site support for clinical and administrative issues, access to care management services, and extensive analytic support.
- **Robust statistical methods to evaluate the effectiveness** of our PHM model, including propensity score matched case-control studies, the results of which are used to identify key drivers of impact, or Key Performance Indicators (KPIs). Over time, we have identified nearly a dozen KPIs that are highly correlated ( $p < 0.05$ ) with positive outcomes, including reduced cost, lower inpatient utilization, lower ED utilization and higher PCP utilization. We have also observed statistically significant impact on total cost of care with higher KPI compliance. Those care teams that are more than 80 percent compliant with these KPIs show a *47 percent reduction in total cost of care* for their members as compared to a matched control group.

Utilization Management ensures members’ safety and confirms that they receive appropriate services. The goal of our UM program is to maintain the quality and efficiency of health care delivery by providing the appropriate level of care for our members, coordinating health care benefits, ensuring the least costly but most effective treatment benefit, and ensuring medical necessity.

Passport is NCQA-accredited and provides a full range of UM services, including prior authorization, concurrent review and retrospective review. These services ensure we address members’ needs holistically by applying evidence-based medical necessity, state-specific criteria, and results from review of members’ assessed needs, resources and living situation.

A particular focus for Passport is ensuring that those who have complex conditions, such as Kentucky SKY members, have the right services delivered in a coordinated way to maximize outcomes while effectively using resources. For example, our Precision Pathways is a web-based point-of-care tool that empowers providers with the latest evidence-based, innovative therapies and clinical compendia. Providers use Precision Pathways to identify the most effective, least harmful and least expensive treatment options for our members.

Value-based clinical pathways, such as Precision Pathways, reduce friction with both the member and provider because they prioritize regimens that will be most effective, with the fewest side effects. When a pathway is selected, the regimen is automatically approved. This eliminates the need for administrative burdens (i.e., prior authorizations) that can lead to long waits for treatment or even denial of reimbursement to specialists for drugs they already administered. At the same time, our Precision Pathways allows providers to have independence and autonomy in their treatment plans. For example, if providers believe a different evidence-based regimen is best given the member’s circumstances, they can choose this



course of treatment. At any point in the process, Passport offers our providers the opportunity for peer-to-peer consultation with our specialists to discuss treatment options that are best for the member.

## 6) Quality Management

Passport recognizes that each Kentucky SKY member has unique needs and health conditions. As a part of our quality management program, we have an adaptable model of care to meet the Kentucky SKY member's holistic needs. We serve every child/youth with a Care Management program that is individualized and tailored to address their PH and BH needs and any SDoH issues they may experience. Our goal is to wrap the Kentucky SKY members with a care team that coordinates high quality care in a timely and cost-effective manner. We also want to ensure that a foster child is placed in the least restrictive setting so that they have a better quality of life and can be a member of their community.

Passport's proven, evidence-based programs and care models blend clinical and social interventions to improve member outcomes. These clinical programs support a holistic wraparound approach to assessing, planning and implementing personalized care plans aimed at improving members' PH and BH, functional status and overall quality of life. Our programs are clinically proven and are tailored specifically to the needs of each population, while also integrating innovative community-based initiatives that account for local and cultural provider and regulatory dynamics. Our suite of programs is continually assessed for effectiveness through controlled studies used to determine the impact on total cost of care and return on investment (ROI) and to identify key operational drivers of impact for focused performance and member outcome management.

Passport has experience in providing a holistic High-Fidelity Wraparound approach for foster children. We partnered with two local provider organizations, Centerstone Kentucky (Seven Counties Services) and ResCare, to provide intensive care management services using a High-Fidelity Wraparound approach. The initiative was a pilot program serving 60 high-risk foster care children between the ages of four and 17.5 years old who experienced three or more placements due to their BH needs within 24 months and were at risk for entering a group home, psychiatric hospital or 24-hour BH treatment facility. Our goals were to increase the health and well-being of the child in foster care, increase his/her permanency in the family home, enhance community placement and provide needed support to the guardian. With this innovative model of interventions for children and youth in foster care, we were able to improve outcomes and decrease costs.

We plan to use our experience and learnings from the study and implement a holistic, wraparound care management approach to Kentucky SKY members across the Commonwealth. Our strategy is to create a model of care for foster children using the National Wraparound Initiative's 10 core wraparound principles: Family Voice and Choice, Care Team Based, Natural Supports, Collaboration, Cultural Competency, Individualized, Strength Based, Unconditional Care, Outcomes Based, and Community Based.

