

G.2. Company Background

- a. Corporate Experience
 - i. Describe the Contractor’s experience in the provision of managed care services similar to those specified in the Contract for the Kentucky SKY populations specified in this Contract. In addition, include the following information in the response:
 - a. Experience in coordinating and providing Trauma-informed services, and educating Providers on Trauma-informed Care, ACEs, and evidenced based practices applicable to individuals in the Foster Care and juvenile justice systems or receiving Adoption Assistance;
 - b. Three (3) examples of initiatives the Contractor has implemented for Medicaid managed care programs for individuals in the Foster Care and juvenile justice systems or receiving Adoption Assistance thg.2-16at have supported improved outcomes (e.g., greater awareness of Trauma-Informed Care, clinical outcomes, Discharge Planning between levels of care, etc.). Describe whether such initiatives were cost effective and resulted in sustained change;
 - c. A summary of lessons learned from the Contractor’s experience providing similar services to the populations enrolled in Kentucky SKY; and
 - d. How the Contractor will apply such lessons learned to the Kentucky SKY program
 - ii. Provide a listing of the Contractor’s prior and existing full risk Medicaid managed care contracts serving individuals in the Foster Care and juvenile justice systems or receiving Adoption Assistance for the previous five (5) years. Include the following information:
 - a. State name
 - b. Contract start and end dates
 - c. Number of covered lives
 - d. Whether the Contractor provides services regionally or statewide
- b. Office in the Commonwealth

For programs similar to Kentucky SKY, has the Contractor co-located staff in an agency regional office? If yes, describe the factors that influenced that decision and summarized the outcome of the co-location in coordinating of services for program participants.
- c. Staffing
 - i. Describe the Contractor’s proposed approach to staffing for the Kentucky SKY program under this Contract, including the following information at a minimum:
 - a. Description of how the organizational structure provides innovative solutions for meeting programmatic goals specific to the Kentucky SKY program and Kentucky SKY Enrollees and supports stakeholder groups (e.g., Kentucky SKY Enrollees, providers, partners, among others).

- b. Description of how the organizational structure will support whole-person integrated care, population health and overall improvement in health outcomes in a cost-effective manner for the Kentucky SKY program.
- ii. What prior experience will the Contractor require staff to have had in serving populations similar to Kentucky SKY Enrollees?
- iii. Provide a narrative description of the Contractor’s approaches to recruiting staff for the Kentucky SKY program, including:
 - a. Recruitment sources;
 - b. Contingency plans if the Contractor is unable to recruit sufficient numbers of adequately trained staff in a timely basis or if the Contractor’s original staffing estimates are too low and for avoiding and minimizing the impact of personnel changes;
 - c. How the Contractor will assure the Department that sufficiently experienced, licensed and trained personnel are available to support implementation and ongoing administration of the Kentucky SKY program; and
 - d. How the Contractor will seamlessly transition staff, if necessary, from implementation to ongoing operations.
- iv. A listing of Full-Time Kentucky SKY Key Personnel identified in RFP Attachment C “Draft Medicaid Managed Care Contract and Appendices,” and as otherwise defined by the Contractor, including:
 - a. Individual names, titles, job descriptions, qualifications and full-time equivalents (FTEs) who are dedicated one hundred percent (100%) to the Kentucky SKY program under this Contract with no other responsibilities outside of the Kentucky SKY program, as well as their office locations for this Contract. An FTE is defined as the ratio of the total number of paid hours divided by the total number of working hours in the period. Annually, an FTE is considered to be 2,080 hours.
 - b. Whether each Full-time Kentucky SKY Key Personnel position will be filled by a Contractor’s employee or a Subcontractor. Identify the number of FTE Subcontractor staff who will be one hundred percent (100%) dedicated to the Kentucky SKY program.
 - c. Resumes, including information such as degrees, credentials, clinical licensure as applicable, years and type of experience. Include as an Appendix or Attachment to the Proposal.
- v. Overview of the Contractor’s proposed training of staff to fulfill all requirements and responsibilities of RFP Attachment C “Draft Medicaid Managed Care Contract and Appendices,” for all operational areas. Provide the Contractor’s proposed training program and curriculum for all staff specific to areas of responsibility. Include information about the topics for which staff will receive training, how trainings will differ for new staff members versus ongoing trainings and related training schedules.
- vi. Overview of Contractor’s approach to monitoring Subcontractors’ progress in recruiting and training of staff to meet all requirements of RFP Attachment C “Draft Medicaid Managed Care Contract and Appendices.”
- vii. Retention approach for Full-time Kentucky SKY Key Personnel.

- viii. Provide a detailed description of the Contractor’s organizational structure for the Kentucky SKY program under this Contract, including an organizational chart that displays the following:
 - a. Management structure, lines of responsibility, and authority for all operational areas of this Contract.
 - b. How the Kentucky SKY fits into the overall organizational structure of the Parent Company.
 - c. Where Subcontractors will be incorporated.
- ix. A summary of how each Subcontractor will be integrated into the Contractor’s proposal performance of their obligations under the Contract to ensure a streamlined experience for the Kentucky SKY Enrollees, Providers and the Department.
- x. Identification of staff positions that will be based (1) in the Contractor’s Kentucky office(s), (2) in the field, and (3) at a corporate office of the Contractor or Subcontractors. Information should include physical locations for all Contractor operational areas to support this Contract.
- xi. Number of proposed FTEs dedicated to the Kentucky SKY program, by position type and operational area and how the Contractor determined the appropriateness of these ratios.
- xii. Describe the roles and responsibilities of Care Coordinators and Care Coordination Team. How will the Contractor maintain adequate Kentucky SKY to Kentucky SKY Enrollee ratios and number of Care Coordination personnel and management staff having expertise in Physical Health, Behavioral Health, and the Kentucky SKY Enrollee to build Care Coordination Teams?

Provide the Contractor’s approach to locating the Care Coordinators areas in which they serve.

Introduction

As a Kentucky-based organization that has supported the Medicaid population for 22 years, Passport has extensive experience in supporting children and youth, including those in foster care, juvenile justice, adoption assistance and other categories that will be eligible for Kentucky SKY enrollment. Through this experience we have built strong provider relationships and community ties to support the delivery of trauma-informed care (TIC) to these individuals and their caregivers. Our deep understanding of this population has helped us to build out an organization, inclusive of subcontractors, that will fully meet contractual requirements while delivering culturally sensitive and appropriate care to Kentucky SKY members.

G.2.a.i. Describe the Contractor’s experience in the provision of managed care services similar to those specified in the Contract for the Kentucky SKY populations specified in this Contract. In addition, include the following information in the response:

Passport Experience Supporting Kentucky SKY–Eligible Members

Passport has 22 years of experience managing Medicaid services for youth in foster care and other groups eligible for the Kentucky SKY program. During this time, we have had a designated team, currently composed of six full-time staff led by a manager, dedicated to serving the Kentucky SKY–eligible population. Our team is composed of professionals with extensive experience working in a variety of settings, including therapeutic foster care programs, community mental health centers (CMHCs), residential treatment facilities, the Department of Corrections, the Health Access Nurturing Development Services (HANDS) program, state and private psychiatric hospitals, Norton Children’s Hospital, refugee resettlement programs and programs contracted by the Department for Behavioral Health, Developmental and Intellectual Disabilities (DBHDID). One of the members of our team is a former foster parent, and another is certified in Trauma-Focused Cognitive Behavioral Therapy (TF-CBT). They have established strong working relationships with providers, agencies and community resources that serve the Kentucky SKY population. Our deep understanding of these members grows out of these experiences.

We also understand the pressures within the child welfare and juvenile justice systems and the need to support these agencies and the children, youth and families they serve. This support comes through robust care management, strong provider networks, advanced data infrastructure, innovative leadership and extensive community relationships. Through the years, our team has built strong collaborative relationships with local Department for Community Based Services (DCBS) and Department of Juvenile Justice (DJJ) staff as well as with private foster care and residential agencies. These relationships allow for better coordination of care for our members. Caseworkers and agency staff do not hesitate to pick up the phone to call Passport when they have a need.

Our experience providing managed care services for these populations has helped us develop policies that ease access to care and services for these members. The following are some examples of these policies:

- Foster care and adoption assistance members do not require referrals to receive care from specialists.
- Prior authorization requirements are waived for all services for foster care and adoption assistance members, except for inpatient hospital admissions; private duty nursing; home health services; Early and Periodic Screening, Diagnostic and Treatment (EPSDT) expanded services; and any non-covered services.
- Providers are exempt from timely filing deadlines for services provided to foster care and adoption assistance members, though they are encouraged to submit claims as soon as possible.

G.2.a.i.a. Experience in coordinating and providing Trauma-informed services, and educating Providers on Trauma-informed Care, ACEs, and evidenced based practices applicable to individuals in the Foster Care and juvenile justice systems or receiving Adoption Assistance;

Experience Coordinating and Providing Trauma-Informed Services and Educating Providers to Support Kentucky SKY–Eligible Members

Passport has experience in coordinating and providing trauma-informed services through our care management programs and our work with our provider network. We also have experience educating providers on TIC, adverse childhood experiences (ACEs) and other evidence-based practices (EBPs) applicable to children and youth in foster care or juvenile justice, those receiving adoption assistance, and those otherwise eligible for enrollment in the Kentucky SKY program.

Throughout its history, Passport has recognized the need to help develop a provider network that is knowledgeable and responsive to the unique needs of Medicaid members, including those in Kentucky SKY. Today, Passport’s network includes approximately 32,000 providers across the following provider types: 9,100 PCPs (2,500 of which are Pediatricians), 17,000 Specialists, 2,200 Ancillary Providers, 3,700 Behavioral Health Providers, and 130 Hospitals. The sections that follow provide descriptions of our efforts to coordinate and deliver trauma-informed services, and the steps we have taken to educate providers.

Coordinating and Providing Trauma-Informed Services

Passport has taken an “inside-out” approach to ensuring members receive trauma-informed services, from their encounters with Passport through their experiences with our providers. Internal to Passport, we have provided multiple trainings to member-facing team members on the components of TIC. For example, Dr. Deborah Coleman, who provided TIC training within the Kentucky Department of Corrections, has made multiple presentations to Passport on how to work with members who have experienced trauma without triggering their trauma response. Question, Persuade, Refer (QPR) suicide prevention training is offered to new employees during their orientation and at other times during the year. Last year, more than 300 staff that support Passport completed the training. We also provide regular trainings for our care management team to ensure each of them has TIC training and can continue to hone their skills in this area. We send team members to external trainings when appropriate so that we can stay abreast of current knowledge in the trauma-informed realm. For example, one of our care managers attended a two-day TIC conference hosted by the University of Louisville and then shared knowledge gained with the team upon his return. Dr. David Hanna has completed the Training of Trainers in TIC and used his expertise to work with our provider relations staff to promote trauma-informed practices through our provider network.

Care management leaders, with input from members, providers and care management teams, consistently update training resources and process guides to assist our team members (from member services to care management) in taking a more trauma-informed approach with members. We instruct our teams on how to use inclusive and non-threatening language when asking sensitive questions or following up on sensitive

topics. Our call audit processes allow leaders to observe and provide one-on-one feedback to team members to continue to hone their skills.

Supporting Practice Transformation Through Education and Consultation

Our provider education and training program educates and informs new and existing providers on TIC, EBPs, ACEs and other topics relevant to serving the Kentucky SKY population. The training also reviews topics relative to providing comprehensive, wraparound care. Passport shares information that may be new to providers, as well updates and changes to existing information. We actively seek feedback from our providers to monitor the effectiveness of training and inform planning for future educational programs.

Passport currently collaborates with providers on practice transformation related to integrated approaches to health care from a step-wise approach that meets providers where they are. While mandating trauma education for providers will be new with Kentucky SKY, we currently review (when appropriate) TIC, ACEs and EBPs related to behavioral health (BH) screening and intervention.

Our current approach for providers assists them with motivation, education and implementation for TIC, and includes but is not limited to the following:

- Assessment of practice readiness for change and beliefs about trauma
- Training offerings and education related to screening
- Workflow and best practices
- Measures that help the practice assess how they are doing on implementation

Our approach incorporates the seven domains identified by the National Council for Behavioral Health as making up TIC practice:

- Early screening and assessment
- Consumer-driven care and services
- Nurturing a trauma-informed and responsive workforce
- Evidence-based and emerging best practices
- Creating safe environments
- Community outreach and partnership building
- Ongoing performance improvement and evaluation

Over the last several years, we have observed that providers are well intentioned and eager to embrace addressing trauma in their practices. However, they need guidance toward better understanding of the ACE studies and EBPs related to ACEs and trauma.

In addition, we have observed that many providers have heard of TIC, are moving toward adopting the model for their practice, or believe they have already achieved a high-fidelity approach to TIC. We offer resources and ongoing consultation to providers around screening, workflow and care coordination. Passport subject matter expert (SME) consultants have observed that some practices are eager to screen for

trauma using ACEs or other screening tools, but often do not have a protocol for what to do with a positive screen. Through consultation, we help providers better understand that ACEs screening is not a diagnostic tool and does not assess trauma symptoms, but is instead a predictive measure of the potential for longer-term health outcomes. Adding other BH screening tools (depression; anxiety; Screening, Brief Intervention, and Referral to Treatment [SBIRT]; etc.) helps the provider build a whole-person understanding of the current need to ensure that there is a next step in the process and that if a referral is needed, the right intervention is provided. We also model how providers should respond to a positive screen from a resilience or strength-based approach to ensure that the member does not feel stigmatized or discouraged by learning of a high ACE score.

Another approach currently used in consultation is to link TIC to member activation models in primary care, especially for those providers that feel they “are doing it all” already. Since both models focus on interaction of all staff with the member (from the front desk through check out), they allow the opportunity to address the training of all team members (some practices only think about their providers). We can also discuss de-escalation protocols for the office for crises or disruptive behaviors. We have found it helpful to connect for staff how their TIC approaches (nonjudgmental, asking what happened to the member, and asking permission for and defining the next action physicians will take in the exam room) are a component of member activation and a member-centered approach—putting the member in control of the situation in the presence of a “powerful other” (the primary care provider [PCP]) and demonstrating that disclosure is met with validation and empathy.

Dr. David Hanna has completed the Training of Trainers in TIC offered by Kristin Hankinson from the Kentucky Department of Public Health, and has collaborated with community and state partners on bringing to light the importance of ACEs and trauma-informed approaches to care. He has created a sample presentation for training providers in TIC. Past experiences with trainings offered by managed care organizations (MCOs) suggest that webinars are received better than in-person trainings, and we archive all webinars for providers on our website. More importantly, we have noted that providers often place more trust in trainings offered by experts in the community or in other states than those offered by SMEs within the MCO. We have had success sponsoring trainings by other experts and would continue to pursue this avenue for TIC, ACEs and EBPs applicable to the Kentucky SKY member population. Passport would continue to highlight, for example, our Clinical Practice Guidelines (CPGs) related to trauma, which includes post-traumatic stress disorder (PTSD) but also emphasizes the importance of ruling out trauma in other assessments for mental health conditions, such as our CPG for attention deficit hyperactivity disorder (ADHD).

While Passport has a long history of working with providers toward improved outcomes, for the Kentucky SKY population we will solidify our current recommendations to providers regarding ACEs and trauma screening in pediatrics, for example, with a focus on the American Academy of Pediatrics Resilience Project for screening tools and a toolkit for becoming a trauma-informed practice, including specifics for the foster

care population¹. Another example would be the Substance Abuse and Mental Health Services Administration's (SAMHSA's) Concept of Trauma and Guidance for a Trauma-Informed Approach, which provides guidance for agencies to perform a self-study². These resources and others provide independent support for understanding and transforming health systems into trauma-informed systems of care.

Incentivizing Providers for Providing Appropriate Support

Passport intends to pilot incentives and other value-based arrangements that reward providers for achieving (1) stability in placement, and, when possible, (2) successful transition to a permanent family, with reduction in trauma, specifically in incidents of restraint and seclusion, (3) promotion of participation in developmentally appropriate community engagement, and (4) improved care coordination at the provider level. Furthermore, Passport will require all Kentucky SKY Care Coordinators to become trained and certified as High Fidelity Wraparound facilitators (described in detail later in the proposal), in part because it is an EBP that functions as a component of TIC.

Although the capacity of providers to participate in these arrangements will vary, Passport will explicitly address the need for youths' sustained future success in contracts with all child-caring and child-placing agencies. This emphasis is intended to move the focus of our relationship away from day-to-day control of behavior problems and into one where services are designed with long-term success in mind.

Trauma-Informed Care for Caregivers

Passport also seeks to establish a collaborative partnership with the important adults in foster youths' lives, including foster parents and childcare staff. Our trauma-informed approach recognizes and includes identifying and supporting caregivers' strengths. We also are aware that caregivers may be affected by secondary trauma, that is, they may be negatively affected by their empathetic engagement with traumatized youth. We understand and will remain sensitive to the secondary trauma that can affect caregivers and will incorporate practices to make appropriate assessments and assist caregivers in accessing support services. Among the assessment instruments that Passport supports the use of are the Post Traumatic Stress Disorder Checklist for Civilians, the Trauma History Screen, the Trauma Symptom Inventory-2, and the Symptom Checklist 90 Revised (SCL 90-R).

¹Sources: www.aap.org/en-us/advocacy-and-policy/aap-health-initiatives/resilience/Pages/Clinical-Assessment-Tools.aspx and www.aap.org/en-us/Documents/ttb_addressing_aces.pdf

² Source: <https://store.samhsa.gov/system/files/sma14-4884.pdf>

Supporting System Change to Reinforce Trauma-Informed Care

Passport is engaged in multiple initiatives in the Commonwealth focused on supporting TIC and other EBPs appropriate to this population.

Building Bridges Initiative

Passport is committed to a collaborative approach to improving the overall system of care for our pediatric population and those specific members who will be included in Kentucky SKY. Passport has been fully engaged in and supportive of DCBS' Building Bridges Initiative (BBI), which emphasizes that "children grow best in families, within supportive communities and through empowering partnerships." We are committed to participating in a system of care that is youth guided and family driven. Passport believes that the Kentucky SKY contractor has a unique opportunity to support this effort by emphasizing the BBI principle of achieving "sustained positive outcomes" in our contracting relationships with providers.

Families First Preservation Services Act

Dr. David Hanna is part of a Family Focused Treatment Association (FFTA) committee focused on implementation of the Families First Preservation Services Act (FFPSA). This committee includes representatives from organizations across the country who are sharing ideas, successes and barriers regarding their state's plan for, or current implantation of, FFPSA. Dr. Hanna will share any insights gained from this committee with Kentucky DCBS leaders.

Bounce

One of Passport's foster care specialists currently participates with Bounce, an organization providing education, training and advocacy to help create a collective impact on improving resilience in children and families. Bounce works with community partners to address the root causes of poor health for vulnerable children and youth. Passport will continue to support Bounce's efforts to address the impact of ACEs and build resilience in youth to help them cope with trauma.

G.2.a.i.b. Three (3) examples of initiatives the Contractor has implemented for Medicaid managed care programs for individuals in the Foster Care and juvenile justice systems or receiving Adoption Assistance that have supported improved outcomes (e.g., greater awareness of Trauma-Informed Care, clinical outcomes, Discharge Planning between levels of care, etc.). Describe whether such initiatives were cost effective and resulted in sustained change;

Passport is proud to provide three examples of initiatives we have implemented for members in the foster care or juvenile justice systems, or those receiving adoption assistance, that represent success stories of improved outcomes and greater opportunities for persons eligible for the Kentucky SKY program.

Example 1: Pilot Program to Introduce High Fidelity Wraparound

Passport conducted a pilot program providing intensive care management for children and youth in foster care. For this initiative, 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 pilot program proposed to serve 60 high-risk children between the ages of 4 and 17.5 years old who experienced three or more placements within 24 months and were at risk for entering a group home, psychiatric hospital or 24-hour BH treatment facility. Our goals were to improve the foster children's health and well-being, promote permanency, increase community placement and provide needed support to the caregiver. The pilot program was designed to last for 12 months (later extended an additional year) with a 6-month follow-up period. During this time, we continuously monitored and measured progress toward the following goals:

- Reduced cost of care
- Improved clinical and functional outcomes
- Increased stability of living situations

The program assessed outcomes using a combination of claims and cost data analysis, care team participant interviews and the Child and Adolescent Functional Assessment Scale (CAFAS). The CAFAS uses information from eight life domains: school, home, community (delinquency), behavior toward others, moods and emotions, self-harm, substance abuse and cognitive thinking (irrational thoughts). The program participants were scored on the CAFAS at intake, every three months during the program, and at discharge.

