

#### 4. Kentucky SKY Contractor Educational and Training Requirements

a. Describe the Contractor's proposed approach for collaborating with experts including the Department, DCBS, and DJJ) to identify Provider training needs. Please include examples from other Contractor programs exhibiting collaboration with state agencies to identify training needs.

As an experienced MCO serving children and youth in foster care, our approach is rooted in the relationships we develop and the formal and informal mechanisms we put in place to collect feedback to inform ongoing provider training. Continuing to build relationships and gaining a better understanding of DMS, DCBS and DJJ, as well as other stakeholders, is our highest priority and will help us identify educational needs for those interacting with children and youth in the SKY program on an ongoing basis. Our liaisons will attend various stakeholders' existing meetings to learn about training needs they may have in serving the SKY population. We will use feedback from our provider relations liaison, regional care coordinators and our family or youth peer support specialist to identify areas of need related to training. Our experience in this area is demonstrated in the following program examples from other states. We will inform the training and communication methods we will employ for Kentucky SKY by using this experience. We will use various methods for training providers, including in-person, online and written materials.



**Our Ohio Experience.** For our Ohio Bridges program, which helps young adults transition to adulthood, we built a model of collaboration between the Ohio Department of Job and Family Services, Office of Families and Children (OFC) and the Bureau of Young Adults and Courts. Through meeting with and listening to the various stakeholders, we learned that we had to develop multiple methods for training, including in-person, online, and written materials to update the stakeholders involved with the initiative. Because of our meetings, we developed resource guides, training and newsletters, which were distributed to members, providers and agencies that support the program. We periodically update and post these documents on a website accessible to multiple stakeholders, including youth who are engaged in the program and caseworkers who refer young adults to the program.

**Our Nebraska Experience.** Another collaboration example is our partnership with Nebraska's Department for Children and Family Services (DCFS). The agency's leadership approached the three MCOs serving Nebraska's foster care, adoption assistance, transition age youth, and juvenile justice children and indicated that caseworkers were struggling to understand the process of children being admitted to and discharge planning from Psychiatric Residential Treatment Facilities. UnitedHealthcare led the effort to bring all three MCOs together to create training content, in conjunction with the Medicaid agency, to deliver to DCFS caseworkers. The training was delivered collaboratively with representation from all three MCOs via webinar. An online link to the webinar and training materials was then shared with DCFS so new caseworkers could take the training. This collaboration illustrates our ability to bring MCOs together for a common cause, while also providing valuable education to front line caseworkers. We received positive feedback from DCFS and are proud of our part in listening to the needs of the agencies and creating training that can be easily distributed and reused.

**Our Combined Experience in Multiple States.** Of course, our best source of information for identifying provider training needs is the state itself, in many cases. Through Commonwealth and/or provider request, staff feedback, trended claims data, complaints, meetings with associations and advisory councils, we identify ongoing provider training opportunities, and identify specific providers for focused retraining. Our provider advocates train providers on specific aspects of the Kentucky SKY program and on topics such as operating in a managed care environment; claim billing; Medicaid benefits; authorization requirements; grievances and

appeals; and the provider's role in a person-centered care approach. We also will have a full-time provider relations liaison who will meet with all of the SKY system partners on a quarterly webinar during implementation to gather input about training and education they need. In our experience with this population, there are times when onsite, in-person training is needed to ensure adequate training. In those instances, we will make available our staff to assist in training providers and others in the system. We believe in tailoring our approach to best meet the needs of our provider network.

b. How will the Contractor ensure that the Contractor's staff and Network Providers (including but not limited to hospitals, pharmacies, and specialty Providers) receive indepth training on the Kentucky SKY program, including what is and is not allowable exchange of information in a HIPAA-compliant organization, to preserve and support continuity of care. Describe how the Contractor will ensure Network Providers are aware of the requirements of the Kentucky SKY program, and how the needs of this population may differ from those of the Medicaid managed care population?

Kentucky SKY children and youth represent a particularly vulnerable population that requires individuals and entities working with them to have special skills and strong cultural values to ensure continuity of care while maintaining confidentiality. All of our network providers and staff are expected to deliver services that ensure children and youth are healthy while maintaining confidentiality, including compliance with all HIPAA privacy requirements.

### **Contractor Staff Training**

No matter who they are or where they come from, people are best served by those who have a deep understanding of their background, needs and culture, which is why we always begin by hiring locally. Additionally, to engender empathy and understanding among our staff, we provide tailored, Commonwealth-specific training. Our multifaceted training program includes an in-depth training review of the Kentucky SKY requirements. We provide this training for everyone supporting the Kentucky SKY contract so staff will competently, confidentially and consistently serve children and youth in the SKY program and providers at the highest level of quality with every interaction.