### Providing Care Management and Care Coordination to Support Our Kentucky SKY Members

Currently Passport has a dedicated Foster Care program serving foster care (including transition-age youth), adoption subsidy and DJJ-involved members. We plan to expand the team to meet the needs of all Kentucky SKY members across the Commonwealth, including foster care children; former foster care youth; adoption assistance children; dually committed youth; and children eligible via Interstate Compact on the Placement of Children (ICPC) and Interstate Compact on Adoption and Medical Assistance (ICAMA). Our Kentucky SKY programs take a whole-person approach to care and are not limited to medical or BH care. They address the needs of the individual across the entire health and illness continuum and help to identify the least restrictive setting appropriate for the individual as well as any supports available to the member.

While we offer specialized Care Management and Care Coordination programs to support Kentucky SKY members, our standard PHM programs are also available to support these children in meeting their individual health needs.

### Identifying and Stratifying Kentucky SKY Members

Upon assuming responsibility for the Kentucky SKY population across the Commonwealth, with the large influx of members initially, Passport will triage Kentucky SKY members using multiple techniques to ensure we have as much information as possible to identify those with the most immediate service needs. We understand that DCBS, DJJ and DMS will work closely with Passport to ensure access to member-specific information necessary to facilitate transition. To manage the influx of members more effectively, we will begin to perform this process for those members already assigned to Passport who will become Kentucky SKY members on January 1, 2021.

As required, Passport will offer three levels of care for Kentucky SKY members:

- Care Management
- Intensive Care Coordination
- Complex Care Coordination

Initially, all members will be placed in Care Management, unless they meet specific criteria:

- Identified by the Commonwealth as Medically Complex. These members will be placed in Complex Care Coordination from the start
- Identified through Passport's UM process as having a current or recent BH inpatient stay
- Identified by Passport's industry-leading risk stratification predictive models

Members identified through these means as having more immediate service needs will be placed in Intensive or Complex Care Coordination as their needs dictate.

Members in Care Management will be assigned to a Care Coordinator who will conduct an assessment to identify any needs that would place them in a higher level of care coordination. Foster care members age 17

or over will be prioritized for assessment so that care team meetings around planning for independence can begin as soon as possible.

After the initial influx of members, when members are newly enrolled in Kentucky SKY, a Care Coordination Team will be assigned within one business day of enrollment, and a Passport Care Coordinator or Care Connector will complete an assessment within 30 days of enrollment to identify members with high Physical and/or Behavioral Health needs who are appropriate for Intensive or Complex Care Coordination. New Kentucky SKY members will also be run through Passport’s predictive modeling process.

**Providing Evidence-Based Care Management and Care Coordination**

We currently serve over 5,000 members, made up of adoption, foster care, former foster care, Juvenile Justice and disability related youth. Around 3,200 of those are foster care members that are actively receiving care management and/or related services. Passport has a care coordination and management program designed specifically to support them that leverages a TIC model. To meet the needs of Kentucky SKY members, Passport will provide three levels of Care Management and Coordination, as illustrated in **Exhibit G.1-11**.

**Exhibit G.1-11: Levels of Care Management and Care Coordination for Kentucky SKY Members**

Level of Support:	Designed For:	Frequency of Contact:
Care Management Services	All Kentucky SKY members not meeting criteria for higher levels of support.	Outreach every 3-6 months or more frequently if warranted.  Annual Care Plan Updates
Intensive Care Coordination	Kentucky SKY members identified through assessment or by risk stratification as needing Intensive support.	Per month: <ul style="list-style-type: none"> <li>• One face-to-face visit;</li> <li>• One weekly contact;</li> <li>• One care team meeting including the member and guardian</li> <li>• One Care Plan Update</li> </ul>
Complex Care Coordination	<p>Kentucky SKY members identified by the Commonwealth as Medically Complex or with Special Health Care Needs.</p> <p>Kentucky SKY members identified through Passport’s UM process as having a current or recent BH inpatient stay.</p> <p>Kentucky SKY members otherwise identified by Passport’s industry-leading risk stratification predictive models.</p>	<p>Per month:</p> <ul style="list-style-type: none"> <li>• Two face-to-face visits;</li> <li>• One weekly contact;</li> <li>• A minimum of two hours per week of Care Coordination</li> <li>• One care team meeting including the member and guardian</li> </ul> <p>One Care Plan Update</p>

Passport’s “core” Kentucky SKY Care team is made up of the Care Coordinator, member, guardian and SSW for foster care members. For members under adoption subsidy the core team will be the Care Coordinator, member and parent/guardian. The core team for former foster care members will be the Care Coordinator and the member. These core teams will be supplemented by providers, community supports, Passport Care Connectors (RNs or BH clinicians), BH Specialists, a Registered Dietitian, and/or Pharmacist as needed to support the member’s care. The Care Coordinator will work to ensure the active participation of the child and family and other individuals involved.