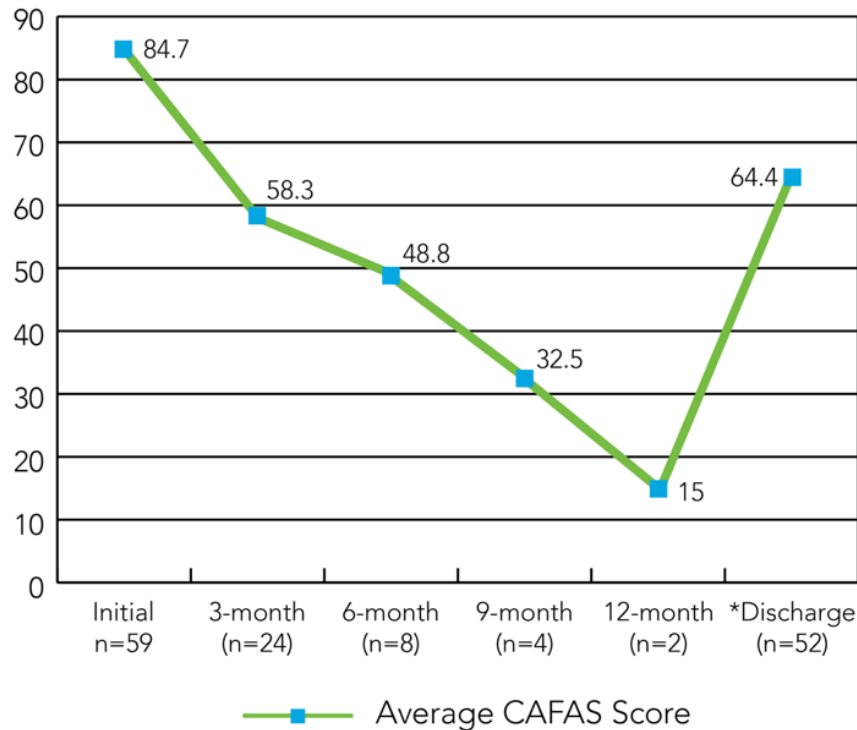
We deployed a team decision-making process based on High Fidelity Wraparound that promoted youth and family voice and choice in the health care process and clinical interventions. The wraparound process was facilitated by an Intensive Care Coordinator (employed by one of the two participating providers), and the care team members included the child, identified family or foster family member, DCBS social service worker (SSW), treatment providers and informal network support members.

Improved Outcomes with Cost-Effective, Sustainable Change

Improved Outcomes: The children's health and well-being improved during the program, as indicated by declining CAFAS scores. Furthermore, the longer a child participated in the program, the greater the scores improved, as illustrated in **Exhibit G.2-1**.

Exhibit G.2-1: Foster Care Intensive Care Management Pilot Study Improved CAFAS Scores

CAFAS Total Score Over Time

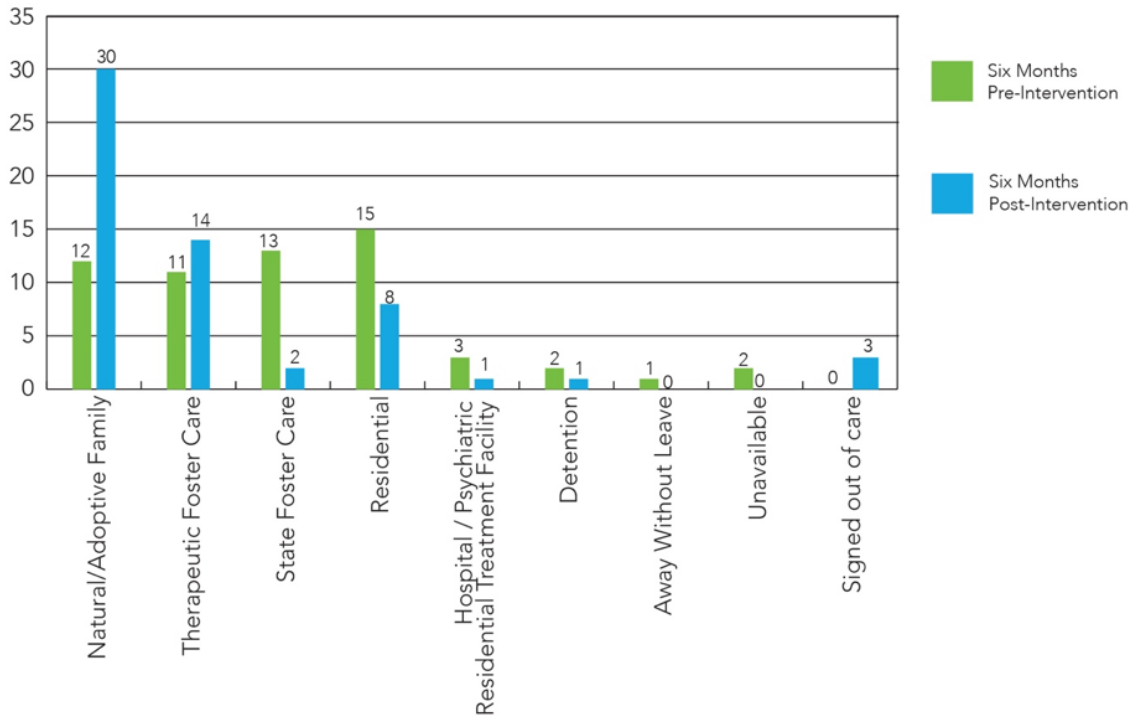


Cost Effectiveness: The pilot program demonstrated that by using an innovative model of interventions for children and youth in foster care, we were able to improve outcomes and decrease costs. Specifically, there was a \$160.45 per member per month (PMPM) decrease in overall spend for participants in the six months post-intervention compared with the six months pre-intervention. Pharmacy and non-BH claims, including emergency department (ED) claims, accounted for the decrease.

Sustained Change: Passport followed these children through six months post-intervention and found sustained change. As shown in **Exhibit G.2-2**, six months post-intervention, more than half of the participants were living with their natural or adoptive family. This was a 150% increase in children living with family members compared with six months prior to intervention. Therapeutic foster care placements also saw an increase of 27% post-intervention. All other placements decreased, some dramatically so. For example, there was a 47% decrease in participants in residential care. At initiation, our goal was for 80% of children served by the pilot to maintain their current placement or step down to a lower level of care. In the follow-up period, 82% of the youth served were either with natural family, in a DCBS foster home or in therapeutic foster care.

Exhibit G.2-2: Placements Six Months Pre- and Post-Intervention

Placements 6 Months Pre and Post Intervention



Passport’s Dr. David Hanna and Stephanie Stone presented the findings from our foster care pilot at the national FFTA Conference in July 2019. Passport plans to use its experience and lessons learned from the foster care pilot as a foundation for its work with the Kentucky SKY population. Having already experienced the implementation of High Fidelity Wraparound and the impact of the results on our members, we look forward to the opportunity to partner with DCBS, the Department for Medicaid Services (DMS), and DBHDID in taking the pilot to scale for the Commonwealth.

Example 2: The Independence Readiness Program

Passport has been collaborating with the Boys and Girls Haven, along with other community groups, to implement an innovative initiative called the Independence Readiness Program (IRP). The IRP provides job and skills training to Kentucky SKY members and brings in local employers to share job training and entry-level employment opportunities. Kentucky Community & Technical College System (KCTCS) also provides trade skills training and counsels Kentucky SKY members on affordable ways to get into college. There is also a life skills training component, mentor program and equine vocational training and career readiness program that uses a relationship with a horse to resolve trauma and promote healing. While this initiative is not exclusive to Passport, the majority of participants have been Passport members.

Improved Outcomes with Cost-Effective, Sustainable Change

At this point, 82 participants have been served by IRP and, as a result, 91% have maintained their current placement or stepped down to a less restrictive placement, thus avoiding homelessness. A full analysis has not been performed yet, as this intervention is still in the first phase of implementation. Future phases will involve a formal program evaluation component including cost analysis and longitudinal impact, as well as generating external funding to expand the program.

We are interested in working directly with DCBS to expand this program, channel more Kentucky SKY members into IRP and add new program components that would connect Kentucky SKY members to specialized housing. The effort is designed to help members achieve independence and leverage community support.

TF-CBT is an evidence-based treatment for children and adolescents impacted by trauma and their parents or caregivers. Research shows that TF-CBT successfully resolves a broad array of emotional and behavioral difficulties associated with single, multiple and complex trauma experiences (tfcbt.org).

Example 3: Trauma-Focused Cognitive Behavioral Therapy for Adolescents with a History of Trauma

Passport noticed a trend of adolescent members who were in and out of the hospital due to behaviors rooted in their trauma history. Members were sometimes sent out of state due to the inability to get needed trauma treatment in Kentucky. Passport determined that these members needed an extended length of stay in an acute environment to address their trauma using an evidence-based or evidence-informed practice. There were providers willing to partner in this effort, but there were some licensure issues that needed clarification. Passport worked with providers to identify evidence-based solutions for trauma, and we jointly determined that TF-CBT seemed appropriate. Passport accompanied providers to discuss the issue with DBHDID, including member needs and perceived licensure barriers. DMS gave approval for providers to deliver the needed service in an extended care unit (ECU) setting. Passport developed an authorization process and a rate to support participation. With those steps taken, River Valley Behavioral Health (River Valley) was able to begin serving Medicaid members in this unique program.

River Valley's TF-CBT program provides a unique service for children with trauma-related psychiatric symptoms. Passport contracts with this program for an extended care unit service and extended length of stay to monitor outcomes to ensure value for our members. Members who participate have typically tried other treatment modalities first that have failed.

The design of this program includes allowing additional time for members to address the impact of their trauma on their BH in a structured, evidenced-based manner. River Valley's TF-CBT program is situated within their Psychiatric Residential Treatment Facility (PRTF). During the program, members are guided in developing

a trauma narrative about their past experiences. Members then learn alternative ways of coping to apply to the past trauma experience. These new coping skills are designed to help address any recurrence of trauma symptoms and prepare the member with new strategies to address future stressful events.

On average, Passport members spend 123 days in the program. Among the services offered are individualized assessment and engagement, psychoeducation, relaxation, affect modulation, cognitive coping, developing a trauma narrative and developing skills for enhancing future safety. Weekly family involvement, if available, is also part of the program.

Exhibit G.2-3 shows the percentage of placement settings for members who have participated in the program.

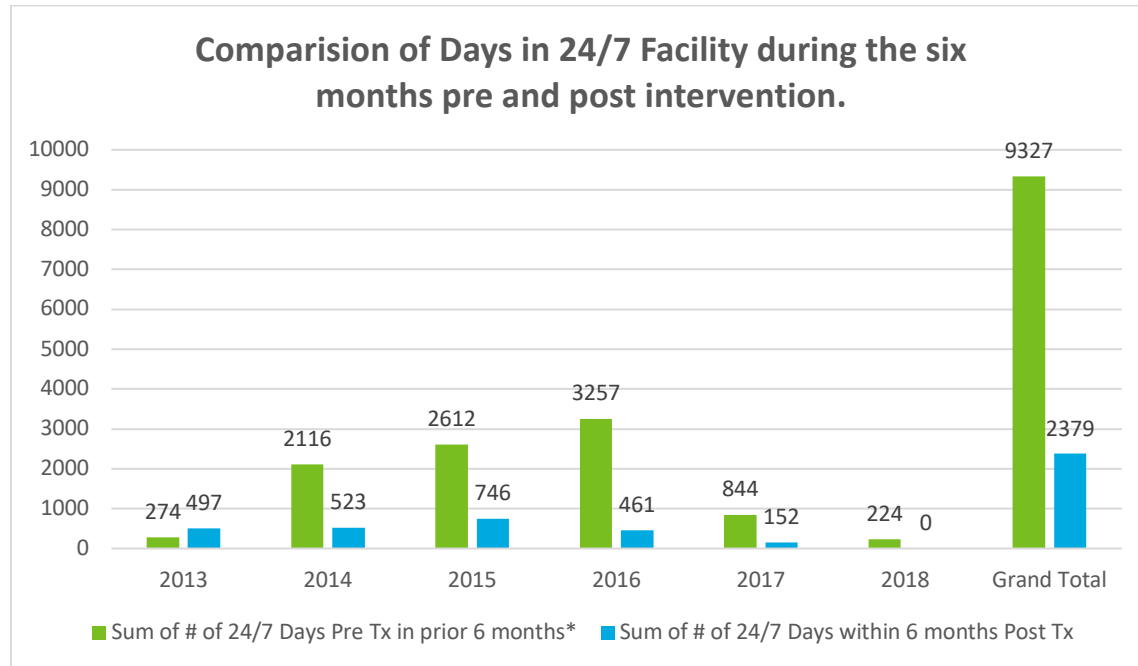
Exhibit G.2-3: Percentage of Placement Settings

Placement Prior to Intervention	Percentage of Participants
Foster Care	60%
Previously in Foster Care	18.67%
Natural Family/Legal Guardian	21.33%

Improved Outcomes with Cost-Effective, Sustainable Change

After initiating the partnership with River Valley, Passport was able to demonstrate significant reductions in out-of-home, residential and hospital placements for members served by the program. Of note, members entering this program had high rates of facility-based care prior to enrollment. Facility-based care includes psychiatric hospitals, PRTFs and similar settings. Pre- and post-intervention results by year are shown in **Exhibit G.2-4**. There was a 75% reduction in facility-based placements following participation in the River Valley TF-CBT program from 2013 through 2018. We value this partnership with River Valley and expect this effort to continue well into the future.

Exhibit G.2-4: Comparison of Days in 24/7 Facility



G.2.a.i.c. A summary of lessons learned from the Contractor’s experience providing similar services to the populations enrolled in Kentucky SKY; and

G.2.a.i.d. How the Contractor will apply such lessons learned to the Kentucky SKY program

Lessons Learned from Passport’s Experience, and Applying them to Kentucky SKY

This response addresses both RFP G.2.a.i.c and G.2.a.i.d.

Through Passport’s two decades of service to the Commonwealth and extensive work with Kentucky SKY members, we have a profound appreciation for this simple truth: Kentucky SKY members are diverse and they present unique challenges. What works for one region does not necessarily work for others. Valuable lessons from our experiences have influenced our service model, day-to-day activities and long-term planning, ultimately shaping our services to meet the needs of the Commonwealth, members and providers. Passport will continue to review and evaluate the lessons learned in Kentucky and across the nation in order to refine our services to improve the health and quality of life of our members while reducing costs for the Commonwealth. Thanks to this long-range perspective and dedication to Kentucky, our immersion in this market and spirit of continuous improvement have highlighted the following eight lessons.

- Coordination of Care Addresses Frequent PCP Changes
- Increased Access to Psychological Assessment Improves Diagnosis and Care Plan

- A Designated Team Is Better Suited to Coordinate Care for Kentucky SKY Members
- Unique Initiatives Are Required to Reduce Psychiatric Hospitalizations for Foster Care Children
- Pediatric Psychotropic Drug Use Is Improved Through Clinical Practice Guidelines and Member and Provider Education
- Restructuring our Model of Care Engages More Kentucky Medicaid Members
- Partnering Directly with Providers Achieves Better Coordination of Care
- Community Feedback Improves Processes to Meet Kentucky's Unique Needs

1. Coordination of Care Addresses Frequent PCP Changes

Lesson Learned

While working with Kentucky's foster care population, we have learned that these children move frequently and therefore regularly need to change PCPs. This can have a negative impact on coordination of care if not managed appropriately.

Application of Lesson for Positive Impact

To improve the coordination of care for Kentucky SKY members, we removed the requirement for foster children to use one PCP due to the frequency of their moves. We also waive referral requirements and removed the need for most prior authorizations, making access to care and services easier for this population. Since the SKY population will be required to have a PCP, Passport will make changing the PCP a seamless and quick process for members, legal guardians and caregivers as placement changes occur. Passport already has processes in place for this and will continue to work with our providers to understand changes as they occur.

2. Increased Access to Psychological Assessment Improves Diagnosis and Care Plan

Lesson Learned

Passport recognized that many of the children in foster care who were experiencing placement disruptions due to behavioral issues had vague diagnoses such as behavioral disruption disorder or had a long list of diagnoses that did not always make sense taken together. Passport recognized that we needed to increase access to psychological assessments to ensure accurate diagnosis of BH conditions. When we performed an analysis of why children were waiting for psychological assessments, we determined that our rates were set too low to cover the provider's expenses in this area.

Application of Lesson for Positive Impact

Passport enhanced the rates for psychological assessments and outreached to psychologists to inform them of the change to encourage more participation in the network. We also spoke with some CMHCs about the need to increase access to psychological assessment services. Additional psychologists joined the network, and our largest CMHC added additional psychologists for assessment. Passport clinicians strongly encourage

the use of psychological testing to confirm diagnoses of children, especially those in the Kentucky SKY population.

3. A Designated Team Is Better Suited to Coordinate Care for Kentucky SKY Members

Lesson Learned

Due to added complexities related to privacy and custody within these populations, Passport learned many years ago that we can provide a better experience to our members, their caregivers and our Commonwealth agency partners by having a designated team responsible for coordination of all of the population's needs.

Application of Lesson for Positive Impact

While this team draws on resources, experience and relationships from across the broader Passport organization, our current foster care team is the one-stop shop for SSWs and foster parents. Whether the need is typically met by a member services professional, provider services liaison, pharmacy technician, utilization management (UM) nurse or other resource, our foster care team handles all efforts on behalf of the members of this population. This creates a more seamless experience for the member, DCBS workers and their team, and helps us to protect members' privacy.

4. Unique Initiatives Are Required to Reduce Psychiatric Hospitalizations for Foster Care Children

Lesson Learned

Passport has used its data analytics capability to better understand and develop interventions for children and youth in foster care. In a study focused in Jefferson County, we saw in our data that foster care children have a higher readmission rate for psychiatric hospitalization than non-foster youth. Furthermore, although most admissions were comparable to those for non-foster populations, a few foster youths with very long stays made the *average* length of stay considerably high.

Application of Lesson for Positive Impact

Using this data and in discussion with our community partners, we have identified four opportunities to reduce the use of hospitalizations: (1) preventing first-time admissions, (2) preventing readmissions after youth have been hospitalized, (3) reducing lengths of stays, and (4) intervening when youth are seen in the admissions office or ED but do not meet the criteria for admission. This last group is often at risk for admission in the near future. Passport is currently working with community providers to develop services and processes that will prevent psychiatric hospitalizations or other out-of-home placements.

Concurrently, the Passport Behavioral Health Integration and foster care teams began working directly with the Kentucky hospital with the highest number of inpatient stays to create more-targeted discharge planning for DCBS members. For example, we learned upon analysis that the average length of stay for

members in this hospital is 1.46 days longer than that for other facilities. We began collaborative discussions via regular team meetings between Passport, the hospital and DCBS to address qualitative concerns, adverse incidents, discharge planning and suggestions for resolution.

5. Pediatric Psychotropic Drug Use Is Improved Through Clinical Practice Guidelines and Member and Provider Education

Lesson Learned

Kentucky has one of the highest rates of psychotropic medications prescribed to children in the U.S. A study by the University of Louisville, funded in part by a grant from Passport, found that psychotropic medications are being prescribed to young children (under the age of six years) in the Commonwealth at doses above those approved for use in adults, and often in combination with other medications³. In Kentucky, the rate of use of psychotropic medications in foster children is nearly six times that of Temporary Assistance for Needy Families (TANF) children receiving Medicaid benefits. Passport has learned that the implementation of CPGs related to prescription of antipsychotic medication, as well as the education of providers, members and their caregivers, is essential to improving the appropriate prescription of psychotropic medications for children and youth.