We start monitoring subcontractor recruitment and training staff during implementation. As part of our implementation work plan, we assign and track subcontractor implementation and readiness tasks, deliverables and due dates, including their progress in staff recruitment. Our vendor management team verifies all aspects of subcontractor readiness, including the subcontractor's confirmation that staff levels are adequate and staff is trained to meet the contract requirements. Our work plan includes a timeline with specific dates, events and dependencies that allow us to track progress.

While all subcontractor staff receives required training, staff for many of our affiliate subcontractors accesses the same training delivery tools as employees through our automated *LearnSource* training management program. This web-based training system easily records attendee participation and test scores for compliance oversight. *LearnSource* automatically assigns and tracks training and reports successful completion of each training module and the date of completion to the individual and their supervisor. If the individual's required training is not completed on time, *LearnSource* sends a notification to the supervisor. If the training delinquency is not corrected in the specified time, a second notice is sent to the next level supervisor, and appropriate disciplinary action, up to and including termination, may result if the training is not completed.

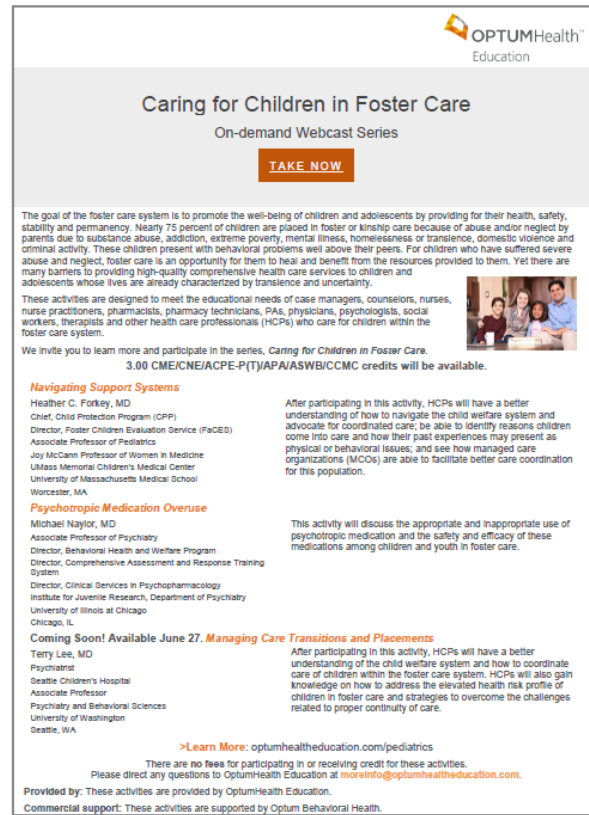
Every UnitedHealthcare employee and subcontractor receives training through a variety of modalities to accommodate different learning styles. Our tiered training program includes initial,

ongoing, ad hoc and annual training tailored to the program. Training topics include, but are not limited to:

- Kentucky SKY program overview, including population served, regional nuances, Commonwealth goals and performance expectations history
- Covered, limited and excluded benefits
- Population health
- HIPAA training and validation
- Nondiscrimination
- Contractual and regulatory requirements, including fraud, waste and abuse
- Consent decrees, adverse actions, complaints, grievances and appeals
- Performance penalties

All employees involved in administering the Kentucky SKY contract must attend and complete contract-specific training that provides a comprehensive overview of the program and its requirements. Employees are also educated and trained on HIPAA requirements and contract-specific reporting requirements regarding privacy breaches. Because each state government-sponsored program we administer has a unique culture and demographic, we tailor the training curriculum specifically for each state contract to make sure our staff truly understand the demographics and needs of the people they serve. For the Kentucky SKY program, the training will emphasize an understanding of the unique needs of children and youth in the program, Trauma-informed Care and person-centered planning.

We have a partnership with the National Foster Parent Association (NFPA) to design, develop and deliver training intended to enhance the ability of our staff to understand the complex experiences of children and families served through foster care and adoption programs. Our goal over the past 4 years in working with the NFPA is to increase knowledge and, therefore, strengthen the quality of interaction and responsiveness to children and youth in foster care and the families, caregivers and community partners who care for them. The training is designed to bring together our staff, foster and adoptive parents and providers in the same place to discuss the needs of children and youth in foster care. The training applies scenario-based learning, in which participants discuss how each of them would interact with the other to benefit children or youth in the SKY program. This type of training has produced substantial outcomes in helping system partners better collaborate and care for children and youth in foster care.