The role of Passport’s Care Coordinator will be to gather from the Care Team members perspectives on needs and concerns for the individual member and obtain a sense of the family voice and choice. The Care Coordinator will also coordinate wraparound services and supports to meet the goals of each members’ care plan. Throughout the program, the Care Connector will work with the Care Team to identify strategies to meet the member’s needs and ensure continuity of placement and care whenever possible.

Our Care Coordinators will ensure that the Care Team has the information it needs to make timely and appropriate authorizations and referrals to meet the member’s needs, including contacting prior MCOs and providers for information the team may need. The Care Coordinators will ensure that approved care plans, including Behavior Plans and authorizations, are developed in a timely manner with the provider and communicated to the Department, DCBS and DJJ as required. Additionally, the Care Coordinator will ensure that Kentucky SKY members, providers, foster parents, adoptive parents, fictive kin, guardians, DCBS and DJJ have the most current information regarding community resources available to assist the member with meeting their needs and will assist the member in connecting with these resources.

The Care Coordinator collaborates with the care team to provide information and assist with the needed care coordination services. If assistance is needed to locate providers or schedule/obtain appointments for primary, dental, or specialty care or support services, the Care Coordinator can make these arrangements on behalf of the Kentucky SKY member, family or guardian. The Care Coordinator can also coordinate Non-Emergency Medical Transportation (NEMT) services if needed to access these appointments or services. They can arrange community supports for Kentucky SKY members and arrange for referrals to community-based resources as necessary. Importantly, the Care Coordinator can work to expedite the scheduling of appointments for assessments and facilitate timely submittal of assessment results used to determine residential placements. The Care Coordinator will also compile these assessments for submission to the appropriate DCBS or DJJ staff within the timeframes identified by DCBS or DJJ.

### **Ensuring Provider Compliance with Evidence-Based Approaches, Including High Fidelity Wraparound Care**

Passport has placed an emphasis on making sure our providers have the knowledge necessary to assess the needs and deliver the complex care our Kentucky SKY members require. We have an established onboarding, training, education and support program for our providers that is managed by our local, Kentucky-based PRSs and our Kentucky SKY Provider Relations Liaison. Our program is designed to ensure that all providers receive the training, tools and supports needed to deliver the highest-quality of care to our

members, while remaining compliant with our contract with DMS and applicable Commonwealth and federal requirements.

In order to assist providers in achieving or maintaining their competencies in delivering evidence-based approaches, including High Fidelity Wraparound services to Kentucky SKY Members, Passport's Provider Relations team and Kentucky SKY Provider Liaison will offer and coordinate additional educational opportunities for providers. Specifically, the educational opportunities will focus on evidence-based practices appropriate to Kentucky SKY members, such as trauma informed approaches, ACEs, behavior interventions in care plans, and the High Fidelity Wraparound principles. Our team will also connect providers to other trainings occurring around the Commonwealth, direct education either in-person or via webinar by experts featuring local providers, and our clinical team and national speakers, when appropriate.

Passport also supports providers in providing evidence-based care across the spectrum of care. Passport medical providers have access to Identifi<sup>SM</sup> Practice, which offers physician practices workflow and analytics support to enable greater engagement in value-based care activities. Identifi Practice allows users to access actionable electronic intelligence at the point of care and provides a physician-centric view of real-time member insights, such as gaps in care and quality measures, care program engagement and current care plan. Identifi Practice's on-demand reporting gives providers access into insights regarding clinical, quality and financial performance. In addition, the system has the ability to drill into specific areas of opportunity and recommended actions for the providers to take to improve quality of care.

We have found that initial engagement and participation by the providers from the outset make the downstream performance improvement and behavior change more likely. Our providers participate in medical record review to ensure all required documentation is captured, engage in EPSDT file audits and education, and routinely review adherence to clinical practice guidelines. Passport provides outreach and engagement to provider practices focused on improving performance on specific measures, including Healthcare Effectiveness Data and Information Set (HEDIS<sup>®</sup>), Healthy Kentuckians and measures specific to the Kentucky SKY population. We supply providers with reports that illustrate necessary screenings due, and we use our Provider Recognition Program specifically to reward HEDIS<sup>®</sup> measure improvements. Where appropriate, we support providers with site visits by the Medical Director, Quality Director, Pharmacist, Provider Recognition Program Manager or Kentucky SKY Provider Relations Representatives.