Application of Lesson for Positive Impact: Performance Improvement Project for Children and Adolescents on Antipsychotic Medications

Between 2014 and 2016, Passport engaged in a Performance Improvement Project (PIP) to improve prescribing patterns and care management for children and adolescents on antipsychotic medications through a cohesive and coordinated approach. As part of this PIP, Passport adopted relevant CPGs to reduce variations in treatment and promote adherence to the appropriate forms of treatment for psychiatric disorders based upon those guidelines. Passport provided education and outreach to increase provider, member and caregiver awareness regarding appropriate prescribing and management of antipsychotics, specifically on the potential side effects associated with antipsychotic medications and the appropriate prescribing and management of children and adolescents on antipsychotic medications. As a result of this PIP, we saw significantly increased metabolic monitoring, decreased use of multiple concurrent antipsychotics, and other favorable changes related to antipsychotic use in children and adolescents and other relevant metrics.

Application of Lesson for Positive Impact: Passport Helps Members Manage Psychotropic Medication Use

Passport has discovered that a lack of communication regarding medication therapy to the member, caregivers and transition health care facilities is linked to poor member outcome and creates the potential for medication errors. Medication errors are also linked to members' lack of understanding regarding their pharmacy treatment regimen. Our Care Advisors perform an initial medication review with each member

³ Lohr WD, Brothers KB, Davis DW, Rich CA, Ryan L, Smith M, et al. (2017). Providers' behaviors and beliefs on prescribing antipsychotic medication to children: a qualitative study. *Community Mental Health Journal*. 54(1), 17–26.

and during each subsequent session with the member or caregiver. Care Advisors also educate caregivers about the importance of ongoing monitoring (metabolic monitoring, weight, body mass index [BMI], etc.) by a provider when members are taking certain psychotropic medications. Passport has also created educational brochures focused on pediatric BH that include important information about the management of psychotropic drugs. The brochures also include information on how to reach Passport for additional assistance.

6. Restructuring Our Model of Care Engaged More Kentucky Medicaid Members

Lesson Learned:

Passport’s traditional reactive model for identifying members for care management emphasized what appeared to be the most obvious or pressing issue facing the individual (e.g., out of control A1c for people with diabetes) and tended to engage the member when it was too late to avoid admissions or unwanted episodes. By using machine learning and focusing holistically on all the underlying issues facing the individual, such as BH and social or environmental barriers, we can address and mitigate the true drivers of poor health outcomes much more effectively. Additionally, more traditional models don’t maximize the member population that can be supported for better health outcomes, as they relied fully on inbound member or provider-initiated referrals or claims data for participation in a care management program.

Historically, Passport conducted disease management programs very similarly to other MCOs in that it was heavily reliant on referrals from providers or members themselves or on claims data seeking evidence of specific diagnoses. While this model had some impact and benefits, there was some bias in the selection process and it inherently limited enrollment growth in programs that could have a substantial impact on overall health outcomes. While the previous model led to high satisfaction among members enrolled in programs, graduation rates were not as high as expected. Also, when looked at critically, it became clear that many members who needed help were being missed by this inbound approach.

Application of Lesson for Positive Impact:

Passport took the following actions to restructure its model of care:

In 2016, Passport began to deploy a new comprehensive, member-centric population health model that fundamentally changed our model of care. It fully integrated the member’s physical well-being, BH, oral health, pharmacy and social determinates of health (SDoH) services across the entire health care spectrum. We are acutely aware that medical and BH issues are tightly interconnected, and the effects of chronic medical conditions, prolonged stress, poverty and trauma can have direct and devastating effects on members and their families. Our experience indicates these factors are deeply rooted in SDoH that can contribute to physical and BH complications. We have used our experience to develop a model of care that addresses the “whole person” to better serve our members and improve their health and quality of life.

Passport established strong clinical leadership focused on forming and deploying this new model of care and establishing clear accountability and goals for member impact. As a result, all clinical and quality results are

the responsibility of the Population Health Management Director, the Vice President of Clinical Operations and the Vice President of Health Integration under the oversight of the Chief Medical Officer. The Chief Operating Officer (COO) has accountability for all health plan operations that are necessary to assure successful execution of this and all other Passport programs.

IT and data integration strategies were deployed for action and insights. This new program design also highlighted the need for actionable information to appropriately identify and stratify members for intervention. This has been accomplished via the integration of our data warehouse and will continue to evolve under the direction of our Chief Information Officer. This data model allows for a proactive approach based on predictive modeling to target outreach and engagement to a far larger population than traditionally reached, and early in the process when engagement can circumvent catastrophic health events and address root issues that increase the severity of co-morbid conditions. This metrics-based view also brings greater focus to key indicators such as graduation rates, decreasing admissions and cost avoidance.

Passport has realized positive outcomes because of this transformation in our care management program and overall model of care, including the statistics shown below. We have learned that integrating our services and approaching programs from a whole person perspective is well-received by members and results in a better experience for the member, the provider, for health outcomes and the bottom line financially. This is outlined in **Exhibit G.2-5** below.

Exhibit G.2-5: Impact of Programs in Six Months Post-Period

Impact of programs in 6 month post-period

	Total Medical Expense	Inpatient Admissions	ED Visits
Transitions Care (n=1016)	▼ 8%	▼ 14%	▼ 8%
Catastrophic Care (n=426)	▼ 16%	▼ 33%	▼ 16%
Complex Care (n=1322)	▼ 20%	▼ 32%	▼ 35%

7. Partnering Directly with Providers to Achieve Better Coordination of Care

Lesson Learned:

Without deep provider coordination, we cannot maximize member health outcomes and member engagement. A common theme we see behind low-cost, high quality Medicaid managed care is close collaboration with provider partners. As a historically provider-owned plan, Passport has always been a firm believer in collaborating with providers to improve the health and quality of life of our members, at both an individual and population level. We believe sharing and exchanging information and building positive relationships with our provider networks is central to this goal.

Application of Lesson for Positive Impact:

Examples of how Passport put this insight into action follow:

Community Health Workers Meet Face-to-Face with Members in Provider Offices: In 2018, we expanded face-to-face care delivery to include community health workers who conduct personal visits in members' homes, provider offices, community service organizations, and whatever community location is convenient for the member. Community health workers serve as advocates to schedule appointments, obtain necessary resources for SDoH needs, and offer personal health education and instruction. Community health workers are empowered to ensure the member has access to needed care.

Preliminary data on our program demonstrates a positive correlation between a member's involvement with a community health worker and their engagement in care programs. We found that members' engagement levels increased by 41% and their clinical and support program graduation rates improved by 110% compared to other members in care management.

Grant to SAFE Increases Pediatric Forensic Services in Kentucky: Passport provided a grant in 2018 to Sexual Assault Forensic Examiner (SAFE) Services, a nationally recognized forensic nursing program at the University of Louisville, serving victims of sexual assault and domestic violence. The program helps protect an average of 1,100 Kentucky children from further child maltreatment by providing comprehensive, timely medical evaluation for those suspected to be victims of physical abuse or neglect.

On a national level, SAFE Services is the only program of its kind that utilizes nurses as forensically trained physician extenders—a highly cost-effective and unique approach to meet the needs of such a large population. In purely monetary terms, just one prevented case of abusive head trauma can save insurers hundreds of thousands of dollars in hospitalization and rehabilitation costs. Approximately 75% of individuals served by SAFE Services are Medicaid beneficiaries.

Thanks to Passport's grant, in 2018 SAFE Services was able to:

- Increase the number of victims served to a record high 684, an increase of more than 137 individuals over the previous year
- Realize a record low of seven physician-performed Sexual Assault Nurse Examiners (SANE) exams at UofL Health, expediting sexual assault patient care, and improving the overall patient length of stay for the ED
- Achieve a record staffing level with six consecutive months of 100% SANE coverage, a first for the program

8. Community Feedback Improves Processes to Meet Kentucky's Evolving Needs

Lesson Learned:

Regular and proactive solicitation of feedback allows for continual program improvements and is critical as the needs of our community evolve. Passport believes strongly in the importance of gathering input and

feedback from stakeholders prior to implementing projects for added perspective and collective problem-solving. We approach every initiative with a sense of humility. Those who can help us determine how to best serve members are often the members themselves, the parents and foster parents who are navigating health care and social service systems, and those who work directly with them daily. We also work with providers and Commonwealth agency partners to better understand the problem and potential solutions before implementing new initiatives. Seeking this input allows us to understand members' unique challenges and barriers. We are then able to incorporate this perspective into our planning, thereby creating and continually adjusting our programs to better meet the unique needs of Kentucky SKY members and the providers and agencies serving them.

Application of Lesson for Positive Impact: Incorporating Feedback from Committees

Our Partnership Council and the Quality Member Access Committee (QMAC) are central forums to hear the voices of our wide variety of stakeholders, which includes providers, community partners and members in the decision-making process. In addition, we also leverage several smaller, more focused committees in our decision-making processes such as our Behavioral Health Advisory Committee (BHAC).

G.2.a.ii. Provide a listing of the Contractor's prior and existing full risk Medicaid managed care contracts serving individuals in the Foster Care and juvenile justice systems or receiving Adoption Assistance for the previous five (5) years. Include the following information:

G.2.a.ii.a. State name

As an MCO, Passport has served the Kentucky Medicaid foster care population for the past 22 years.

G.2.a.ii.b. Contract start and end dates

Passport has been contracted as an MCO in Kentucky from 1997 through the present (2020); our service includes foster care, juvenile justice-involved youth and members receiving adoption assistance.

G.2.a.ii.c. Number of covered lives

We currently serve over 5,000 members eligible for Kentucky SKY, including more than 3,200 who are in foster care.

G.2.a.ii.d. Whether the Contractor provides services regionally or statewide

Passport provides services statewide. We have offices located in Louisville and Prestonsburg and staff based all over the Commonwealth.

G.2.b. Office in the Commonwealth

For programs similar to Kentucky SKY, has the Contractor co-located staff in an agency regional office? If yes, describe the factors that influenced that decision and summarized the outcome of the co-location in coordinating of services for program participants.

Passport Successfully Co-Locates Staff in Community Agencies

Passport has been co-locating staff in community agencies since 1998. Although Passport has not co-located associates in a DCBS or DJJ regional office, we have had extensive success co-locating staff with other organizations to promote the coordination of care. We have embedded staff at provider offices, in EDs, homeless agencies, and refugee resettlement agencies and with a private child-serving agency to assist with needs related to continuity of care and care coordination. In these settings, we have seen the benefits of building relationships and having easily accessible and informal communication networks, and the value of coming to a deeper understanding of the work environment of our partners. Because many of our team members have worked in these settings before coming to Passport, we recognized that Passport would have much more success working face-to-face with providers and members at these agencies than via more traditional telephonic outreach efforts. What we have learned from the experience is that being down the hall from or in the same office as agency staff facilitates much more in-the-moment problem resolution. We also saw this dynamic at work in our Intensive Case Management Pilot in which regular oversight meetings held at the DCBS office were key to ensuring that a collaborative team plan was built for each member. Co-location ultimately resulted in fewer barriers to care for all members.

Passport intends to deploy members of the Care Coordination teams (e.g., Care Coordinators, Care Managers, Behavioral Health Specialists) across the state so that every DCBS region and every DJJ community district has co-located Care Coordination team members available. Specific locations for co-location will be developed jointly with DCBS and DJJ following the contract award. During his tenure as director of the Children's Review Program, Dr. Hanna was responsible for co-locating staff in DCBS offices in every service region of the Commonwealth. Based on his experience, he is confident that Passport will be able to recruit and manage a statewide co-located team.

- G.2.c. Staffing
- G.2.c.i. Describe the Contractor’s proposed approach to staffing for the Kentucky SKY program under this Contract, including the following information at a minimum:
 - G.2.c.i.a. Description of how the organizational structure provides innovative solutions for meeting programmatic goals specific to the Kentucky SKY program and Kentucky SKY Enrollees and supports stakeholder groups (e.g., Kentucky SKY Enrollees, providers, partners, among others).

Passport’s Organizational Structure Ensures Diverse Input to Power Innovation

Passport understands the needs of Kentucky SKY members are unique and will establish operational and oversight structures to drive innovative solutions that meet the specific goals of the Kentucky SKY program through support of Kentucky SKY members and stakeholder groups.



Passport is proposing to create a specific Kentucky SKY organizational unit with both dedicated and shared staff to empower employees to “get it done” for members and those who care for them, while ensuring systemic issues are quickly identified, escalated and resolved. By creating clear structure and accountability, we empower our frontline staff to engage with members and providers in a meaningful way and to solve their challenges in real-time, encouraging rapid communication to identify and solve problems throughout the organization. Passport’s organizational structure provides for close integration at all levels for all health plan operations, ensuring alignment in priorities as innovative solutions are identified, assessed and implemented. As noted in other sections, Passport’s Kentucky SKY project team is both completely dedicated to Kentucky’s foster care population and also deeply integrated within the larger Passport organization. This combination presents the “best of both worlds” for driving innovation since we pool our specialized expertise for the foster care population, but also have access to the broader Passport organization to develop new and innovative ideas.

Executive Leadership Team Promotes Communication Between and Within the Organization

Passport’s organizational structure provides for close integration at all levels and for all health plan operations, ensuring alignment in priorities as innovative solutions are identified, assessed and implemented. Passport’s President and Chief Executive Officer Scott Bowers reports to the Passport Board of Directors. Scott has ultimate accountability for Passport’s performance and meeting the requirements of the Medicaid Managed Care and SKY contracts. His executive team is responsible for all health plan functions and practices that ensure the integrated and coordinated delivery of services to our members. Passport’s executive leadership team (ELT) has a comprehensive understanding of Medicaid managed care and the interdependencies that exist among health plan functions. The ELT is comprised of highly talented and dedicated executives who have extensive experience with national health plans, evidence-based medicine and deep knowledge of Medicaid services. We also understand the

Commonwealth’s priorities. Whether it is addressing SDoH and barriers to access to care, combating Kentucky’s opioid epidemic or improving health outcomes for Kentucky SKY members, the leadership team is in-tune with Kentucky’s needs. We engage throughout the Commonwealth at regular agency meetings, provider meetings, health care-related forums and member listening sessions—here in Kentucky—to ensure our leadership team has the full local context to make the right Kentucky-focused decisions.

Executive Leadership Team Collaboration: Passport’s CEO chairs weekly ELT meetings to ensure all functional areas are integrated. The meetings are used to resolve issues, identify, assess, and monitor the implementation of innovative solutions, and review health plan performance. The ELT meeting agendas also routinely include functional subject matter experts to address current business issues.

Senior management and all other supervisory team members are included in onsite monthly forums where operational priorities and plan updates from ELT are provided and discussed. This cascading of information also happens in real-time; there is a clear expectation that leaders share information via calls, instant messages, emails, and office “drive-bys” so they can have face-to-face opportunities to discuss pertinent matters of business with department leaders. Additionally, in our more formal forum discussions, departments are invited to share important updates from their area which may potentially impact or require involvement from other areas. This meeting format further advances Passport’s ability to internally collaborate and develop holistic, innovative, cross-departmental solutions that ultimately benefit our members and providers.

Passport’s Governance Structure Integrates Stakeholders to Promote Innovative Solutions for Kentucky Communities

Because of our roots as a Kentucky-based, provider-led organization, Passport has strong existing partnerships with local provider groups, community advocates and members. To help us maintain these deep community ties and inform decision-making, we have implemented a unique governance structure that integrates stakeholders.

The Partnership Council and its supporting quality committees and sub-committees advance the development and oversight of clinical programs. By integrating into Passport’s organizational structure, these stakeholder-based groups help Passport better obtain input into solution designs as we identify and test new solutions directly with members, providers and community partners. We will take these lessons learned as data points as we innovative solutions that we bring to the DMS for larger-scale adoption.

- **Partnership Council**

Passport’s Partnership Council has deep ties to the community and allows us to develop innovative solutions through our 32 members representing major categories of providers, members and community services organizations. The Partnership Council assists in the development and oversight of Passport’s clinical programs, including care management, UM, quality and pharmacy. It receives and reviews management and improvement actions from Passport’s quality committees to continuously improve the quality of our team’s service delivery. Council members are nominated and elected to represent different categories of providers and community areas.

- **Supporting Quality Committees and Sub-Committees**

Passport also has quality committees and sub-Committees that report into the Partnership Council. Led by Passport leadership and staff, these committees partner with community leaders to focus on member health outcomes, SDoH and quality of care. They are an integral part of our governance process and provide an excellent platform for Kentucky communities to inform and facilitate implementation of strategic decisions that directly impact their constituents. In particular, the QMAC is a means for Passport members, consumers and advocates to provide input regarding access and quality of care for the membership, in addition to identifying opportunities for improvement.

The ELT and Partnership Council are based out of Louisville and designed to support the Department’s vision and goals for the Kentucky Medicaid program.

Kentucky SKY Integration into Passport’s Quality and Governance Structure

Specific to Kentucky SKY, Passport will form a new stakeholder committee called the Kentucky SKY Advisory Committee to focus solely on innovation and improvement within the Kentucky SKY program. This committee will be composed of DCBS and DJJ representatives, providers, advocates and, most importantly, foster and adoptive parents and former and current foster youth. It will be chaired by the Kentucky SKY executive director and the Passport medical director, and will report up to the Partnership Council and Board of Directors through the Quality Medical Management Committee (QMMC), which is Passport’s Quality Improvement Committee (QIC) and responsible for oversight of quality program deliverables. To support a high level of integration of services received by Kentucky SKY members, this committee will engage collaboratively to provide input on programmatic direction, policy discussion and implementation, and quality improvement initiatives to continuously improve the health outcomes and quality of life for the Kentucky SKY population. **Exhibit G.2-6** shows the proposed composition of our Kentucky SKY Advisory Committee.

Exhibit G.2-6: Passport Kentucky SKY Advisory Committee Membership

Members	Support Staff
Members Parents/guardians of members Foster parents State agency staff Practitioner representatives: <ul style="list-style-type: none"> • Pediatrics • Behavioral Health • Clinical Pharmacy • PRTF Consumer advocates	Kentucky SKY Executive Director (co-chair) Kentucky SKY Medical Director (co-chair) Kentucky SKY Quality Improvement Director Kentucky SKY BH Director Kentucky SKY Utilization Management Manager Pharmacy Director Provider Network Director

G.2.c.i.b. Description of how the organizational structure will support whole-person integrated care, population health and overall improvement in health outcomes in a cost-effective manner for the Kentucky SKY program.

Our Integrated, Member-Centric Organizational Structure

Passport’s Organizational Structure Ensures Whole-Person Integrated Care in a Cost-Effective Manner

Passport’s organizational structure supports whole-person integrated care, population health and cost-effective improvements in health outcomes through collaborative partnerships developed and fostered across many departments. Passport has created and nurtured collaborative relationships between clinical and BH departments, as well as Member Services, Operations, Provider Relations, Compliance, Community Engagement and Marketing and Communications, among others. Our leadership utilizes an integrated approach across our teams to deliver positive results and to improve our members’ health and quality of life in a cost effective manner. For example, our director of Population Health Management sits in the office next door to our director for Member and Provider Services. Our director of Community Engagement sits on the floor directly below. These leaders meet face-to-face nearly every day to discuss whole-person solutions to issues impacting our members and our communities. Our leadership culture encourages team members to work seamlessly together to effectively address the full spectrum of whole-person integrated care on:

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

As illustrated in **Exhibit G.2-7**, Passport makes sure its entire organizational structure is focused on implementing our member-centric model of care. Our organizational and governance structure empowers employees at all levels to “get it done” for members and those who care for them, while ensuring systemic issues are quickly identified, escalated and resolved by our leadership team right here in Kentucky.



Exhibit G.2-7: Passport's Organizational Structure Centers Around our Members



The empowerment that Passport’s organizational structure gives to whole-person care can be illustrated by the care a foster care member recently received. LaDonna (not her real name) was hospitalized in an inpatient psychiatric setting where her repeated, extreme behavioral outbursts jeopardized her ability to transition from the facility. LaDonna was diagnosed with a severe hearing impairment which had stalled her language development. Her inability to communicate was interfering with her ability to benefit from treatment and the attendant frustration was contributing to her behavior issues. Her speech therapist recommended a speech tablet for symbol based communicators that would enable her to interact with staff and engage in treatment in new ways. Unfortunately, our Care Coordinator determined the claim would likely be denied due to the member’s inpatient status. Recognizing the need in this situation, our team members arranged for consultation between our medical director, our Utilization Management department, the Care Coordination supervisor, the facility and the durable medical equipment provider to arrange a special process whereby the tablet could be approved to evaluate its effectiveness. The facility reported that the member responded very well to the device. Her behavior improved almost immediately. Access to the

device enhanced her world in ways the staff did not think possible. For the first time, she was able to call staff by name, introduce herself, communicate needs to others, participate in treatment and self-soothe. She is still receiving therapy, but access to this device has opened the door to foster care placement options that were not previously available to her.