The screenshot shows a webpage for an on-demand webcast series titled "Caring for Children in Foster Care". It includes a "TAKE NOW" button, a description of the foster care system's goal, and details for two specific activities: "Navigating Support Systems" and "Psychotropic Medication Overuse". Each activity lists the presenter's name, title, and affiliation, along with a brief description of the activity's content and learning objectives. The page also includes a "Learn More" link and contact information for OptumHealth Education.

Figure 6. Provider Training. We created this specialized foster care training series for our providers.

## Provider Training

Outside of interactions with our staff, we recognize that providers are the greatest link to children and youth served in the SKY program. Beyond the expectation that they provide the highest quality care, they serve as our eyes and ears in protecting our children and youth, and are best positioned to support continuity of care activities. The complex needs of children in foster care require a unique approach to training providers who must integrate a Trauma-informed practice that demonstrates understanding, compassion and sensitivity in all services they provide and interactions they have. As part of their contractual obligations, network providers must be knowledgeable about program requirements to serve this special population effectively. Through regular and frequent communications with providers by our provider relations team, we will interact with providers (e.g., face-to-face, telephonic) to support their compassionate understanding of children and youth and their families or guardians in the Kentucky SKY program.

In addition to initial and ongoing training, we emphasize a schedule for extensive training **before** implementation, recognizing how critical setting expectations is to program success. Training events also provide the opportunity to assuage concerns, address common questions and uncover potential wrinkles that can be eliminated if known in advance. Provider education, training and timely communication and dissemination of information are essential to helping providers understand the new Kentucky SKY program and our operations model. Training will be delivered at the following intervals:

- **90 Days Prior to Go Live:** Provider training and communication are part of the detailed network implementation action plan necessary to facilitate a successful network launch. Providers will be afforded multiple opportunities for training related to the SKY population to include:
  - Specialty training related to supporting children in the foster care system. This includes CEU credits for alternatives to psychotropic medications, assisting with transitions for levels of care for children in foster care, and how to help children in foster care navigate the health care system
  - Training about Trauma-informed Care and managing a trauma-informed system
  - Information about billing and operations related to SKY
  - Ongoing training will be provided to the provider community, based upon the needs identified by DMS, DCBS, DJJ, the provider community and foster parents. As those training topics are determined, we will disseminate information through our provider portal and our provider relations liaison on how to attend training
- **60 Days Prior to Go Live:** We have a well-developed pre “go-live” provider education program, including educational mailings, online sessions, on-site provider visits and group training, that we implement 60 days before the contract implementation
- **30 Days Prior to Go Live:** We educate and train every new provider within 30 days of the go live date. Local provider advocates provide ongoing oversight of provider performance, resulting in customized re-education. The provider advocate may institute further contact and training based upon trends or issues identified at any time during the provider’s contract period
- **A Work Plan:** Outlines education and training activities, including frequency of office visits by our provider relations staff to conduct oversight

We use accessible, in-depth provider education to create seamless onboarding of new providers. Newly contracted providers receive provider education using a combination of proven training techniques including, but not limited to, site visits, town hall sessions, webinar

presentations, educational mailings and telephone outreach. We offer provider training at different times of the day and multiple locations throughout the state to increase our potential for reaching as many participants as possible.

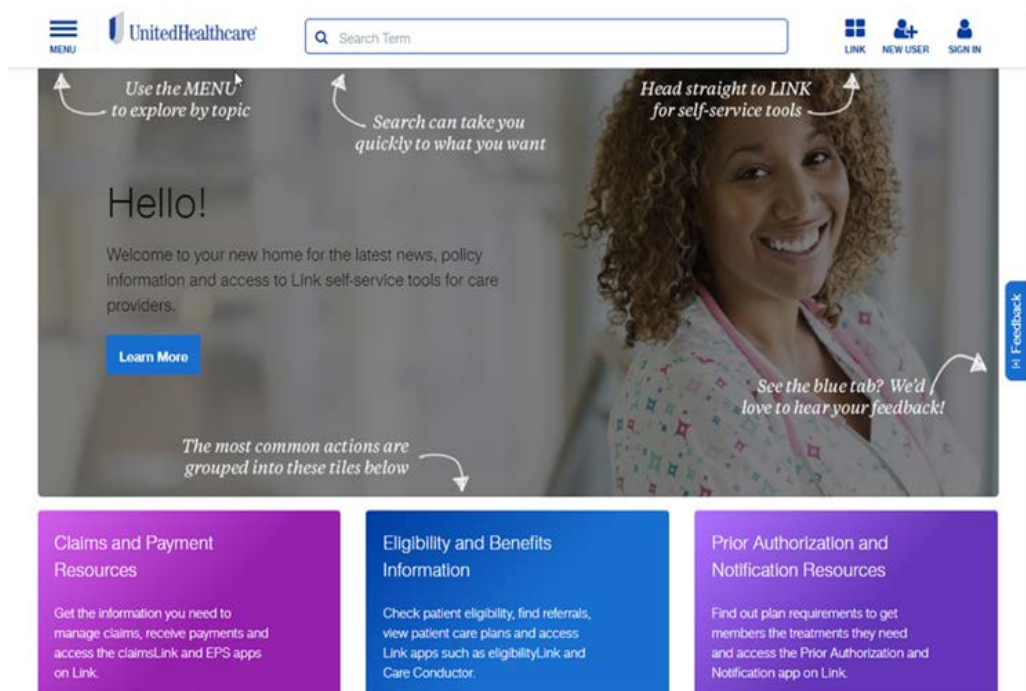
We use a broad continuum of media and methods for regular and timely dissemination of health plan information and Commonwealth-provided documents to providers through our:

- **Initial Provider Training (Onboarding Program):** We have a well-developed provider orientation program that includes educational mailings, online seminars and in-person on-site provider visits and group training. Our initial provider training covers a number of subjects, such as how to submit claims, receive payments, manage prior authorization, access our policies/protocols and determine eligibility. We specifically cover HIPAA compliance expectations, protocols and HIPAA coding requirements. Training also addresses physical and behavioral health integration.
- **Continuing Provider Education:** After initial training, our Kentucky provider relations staff will remain in frequent communication with our Kentucky SKY contracted providers via phone, email, fax and in-person visits. We also communicate information to providers via our quarterly provider newsletter, *Practice Matters*, developed specifically for our Kentucky providers, to update them on any program changes, answer questions and provide any applicable documents released by DMS. Ongoing training also may be prompted if we identify a trend in billing issues or receive a request on training about a specific topic. For example, we have offered continuing education specific to clinical guidelines and quality metric training based upon provider requests.

## Specific Methods/Modes of Provider Training

Recognizing that providers have different learning styles and needs, we offer training in a variety of ways — from in-person seminars to online/webinar training to online and printed educational materials. As we have taken into consideration the limited amount of time providers have available for training versus being in their offices treating patients, a variety of modalities are employed, including:

- **Provider Training Manual (Care Provider Manual):** All network providers will receive a printed copy of the provider training manual upon request. The *Care Provider Manual* is available on our provider portal or in hard copy. The *Care Provider Manual* will include information about the Kentucky SKY program benefits, our policies and procedures and information regarding payment terms and utilization review.
- **UHCprovider.com:** *UHCprovider.com* is our public web home for provider information, currently used by providers in our Kentucky commercial and Medicare networks, which includes connection to our secure provider portal, *Link*. *UHCprovider.com* reduces the administrative burden on providers by having everything UnitedHealthcare-related in one place. *UHCprovider.com* contains live, interactive training through *Link* and other online functions. It also hosts libraries with care resources and online how-to reference guides with screen shots. We organize content by channels and customize it at the health plan level. Channels focus on content related to specific health care needs such as: serving foster youth, childhood immunizations Trauma-informed Care, LTSS or behavioral health services, all of which can be updated quickly and are available 24 hours a day, seven days a week. The system currently hosts over 300 different presentations that have been viewed by 5,000 unique providers.



**Figure 7. UHCPProvider.com Landing Site.** *UHCPProvider.com* allows providers to access Kentucky SKY-specific provider information and materials; information on claims, billing, payments, eligibility and benefits; and prior authorization information. It also offers quick access to *Link*, our secure provider portal with self-serve tools.

- **Link Provider Portal/Dashboard:** We maintain a secure provider portal, *Link*, which gives providers access to critical and timely information through a single source — facilitating better and more responsive care. Once a provider has completed registration, our interactive portal supplies them with electronic, real-time access to key applications and websites, like *CommunityCare*, where the provider can view their panel roster, view Commonwealth documents, review comprehensive plan information, determine eligibility, submit claims, ascertain the status of claims and more. *Link* contains an online version of the *Care Provider Manual*, the *Provider Directory*, clinical practice guidelines, quality and utilization requirements and educational materials such as cultural competency information, newsletters, recent bulletins and alerts and other provider information. Providers have round-the-clock access to the portal.
- **Webinars:** We offer a number of monthly interactive webinars, all conducted in real time by a live facilitator. Webinar presentations include *UnitedHealthcare 101*, our required orientation module; specialized quarterly webinars addressing identified needs; and online training modules.
- **In-Person Training:** In-person, onsite training is an important component of continuous quality improvement. We schedule routine trainings and educational forums; the local provider advocate team holds (at a minimum) monthly meetings with high-volume providers to present regular updates and refresher trainings.
- **Provider Information Expos (Expos):** Expos are group training that bring in local providers and focus on a broad range of topics including *UnitedHealthcare 101* (our required orientation module), a live demonstration of our secure provider portal (*Link*) and refresher training on billing and claims issues, portal updates and changes and to introduce new products. Conducted annually, the Expos are all-day events held at local venues throughout the entire state (e.g., three Expos per service delivery area). Provider

advocates (all specialties), member advocates, care management staff and local leadership are all available to answer questions and provide information about the wraparound services available for children and youth.