### Addressing Psychotropic Drug Usage Through RxSolve

Kentucky has one of the highest rates of psychotropic medications prescribed to children in the United States. Psychotropic medications are being prescribed to young children (under the age of six years) in the Commonwealth at levels above those approved for use in adults, and often in combination with other medications. In Kentucky, the rate of use of psychotropic medications in foster children is nearly six times that of TANF children receiving Medicaid benefits.

Passport has used a Psychotropic Drug Intervention Program (PDIP) for years. We soon will implement an updated version of the program, called RxSolve. It is a comprehensive and integrated quality management program focused on identifying claims-based, medication-related problems, including medication safety

issues, through the use of informatics, analytics and clinical review. The program will engage both prescribers and members, using innovative technologies to achieve an understanding and resolution of medication-related issues. Passport plans to implement the program to improve medication adherence among members and to support best-practices prescribing among providers.

The program will help both prescribers and members understand and resolve medication-related issues. The program provides support to PCPs who do a large percentage of psychotropic medication prescribing and have limited access to psychiatric specialists. The new RxSolve will address polypharmacy, suboptimal dosing, nonadherence, excessive dosing, (Substance Abuse Disorder (SUD) management and opioid management. Polypharmacy in particular is an issue of concern with the Kentucky SKY population. Instead of individual direct communications to providers and members, a monthly summary report will be shared with providers documenting all cases for greater continuity of care, so providers can address all components of care impacting a member at once rather than through multiple written communications. Providers will be better informed regarding trends impacting prescribing in their own practice for the now expanded six areas of focus.

### Supporting Kentucky SKY Members into Adulthood

Passport currently serves a significant portion of the foster-care population, including transition-age youth. In Kentucky, approximately 600 youth per year age out of foster care in relations to the 594 who aged out in 2017. Based on our experience with this population and our familiarity with state specific data (Child Trends, 2015), we know that about a third of these youth will experience homelessness by the age of 21 and a similarly small percentage will be employed, either full- or part-time. Nearly 60 percent will use some type of public assistance.

Kentucky's aging-out population is unique in that it contains a higher number of youths who were committed to DCBS for behavior problems (56 percent in Kentucky vs. 38 percent nationally). Although Kentucky's transition-age, state-committed youth compare favorably in national comparisons for completion of high school by age 21 (80 percent to 76 percent and continuation of health coverage (eighty-81 percent to 75 percent), we understand that these results only come with quality care and case management.

Although some DJJ youth will have planned discharges to their families, Passport's clinical team's extensive experience with this population as well as research studies (e.g., Midwest Evaluation of the Adult Functioning of Former Foster Youth: Conditions of Youth Preparing to Leave State Care, Chapin Hall, 2004), find that over half of older youth feel close to their biological families and intend to re-establish relationships with them. Their efforts to maintain contact with their families often happen outside of the services provided by the DCBS and DJJ. Passport's plan is designed to address the realities of transition and SDoH for this population.

Natural family will be included in Care Coordination teams for transition-age youth except where prohibited by DCBS or DJJ.

### Transitioning Members out of the Foster Care Program and into Independent Living

Passport aligns closely with DCBS on their process of preparing youth for transition beginning at age 17 or sooner and supports guardians in readying teenage foster children with an aim of reducing anticipatory anxiety about the process. For youth entering care on or after their 17th birthday, a transition plan is developed within one month of enrollment by the Care Coordinator as part of the youth's care plan. Any available assessments and other information are used to create the care and transition plans.

Empowering youth to be drivers of their health care experience and advocates for themselves within the health care system is key to the young person's ultimate success. Our aim is to serve as member advocates and help youth to become more comfortable navigating these systems themselves. When it would be helpful to the youth, a Passport peer support will be added to the care team to do direct skill teaching work with the member in this regard. Successful aging out of foster care or a juvenile justice setting requires the following core elements to be addressed: Specific plan for safe housing, health insurance and finding a PCP, education, workforce and employment supports that lead to financial independence and continuing relationships with supportive adults and peers, including mentoring opportunities.

Passport uses its access to specialized screening and referral tools to identify appropriate local resources statewide. Having a youth establish independence and self-autonomy in our culture is one of the primary developmental tasks of late adolescence. Our care team engages transition youth as equal partners to ensure that there is high member engagement levels and we are keeping aligned with his or her personal goals.