For years, we have recognized that a well-designed care management and care coordination program is crucial to improving the effectiveness and efficiency levels of health care. Our model has transformed over time, and today Passport uses an integrated, member-centric population health model by considering all facets of the member's health: physical health (PH), BH and well-being through SDoH. In fact, we have an entire team dedicated to population health management (PHM).

For example, our teams work together organically to produce positive outcomes for Kentucky SKY members. When issues arise with a Kentucky SKY member, the foster care team activates the applicable departments needed to resolve the situation, which could be Passport's Utilization Management team, Provider Contracting team, Provider Network Management and/or Member Services. These local teams then all work together quickly to solve whatever issue has arisen for the member.

In addition to our PHM program teams, we have also developed a health integration team that collaborates across departments to provide innovative solutions tailored to Kentucky Medicaid and geared toward improving health outcomes and reducing overall costs. Passport's model and the team members that support it are centered on the holistic needs of the member.

We are accustomed to navigating complex health and social conditions to assure the needs of members are addressed, including interfacing with important partners such as agencies of the Commonwealth, providers and community organizations.

G.2.c.ii. What prior experience will the Contractor require staff to have had in serving populations similar to Kentucky SKY Enrollees?

Passport has an existing team of Care Coordinators and Care Advisors along with other clinical and non-clinical staff with extensive experience working with the Kentucky SKY population. We will prioritize the hiring of Kentucky SKY team members who have experience working in fields related to foster care, juvenile justice, adoption, transitioning youth, BH, PH and/or addressing social needs of families. Lived experience in these realms is an appropriate substitute for work experience for many of the Kentucky SKY Care team roles. We have learned that prior experience with the impacted populations reduces learning time and increases compassion and empathy for the population compared to those without this experience. To staff this contract, Passport will make every effort to hire qualified candidates who have this essential experience. If a candidate is hired who lacks this experience, Passport will provide extended training to ensure understanding of the complexities of the population is gained as quickly as possible.

G.2.c.iii. Provide a narrative description of the Contractor’s approaches to recruiting staff for the Kentucky SKY program, including:

G.2.c.iii.a. Recruitment sources;

Passport understands the Kentucky SKY populations’ health needs and demographics, and will recruit with these needs in mind. We will recruit job candidates that have experience with local cultures, perspectives and relationships, which will strengthen our interaction with Kentucky SKY members, legal guardians, caregivers, and the providers and agencies who serve them.

Passport proposes to add more than 127 new team members to ensure we meet and exceed all services and contract requirements. The majority of our team, including executive leadership, will be located in Kentucky to boost the local economy and deliver a hands-on, community-based approach that supports the Commonwealth’s coordinated care goals. All Care Management team members supporting Kentucky SKY will be based in Kentucky.

Recruitment Sources

To bring on Kentucky SKY staff, we will leverage our team of Louisville-based human resources (HR) recruiting professionals to quickly seek and hire qualified candidates. In addition to our local recruiting efforts, Passport has access to national recruiting resources and a deep pool of qualified applicants through our affiliation with Evolent. Over the last two years, Evolent’s recruiting team has interacted with over 200,000 candidates. In addition, the relationship provides a unique opportunity to share talent between the two organizations, resulting in the ability for talent to move from Evolent to Passport if they meet the qualifications for the position at Passport.

Whenever possible, recruiters will rely heavily on employee referrals, which often lead to the hiring of high-performing, long-term employees.

We will also utilize local community events to recruit qualified staff. For example:

- Passport utilizes job boards (e.g., Indeed), community events (e.g., Pegasus Parade, Habitat for Humanity), job fairs and positive brand recognition to help attract top local talent.
- We have partnered with the Louisville Urban League. On July 6, 2017, we hosted a Job Fair at the Urban League offices.
- We have also set up hiring tables during two Passport Community Partnership meetings, listing our open position, discussing them with community members and encouraging them to apply.
- We participated in The Coalition for Workforce Diversity & Disability Career Fair to try to identify inclusion opportunities. We also hold annual meetings with coalition leadership to review candidates and discuss possible partnerships.
- Passport HR leadership has actively participated in Health Careers Collaborative of Greater Louisville.

- We have participated in local job fairs and speaking engagements at the University of Louisville (2016-2019, “Salary Ask” presentations to the Speed School of Engineering) and the Mellwood Art Center (2016, Job News Job Fair) to identify strong local talent.

Additionally, if appropriate, Passport will reference national job boards, including LinkedIn sponsored ads or job boards targeted toward diverse or niche fields. When needed, we’ll reach out to college social work programs around the Commonwealth to notify them of openings. We may also send notices of openings through professional licensing boards such as Kentucky Psychological Association (KPA) and Kentucky Board of Social Work (KBSW) to share with their membership, as well as through Kentucky chapters of professional organizations like the National Association of Social Workers (NASW).

Kentucky SKY Staff Recruitment and Hiring Process

Passport is committed to hiring individuals who demonstrate our values. During the hiring process, we screen applicants for education, experience and longevity in a similar position. We find candidates who are both highly qualified and a strong cultural fit.

We describe our recruitment and hiring process to build this team below.

- **Assemble Hiring Team.** A hiring team of experienced subject matter experts guides the recruitment, hiring, onboarding and training process.
- **Identify Hiring Needs.** The hiring team meets with all business areas to clearly identify the needed roles and anticipated start dates, and to create recruitment plans for each role.
- **Define Roles and Responsibilities.** The hiring team partners with business area leaders to define the roles and responsibilities of each team member, ensure that job descriptions for the Passport Kentucky SKY program are accurate, and discuss any other factors needed to complete a successful and timely recruitment, hiring and training process.
- **Devise Specific Recruitment Strategies.** The hiring team partners with the hiring manager to devise recruitment strategies that are carefully designed to select the right individual for each position. The team engages leaders and hiring managers in a review of the plan to ensure full alignment. We believe such careful planning on the front end ensures a smooth recruitment and hiring process, and helps us achieve excellence in services, positive health outcomes and cost savings for the Commonwealth.
- **Develop Hiring Action Plan.** We turn the strategy into an action plan that includes key steps, start and end dates, responsible persons and contingencies. The strategy begins with recruitment and ends with successful onboarding and training of staff and then transitions to a recruitment and staffing maintenance strategy where we continue to fill roles on an as-needed basis.

- **Recruit.** The hiring team will recruit externally on widely known websites (e.g., LinkedIn), local Kentucky job boards, and with local colleges and employment offices. Whenever possible, the team will also rely heavily on employee referrals, which often lead to the hiring of high-performing, long-term employees. More specifically, we will investigate local opportunities in the communities we serve, such as participating in or co-sponsoring job fairs.
- **Identify and Screen Candidates.** The hiring team identifies and screens quality candidates by discussing essential components of the position and our core values. In addition to the initial recruiter screen, we may administer various online assessments to the candidate if the position they are applying for requires proficiency in a specific language or skill set. These assessments help ensure that we are recruiting the best qualified candidates. All candidates who are identified as a good match are referred to the hiring managers for a phone interview. After an initial, high-level 30-minute phone interview with the hiring manager, we invite the most promising candidates to a follow up, in-person or virtual interview with the full interview team. We ensure our interview teams are diverse to support our focus on diversity as an organization. All hiring managers and members of the interview team are trained in behavior-based interviewing and use a behavior-based interviewing guide specifically tailored to the position they are interviewing for. The interview team makes every effort to put the candidate at ease, recognizing that they are also looking for the right cultural fit. We capture team feedback in an applicant tracking system immediately following the interview.
- **Select Candidates.** When an offer is made to a candidate, the hiring manager works closely with the hiring team to answer any additional questions, address any concerns and maintain a positive relationship with the candidate. If a candidate is not the best fit for the position they interviewed for, we maintain their information in case a better opportunity becomes available in the future. Candidates are notified in a timely manner over the phone or via email that, although they were not selected for this particular role, we still encourage them to apply for other positions that may better align with their skill set and experience.

G.2.c.iii.b. Contingency plans if the Contractor is unable to recruit sufficient numbers of adequately trained staff in a timely basis or if the Contractor's original staffing estimates are too low and for avoiding and minimizing the impact of personnel changes;

Contingency Planning to Ensure Sufficient Numbers of Adequately Trained Staff

Passport has developed a comprehensive contingency plan to ensure we are able to support Kentucky SKY members effectively, even in the event that our original staffing estimates and/or recruiting approaches are not sufficient. In most cases, Passport's dynamic staffing approach, combined with rigorous monitoring of service levels and trends, will ensure our ongoing ability to support members effectively. If needed, we will also leverage contract staff and temporary workers.

Use of Contract Staff and Temporary Workers

Passport has relationships with several staffing agencies that can provide temporary staffing support. We can leverage these relationships for positions ranging from customer service to medical management. We will use contract staff or temporary workers if needed to address rapidly increasing staff needs. Passport ensures all temporary workers have completed a rigorous background check prior to beginning their work. Our preexisting relationships ensure that Passport can quickly address staffing needs.

In addition to our local recruiting efforts, Passport has access to national recruiting resources and a deep pool of qualified applicants through our affiliation with Evolent. Over the last two years, Evolent’s recruiting team has interacted with more than 200,000 candidates. In addition, this relationship provides a unique opportunity to share talent between the two organizations, resulting in the ability for talent to move from Evolent to Passport if they meet the qualifications for the position at Passport.

Passport Health Plan has the Flexibility and Resources to Adapt to Changing Staffing Needs

Passport’s dynamic staffing approach is built on the foundation of a strong recruitment and hiring plan. We also carefully monitor service levels and other trends to anticipate and plan for changing staff needs. However, Passport recognizes that changes in program requirements, eligibility or other external factors, may require additional team members than was planned for. In these situations, we will lean on a very sizable pool of qualified external candidates to supplement staff on a temporary basis.

Our average timeframes to hire several of the key positions needed to serve the Kentucky SKY population are:

- Care Coordinator—35 days
- RN Care Advisor—25 days
- Provider Relations Representative—29 days

G.2.c.iii.c. How the Contractor will assure the Department that sufficiently experienced, licensed and trained personnel are available to support implementation and ongoing administration of the Kentucky SKY program; and

Passport’s Recruitment, Training and Ongoing Monitoring Ensure Personnel Excellence

Passport will ensure we have sufficiently experienced, licensed and trained personnel to support implementation and ongoing administration of the Kentucky SKY program in the following ways. We ensure we have experienced team members by working with leaders to ensure the job descriptions for each role we hire include the necessary required and preferred experience, education and competencies for each role. Our hiring team reviews each applicant’s resume against the job description requirements, and only passes

candidates on to hiring managers for consideration if they meet our requirements for the role. In addition, we will perform Kentucky SKY-specific training for all personnel working for the Kentucky SKY program.

When we are hiring employees to support Kentucky SKY, and the job description requires a valid professional license, the HR team will verify the license as part of the background check process. The licensure verification will verify the employee's name, type of license held, the state where the license is issued, whether or not there are any restrictions, license expiration date and the date of verification.

Licensures are maintained in our Human Resource Information System (HRIS). On a monthly basis, a HR team member will review and re-verify licenses that will expire during the month. If an employee no longer requires a license due to a change of role, HR will verify with his or her manager for confirmation. Passport will also provide the Commonwealth a monthly staffing plan for key positions, and will provide DMS with continual progress updates leading up to implementation and through the first quarter post go live.

Ensuring full staffing for the Kentucky SKY program is critical to business continuity and overall performance. To that end, the Kentucky SKY Executive Director partners with the HR team to develop succession plans for each key position. Succession plans include a combination of current employees who could step into the role as well as alternative solutions, including restructuring or using key talent with affiliate organizations.

Candidates with certifications and/or training that supplements their employment or lived experience with Kentucky SKY populations and/or conditions common to Kentucky SKY populations will be preferred above candidates with no specialized education or certification. Preferred certifications and training may be in EBPs that are supportive of positive health outcomes of Kentucky SKY populations (e.g., trauma-informed care).

Passport takes responsibility for ensuring personnel are sufficiently trained to provide excellent service to Kentucky SKY members. Newly hired staff with less experience and training will receive extended training to ensure they understand their role and the complexities of these populations. Ongoing training will be provided to all Kentucky SKY personnel to ensure our services stay abreast with current best practices for child- and youth-serving organizations.

G.2.c.iii.d. How the Contractor will seamlessly transition staff, if necessary, from implementation to ongoing operations.

Because Passport already has full-time staff members engaged with the Kentucky SKY population and related caregivers, providers and agencies across the Commonwealth, we are well-positioned to transition staff from implementation to ongoing operations. Passport's partnership with Evolent means that we will be able to draw from local and national resources to support this effort. We will be highly focused on recruiting additional team members at the level of quality and control described earlier.

Passport plans to hire Kentucky SKY personnel in Q4 2020 with the intention of having the team fully staffed prior to Jan. 1, 2021. We plan to begin implementing our new Kentucky SKY model in Q4 with some existing Passport members who will be part of Kentucky SKY (i.e., foster care, former foster youth, etc.). This will

allow us to streamline our processes and effectively train our teams on the model prior to the change from implementation to ongoing operations.

Passport executes a formal implementation-to-operations handoff plan to ensure the smooth transition from the implementation to the operations phase. The overall objective is to ensure operational stabilization through the execution of structured implementation closeout activities. The transition culminates in executive program reviews conducted as the 90-day post go-live milestone approaches to ensure operations are ready to assume control fully of the new program elements.

- G.2.c.iv. A listing of Full-Time Kentucky SKY Key Personnel identified in RFP Attachment C “Draft Medicaid Managed Care Contract and Appendices,” and as otherwise defined by the Contractor, including:
 - G.2.c.iv.a. Individual names, titles, job descriptions, qualifications and full-time equivalents (FTEs) who are dedicated one hundred percent (100%) to the Kentucky SKY program under this Contract with no other responsibilities outside of the Kentucky SKY program, as well as their office locations for this Contract. An FTE is defined as the ratio of the total number of paid hours divided by the total number of working hours in the period. Annually, an FTE is considered to be 2,080 hours.
 - G.2.c.iv.b. Whether each Full-time Kentucky SKY Key Personnel position will be filled by a Contractor’s employee or a Subcontractor. Identify the number of FTE Subcontractor staff who will be one hundred percent (100%) dedicated to the Kentucky SKY program.
 - G.2.c.iv.c. Resumes, including information such as degrees, credentials, clinical licensure as applicable, years and type of experience. Include as an Appendix or Attachment to the Proposal.

Kentucky SKY Key Personnel and Qualified Staff

This response addresses RFP requirements G.2.c.iv., a-c inclusive.

Passport’s dedicated Kentucky SKY unit will employ positions specific to the Kentucky SKY contract, which includes an experienced project manager, medical director, quality improvement director, BH director, UM manager, nurse case manager, prior authorization manager and a provider relations liaison. While co-located throughout the Commonwealth, the Care Coordination team managers and staff will also be administratively in the Kentucky SKY program. The entire program will be under the leadership of Passport’s Kentucky SKY executive director, Dr. David Hanna. The full organizational chart is shown in G.2 c.viii.

Exhibit G.2-8 displays all full-time Kentucky SKY key personnel, including position titles, incumbent names (where applicable), employment status, brief job descriptions, required qualifications and incumbent qualifications (where applicable). Following this chart is **Exhibit G.2-9**, which details the same information for shared resources identified as Kentucky SKY key personnel. Job descriptions for all roles shown can be

found in **Attachment G.2-1_Kentucky SKY Job Descriptions**. All resumes may be viewed in **Attachment G.2-2_Kentucky SKY Resumes**.