- **Provider Newsletters:** We create and post quarterly newsletters for medical and behavioral health practitioners, which are available via *Link*. Our medical provider newsletter, *Practice Matters*, contains Commonwealth-specific program updates, claims guidelines, information regarding policies and procedures, cultural competency and linguistics information, clinical practice guidelines, information on special initiatives and articles regarding health topics of importance to children and youth and their families/guardians. The newsletters also include notifications regarding changes in laws, regulations and subcontract requirements. *Network Notes*, our behavioral health-specific newsletter, similarly informs behavioral health providers.
- **Service/Network Bulletins:** Our monthly bulletin, posted on *Link* and recapped in *Practice Matters*, contains updated information on all product lines, including key medical policy and coverage determination guideline updates, reimbursement policies and prior authorization updates or changes.
- **Biopsychosocial Assessments:** We provide mental health and substance abuse assessment tools on our provider portal and care management platform, *CommunityCare*, to medical practitioners to incorporate into their practices to assess children and youth. Regardless of the type of clinician they present to, this verifies that direct treatment by the provider or referral to a specialty provider with care coordination identifies and addresses children's physical and behavioral health needs/conditions.
- **Behavioral Health Toolkit for Medical Providers (Toolkit):** Available to providers on our secure provider portal, we designed the *Toolkit* with the insight that primary care or other non-behavioral health settings are the treatment centers for more than half of behavioral health issues, including substance abuse. The *Toolkit* offers a convenient resource for health care professionals to guide them to our behavioral health clinical practice guidelines and evidence-based approaches.
- **Provider Advisory Committees (PACs):** With most of our Medicaid programs, as will be done in Kentucky, we form PACs to make sure we understand providers' concerns and issues and provide an educational opportunity for providers and their staff while meeting with our local team. Committees meet quarterly and consist of providers from across the state. We include representatives from provider associations on our PAC and request their input on targeted training needs and topics. We also use this forum to review new policies and emerging trends in the communities we jointly serve.

c. Describe how the Contractor will educate Law Enforcement Officials, the courts, judges, attorneys, and judges about the Kentucky SKY program.

While children and youth in the SKY program may have similar experiences as those we manage in other states, it is important we support Commonwealth stakeholders -- including those in law enforcement and the courts -- to continue understanding and integrating the unique health and social needs of Kentucky SKY children, youth and their families/guardians into their interactions with the population. We will work with these stakeholders and offer training on Trauma-informed care, accessing behavioral health crisis services and the effect of residential care on children, as well as other key topics.



**COLLABORATE**

Upon contract award, we will engage and collaborate with law enforcement, courts, judges, and lawyers at the state and local levels with specific focus on those in areas of SKY population concentration. By doing so, we will create necessary relationships, deepen understanding, and best maximize

opportunities to have dynamic, bi-directional exchange of information. We will work with organizations such as:

- Kentucky Fraternal Order of Police
- Kentucky Court Improvement Project (KCIP)
- Kentucky Bar Association
- Kentucky CASA Network
- Administrative Offices of the Court (AOC)
- Kentucky County Judge/Executive Association
- Louisville Metro Police Department
- Glasgow Family Court
- Pike County Bar Association

At both the Commonwealth and local levels, we will look to engage a subset of key stakeholders to inform and guide the development of additional training content for our comprehensive education and training portfolio. This will facilitate educating stakeholders in existing forums in partnership with their leadership and training staff, as well as alongside child welfare organizations, such as Kentucky Youth Advocates or Prevent Child Abuse Kentucky, and experts such as Rev. Edward Palmer or Rachel Bingham. In addition to one-on-one engagement and live trainings, we also will provide online training. Our team also will reach out to the Kentucky Court Improvement Project (KCIP) through the Administrative Office of the Courts (AOC) as key partners that develop specific initiatives to promote the safety, well-being and permanency of children in foster care. Our staff wants to hear about KCIP's successes and lessons learned in providing new trainings to judiciary partners.