Passport will also develop specific written and electronically available educational materials that address topics that include, but are not limited to:

- the importance of having a trusted relationship with a primary care provider
- preventive care and maintaining a healthy lifestyle
- and the importance of safe and responsible sexual behavior

We will also provide opportunity for the youth to designate a health care proxy. Given that over half of the transition-age youth (56 percent) in Kentucky are in out-of-home care due to behavior problems, Passport care management will especially focus on assessing the need for and providing access to appropriate behavioral services.

As appropriate and in keeping with permission from DCBS and/or DJJ, Passport will incorporate family members (e.g., parents, grandparents, older siblings, fictive kin, etc.) into the transition plan and provide support to these members to facilitate a successful transition.



### Independence Readiness Program

Passport has collaborated with the Boys and Girls Haven, along with other community groups, in developing an innovative initiative, called the Independence Readiness Program (IRP). As a member of the IRP advisory committee, Passport has assisted the group in creating opportunities for Kentucky SKY members to receive job and skills training. The program brings in local employers, such as the Kentucky Community and Technical College System (KCTCS) to provide job readiness training for members to prepare for their career of choice. Additionally, the KCTCS and local employers share entry-level employment positions with the youths. The Passport team provides direct consultation to help design outcome measures to help document programmatic success. The model includes training regarding career readiness, life skills, equine vocational services, case management services and a mentoring program. Each program is tailored and personalized to meet our members' needs. While the initiative is not exclusive, the majority of participants have been Passport members. We are proud to be a part of this program that supports former foster children in developing the education and life skills to enter into adulthood.

## 7) Information Technology

Our sophisticated MIS technology platform supports and integrates all of the elements of service administration for members. Our MIS is a suite of fully interoperable component layers that enable Passport staff and administrators, care teams, and providers to operate in a connected approach and work from a single view of the member. The platform represents an end-to-end, enterprise-level, integrated MIS and population management platform with functionalities and process flows that support the requirements of the Kentucky DMS and the Kentucky Medicaid Managed Care program. The MIS and its subsystems are fully operational and already configured to meet the needs of DMS, and they are currently functioning within the guidelines and specifications of the Commonwealth, including required interfaces. Our MIS meets or exceeds all Kentucky Medicaid Managed Care program subsystem requirements, including member/member, third party liability, provider, reference, claims/encounter processing, financial, utilization data/quality improvement, surveillance utilization review, reporting and testing. Our existing integration with DMS, providers and vendors provides continuity and reduces risk for all stakeholders, since a new implementation is not required with Passport.

G.1.e. A summary of the Contractor’s strategy and approach for establishing a comprehensive Provider network able to meet the unique physical and Behavioral Health needs of Kentucky SKY Enrollees; and

## Establishing a Comprehensive Provider Network to Meet Kentucky SKY Members’ Unique and Holistic Needs

As a provider-driven health plan, we have strong relationships with our provider partners and have developed an extensive statewide provider network to better serve our members. Today, Passport’s network includes over include **32,000 total providers** with the following provider types:

- 17,000 specialists
- 9,100 PCPs (2,500 of which are pediatricians)
- 3,700 BH practitioners
- 2,200 ancillary providers
- 130 hospitals

Our strategy to establish a comprehensive network, begins with identifying the appropriate composition of providers to create a high-performing delivery system. Passport provides our members with access to care through our broad range of network providers, which includes freestanding birthing centers, primary care centers, local health departments, home health agencies, Federally Qualified Health Centers (FQHCs), Rural Health Clinics (RHC), private duty nursing agencies, opticians, optometrists and audiologists. We also have provider partners that are hearing aid vendors, speech language pathologists, physical therapists, occupational therapists, chiropractors, dentists, pharmacies and durable medical equipment suppliers, podiatrists, renal dialysis clinics, transportation services, laboratory, radiology, and clinics providing EPSDT services and EPSDT special services.

Once the correct set up of providers is determined, Passport’s Network Contracting department conducts a review for network access and adequacy. We analyze the network for quality and cost efficiency to create a provider network focused on value to the Commonwealth. Using principles grounded in data analytics and tools, including value-based contracting, we integrate our network into our clinical programs. The clinical teams and network teams work in tandem to develop and support an optimal delivery system for our members. A governance structure of committees and accountable leaders manages our strategic approach and is designed to engage effectiveness through monitoring satisfaction levels.