Exhibit G.2-8: All Full-Time Kentucky SKY Key Personnel

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Executive Director	David Hanna, Ph.D.	Passport Employee/ 1.0 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: An executive administrator or executive director who shall be a full-time administrator with clear authority over the implementation and general administration of the Kentucky SKY requirements detailed in the contract.</p>			
<p>Required Qualifications Including Clinical Licensure: Minimum B.A./B.S. in business, health administration or management (MBA or MHA preferred) with 10-15 years of progressive health care leadership experience. Ability to influence, collaborate and build strong relationships with executives, physicians, vendors and cross-functional teams. Experience leading value-based payment structures and/or alternative payment models.</p>			
<p>Incumbent Qualifications: Bachelor of the arts in psychology, master of science in clinical psychology and doctor of clinical psychology. Licensed clinical professional psychologist (clinical) in Kentucky. Twenty-plus years of progressive health care leadership experience.</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Referral and Outreach Specialist (Care Technician)		Passport Employee/ 1.0 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: This care technician is dedicated to ensuring that every newly enrolled SKY member is assigned a Care Coordination team in a timely manner. Also makes telephonic outreach to the “yet-to-be-reached” and “lost contact” members and caregivers. Uses a variety of outreach strategies to engage families. Identifies the gaps in the use of services, such as physician access through discussion with patients. Educates and informs members and caregivers on the services/programs offered.</p>			
<p>Required Qualifications Including Clinical Licensure: Three to five years of experience in health care, preferably in a setting with patient contact and outreach efforts, service-oriented.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Manager, Care Coordination Team		Passport Employee/ 5.0 FTEs	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: This role will be responsible for hiring, onboarding and directing care management staff. Works collaboratively with Kentucky SKY Passport leadership, as well as DCBS and DJJ personnel to resolve issues and affect systemic and process changes as needed. Interact with providers and facilities to ensure proper utilization and discharge planning.</p>			
<p>Required Qualifications Including Clinical Licensure: Bachelor’s degree in a health-related field (degree in social work, nursing, business administration/hospital administration/public health strongly preferred). Three to five years of supervisory or management experience overseeing care management and/or specialty population operations. Active license as a registered nurse or licensed clinical social worker (LCSW), as required by the state. Master’s degree in a health-related field.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Project Manager for Planning and Implementation		Passport Employee/ 1.0 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: An experienced project manager who shall lead the Kentucky SKY program planning and implementation and facilitate ongoing operations until such time as the Department and Kentucky SKY contractor mutually agree to discontinue the project management services. The project manager shall have experience with the implementation of new programs or products for a population of a similar size and complexity as Kentucky SKY. The project manager shall be located at the Kentucky SKY MCO’s Kentucky office and be on-site at the Department and DCBS offices in Frankfort, Kentucky, at times specified by the Department and DCBS during the planning, implementation and deployment phases of the contract.</p>			
<p>Required Qualifications Including Clinical Licensure: Bachelor’s degree in health care or business management-related field preferred. Formal process improvement/management training preferred. Two to four years of experience in health care delivery with clinical or service quality/process improvement preferred. Three to five years of experience as a project manager or comparable experience preferred. Project management professional (PMP) project management certification. Certified associate in project management (CAPM) preferred.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Medical Director		Passport Employee/ 1.0 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: The medical director shall be a physician licensed and in good standing to practice in the Commonwealth of Kentucky. The medical director shall be a pediatrician certified by the American Board of Pediatrics. The medical director shall be actively involved in all major health programs of the Kentucky SKY contractor. All clinical directors, including those employed by subcontractors, shall report to the medical director for all responsibilities of the Kentucky SKY contract. The medical director shall also be responsible for treatment policies, protocols, quality improvement activities, population health management activities and UM decisions related to the Kentucky SKY program and devote sufficient time to ensuring timely clinical decisions. The medical director shall also be available for after-hours consultation if needed.</p>			
<p>Required Qualifications Including Clinical Licensure: Licensed pediatrician in Kentucky. Certified by the American Board of Pediatrics. Six years of experience in pediatrics.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Quality Improvement (QI) Director		Passport Employee/ 1.0 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: A QI director with appropriate education, training and licensure, as applicable, who shall be responsible for the operation of the QI program for the Kentucky SKY program. The QI director shall have experience with strategic planning, the foster care and juvenile justice systems and trauma-informed care. The QI director must have and maintain training and experience in rapid cycle improvement.</p>			
<p>Required Qualifications Including Clinical Licensure: Bachelor's degree in health care or equivalent required. Three to five years in a health care or managed care setting. Three to five years' experience working with the Medicaid population.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Behavioral Health Director	Jessica Beal, Psy.D.	Passport Employee/ 1.0 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: The behavioral health director shall lead the BH services for Kentucky SKY members. The behavioral health director shall also coordinate efforts to provide BH services by any subcontractors. The behavioral health director is responsible for the planning, coordination and management of overall BH services, including leading the integrated coordination of all foster care/guardianship/adoption members' health care management. Responsibilities include provider identification and engagement, assessment of member health needs, measurement and improvement of the quality of care received by members and direct member service functions. The behavioral health director will provide oversight of regulatory compliance with contractual obligations, including applicable laws, regulations and policies that govern the BH aspects of Medicaid. The behavioral health director will assure excellence in customer service, innovation in care delivery and build collaborative relationships with providers, advocates and governmental partners to benefit members.</p>			
<p>Required Qualifications Including Clinical Licensure: Doctoral degree preferred, master's degree acceptable. Seven to 10 years of clinical experience. Five to seven years of experience as a behavioral health director or comparable experience preferred. Licensed psychologist, licensed clinical social worker, licensed marriage and family therapist or licensed professional clinical counselor preferred. M.S. in nursing with psychiatric experience acceptable. Must possess a currently active state license to practice authorized BH discipline.</p>			
<p>Incumbent Qualifications: Bachelor of art in psychology and master of art in clinical psychology. Ten-plus years of clinical experience. Eleven years of experience as a behavioral health director or comparable experience preferred. Current Kentucky licensed psychologist.</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Utilization Management Manager		Passport Employee/ 1.0 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: The utilization management manager shall be responsible for oversight of the UM functions for the Kentucky SKY program and any subcontractors performing services relevant to UM. This position is responsible for the coordination and efficient utilization of health care resources for the provision of quality care for Kentucky SKY members. The utilization management manager will be responsible for oversight of a team of clinicians who will conduct UM services for a Medicaid population, including prior authorization and concurrent review. The goal is to provide the right services in the right setting at the right time within the parameters established by the various Medicaid managed care programs.</p>			
<p>Required Qualifications Including Clinical Licensure: Bachelor’s degree required, master’s degree preferred. Minimum of three years of direct clinical patient care. Minimum of three years of experience with medical management activities in a managed care environment. Minimum of three years of personnel management experience, preferably in a health care setting. Proven leadership qualities, including the ability to train, motivate, manage and supervise a staff of professionals. Knowledge of managed care principles, health maintenance organization (HMO) and risk contracting arrangements. Knowledge of Medicaid guidelines and standards. Experience with clinical decision-making criteria sets (i.e., Milliman, InterQual). Ability to perform trending, forecasting and analysis of UM data and development of action plans to identify opportunities for improvement. Licensed registered nurse (active and unrestricted). Experience with BH services, foster care and juvenile justice systems, crisis intervention services and trauma-informed care.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Community Health Worker		Passport Employee/ 5.0 FTE	5100 Commerce Crossings Blvd., Louisville, KY or Co-located
<p>Brief Job Description: Community health workers are an integral part of the Care Management team who are focused on providing an integrated approach to member support, management and access to community resources. Community health workers are an extension of the clinical Care team under the guidance of the Care Advisor. Community health workers provide in-person, telephonic and electronic communications and coordination. They are responsible for helping members and their caregivers navigate and access health plan and community services and resources, as well as adopt healthy behaviors.</p>			
<p>Required Qualifications Including Clinical Licensure: High school diploma/General Education Development (GED) certificate or equivalent. Experience working with Medicare, Medicaid or special needs populations in a community setting. Proficient with Microsoft Office. Must have excellent organizational, written and oral communication and time management skills. Must have the ability to interact positively with individuals of varying levels of education and background. Ability to travel up to 75% and work a flexible schedule if business need requires, may need to work evenings/occasional weekends to provide member/caregiver access and/or follow-up. Ability to work with minimal supervision. Valid driver’s license. Reliable transportation and active automobile insurance, as travel to multiple locations is required.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Care Technician		Passport Employee/ 22.0 FTE	5100 Commerce Crossings Blvd., Louisville, KY or Co-located
<p>Brief Job Description: A care technician is a non-licensed member of the interdisciplinary Care Management team working to improve health and quality of life for Kentucky SKY members. The care technician engages members, their caregivers and guardians and providers, community supports and others involved in the care of members enrolled in Kentucky SKY. The role includes completion of health risk assessments and collaboration with Care Coordinators and other team members to ensure that members have access to needed care. The care technician will participate in the quality initiative to help measure and determine the effectiveness of interventions and outcomes for members in meeting their needs.</p>			
<p>Required Qualifications Including Clinical Licensure: High school diploma required. One to three years of experience in a health care field required. Associates degree preferred. Certification as a paraprofessional, medical assistant, home health aide or nursing assistant preferred. Valid driver’s license with car insurance required.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Behavioral Health Clinician (Behavioral Health Care Advisor)		Passport Employee/ 7.0 FTE	5100 Commerce Crossings Blvd., Louisville, KY or co-located
<p>Brief Job Description: A behavioral health clinician is a licensed BH provider in good standing in Kentucky who fulfills their role as a clinician on an interdisciplinary Care team in an effort to help members achieve improved health and quality of life. The behavioral health clinician engages members, as well as internal and external Care teams, including providers, state agency partners, community supports and others involved in the wraparound care of members with BH needs. The role includes completion of assessments to identify needs and to ensure that members have access to the care and support they need to meet their needs. The behavioral health clinician will participate in quality initiatives to help measure and determine the effectiveness of interventions and outcomes for members in meeting their BH needs.</p>			
<p>Required Qualifications Including Clinical Licensure: Minimum training includes a master’s degree in the BH field, such as social work, psychology or equivalent. Experience providing behavioral interventions to children or adolescents for at least five years. Licensure in Kentucky as an LCSW, LPP or equivalent.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Behavioral Health Specialist		Passport Employee/ 2.0 FTE	5100 Commerce Crossings Blvd., Louisville, KY or co-located
<p>Brief Job Description: A behavioral health specialist is a licensed behavioral health provider in good standing in Kentucky who models, trains and evaluates behavior care plans for members with behavioral issues, including diagnoses of autism spectrum disorders, developmental and intellectual disabilities and trauma responses or other behaviors that have been disruptive and would benefit from a behavior-specific intervention. The behavior specialist serves as a resource for internal and external Care teams, including providers, state agency partners, community supports and others involved in the wraparound care of members with behavioral needs. The role includes at least an annual evaluation of all behavior plans for all members to ensure quality and that plans include evidence-based interventions and document progress toward goals or reevaluation of the plan. The behavior specialist will monitor reporting by provider partners regarding follow-up after hospitalization, readmission rates and use of physical and chemical restraints.</p>			
<p>Required Qualifications Including Clinical Licensure: Minimum training includes a master’s degree in a BH field, such as applied behavioral analysis, psychology or equivalent. Five years of experience providing behavioral interventions to children or adolescents with behavior needs. Licensure in Kentucky as an applied behavioral analyst or licensed psychological associate or equivalent.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Family or Youth Peer Support Specialist		Passport Employee/ 3.0 FTE	5100 Commerce Crossings Blvd., Louisville, KY or co-located
<p>Brief Job Description: To serve in the capacity as peer support specialist for the Kentucky SKY program. The family or youth peer support specialist will be co-located with Care Coordination teams either in our Louisville office or other regional or community offices in Kentucky. This person will use “lived experience” to assist members and their caregivers in accessing and navigating the care system. The family or youth peer support specialist will act as an advocate as appropriate and promote members’ confidence in their own self-advocacy. A key role will be to promote an understanding of youth and/or family perspectives throughout the operation of the Kentucky SKY program internal to Passport and also externally among providers and community resources.</p>			
<p>Required Qualifications Including Clinical Licensure: Be 18 years of age or older. For a family peer support specialist, be a self-identified parent or other family member who has lived experience with a client who has received services related to a mental health, substance use or co-occurring mental health and substance use disability from at least one child-serving agency. For a youth peer support specialist, have lived experience and be receiving or have received from at least one child-serving agency a state-funded service that is related to the youth’s emotional, social, behavioral or substance abuse disability. Have a minimum educational requirement of a high school diploma or GED certificate.</p>			
<p>For Family Peer Support Only Have successfully completed Kentucky Community & Technical College System (KFLA) training approved by the Department. Successfully complete Kentucky Family Peer Support Specialist (KFPSS) core competency training approved by the Department. Successfully complete, maintain and submit to the Department documentation of a minimum of six hours of related training or education in each subsequent year.</p>			
<p>For Youth Peer Support Only Have successfully completed KFLA training approved by the Department, including discussion of the experience of receiving state-funded services from at least one child-serving agency on the applicant’s responses on the short-essay form. Must have a valid driver’s license. Must have an active Kentucky health insurance license or successfully obtain within 90 days of employment.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Care Coordinator		Passport Employee/ 52.0 FTE	5100 Commerce Crossings Blvd., Louisville, KY or co-located
<p>Brief Job Description: The Care Coordinator serves as the key point of contact between Passport Health Plan and the Kentucky SKY member, adoptive parent(s), caregivers, fictive kin and providers. Coordinates member-specific contacts with DMS, DCBS and DJJ. Responsible for conducting member outreach to complete basic health surveys, including the Child and Adolescent Needs and Strengths (CANS), to identify member needs for care coordination activities, to implement selected interventions according to program guidelines for members, to track and document members’ status and progress and to refer to clinical staff as appropriate.</p>			
<p>Required Qualifications Including Clinical Licensure: Associates degree in a related field or equivalent combination of education and experience preferred. Proficient with Microsoft Outlook, Word, Excel and PowerPoint. Bachelor’s degree in a related field preferred. One to three years of health plan experience preferred. Demonstrate knowledge of NCQA, Healthcare Effectiveness Data and Information Set (HEDIS) and program goals preferred. Certification as a medical assistant, home health aide, nursing assistant or other similar health care paraprofessional preferred (if the candidate holds a degree in social work, a license or certification is required.)</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Nurse Case Managers and Nurse Care Managers (Medically Complex) (RN Care Advisor)		Passport Employee/ 7.0 FTE	5100 Commerce Crossings Blvd., Louisville, KY or co-located
<p>Brief Job Description: This position is responsible for triaging and managing Kentucky SKY members who may be high-risk, high-using, at significant clinical risk or underusing services. Under the supervision of the manager of care coordination, the Care Advisor identifies and assesses care plans and coordinates and implements services for Kentucky SKY members with more complex needs. Responsible for outreaching to members, caregivers and legal guardians; completing comprehensive assessments; and creating care plans to help members improve health and quality of life. The goal is to provide an optimal outcome for the member through collaborating with the member, physician, family and other members of the Care team.</p>			
<p>Required Qualifications Including Clinical Licensure: Associates degree in nursing required. Three to five years of nursing experience, preferably with pediatric populations, ambulatory care, community public health, case management and coordinating care across multiple settings and multiple providers. Current KY registered nurse license required. Commission for case manager certification (CCMC) or ability to sit for the exam within 24 months of employment required. Fluency in a foreign language preferred. Bachelor’s degree in nursing preferred.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Prior Authorization/Pre-Certification Coordinator		Passport Employee/ 1.0 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: A prior authorization/pre-certification coordinator shall be a health professional licensed in the Commonwealth of Kentucky and experienced in the delivery of BH services. This position shall be responsible for coordinating prior authorizations and pre-certifications and convening meetings with DCBS and DJJ professionals at the service region and community district level as needed to ensure appropriate and timely care for Kentucky SKY members.</p>			
<p>Required Qualifications Including Clinical Licensure: Licensed Kentucky health professional. Experience in BH services and managed care experience.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Provider Relations Liaison		Passport Employee/ 1.0 FTE	5100 Commerce Crossings Blvd., Louisville, KY or co-located
<p>Brief Job Description: The provider relations liaison shall be responsible for supporting the resolution of provider access and availability issues. The provider relations liaison will conduct on-site visits, familiarize providers with the Provider Manual and ensure contract service-level agreements (SLAs) are met. The provider relations liaison must also have knowledge of Kentucky providers, including behavior health providers, and patterns of care/referral in Kentucky.</p>			
<p>Required Qualifications Including Clinical Licensure: Bachelor’s degree or equivalent years of service. Two years’ experience with provider relations, field experience strongly preferred. Working knowledge of Medicaid and/or government managed care products and terminology. Familiarity with region providers and hospitals preferred. Requires strong competency with Microsoft Office (specifically Microsoft Excel).</p>			
<p>Incumbent Qualifications:</p>			

Exhibit G.2-9 displays all shared Kentucky SKY key personnel, including position titles, incumbent names (where applicable), employment status, brief job descriptions, required qualifications and incumbent qualifications (where applicable). Note that the hospital-based care manager is not listed in **Exhibit G.2-9**, as this position is covered in the nurse care manager role listed in **Exhibit G.2-8**.

Exhibit G.2-9: Kentucky SKY Shared Key Personnel

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Provider Network Director		Passport Employee/ 0.25 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: The provider network director shall be responsible for oversight of Provider Services and provider network development. This position will provide strategic and operational leadership, manage financials and lead a team. The provider network director shall be responsible for ensuring access to and availability of Provider Services to meet the needs of the Kentucky SKY program and for educating network providers on the Kentucky SKY program.</p>			
<p>Required Qualifications Including Clinical Licensure: Bachelor’s degree in a business- or health-related discipline, such as health care administration or health care management required. Master’s degree preferred. Minimum 10-12 years of progressive experience in business, preferably health care. Minimum seven to 10 years of managing teams/project management. Minimum six to eight years of managed care experience, including provider contracting and provider relations experience.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Provider Services Manager		Subcontractor Employee/ 0.25 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: The provider services manager position is responsible for coordinating network development and all communications with network providers, out-of-network providers (as applicable) and subcontractors who are involved in clinical services, as well as implementing new procedures within the Department, keeping up to date on Medicaid and Medicare changes within the state, investigating provider issues for the director and troubleshooting issues.</p>			
<p>Required Qualifications Including Clinical Licensure: Bachelor’s degree preferred. Minimum of six to eight years in customer services preferred. Three to five years of experience in a supervisory position preferred. Three to five years of experience in provider claims preferred. Three to five years of managed Medicaid experience preferred. Three to five years of experience as a manager of customer service or comparable experience preferred.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Chief Financial Officer		Passport Employee/ 0.25 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: The chief financial officer (CFO) is responsible for directing the fiscal functions of the company in accordance with generally accepted accounting principles issued by the Financial Accounting Standards Board, the Securities and Exchange Commission, the Kentucky Department of Insurance and other regulatory and advisory organizations in accordance with financial management techniques and practices appropriate within the industry.</p>			
<p>Required Qualifications Including Clinical Licensure: Bachelor’s degree in business required. Master’s degree in business administration or related field preferred. Ten or more years of experience in health plan financial management, with significant experience as a health plan CFO preferred. Medicaid managed care plan experience preferred. CPA preferred.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Chief Compliance Officer		Passport Employee/ 0.25 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: The chief compliance officer’s primary duties are planning, implementing and monitoring the Compliance program. The Compliance program includes activities that involve enterprise risk management, Health Insurance Portability and Accountability Act (HIPAA) privacy, program integrity and delegation oversight. In addition, the chief compliance officer is the culture leader and the custodian of records.</p>			
<p>Required Qualifications Including Clinical Licensure: Minimum of 12 years of relevant work experience in compliance and management of a compliance program and at least five years related to federal or state regulatory/compliance activities required. Skills and experience sufficient to identify potential issues within a variety of company departments and business units required. Knowledge of health insurance regulatory standards required. Experience managing a compliance program for a health insurance or health care company preferred. Strong knowledge of managed care operations preferred. Familiarity with federal and state Medicaid and Medicare regulatory environment preferred. Professional work experience with or for federal and state agencies preferred. Experience conducting complex compliance investigations preferred.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Psychiatrist		Subcontractor Employee/ 0.25 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: A psychiatrist licensed and in good standing in the Commonwealth of Kentucky, certified by the American Board of Psychiatry and Neurology and specializing in child and adolescent services. The psychiatrist shall collaborate with other medical directors and BH leadership within the plan and at state agency partners. The psychiatrist will interface directly with providers in the community to align and shape care to evidence-based guidelines and provide expert consultation to providers. The psychiatrist shall also be available for after-hours consultation if needed.</p>			
<p>Required Qualifications Including Clinical Licensure: Specializing in child and adolescent services. Psychiatrist licensed and in good standing in Kentucky. Certified by the American Board of Psychiatry and Neurology.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Pharmacy Director		Subcontractor Employee/ 0.25 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: This position will function as the delegated director of pharmacy for client health plans, including Medicaid and Medicare (including Special Needs Plans [SNP]), for all Kentucky SKY members. The pharmacy director will provide pharmacy subject matter expertise during the start phase (e.g., ongoing Medicaid operations, interactions with the state and Medicare Advantage application and submission process, state regulatory application process for commercial health plans) of client health plan operations. The pharmacy director will coordinate, manage and oversee the provision of pharmacy services to Kentucky SKY members. As a member of the pharmacy services leadership team, the director will also collaborate with the pharmacy benefits manager (PBM) of Operations and Clinical Product Development to build and lead a highly effective, integrated pharmacy services platform.</p>			
<p>Required Qualifications, Including Clinical Licensure: Pharmacy degree required (either B.S. in Pharmacy or Pharm. D.). 5-10 years of Medicaid experience. More than three years of PBM account management experience. Pharmacy benefit and pharmacy health plan operations experience, including areas such as health plan pharmacy leadership, clinical UM, or benefit consulting. Advanced business degree (e.g., MBA, MHA) preferred. More than two years as health plan pharmacy director or PBM clinical operations leadership experience preferred. More than two years Medicare Advantage health plan pharmacy experience preferred. Start-up experience with Medicare Advantage, Medicaid or commercial plans preferred. Knowledge of polypharmacy patterns related to the Kentucky SKY populations required. Active Pharmacy License in the Commonwealth of Kentucky required.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Dental Director		Subcontractor Employee/ 0.25 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: The dental director will lead the clinical oversight for all aspects of the dental program, including plan design, review of new methodologies and appropriateness of care. The dental director will be actively involved in all Kentucky SKY oral health programs and devote sufficient time to ensuring timely oral health decisions.</p>			
<p>Required Qualifications, Including Clinical Licensure: Bachelor’s degree required. DDS or DMD required. Completion of credentialing process following NCQA guidelines required. Minimum of 10 years of experience required. Must be licensed in the Commonwealth of Kentucky.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Population Health Management Director		Passport Employee/ 0.25 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: This role includes developing and driving an annual clinical initiative plan, monitoring key program and population metrics, participating in QI efforts and working directly with the Care Management staff, including registered nurse (RN) care managers, PCPs, community health workers, health coaches, BH specialists, social workers, and pharmacists, in delivering optimal results. In addition, this individual will contribute to the ongoing development of clinical guidelines and protocols used in delivery of population health services, as well as the ongoing design and commercialization of the company’s integrated population analytics and care management workflow technology platform.</p>			
<p>Required Qualifications, Including Clinical Licensure: Bachelor’s degree required. Master’s degree in public health, public policy health administration or other related health care field preferred. Three to five years of experience in health care change management/process improvement, outpatient-focused operations or other relevant experience required. Strong ability to analyze and evaluate relevant data and apply it to diverse market needs related to savings initiatives and total medical expense reduction. Ability to develop contextually rich and visually compelling presentations to communicate complex concepts related to PHM roles. Process improvement/change management training and certification (e.g., Lean or Six Sigma) preferred.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Inquiry Coordinator		Subcontractor Employee/ 0.25 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: An inquiry coordinator will have ombudsman-like responsibilities for Kentucky SKY members, foster parents, adoptive parents, relatives, fictive kin, caregivers and providers, as needed. This position must have the authority to make independent decisions in a timely manner and provide reporting to the Department, DCBS and DJJ on inquiries and complaints made by or on behalf of Kentucky SKY members and providers. The responsibilities of this position shall not conflict with the requirements set forth in Section 24.2 “Enrollee Grievances and Appeals” and Section 27.10 “Provider Grievances and Appeals.” The inquiry coordinator shall inform Kentucky SKY members, foster parents, adoptive parents, relatives, fictive kin, caregivers and network providers of the protocols for submitting grievances and appeals.</p>			
<p>Required Qualifications, Including Clinical Licensure: Associate degree required. Four or more years of progressively responsible customer service experience within the managed care insurance industry, preferably within a call center environment, or an equivalent combination of education and experience required. Experience with foster care, guardianship, Medicare or Medicaid products benefits, guidelines and policies required.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Management Information Systems Director (and analysts)		Passport Employee/ 0.25 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: This position is responsible for providing leadership, vision and management to the technology and analytics team. The focus of this role is to map technology, reporting and data science capabilities to strategic priorities, serve as the executive sponsor for technology process innovation, develop and administer the technology and analytics project portfolio, measure new efficiencies and return on investment (ROI), and replace manual processes with technology to drive both cost savings and revenue generation.</p>			
<p>Required Qualifications, Including Clinical Licensure: Master’s degree preferred. Minimum of seven years progressive health care or IT project management experience. At least six years directing, managing and leading an IT team. Five to seven years of experience as a director of IT or comparable experience preferred.</p>			
<p>Incumbent Qualifications:</p>			

Key Personnel Title and Internal Title	Incumbent Name	Employment Status/FTEs	Office Location
Enrollee Services Manager		Passport Employee/ 0.25 FTE	5100 Commerce Crossings Blvd., Louisville, KY
<p>Brief Job Description: This position is responsible for Member Services and tracking and reporting on issues and problem resolution for Kentucky SKY members. This includes implementing new procedures within the department, keeping up to date on Medicaid and Medicare changes within the state, investigating issues for the director and troubleshooting issues.</p>			
<p>Required Qualifications, Including Clinical Licensure: Bachelor’s degree preferred. Minimum of six to eight years in customer services preferred. Three to five years of experience in a supervisor position preferred. Three to five years of managed Medicaid experience preferred. Three to five years of experience as a manager of customer service or comparable experience preferred. Proficient experience using Outlook, Word, Excel and PowerPoint in a Windows operating system.</p>			
<p>Incumbent Qualifications:</p>			

G.2.c.v. Overview of the Contractor’s proposed training of staff to fulfill all requirements and responsibilities of RFP Attachment C “Draft Medicaid Managed Care Contract and Appendices,” for all operational areas. Provide the Contractor’s proposed training program and curriculum for all staff specific to areas of responsibility. Include information about the topics for which staff will receive training, how trainings will differ for new staff members versus ongoing trainings and related training schedules.

Passport’s Training Program Supports Staff in Fulfilling All Contract Requirements and Responsibilities

Passport will take a comprehensive approach to ensuring all Passport associates are aware of and understand the Kentucky SKY program and its requirements by adding curriculum to new hire training, offering information on the internal Passport SharePoint site, and creating ongoing trainings to address knowledge gaps and provide refreshers. Our process for training, educating and supervising staff leverages industry best practices in learning strategy, instructional design and training delivery to ensure that our training plan results in employees who are able to successfully perform in their roles and continue to develop in their careers. In executing our training plan, we also ensure contract compliance, service excellence and a deep understanding of the populations we serve. The principles we use to develop our competency-based, role-specific training are evidenced-based and industry-recognized as the standard for training course development. Each phase of the development process aids our team in the development of

sound instructional content that educates participants involved in the development process while also providing a framework for an evaluation of the training impact on our learners. This approach ensures that our staff are fully trained to support all requirements and responsibilities of the draft contract for all operational areas.

In addition to a foundational education curriculum, staff members engaged with the Kentucky SKY program will receive specific training to ensure that all staff receive the training, tools and support needed to help our providers deliver the highest quality of care to our members while remaining compliant with our contract with DMS and applicable Commonwealth and federal requirements. It also will address the unique needs of this very vulnerable population, the role of the caregiver, and the requirements of the Kentucky SKY program.

Passport also provides a comprehensive training program to ensure all team members are sufficiently trained to meet performance expectations in their respective roles. Our training program spans three major segments:

- Mandatory Training
- Business Operations Training
- Clinical Operations Training

Each training segment includes learning objectives to prepare employees who support Passport, to successfully perform their job duties and fulfill all requirements and responsibilities of the contract.

Passport Ensures Staff Are Educated About Kentucky SKY

In addition to the new employee orientation, compliance training and cultural competency training discussed below, Passport Provider Network specialists serving Kentucky SKY providers will complete comprehensive training and update/refresher programs to best serve our providers. The required training takes place over the course of approximately thirty (30) days and includes systems training, job shadowing and quizzes/tests to gauge level of knowledge. Important topics for Kentucky SKY and Medicaid are covered, for example:

- Claims Processing and Provider Data
- Kentucky Health Information Exchange (KHIE)
- Passport Provider Portal
- Passport Website
- Passport Provider Manual
- Provider Contracting
- Passport’s Policies and Procedures
- Kentucky HealthNet
- DMS/Fee Schedules
- Provider Site Visits

Passport also requires its extended provider support team to complete the same training as its providers serving its Kentucky SKY members. In addition to a foundational education curriculum on Medicaid, the cross-functional Passport associates who support our providers will participate in initial and ongoing training that incorporates the five guiding principles of TIC: safety, choice, collaboration, trustworthiness and empowerment. This program will be designed to ensure that all staff receive the training, tools and support needed to help our providers deliver the highest quality of care to our members while remaining compliant

with our contract with DMS and applicable Commonwealth and federal requirements. It also will address the unique needs of this very vulnerable population, the role of the caregiver, and the requirements of the Kentucky SKY program.

Kentucky SKY-Specific Trainings for Staff

This Kentucky SKY-specific training module will be included as part of Passport's new hire training. This training will be structured to be delivered in a classroom setting and also will be available as a webinar for easy access at any time.

The training will cover a range of topics that include the following:

- An overview of the foster care system
- An understanding of adoption assistance and which foster care members may qualify for a subsidy upon adoption finalization
- Challenges faced by former foster care members
- An appreciation of the circumstances Kentucky SKY members may have experienced, such as:
 - Multiple and frequent changes in placement
 - Changes in caregivers
 - Traumas experienced in their short lifetime and post-traumatic stress
 - BH and complex medical issues
 - Substance abuse issues—either personally or experienced in their home
 - Disruptions in education
- Challenges when aging out of foster care and the risk of homelessness
- An understanding of the caregiver's challenges and supports within the foster care system
- The Kentucky SKY covered services and requirements of each program and how they differ from other Medicaid populations, such as the providers' responsibilities for providing or coordinating health care services and BH services, including medical consent, timelines and assessments, appropriate utilization of psychotropic medications and more, as required by DMS
- Compliant HIPAA information exchange
- Business processes and workflows
- Coordinating with foster parents, caregivers, fictive kinship, SSWs and adoptive parent

- Coordinating with Commonwealth DCBS and DJJ professional personnel, court-appointed special advocates (CASAs), judges, law enforcement officials, schools, private child-caring and child-placing agency staff, other Cabinet sister agencies and other stakeholders
- The role and responsibilities of DMS, DCBS and DJJ and the collaboration process with Passport
- The role and availability of Passport’s Kentucky SKY Care Management team and how to access the Care Coordinator
- The aging out process and Passport’s support in transitioning its members
- BBI

Passport will also provide this training to staff who serve its Kentucky SKY members, with a focus on compliant and collaborative care. Passport often conducts its trainings in collaboration with community partners who are considered experts in the curriculum being delivered. Examples of community partners who may collaborate to provide trainings are:

- Kaplan Barron Pediatrics and Physicians to Children—experience providing a medical home for foster care and adoption assistance members
- BH professionals who have experience in TIC, common diagnoses and misdiagnoses in the Kentucky SKY population
- Former foster youth, such as Dr. Jay Miller at University of Kentucky
- Pastor Edward Palmer or V. Faye Jones, MD, for training on racial disparity in health equity
- Kent School of Social Work, Spalding School of Social Work, Western Kentucky University (WKU) School of Social Work and University of Kentucky School of Social Work—TIC
- Former foster youth, adoptive parents, foster parents and fictive kin—lived experiences and perspectives

Mandatory Training—All Employees

New Employee Orientation Basic Training

All new hires attend new employee orientation sessions, which emphasize the Passport mission and cover a variety of topics, including company history, organizational culture, functions of major departments, trends in the health care market, and compliance with federal and state laws and regulations. Managers attend additional training that emphasizes the role they play in supporting the success of their team members.

Compliance Training

Compliance training is a top priority for all employees supporting Passport. Passport emphasizes its commitment to compliance by providing both initial and ongoing (annual) compliance training. For new employees supporting Passport, compliance training must be completed within 90 days of the date of hire. Mandatory compliance training course content includes:

- Code of Business Conduct and Ethics
- Preventing Discrimination and Harassment
- General Compliance and Fraud, Waste and Abuse
- HIPAA Privacy and Security of protected health information (PHI) and personally identifiable information (PII)
- Deficit Reduction Act: False Claims
- Cybersecurity

Passport uses Cornerstone Learning Management System (LMS), an e-learning software system, to support administration of its mandatory compliance training program and maintain the requisite documentation about course completion. Every level of management is responsible for ensuring their team members complete all required compliance training by the due date. The Learning Center tracks training completion dates and alerts managers to any overdue required training. Team members and their managers receive regular reminders of their training obligations, as well as personalized email reminders of outstanding compliance training requirements. Failure to complete required compliance training results in performance actions, up to and including termination of employment.

We provide additional specialized compliance training and refresher training when staff are appointed to a new position, when the requirements of their job change, as a part of corrective action for noncompliance, or to address an issue of noncompliance. In addition, we use a variety of communication strategies to distribute new regulatory guidance, communicate areas of concern or noncompliance, and incorporate compliance into daily work routines.

Cultural Competency Training

At Passport, we understand all team members play an integral role in breaking down barriers to improving member health outcomes, including barriers that may be compounded by language, ethnicity and other differences. As a result, we have developed a strong cultural competency training course curriculum to promote understanding of the unique needs of our diverse membership. We empower and expect our team members to be culturally competent in all encounters.

Our Cultural Competency course teaches ways to deliver culturally and linguistically competent care. The training course content includes:

- National Culturally and Linguistically Appropriate Services (CLAS) Standards and the reasons for their development
- Need for and ways to develop self-awareness in culturally competent care
- Communication tools and tips to use when caring for members of different cultural backgrounds, disabilities, and other unique SDoH needs
- Health care considerations for various cultures

In addition to the mandatory training described above, we also maintain strong business and clinical operations training programs that are unique to each function or job role. This training, which is led by our departments, familiarizes each new hire with the essential duties of his/her job.

At the onset of every new contract, Passport’s compliance and implementation manager leads a cross-functional contract review to identify changes and identifies key operational leaders to develop operational training to fulfill all contract requirements.

Business Operations Training—Claims/Member Services/Provider Services/Benefits Operations Staff

Passport has designed specific training paths for each business operations position. For example, the training path for member service representatives (MSR) encompasses the following high-level course curriculum:

- MCO and Medicaid Concepts and Contract Requirements
- Systems and Applications
- Plan Benefits
- Daily Operations—tailored training to each role
- Telephone Skills

We enhance each person’s learning experience by implementing a variety of training methods to ensure our operations personnel successfully perform their job duties to fulfill all requirements and responsibilities of the contract. These methods include:

- Traditional adult learning—classroom style with trainer and exams
- Creative techniques to make the information memorable and effective:
 - Role playing
 - Simulated work (calls, claims, etc.) to prepare for the transition from training to the operations team
 - Games (trivia, bingo, etc.)

- Focused training/collaboration rooms for small group training, skill paths and special project work
- Mentoring—side-by-side training for very specific or technical job functions (e.g., throughout the training process, the trainee is paired with a training partner to observe phone calls, workload and team interaction to reinforce training instruction and provide hands-on experience with members and providers)
- Guest speakers—KHIE, local diversity experts, and smoking cessation trainers (who certified our teams so that we can also conduct this training in the future)
- Cross-functional training (e.g., community outreach providing training to service and claims teams)
- SDoH training (e.g., poverty simulation training that provides a highly interactive experience intended to help participants begin to understand what a typical low-income family experiences from month to month)

Clinical Operations Training—Care Management Team Staff

Passport also implements a comprehensive core curriculum for clinical operations team members to establish a baseline level of knowledge and training about the health care landscape, industry compliance, the health system and health plan, and the people it serves.

Our Clinical Implementation, IT and Training teams work collaboratively to develop and conduct role-specific training for PHM program staff. We use a combination of training methods, including instructor-led virtual and classroom, computer-based and e-learning, video, hands-on learning, coaching and mentoring. The training course content is focused to ensure each PHM Care team member has the foundational information, knowledge and skills to be successful in his or her role. Care team training course content includes:

- Population health and value-based care
- Use of Identifi, our proprietary predictive modeling and care management platform
- Roles and responsibilities of Care team members
- Clinical program overviews, workflows, and program graduation requirements
- Documentation standards and performance expectations
- Member engagement skills, including motivational interviewing techniques and self-management support strategies
- Line of business (LOB)-specific overviews

When PHM Care team members have completed new hire training with the Clinical Implementation team, Passport’s clinical trainer becomes responsible for meeting their ongoing training needs. Content that is reinforced for new staff, as well as ongoing for existing staff, include the following:

- Clinical manager training, including performance management and quality audits
- SDoH
- Home visit safety
- Suicide response
- Conducting care conferences
- Care Management policies and procedures
- BH
- Health literacy
- Integrated, whole-person care
- Substance use disorder
- TIC, ACEs and the effects of trauma on member health
- Diversity and inclusion

When we observe trends in our member population or challenges our Care team staff are facing, our clinical trainer develops or adapts training content to address the identified need. These trainings may be about specific conditions (e.g., obesity), SDoH needs (e.g., transportation), or EBPs policy updates. Our licensed Care team members are able to receive free continuing education credits for trainings focused on clinical topics.

G.2.c.vi. Overview of Contractor’s approach to monitoring Subcontractors’ progress in recruiting and training of staff to meet all requirements of RFP Attachment C “Draft Medicaid Managed Care Contract and Appendices.”

Monitoring Ensures Subcontractors Recruiting and Hiring Meet Contract Requirements

Passport has a comprehensive monitoring process for its subcontractors to ensure they meet all requirements in the draft contract, including recruiting and training of staff.

Passport closely monitors the hiring practices of resources assigned to support its membership or providers. Subcontractors will submit weekly reports on the recruitment and training status for staff to meet their responsibilities. These reports will be reviewed in our monthly oversight committee meetings with all subcontractors. Subcontractors are contractually held to maintaining appropriate staffing levels to support the Passport contract through the inclusion of SLAs during contracting and will incur fee penalties if SLAs are not met regarding staffing. Under the SLAs, subcontractors must report to their Passport contact if an issue

arises with staffing that affects their performance. All subcontracted staff must undergo a background check (including clearance through the Office of Inspector General) and verification that they have the right to work in the U.S.

Passport reserves the right to review resumes or interview subcontractor key personnel associated with its account. Additionally, Passport performs delegation oversight audits of its subcontractor facilities and requires access to staff for questioning, if desired. Passport reviews and approves the training programs used by subcontractors for staff who support the Passport LOB. Passport also has access to all training curriculum materials and staff handouts for review and comment. Sign-in sheets, either manual or electronic, are required to be delivered to Passport within 30 days of any contractually required training classes. This close oversight and cooperation between Passport and subcontractors ensures that everyone who supports our members is appropriately trained.

All Passport subcontractor agreements require compliance with all DMS requirements and a commitment to implementing and administering DMS required changes. For subcontractors supporting Kentucky SKY, Passport requires completion of training in TIC, the unique needs of the Kentucky SKY population, and other training that Passport mandates for all staff interfacing with Kentucky SKY members. Subcontractors are required to provide recruiting, staffing and training data and reporting to Passport, which is regularly reviewed for completeness, accuracy and compliance.

Regular Forums for Recruiting, Staffing and Training Performance Reporting and Management

Performance monitoring is a critical task performed through the subcontractor oversight processes and committees as discussed in Section G.2.c.ix. Passport uses several methods to review and discuss performance (e.g., recruiting, staffing and training) and collaborate with our subcontractors to sustain or improve performance, including:

- Weekly, monthly or quarterly meetings with dedicated subcontractor business owners to review service-level objectives and overall performance satisfaction. Meeting frequency can vary based on subcontractor and type of service.
- Weekly operational meetings to track important projects, issues with service impact and any outstanding Performance Improvement Plans. We determine next steps and key milestones and work through obstacles. In these forums, subcontractors are required to self-report any potential issues, including staffing.
- Quarterly compliance collaboration calls hosted by Passport's compliance team with its subcontractors' compliance teams to discuss adherence to contracts and share best practices.
- Monthly Delegation Oversight Committee (DOC) meetings to review metrics and issues and make recommendations for corrective actions.

- Monthly operations review for overall Passport performance SLAs to determine where subcontractor performance is supporting or affecting overall SLA achievement and member/provider experience.

G.2.c.vii. Retention approach for Full-time Kentucky SKY Key Personnel.

Passport Culture Supports the Individual to Ensure Retention

Employee Engagement Surveys

Passport is passionate about creating and maintaining a culture that supports the engagement and retention of staff. In support of that goal, Passport conducts an annual survey measuring indicators of employee engagement and retention risk. Our most recent survey, conducted in April 2019, found:

- 86% of respondents indicated that Passport encouraged them to develop their skills
- 95% of respondents felt that Passport cared about their health and well-being
- 86% of respondents were satisfied working for Passport
- 97% of respondents reported they were willing to give extra effort to help Passport succeed

Passport has a history of having low turnover, and many of our team members have been with us for years. Our average tenure is seven years.

Robust Benefits and Cultural Practices Support Employee Well-Being

Passport provides our teams a comprehensive benefits package that helps them and their families maintain their health, support work/life balance and provide security for their future. We believe that employees work hard to help Passport achieve its goals and live its values, and, in return, Passport should provide them with comprehensive benefits. Taking care of our teams' health and overall well-being is of the utmost importance.

The following are highlights of some of our most progressive cultural practices and formal benefits offerings:

- Unlimited time off for salaried employees (including key personnel); hourly employees receive 15 days of paid time off (PTO) and can accrue up to 25 days of PTO, based on tenure
- Four additional paid days off each year for volunteer work (individual or team-based)
- Ability to telework based on role requirements
- Flexible work hours
- Incentives for wellness activities, such as weight loss programs, race fees, sports team participation, fitness classes (yoga, barre, cycling, etc.), personal trainer, smoking cessation
- Casual dress is welcomed
- Quarterly all-employee town hall events and departmental social events
- Holiday volunteer activities and drives for those in need

Executive Leadership Focus Encourages Retention of Key Personnel

Passport also has a specific focus on its ELT and the key personnel listed in Section G.2.c.iv . On an annual basis, Passport conducts a Leadership Talent Review facilitated by HR with Passport’s CEO, reviewing the ELT’s individual performance, potential and retention risk as well as identifying any potential successors. Our goals in this exercise are as follows:

- Assess and understand talent and leadership bench strength for Passport’s ELT, including all key personnel.
- Generate targeted development plans that drive key personnel retention levers.
- Identify our succession gaps and develop action plans to respond to key personnel transitions.

Passport also provides industry-leading executive coaching opportunities to its executives and key management staff. This displays a strong investment in our leaders by supporting their continued growth and development of the skills needed to provide Passport with a solid foundation of competent leaders guiding our organization’s ability to consistently meet the needs of our members and providers throughout the Commonwealth.