### Ensuring Network Adequacy

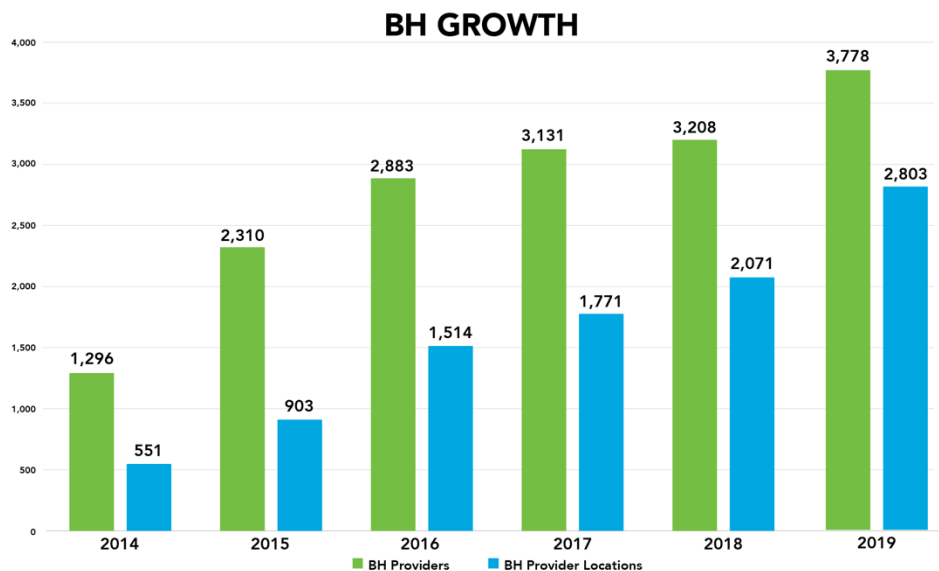
Passport’s approach assesses network adequacy on an ongoing basis, identifying gaps, increasing provider capacity and seeking opportunities to improve access for our members. Each month, our Provider Network team generates reports from Quest Analytics, an industry-standard software platform, that combines dynamic time and distance access standards with minimum provider requirements. We use the data to evaluate our overall network adequacy and identify gaps based on network standards. Passport reviews claims data on a quarterly basis to determine which out-of-network providers were seen by members during

the previous quarter. Our Provider Network team reviews all access-related feedback from members, referring providers, care managers and utilization managers.

Passport’s approach to a comprehensive network continues as we review referrals and collect feedback from care management, Member Services and the PHM departments regarding access issues and unmet clinical or social factors that affect members’ care, such as language, ethnicity, gender or special needs. In addition, quarterly a “secret shopper” and on-site access reviews identify access barriers to specific providers or practices, such as long wait times, lack of after-hour appointments, and closed panels. We escalate these access barriers to the Provider Network team and other relevant departments for action.

Passport has continued to increase the number of BH providers in our network. We understand that BH is an essential factor in improving the health outcomes of our Kentucky SKY members. Since 2014, we have significantly increased our number of BH specialists and now have 3,778 providers in 2,803 locations, as illustrated in **Exhibit G.1-12**.

**Exhibit G.1-12: Passport’s Continued Growth in Our Behavioral Health Network**



Identifi Network, our web-based provider data management tool, will maintain our provider file, populate the provider directory and support network adequacy analytics. Identifi Network enables our network administrators, managers and providers to create, track, maintain and access interactions with network providers. This tool will enable our ability to identify the need to tap into additional telehealth solutions or surrounding state providers, where needed, to enhance access to care.

## Creating Greater Member Access to a High Quality Provider Network

Passport is committed to identifying and managing a high quality provider network. Our approach to managing a high quality network follows the national trend of building a high quality and high-performing provider network that emphasizes prevention, quality of care and cost efficiency driving toward value. We use this same approach in analyzing our providers' performance across our broad network to ensure that our members are getting the highest quality of care in the most cost-effective manner and measuring performance in a consistent way.

We assess provider performance using historical data. For each provider, we create two composite scores: the quality score, which is determined based on performance of quality measures; and the care coordination score, calculated from measures such as avoidable admissions, readmissions and inappropriate lower back imaging. These two factors identify provider value. The quality and care coordination measures are weighted by the number of members that qualify for each measure and the overall score is normalized by the relevant population size.

We evaluate cost efficiency of the providers using adjusted Medical Loss Ratio (MLR), defined as the ratio of a provider's expenses to its premiums for assigned members. Since this metric can be skewed due to population risk variation and high-cost outliers, we remove members with total medical expenses greater than \$50,000 per year from the calculation and set a minimum assigned member sample size of 100. This allows us to compare cost efficiency with greater reliability and consistency across providers.