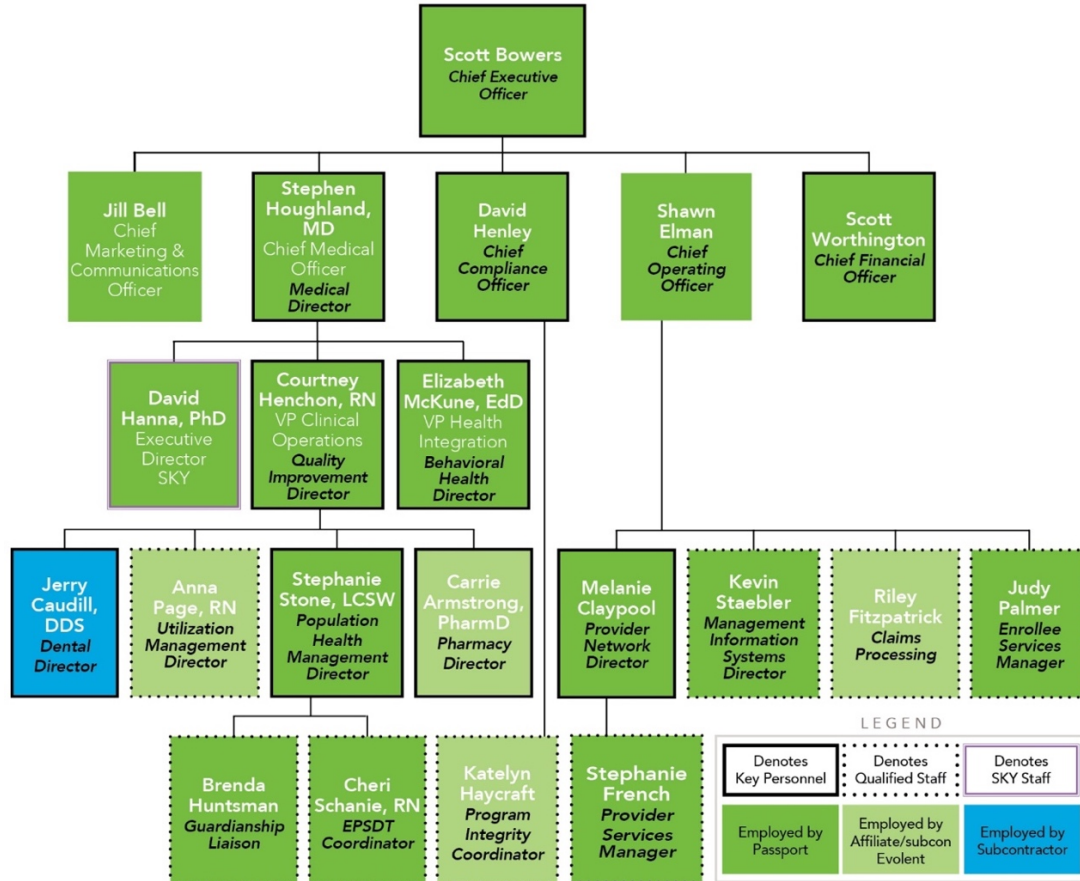
G.2.c.viii. Provide a detailed description of the Contractor’s organizational structure for the Kentucky SKY program under this Contract, including an organizational chart that displays the following:

G.2.c.viii.a. Management structure, lines of responsibility, and authority for all operational areas of this Contract.

Passport’s Organizational Structure Supports the Kentucky SKY Program

Passport’s organizational structure is provided in **Exhibit G.2-10**. Chief Executive Officer, Mr. Scott Bowers reports to the Board of Directors and, as described elsewhere, provides overall leadership to Passport.

Exhibit G.2-10: Passport’s Organization



Because Passport is singularly focused on being a Kentucky Medicaid health plan, Passport’s organizational structure for this contract is the same as its overall organizational structure, previously described in Section a.i and in more detail in G.2.c.i.a . Lines of responsibility and authority for all operational areas of this contract outside the Kentucky SKY-specific staff are the same as for the Medicaid contract.

Board of Directors

In 2019, Passport Health Plan and its provider owners (University of Louisville Physicians Inc., University Medical Center Inc., Norton Healthcare Inc., Louisville/Jefferson County Primary Care Association Inc., and Jewish Heritage Fund for Excellence Inc.) commenced a competitive process to select a strategic affiliate, assessing multiple national and regional potential partners. Ultimately, the Board of Directors and provider owners chose Evolent Health to become a partial owner of Passport and, in doing so, to provide expanded management and operational support. This decision was based on Evolent’s national reputation as a leader

in population health and its aligned mission focused on provider-driven and community-based care as the most effective strategy for engaging vulnerable populations. On December 30, 2019, having procured all required state and federal regulatory approvals, the parties officially completed Evolent's acquisition of a 70% ownership stake in Passport. The remaining 30% continues to be owned by the University of Louisville, Norton Healthcare and other Kentucky-based provider organizations, thus keeping Passport closely tied to its provider-owned, Kentucky roots. The University of Louisville is the largest percentage owner and, along with the other provider owners, has an equal say in key issues related to health plan strategy, operations and financial management.

After completion of the transaction, Passport continues to operate as its own independent and legal entity, headquartered in Louisville, Kentucky, with an ELT that is solely focused on Kentucky Medicaid, and continues to provide oversight of all subcontractors, including Evolent. The Board governance structure, designed to maintain Passport's local perspective and provider guidance, is at the helm of all critical decision-making regarding operation of the plan. Passport's local provider owners hold three Board seats. They include Jennifer Davis, University of Louisville Physicians, Associate Vice President for Health Affairs and Strategic Initiatives; Ken Marshall, UofL Health, COO; and Kimberly A. Boland, MD, University of Louisville Professor and Chair of Pediatrics.

Executive Leadership Team and Key Personnel

At the next level, the CEO has clear authority over the administration of the contract with oversight of the ELT, consisting of the COO, chief medical officer (CMO), VP of health integration, VP of clinical operations, CFO, chief compliance officer (CCO), chief marketing and communications officer (CMCO) and key personnel under the contract to ensure appropriate, compliant performance of Passport's responsibilities to members, providers and DMS. The CEO chairs weekly team meetings to review health plan performance, compliance with contractual requirements, operational performance, metrics, subcontractor performance and staffing issues, as well as organizational and cultural topics. These team meeting agendas routinely include various functional subject matter experts to address current business issues. The practice of conducting a weekly forum to review and discuss operational issues with members of the ELT and key personnel who represent all the functional disciplines in the health plan facilitates a clear holistic understanding of current relevant business issues and promotes broad communication across the disciplines that supports the contract.

In addition to the ELT and key personnel, Passport has the appropriate number and type of staff to meet the unique needs of the Kentucky SKY population. Our expanded partnership with Evolent will also allow us to draw upon best practices and resources from other Medicaid clients across the nation.

Please see **Exhibit G.2-11** for a proposed organizational chart for Passport Kentucky SKY key shared contractor roles; **Exhibit G.2-12** shows a proposed organizational chart for the Passport Kentucky SKY Model of Care.

Exhibit G.2-11: Proposed Organizational Chart for Passport Kentucky SKY Key Shared & Contractor Roles

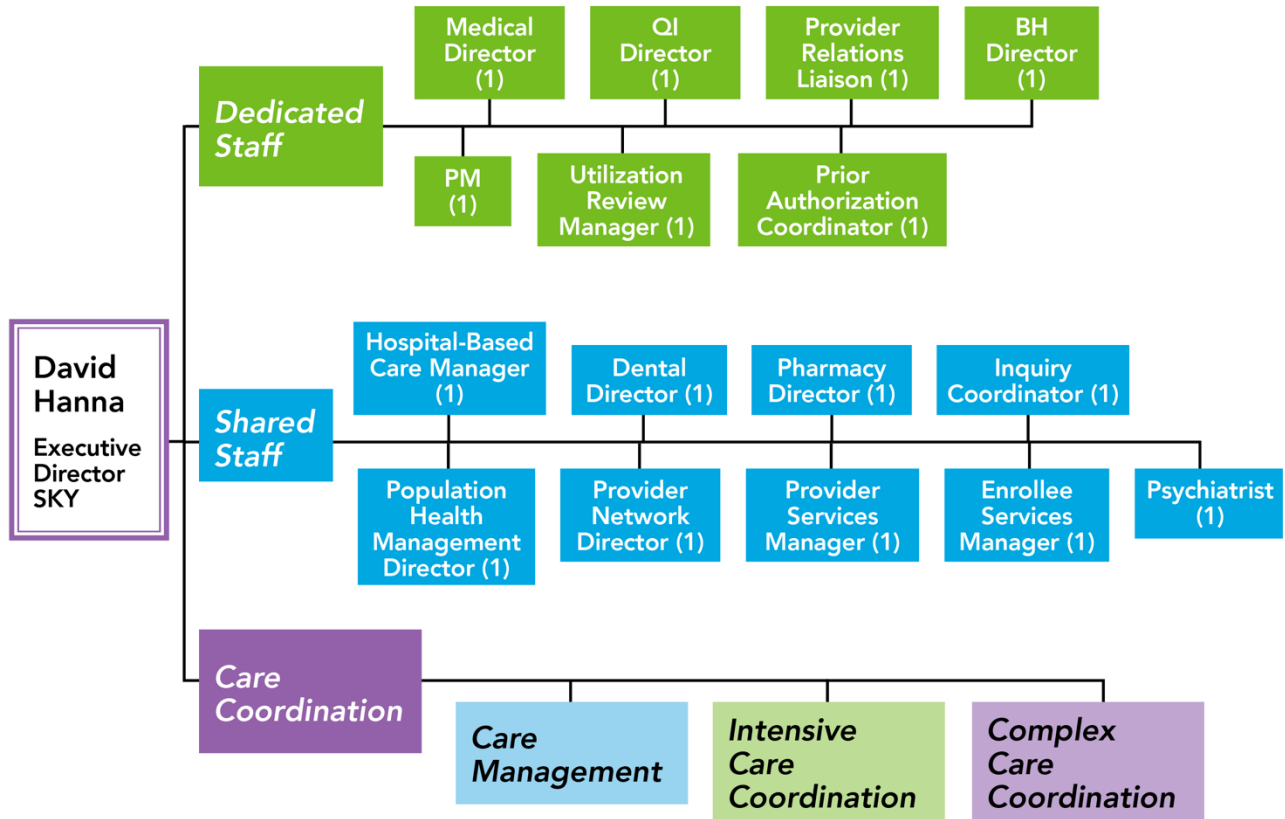
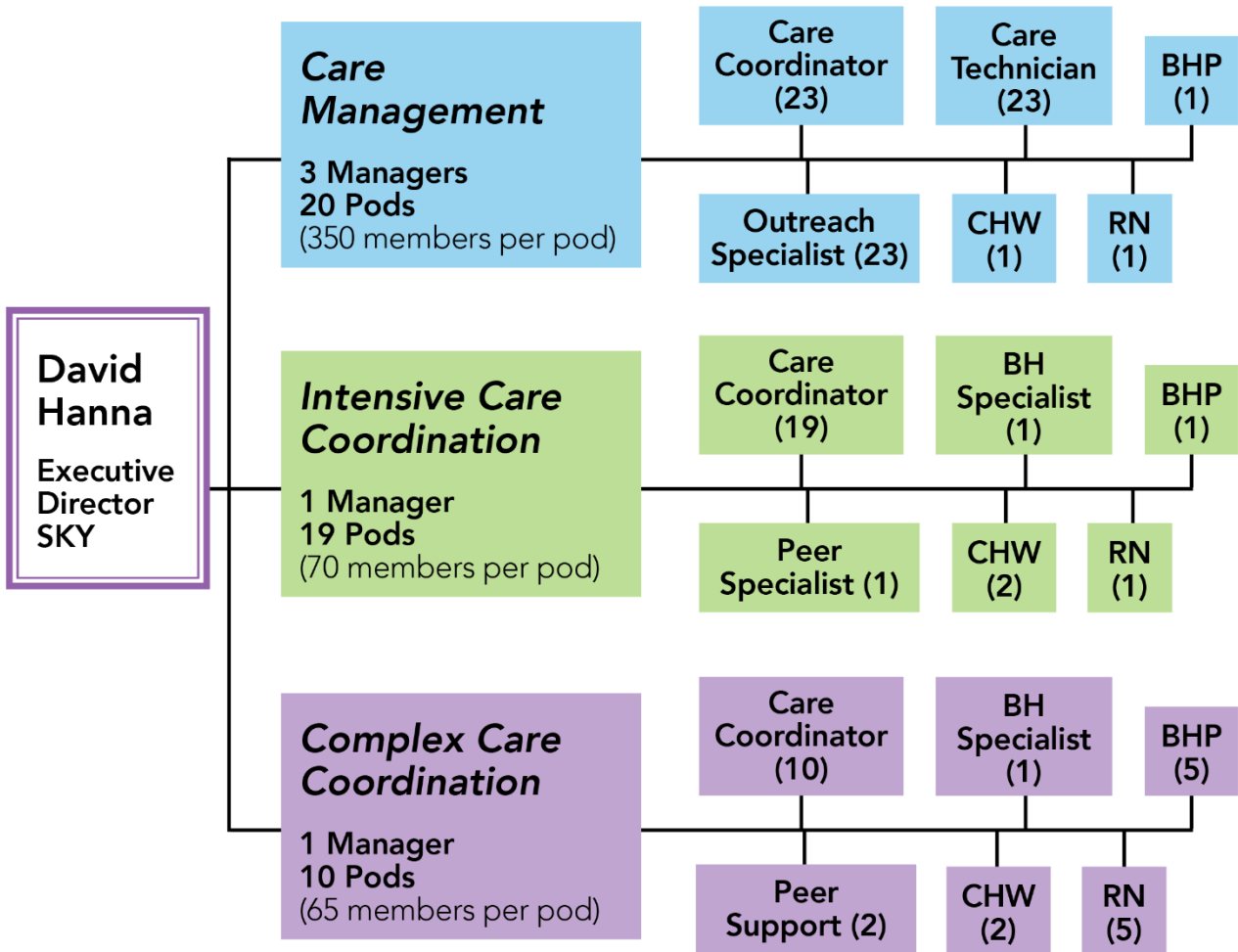


Exhibit G.2-12: Proposed Organizational Chart for Passport Kentucky SKY Model of Care



Members of the ELT have oversight and accountability for the performance of 10 highly coordinated teams across 15 operational areas who work collaboratively to ensure that all functions and services are integrated seamlessly to better support internal monitoring of operations, including timely resolution of any issues, to ensure compliance with the contract. These executive sponsors and business owners work closely with the CCO on all compliance-related issues that may arise. **Exhibit G.2-13** shows Passport’s oversight over operational areas pertaining to Kentucky SKY.

Exhibit G.2-13: Passport Executive Oversight

Operational Area	Business Owner
Overall Compliance/Monitoring & Oversight	David Henley, Chief Compliance Officer
Claims	Riley Fitzpatrick, Manager, Claims
Pharmacy	Carrie Armstrong, Pharmacy Director
Call Center	Judy Palmer, Enrollee Services Manager
Eligibility	Judy Palmer, Enrollee Services Manager
Population Health	Courtney Henchon, Quality Improvement Director
Quality	Courtney Henchon, Quality Improvement Director
Utilization Management	Dr. Stephen Houghland, CMO
Program Integrity	Tracy Bertram, Compliance Director
Provider Enrollment/Credentialing	Melanie Claypool, Provider Network Director
Analytics/Insights	Meredith Norris, Operations Manager
Data and Systems	Kevin Staebler, Management Information Systems Director
Enrollee/Provider Portals	Melanie Claypool, Provider Network Director
Finance	Scott Worthington, CFO

Passport’s organizational structure ensures that Passport retains full control over all aspects of performance under this contract and ensures that Passport employees are performing the oversight of subcontractors. This staffing model also ensures that Passport’s regular internal monitoring of operations identifies and addresses issues before they escalate to be out of compliance with the contract. The staffing model further provides clear accountability over each operational area by Passport’s leadership team, up to the CEO all the way to the Board of Directors.

G.2.c.viii.b. How the Kentucky SKY fits into the overall organizational structure of the Parent Company.

Passport Has a Dedicated Department for Kentucky SKY

Kentucky SKY will function as a separate dedicated service line within Passport but will be fully integrated with the larger company. Dr. David Hanna, the proposed executive director of Kentucky SKY, will be dedicated full time to providing leadership and administrative oversight to the staff and functions of the program, including all the Kentucky SKY positions required by the draft contract. He will serve on the ELT of Passport and report to Dr. Steve Houghland, Passport’s CMO. Care coordination teams, including clinical and support staff, will be fully contained within the Kentucky SKY administrative structure.

Kentucky SKY providers and members will benefit from the full resources of Passport. Members will have access to disease-specific condition care programs and the expertise of Passport teams. Passport community engagement staff throughout the Commonwealth will assist in identifying and helping Kentucky SKY members access local resources when needed. Provider relations staff not specifically assigned to Kentucky SKY will nevertheless provide support to the statewide network of providers who serve Kentucky SKY members. All Passport staff who interface with the Kentucky SKY program will be fully trained in the unique needs of the Kentucky SKY population.

G.2.c.viii.c. Where Subcontractors will be incorporated.

Passport’s Use of Subcontractors

Our subcontractors will be incorporated into the contract to provide the services delineated in **Exhibit G.2-14**.

Exhibit G.2-14: Description of Services Passport Subcontractors Will provide

Subcontractor	Description of Services	Why We Engaged
Avesis Third Party Administrators, Inc.	Dental and Vision	Forty years as a national administrator, backed by Guardian, a 150-year-old insurer
Infomedia Group, Inc. d/b/a Carenet Healthcare Services	24-hour nurse line	History of solid member engagement, with 70,000 consumer interactions daily, nationally
Beacon Health Strategies LLC	BH	Industry leader and in-house staffing for direct engagement
Conduent Payment Integrity	Subrogation	Extensive MCO experience with 150 commercial and MCO plans
CVS/Caremark Pharmacy	PBM	Largest PBM in 30 managed care markets
Evolent Health LLC	Management and operational services, including specialty UM	Leader in health stratification and data analytics solutions

In fulfilling the requirements of the DMS contract and servicing members and providers, Passport currently uses a carefully selected and tightly controlled small set of subcontractors that are integrated as part of the service and operational model only in scenarios where their focus maximizes and supports better access, care, quality outcomes and financial results. These relationships bring access to particular expertise and support efficient service delivery. Additionally, Passport only selects subcontractors who demonstrate alignment with our mission to improve the health and quality of life for our members in close coordination with network providers. We also ensure that all subcontractors receive Kentucky SKY-specific trainings.

Passport is fully accountable for the end-to-end delivery of our obligations to DMS, members, providers and the community. This accountability informs carefully vetted selection and due diligence of subcontractors that is done in collaboration within our provider- and community-led governance structure, managed implementation for smooth movement and an uninterrupted service continuum, and deep ongoing governance and performance management through a multilayered oversight function. Each subcontractor will “plug into” the organizational structure in three distinct ways. There will be operational oversight reporting up through the COO, compliance oversight reporting up through the CCO and clinical oversight (in relevant cases) by the CMO.

G.2.c.ix. A summary of how each Subcontractor will be integrated into the Contractor’s proposal performance of their obligations under the Contract to ensure a streamlined experience for the Kentucky SKY Enrollees, Providers and the Department.

Subcontractor Oversight

To meet our DMS commitments, a straight line of accountability exists within the Passport organizational structure, beginning with our DOC. The DOC is comprised of the director of compliance, the delegation oversight manager, the COO and appropriate operational or clinical leaders. The DOC reports through our compliance organization and is central in overseeing subcontractors to which utilization and/or quality management, credentialing, member services, provider services, claims operations and other administrative functions have been delegated. The DOC reviews all contractual metrics for each subcontractor, including SLAs, performance reports and quality improvement/UM reports (if applicable). It also reviews the NCQA-required annual delegation audit to ensure compliance with all federal, Commonwealth, Department and contract requirements, as well as any pre-delegation assessments prior to the effective date of new delegation contracts.

Our QMMC oversees all activities of our DOC as they pertain to subcontractors relevant to our NCQA accreditation. The QMMC is comprised of our CMO, quality director, NCQA coordinator and various Passport clinical leaders. The QMMC provides oversight and input for QI and accreditation activities throughout the health plan, as well as for the provider network and subcontractor relationships. With its focus on quality, the QMMC ensures that these delegated entities work as one, so neither members nor providers experience abrasion as a result of engaging with delegates. We want every interaction to be seamless, whether

Passport directly provides the service or it is provided by a subcontractor. Our Board of Directors gives the QMMC clear authority and accountability for subcontractors relevant to NCQA accreditation.

At Passport's highest operational levels, the ELT oversees appropriate, compliant performance of responsibilities to members, providers and DMS. Our structure supports a comprehensive approach to meeting Passport's quality goals, and our commitment flows from the Board of Directors through the CEO and spreads throughout the organization.

Integrated to Create Streamlined Approach

We monitor subcontractors through our provider- and community-led governance structure, using multilayered oversight to ensure satisfactory subcontractor performance. Our operational processes provide a streamlined, coordinated approach to serving members and providers, presenting services and interactions as provided by Passport even when supporting subcontractors exist. Examples include:

- Passport's director of Member and Provider Services oversees all call center activities. The Passport-based Member and Provider Services teams act as the primary intake and support unit, facilitating resolution on behalf of members or providers across subcontractor operations as needed. Members and providers are always initially directed to the Passport call center for assistance.
- Our Passport-based member call center intakes all member calls regarding services, providers or benefits (including dental, vision, etc.). MSRs are trained for first-call resolution as a goal. A Special Support team can address escalated issues and facilitate coordination and resolution with all subcontractors.
- Passport provider network management representatives have counterparts at each subcontractor to serve as their resource. Passport representatives can facilitate resolution among subcontractors and Passport staff always respond directly to provider inquiries.
- Protocols are in place across all subcontractors in the event a member eligibility discrepancy arises, so that access to care issues for services or medications are avoided, for example, by leveraging Kentucky HealthNet to verify eligibility status and conducting a manual member addition.
- If a member or provider calls a subcontractor, warm transfer protocols are used to connect them back to Passport for assistance.
- Provider appeals for claims are managed by the Passport Appeals team, which manages all subcontractor components and provides a centralized response. In the event an appeal denial letter is distributed, it is cobranded to include Passport's logo.
- Subcontractors attend provider forums such as the Kentucky Hospital Association meeting, BH events such as Annual Pediatric and Behavioral and Mental Health Symposium, DMS forums and Passport's annual workshops to directly hear issues and feedback from providers, closing the feedback loop and identifying opportunities to further strengthen service.

Oversight Management Structure

For each subcontractor, Passport created an oversight structure composed of individuals responsible for subcontractor performance. Each subcontractor oversight committee, focused on the business functions of the relationship, includes:

- Passport executive sponsor
- Passport business owner
- Operational leadership
- Compliance liaison
- Subcontractor manager providing direct monitoring of the vendor's performance and adherence to contractual requirements

Together, these staff members oversee the performance of their assigned subcontractor through contract metrics and SLAs.

Contract Measurement

Passport holds subcontractors accountable to metrics and SLAs in line with DMS contractual expectations, as well as the desire to support a smooth provider and member experience, with accountability to quickly drive resolution for any temporary disruption.

SLAs are integral to each subcontractor agreement and vary based on the services being performed and DMS contractual requirements. For example, we hold our subcontractors to the same high standard (100% completion) for DMS inquiries to which DMS holds Passport. Passport also holds each subcontractor responsible for additional reporting beyond SLAs. This additional reporting measures various operational indicators such as:

- Authorization decision timeliness
- Authorization decision notice timeliness
- Authorization volume
- Service authorization outcomes
- Call center metrics
- Credentialing activity
- Appointment availability and access
- Financial
- Care management
- Network status
- Appropriate staffing to meet SLAs
- Utilization

Collaborative Coordination with Strong Oversight Drives Integration

Passport – Beacon Health Strategies, LLC. (Beacon Health Options, LLC.)

All care management/care coordination activities for Kentucky SKY will be performed by Passport team members, and Beacon Health Strategies LLC will manage all BH UM activities for Kentucky SKY members. The integration of medical and BH care is critical to serving those members who have significant BH needs. To provide this integrated, member-centric level of care (and thereby ensure access to care and quality care plan development), Passport’s care management teams work closely with Beacon Health Strategies LLC staff on a daily basis.

Passport has partnered with Beacon Health Strategies LLC since 2014. Beacon Health Strategies LLC is the largest independently held BH organization in the country, serving more than 36 million individuals across 50 states. Beacon Health Strategies LLC has experience working with providers and members with Medicaid benefits across the country. They bring experience partnering with providers to reduce barriers to integrated BH nationwide. Under a recent revised agreement, we have fundamentally transformed our relationship, increasing Beacon Health Strategies LLC’s level of accountability and creating incentives to outperform in the areas of access and care standards. Under our new capitated arrangement:

- Passport and Beacon Health Strategies LLC will build and deliver an integrated whole-person care model
- Passport will maintain control of the provider network
- Passport will have authority over UM changes
- Passport will hold Beacon Health Strategies LLC accountable for successful delivery of administrative services through a rigorous oversight structure that includes more stringent SLAs with higher penalties tied to termination
- Passport will increase the accountability of our integrated whole-person model by reporting progress on this structure with more stringent SLAs to the BHAC, which would report up through the governance structure to the highest level of our Board of Directors
- Passport will increase the accountability of Beacon Health Strategies LLC’s operational performance by reporting on the more stringent SLAs to the DOC, which also has a pathway ending with the Board of Directors

Passport – CVS

Passport has been subcontracting with CVS/Caremark as its PBM since 2016. As the largest PBM in the nation, CVS/Caremark serves 21 million members in 30 managed Medicaid markets and is one of the largest national PBMs for Medicaid members. On behalf of Passport, CVS/Caremark contracts and manages a network of more than 1,200 pharmacies in Kentucky and is responsible for credentialing and management, processing pharmacy claims at the point-of-sale, providing administrative and encounter reporting,

managing rebate agreements, and producing and distributing Passport’s pharmacy explanation of benefits. The primary goal of Passport’s Pharmacy program is to ensure that members have access to timely, necessary and appropriate pharmaceutical services. The Passport Pharmacy program focuses on the safety of members while managing an effective and efficient pharmacy benefit design founded on evidence-based medications, regulatory requirements and contract provisions.

Passport and CVS/Caremark recently took steps to improve the member, provider and DMS experience. We amended our contract to create a transparent PBM, removing some of the confusion around the economics of pharmacy services. Passport continues to work collaboratively with DMS and CVS/Caremark on pharmacy-related initiatives such as the Pharmacy Lock-In program, which is designed for members to receive medically necessary medical and pharmacy benefits at the appropriate time.

Passport – Avesis

Passport partners with Avesis for its dental and vision services and network. Avesis has been servicing plans for nearly 40 years, initially as a family-run business and more recently acquired by Guardian Insurance. Guardian has been in the insurance industry for 150 years, providing financial and structural stability to the Avesis organization. Avesis presents Passport with integrated solutions along with managing its own network:

- HbA1C diabetic testing of dental patients in the office, expanding access to preventive services for members at risk of or diagnosed with diabetes
- IV sedation and anesthesiologist teams in dental offices so that more advanced surgeries and procedures can be performed without going to a hospital, allowing members to receive their care in a familiar setting with reduced wait times and lower costs
- Opioid Prevention program to reduce the opioid prescribing routines of providers by monitoring prescribing patterns, providing education and communication to ensure that providers stay within recommended prescribing guidelines and offering peer-to-peer instruction on appropriate prescribing
- Dental Delivery™ to reduce the impact of periodontal disease on pregnant women and their children by offering incentives to encourage pregnant women with the disease, or at risk for the disease, to receive standard office therapies throughout their pregnancy

Passport – Infomedia Group, Inc. dba Carenet Healthcare Service

Passport originally signed an agreement with McKesson Health Solutions in 2012, and through a series of acquisitions and a name change, the 24-hour nurse line is now provided by Infomedia Group, Inc., dba Carenet Healthcare Services. Nurse lines serve an essential function for a Medicaid MCO, providing access and extended patient-centric service to members, both within and outside of normal Passport member service operating hours. The service functions 24 hours a day seven days a week to provide immediate symptom assessment, referral services and patient education services. Carenet, in combination with its national partner, averages 70,000 member interactions per day through its Intelligent Engagement model, which uses technology solutions to drive continuous improvement in the health of members.

Passport – Conduent

Conduent is the world’s largest provider of diversified business process services for businesses and governments, specializing in health care and regulatory compliance. Passport contracted with Conduent as a delegate to handle its subrogation needs. Part of being a good steward of Medicaid dollars is having a robust subrogation program in place to support Medicaid’s role as the payer of last resort. Over the last three years, Conduent has recovered over a half-billion dollars on behalf of its subrogation clients. Conduent offers:

- End-to-end subrogation and recovery services
- On-site attorneys and expert recovery specialists
- Nationwide network of outside counsel
- Experience with a wide array of commercial and HMO insurers

Passport – Evolent Health

Initially partnering with Evolent in 2016, Passport selected the company to form a strategic alliance due to its deep experience and knowledge in Medicaid managed care and to leverage best practices and proven experience in care management, network performance, risk adjustment, pharmacy benefit management, performance analytics, value-based health care and technology platforms. Evolent also shares our core value of collaborating with providers and focusing on member-centric care.

G.2.c.x. Identification of staff positions that will be based (1) in the Contractor’s Kentucky office(s), (2) in the field, and (3) at a corporate office of the Contractor or Subcontractors. Information should include physical locations for all Contractor operational areas to support this Contract.

Passport’s Kentucky-based Staff

As a Kentucky-based organization, Passport’s corporate office is in Louisville. The dedicated staff supporting Kentucky SKY will be located either in the Louisville, Kentucky, office or in the field diversified across the Commonwealth. These potential staff locations are denoted in **Exhibit G.2-15**.

Exhibit G.2-15: Location of Proposed Kentucky SKY Staff

Proposed Kentucky SKY staff descriptions (by team)	Staff based in Passport’s corporate office in Louisville, Kentucky (1) and (3)	Staff based in the field (2)	Staff based in subcontractor office (3)
Pod (350 members per pod)			
Care Coordinator	X	X	
Care Technician	X		
Manager	X	X	
RNs	X		
Behavioral Health Professional (BHP)	X		
Community Health Workers (CHW)		X	
Pod (70 members per pod)			
Care Coordinators	X	X	
Manager	X		
RNs	X	X	
BHP	X	X	
CHW		X	
Peer Support		X	
BH Specialist		X	
Pods (65 members per pod)			
Care Coordinator	X	X	
Manager	X	X	
RNs	X	X	
BHP	X	X	
Peer Support		X	
CHW		X	
BH Specialist		X	
Project Manager for Planning & Implementation	X		
KY SKY Executive Director	X		
Medical Director	X		
QI Director	X		

Proposed Kentucky SKY staff descriptions (by team)	Staff based in Passport’s corporate office in Louisville, Kentucky (1) and (3)	Staff based in the field (2)	Staff based in subcontractor office (3)
BH Director	x		
Utilization Management Manager	x		
Nurse Case Manager	x	x	
Prior Authorization Coordinator	x		x
Provider Relations Liaison	x	x	x
Behavioral Health Clinician	x	x	
Nurse Care Manager	x	x	
Behavioral Health Specialist	x	x	
Family Peer Support	x	x	
Care Coordinator	x	x	
Psychiatrist	x		
Pharmacy Director	x		
Dental Director	x		x
Hospital-based Care Manager	x		
Provider Network Director	x		x
Provider Services Manager	x		x
Population Health Management Director	x		
Member Services Manager	x		x
Inquiry Coordinator	x		x

Beyond the dedicated Kentucky SKY staff noted above, Passport’s overall Medicaid staff is also dispersed as appropriate and located either in our Louisville, Kentucky, office or in the field diversified across the Commonwealth as in noted in **Exhibit G.2-16**.

Exhibit G.2-16: Passport Medicaid Staffing and Locations

Department	Staff based in Passport’s Corporate Office in Louisville, Kentucky (1) and (3)	Staff based in the field (2)
Accounting	X	
Population Health Management	X	X
Clinical Programs	X	X
Community Engagement	X	X
Compliance	X	
Executive	X	
Facilities	X	
Health Integration	X	
Human Resources	X	
Information Technology	X	
Marketing	X	
Medical Affairs	X	
Medicare	X	
Member and Provider Services	X	
Pharmacy	X	X
Process Consultants/Project Managers	X	
Provider Claims and Reimbursement	X	
Provider Enrollment and Credentialing	X	
Provider Network Management	X	X
Quality/HEDIS Clinical	X	
Utilization Management	X	

G.2.c.xi. Number of proposed FTEs dedicated to the Kentucky SKY program, by position type and operational area and how the Contractor determined the appropriateness of these ratios.

Passport Will Add 127 Full-Time Employees to Support Kentucky SKY

We will bring on 127 full-time employees to support Passport’s Kentucky SKY program. Passport routinely analyzes the demographics of its membership, including geographic distribution and health needs. Through this analysis, Passport identifies any staffing changes necessary to better serve members and providers and to support community partners.

Passport believes that its staffing plan will ensure continued success in managing the lives of Kentucky members. Passport has a strong core of current staff who have contributed to the 22-year partnership with DMS. Passport will build on the experience of both current and new team members as well as existing administrative policies and procedures to ensure that all requirements are met.

We determined the appropriateness of these ratios based on our current experience with the Kentucky SKY population through over 20 years of experience working with these members across the Commonwealth and by estimating how many members would require intensive outreach versus basic assistance. For example, we looked at how many members might not stratify for complex care or require in-depth assistance due to recent hospitalizations, etc. We presume that these members will not have as many health problems and will not need as much intervention. We also considered how many meaningful interactions a Care Coordinator can realistically make in one day, and we considered how many members would require frequent vs. less frequent contact. These ratios supported our decision to add outreach specialists as support staff to assist with members and families who have less-intensive needs and who potentially cannot be reached or may have declined to participate but must still be attempted to engage. Kentucky SKY staff positions are noted in **Exhibits G.2-11** and **G.2-12** above. **Exhibit G.2-17** shows our staffing ratios.

Exhibit G.2-17: Ratios of Kentucky SKY Staff

Description	Ratio
Total Kentucky SKY staff per member for each Kentucky SKY member	1:196
Kentucky SKY Care Management Care Coordinator for each Medicaid member	1:350
Kentucky SKY Intensive Care Coordinator for each Kentucky SKY member	1:70
Kentucky SKY complex Care Coordinator for each Kentucky SKY member	1:65

- G.2.c.xii. Describe the roles and responsibilities of Care Coordinators and Care Coordination Team. How will the Contractor maintain adequate Kentucky SKY to Kentucky SKY Enrollee ratios and number of Care Coordination personnel and management staff having expertise in Physical Health, Behavioral Health, and the Kentucky SKY Enrollee to build Care Coordination Teams?

Utilizing a Team Approach to Impact Member Outcomes

Passport has extensive expertise in the delivery and implementation of High Fidelity Wraparound services. As part of our expanded Care Coordination program for the Kentucky SKY population, we are committing to training and certifying all Care Coordinators in the High Fidelity Wraparound process. Based on our experience, we believe using only High Fidelity Wraparound-trained Care Coordinators will promote placement permanency, improve overall functioning for Kentucky SKY members and limit crises. Core to the wraparound approach is the presence of a Care Coordinator who serves as a central coordinator or hub of all team activities. This commitment includes, as required by the contract, any member with complex BH needs being supported by a Care Coordinator who is certified and trained in the delivery of High Fidelity Wraparound services, with a BH Care Advisor assigned to assess the member and create a care plan. Any member identified as being a Medically Complex foster child has an RN Care Advisor (aka nurse case

manager) to assist them. Together with the Care Coordinator, the RN Care Advisor will team with an SSW to obtain the child's medical records and conduct the initial home visit to identify medical and BH issues and needs.

After the Care Advisor, always a licensed professional such as a nurse or BH practitioner, completes an assessment, the Care Coordinator convenes the Kentucky SKY Care team. Members in foster care are supported by a core team comprised of the Care Coordinator, member, caregiver and SSW; the core team for members under adoption assistance are the Care Coordinator, member and caregiver; the core team members for dually committed DJJ members are the Care Coordinator, member, caregiver and SSW; and the core team for former foster care members are the Care Coordinator and member. These core teams are supplemented by providers, community supports, Care Advisors (RNs or BH professionals), psychiatrists, BH clinicians, behavior specialists, a registered dietitian and/or a pharmacist as needed to support the member's care. The Care Coordinator works to ensure the active participation of the child, the family and any other individuals involved.

The Care Coordinator and Care Advisor work together to gather Care team members' perspectives on needs and concerns for the individual member and obtain a sense of the family narrative. The initial meeting of the Care team focuses on developing a plan with the intent of getting or maintaining the Kentucky SKY member in the least restrictive setting possible. Documentation of input from (or attempts to obtain input from) PCPs, dental providers, BH providers, specialists and other providers is part of the care planning process. The Care Coordinator also coordinates wraparound services and supports to meet the goals of each member's coordinated care plan. Throughout, the Care Advisor works with the Care team to identify strategies to meet the member's needs and ensure continuity of placement and care whenever possible.

The Care Coordinator ensures that the Kentucky SKY Care team has the information it needs to make timely and appropriate authorizations and referrals to meet the member's needs, including coordinating with previous MCOs and providers for information the team may need. The Care Coordinator ensures that approved care plans and authorizations are communicated timely to providers, the Department, DCBS and DJJ as required. The Care Coordinator ensures that Kentucky SKY members, providers, foster parents, adoptive parents, fictive kin caregivers, 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 also convenes recurring monthly meetings of the Care team to assess progress. To supplement Care team meetings, the Care Coordinator or other team member also outreaches to members on a weekly basis as follows:

- Intensive care coordination: weekly outreach with one face-to-face contact per month
- Complex care coordination: weekly outreach with two face-to-face contacts per month

The Care Coordinator also provides information to team members to assist them with care coordination services. If assistance is needed to locate provider or schedule/obtain appointments for primary, dental or specialty care or support services, the Care Coordinator is available to help. This person can also coordinate

non-emergency medical transportation services if needed to access these appointments or services. The Care Coordinator also arranges community supports for Kentucky SKY members and arranges for referrals to community-based resources as necessary.

Importantly, Care Coordinators work to expedite the scheduling of appointments for assessments and facilitating timely submittal of the assessment results used to determine residential placements. The Care Coordinator also compiles the results of these assessments and submits the results to the appropriate DCBS or DJJ staff within the timeframes identified by DCBS or DJJ or otherwise specified in the contract. The Care Advisor may involve the BH specialist on the team if the member has symptoms or a diagnosis that would benefit from a behavior plan. The BH specialist assists with ensuring that behavior plans are developed to meet the tailored needs of each child requiring behavior interventions.

The Care Advisor assists the Care team in evaluating the effectiveness of interventions, modifying the care plan as needed and removing any barriers to success. The Care Advisor coordinates the care team in regularly updating the care plan (at least monthly via Care team meetings) to change and redirect interventions as appropriate. Whenever possible, the ultimate goal of the plan is to develop a transition for the child and family from intensive or complex care coordination to the Care Management program to foster long-term support and stability.

To that end, Passport conducts a formal Discharge Planning program that includes a comprehensive evaluation of the Kentucky SKY member's health needs and identification of the services and supplies required to facilitate appropriate care following discharge from an institutional clinical setting or when transitioning between levels of care.

All care coordination and care management activities are documented within Identifi, Passport's PHM system. Identifi is our predictive modeling and condition-specific member profiling tool which stratifies members into risk levels using medical diagnoses, emergency or hospital visits, national standards/evidence-based clinical guidelines and gaps in care. Identifi's ability to combine multiple member specific health information with publically available SDoH data outperforms the industry standard and has resulted in increased identification of members for care management services with improved health outcomes and decreased cost. This documentation will include efforts to obtain provider appointments, arrange transportation, establish meaningful contact with the member's PCP, dental provider, specialists and other providers, and arrange for referrals to community-based resources. This documentation includes details on any barriers or obstacles to arranging or obtaining these services.

Provide the Contractor’s approach to locating the Care Coordinators areas in which they serve.

Passport’s Care Coordinators Are Part of Their Community

Passport has always been a community-focused health plan, and it is committed to locating Care Coordinators and other team members in the communities they serve. Passport has current experience in recruiting and supporting health educators, community engagement staff and provider network representatives in communities across Kentucky. Dr. Hanna, the proposed executive director of Kentucky SKY, previously served as the director of the Children’s Review program, where he oversaw placement coordinators co-located in the DCBS office statewide. In keeping with DMS, DCBS and DJJ expectations, Passport will locate team members in all service regions and community districts served by this contract. As noted earlier, Dr. Hanna will work with the DCBS and DJJ Commissioner’s Office staff and regional administrators for each agency to determine the best offices for co-location.

Conclusion

Passport offers a unique combination of Kentucky-based staff who bring a wealth of historical knowledge and experience combined with team members from across the nation who bring innovative best practices in the Medicaid industry. We are developing our staffing model to better serve the needs of the Commonwealth now and for many years to come.

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.