Lower-performing providers are identified using a three-tiered value approach. This approach first sets a minimum threshold for quality and care coordination for providers with lower cost efficiency, or higher MLR. By doing so, we avoid unfairly comparing providers with low financial performance but high quality care and instead concentrate efforts and discussions on low-quality providers. While always keeping access and adequacy core to our strategy, we focused re-contracting efforts on providers in Value tiers 1 and 2 in 2019, which contained 75 practices, and plan to continue employing this approach using refreshed data to monitor physician performance and identify lower-performing providers.

## Value-Based Contracting

Passport acknowledges that the alignment of financial incentives for providers is essential to achieving an effective and efficient health care system. We have deep experience in offering value-based contracting arrangements, and we are financially rewarding providers for high quality health outcomes. This helps control cost and drives toward the efficient use of Medicaid dollars by reducing expenditures on unnecessary, redundant or ineffective care.

The Passport Value-Based Payment strategy includes a suite of models to meet providers where they are and to encourage and reward both small and large practices. We offer providers a full range of value-based options recognizing that not all providers have the practice infrastructure to fully participate in some sophisticated models and to help advance providers along the risk continuum at their individual pace.

- **Patient-Centered Medical Home (PCMH) PassportPlus:** This program rewards dozens of existing provider groups incentivizing the core tenets of PCMH behavior in their practices. The incentive is paid monthly with a goal of moving these smaller practices closer to risk readiness and move them along the quality and value continuum at a comfortable pace without the resource jeopardy that risk often signals to small practices.
- **Care Management (CM) PassportPlus:** In working with our existing providers, we learned that some need additional practice investment for their infrastructure enhancements in order to participate in HealthPlus. This program extends compensation for CM services on a semiannual basis for participating providers who can then plan their resources accordingly.
- **HealthPlus:** This is an upside-only provider gain-share program that rewards providers for improved cost and quality outcomes after a quality gate has been achieved. The program provides different opportunities for gain-share reward based on services provided and improvement in the total cost of care of their assigned members. Quality measures are customized to each practice and adjusted for type of practice (e.g., adult primary care, pediatric care). Performance is measured on a calendar year and rewards are paid out the following years once claims have matured. The three opportunities for gain-share reward are:
  - **Medical Expense Ratio (MER) Improvement:** Providers improve the total cost of care by providing a full range of services to their assigned members. This is calculated through a comparison of year-over-year reductions of costs as a percentage of revenue.
  - **MER Attainment:** Providers maintain an already-reasonable total cost of care by providing a full range of services to their assigned members.
  - **Scorecard Performance:** Providers achieve high performance on the *Passport Quality Scorecard* related to the care of their assigned members.

G.1.f. A summary of innovations and Trauma-informed initiatives the Contractor proposes to implement to achieve improved health outcomes for Kentucky SKY Members in a cost effective manner. Include a discussion of challenges the Contractor anticipates, how the Contractor will address such challenges, and a description of the Contractor's experience with addressing these challenges for similar contracts and populations.

## Offering Innovative Approaches to Improving Foster Children's Health and Well-Being

Passport is regularly working toward innovations to improve health outcomes in a cost-effective manner. At the request of the former Cabinet for Health and Family Services (CHFS) Secretary, Passport conducted a pilot program providing intensive CM for children and youth in foster care. For the initiative, we partnered with two local provider organizations, Centerstone Kentucky (Seven Counties Services) and ResCare, to provide intensive CM services using a high-fidelity wraparound approach. The pilot program served 60 high-risk foster care children between the ages of four and 17.5 years old who had experienced three or more placements due to their BH needs within 24 months and were at risk for entering a group home, psychiatric hospital, or 24-hour BH treatment facility.

Our goals were to increase the foster child's health and well-being, permanency in the family home, community placement and provide needed support to the guardian. The pilot program period was 24

months long with a six-month follow-up period. We deployed a unique team decision-making process promoting youth and family voice and choice in the health care process and clinical interventions. The program was facilitated by the Intensive Care Coordinator, and the care team members were made up of the child, identified family and/or foster family member, DCBS worker, treatment provider, Passport clinician and informal network support members. The Intensive Care Coordinator assisted the team in developing and carrying out a coordinated care plan specific to the needs of the child and family.

During this time, we observed the following trends:

- 13 percent reduction in total cost of care
- 27 percent increase in costs related to BH services
- 38 percent reduction in non-BH expenses
- Six percent reduction in pharmacy costs
- 150 percent increase in family placement
- Improvement in CAFAS scores

This pilot demonstrated the feasibility of a managed care company facilitating an innovative model of intervention for children and youth in foster care that resulted in improved participants' functional and placement stability outcomes while decreasing costs. Through this intensive effort, our dedicated team learned a great deal from the successes and failures that together inspired our proposed innovations specifically designed to accelerate successful implementation and to further improve outcomes for Kentucky's SKY members. These include, but are not limited to:

- Accelerating a cultural shift to team-based decision-making through a specialized training center
- Improving care delivery for Kentucky SKY members through integration of BH electronic health record data
- Measuring impact and ROI of the High Fidelity Wraparound approach, including the effect of community supports on participant outcomes
- Each of these proposed approaches is described in more detail below.

Our goal is to expand this effective initiative to all Kentucky SKY members across the Commonwealth, upon award of the contract.

Challenges:

Implementing High Fidelity Wraparound requires a commitment of DCBS and DJJ workers, natural and foster parents, and health care providers to using a team-based process to develop a joint plan. This is a challenge for staff who are used to working autonomously and not taking other perspectives into account when making decisions that affect the member. Passport learned to address this challenge during the pilot by (1) providing clear verbal and written guidance and a fidelity tool that provided impartial feedback during the implementation of High Fidelity Wraparound; (2) building relationships with supervisory staff that allowed for frank discussion and resolution of problems, including providing management support for direct-line staff to change their usual way of interacting; and (3) using a strengths-based approach, not only with youth, but also with staff, which celebrated their success in becoming proficient with a new evidence-based practice.

## Assisting with Implementation of Statewide Member Crisis Service

BH crises pose the most common threat to the stability of placement for Kentucky SKY members. Passport has initiated conversations with providers around providing a 24/7 crisis response team that would be available to go to the location of the member (e.g., home, school, or community) to assess the risk present and use evidence-based crisis intervention skills to de-escalate and stabilize the situation. This project service would initially begin in the Louisville area, where one of our providers already has experience with such a program in a neighboring state. Passport plans to expand the service throughout the state in a rolling implementation developed in collaboration with DMS, DCBS and DJJ.

Unlike many current crisis services in the state, our intervention would also provide continuing involvement by the provider until the member was stable and participating in services needed to help him/her develop the skills to avoid future crises. In addition to de-escalation and therapy, our Care Coordination Team would work in conjunction with the crisis service to assess SDoH and other community factors that may be contributing to crisis development.

Passport is willing to partner with the DMS in assisting with this project in multiple ways. This would be a highly collaborative effort to understand the DMS' needs and how we can assist in deploying this initiative. For example, we envision our team developing a charter for the program outlining the goals, objectives, tactics, project members, timelines and results. We could provide resources for project management and use our advanced project management tools to track the progress of the project and identify any risks and issues for complete transparency to all stakeholders.

### Challenges:

As we did with the Intensive Case Management Pilot for Foster Youth, our skilled team will rigorously evaluate the intervention to assist in refining its application. Implementation of an on-call mobile crisis service is likely to be challenging as services expand outside the Louisville area. In rural areas with fewer people, it is harder to achieve economies of scale in having staff available to respond to what may be a relatively infrequent event. Furthermore, transportation issues become more challenging outside of urban areas. It is only about 30 miles from downtown Prestonsburg, the population center in Floyd County, but it takes nearly an hour to drive to Wheelwright. To address these issues, Passport will explore contracting with providers who already offer some type of crisis response in communities (e.g., CMHCs), and we will also explore the use of telehealth in conjunction with local response capacity (e.g., EMTs) and occasionally law enforcement to provide support until we can arrive. Our goal is to develop a system that will provide the availability of BH professional assessing and intervening within an hour of receiving the call.



## Conclusion

Passport is committed to continuing our long-standing partnership with the Commonwealth of Kentucky. We have demonstrated that we can successfully design and implement an end-to-end solution for foster care members to improve outcomes and lower costs. Through extensive research; partnering with providers and foster care experts; collaborating with DCBS, DMS, and the Department for Behavioral Health, Developmental and Intellectual Disabilities (DBHDID); and learning from other successful health plans, Passport ran through walls to better serve our foster care members with our pilot program. We do and will continue to act on our learnings from this experience and work hard alongside partners just as we have done before to take interventions based on a High Fidelity Wraparound Model to scale.

We should also note that there were sections and requirements within the Kentucky SKY Contract that may have not been addressed throughout the RFP. As such, and out of an abundance of caution, we affirmatively state that we will comply with all provisions of the MCO and Kentucky SKY Contract.

We understand that the stakes are high and the resources are limited. We are fully confident that we can ensure our foster children members receive the care they need with a family-centered, youth-driven, TIC approach that maximizes resources, creates efficiencies, and eliminates fragmentation and duplication. Passport's desire is for all foster care members to have the resources to improve their health and quality of life. It is our mission.

***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.***