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Medi-Cal Managed Care Plan Name:	Community Health Group
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1. Describe how the MCP will provide evidence-based information to members, providers, community-based organizations (CBO), tribal partners, and other local partners about the COVID-19 vaccine to encourage vaccine uptake from all members. Character limit: 2,500 characters.

The Plan has and will continue to provide evidence-based information about COVID-19 to encourage all members to take the vaccine. The Plan conducted and continues to engage in outreach and education with key partners such as hospitals, providers, Federally Qualified Health Centers (FQHCs), tribal partners, and members.

Building on past member outreach and lessons learned, the Plan is and will continue to engage and educate our unvaccinated members. Our methods include mailings, emails, texts, videos (i.e., US President's) and outreach calls providing information to members on where to find additional information about the COVID-19 vaccine while encouraging its uptake. The Plan website, provider portal, and member portals will contain more detailed information regarding vaccines, FAQs, misinformation, and resources for providers to educate patients and help overcome vaccine hesitancy. In addition to the Quarter Two Member Newsletter, which was dedicated to COVID-19 and vaccines, the Plan will be focusing our Quarter Three Member Newsletter on addressing misinformation, providing evidence-based information, and encouraging informed conversations between members and their providers and/or case managers. We will disseminate this information to all our community-based partners (CBOs) using several modalities including fax, email, mailings, telephone, and website communication.

Additionally, the Plan is participating in collaborative efforts through both Healthy San Diego (HSD) "Health Plan Partnership in San Diego for COVID-19 Vaccine Program" and the San Diego Wellness Collaborative (SDWC). Medi-Cal health plans will work together to leverage data, network partners and CBOs to maximize vaccine uptake among the Medi-Cal population.

Most recently, the Plan's Chief Executive Officer included a personal letter in the quarter two Provider Newsletter asking its provider network, which includes tribal partners, to encourage Plan members to get vaccinated. Similarly, the Plan initiated a COVID-19 outreach campaign for all unvaccinated members consisting of calls, mailings, texts, and emails about the vaccines and requesting members to get vaccinated. The Plan monitors vaccination uptake among its member population through the San Diego Immunization Registry and updates its data regularly to evaluate our outreach success.

2. Describe how the MCP will provide information on where to get the vaccine within the member's community. Character limit: 2,500 characters.

All communications to providers and members will continue to provide information on how and where to get the vaccine within the community. The information will be readily available on the Plan website. This information will list community partners where members can receive the vaccine, show how to schedule appointments through MyTurn.CA.Gov and 211 San Diego (San Diego County's free community resource coordination/referral organization) as well as offer assistance with scheduling vaccine appointments and transportation through the Plan's Member Services Department.

The Plan's Member Services Department is available 24 hours a day, seven days a week and is well versed on how to assist members obtain vaccination appointments throughout the community. The Plan does not use phone trees and calls are answered by Plan staff who have intensive customer service training.

Additionally, collaborative efforts through both Healthy San Diego (HSD) "Health Plan Partnership in San Diego for COVID-19 Vaccine Program" and the San Diego Wellness Collaborative (SDWC), will allow our plan to work together on "messaging/promotion" to Medi-Cal members related to the availability of vaccine clinics, COVID-19 vaccination community events, and how to access vaccines through pharmacies and providers.

3. Describe the MCP's plans for a local media campaign to disseminate information to members about vaccines, resources, and availability. MCPs can consider amplifying existing media campaign efforts using a variety of media channels. Character limit: 2,500 characters.

The Plan will leverage partnerships within the community to disseminate information regarding the vaccines. Traditional media outlets such as news, radio, and commercials are infiltrated with a variety of messages coming from different sources. The HSD "Health Plan Partnership in San Diego for COVID-19 Vaccine Program" is working to leverage messaging/promotion to Medi-Cal members. The Plan will conduct focused messaging to unvaccinated members considering cultural and linguistic needs and preferences, utilizing existing governmental and/or community media materials to disseminate information to members about vaccines, resources, and availability. Additionally, the Plan will foster relationships with community partners to amplify existing media campaign efforts to focus messaging on vulnerable populations.

a. Describe how the local media campaign will counter misinformation. Character limit: 2,500 characters.

The Plan recognizes the impact misinformation has had on vaccine uptake, especially regarding topics such as fertility, microchips, and safety. As a result, the Plan in its first quarter 2021 health education forum

hosted a board-certified perinatologist who presented “COVID-19 Vaccines: Facts vs Fiction” to educate and counter misinformation about COVID-19 vaccines and to describe resources providers can use to dispel misinformation when interacting with Plan members. In addition, the Plan website’s COVID-19 vaccine webpage displays facts to counter misinformation including evidence-based information about vaccines, frequently asked questions, and misinformation about vaccines from the Centers for Disease Control and Prevention. Similar information was included in a COVID-19 Member Newsletter sent to all Plan members during the first quarter of 2021. Additional information will be added or updated on the Plan’s website when appropriate. The Plan will continue to dispel misinformation about vaccines by including evidence-based information from governmental and/or community-based organizations on the Plan website, in messages to members, and other components of the media campaign when appropriate.

b. Describe how the MCP will engage trusted partners and tribal partners where applicable in the local media campaign. Character limit: 2,500 characters.

The Plan will continue to engage trusted partners including tribal partners, when applicable, through health education forums, sharing of vaccine information in provider newsletters, provider alerts, and other modalities that communicate information to its provider network in a timely matter. The Plan will include trusted partners and tribal partners in future communications such as provider newsletters, provider alerts, and other communications to engage its provider network in its media campaign efforts.

4. Describe how the MCP will collaborate with schools and colleges to target youth who are 12-25 years of age. Character limit: 2,500 characters.

Through the Plan’s partnership with the University of California, San Diego (UCSD), we are informed of community vaccine events and disseminate the information to our members. Previously, the Plan participated and volunteered at such events including FQHC clinics and the County’s Petco Park COVID-19 Vaccination Super Station. In addition to our on-going collaboration with UCSD, the Plan plans to identify school programs that we can collaborate with using our heat mapping/population health data to focus these efforts.

Southwestern Community College (SWCC) is a partner of the Plan. SWCC enrolls thousands of students between the ages of 17-25 throughout the Chula Vista and surrounding San Diego area. SWCC provides opportunities for students to receive vaccines through one of the Plan's contracted FQHCs. The Plan will continue to foster our partnership with SWCC to consider collaborative efforts to improve vaccine uptake among college- aged members. Similarly, the Plan will foster its relationships with school- based programs to identify opportunities for vaccine efforts, focusing on school- based organizations such as the Chula Vista Community Collaborative with family health resource centers that link school-aged children and their families to health resources. These resources include information about vaccines, the availability of vaccines and coordination of appointments with local providers, and additional resources for social determinants of health that may present barriers for vaccine uptake.

Additionally, the Plan will leverage our participation in the HSD "Health Plan Partnership in San Diego for COVID-19 Vaccine Program" to determine possible school collaborations between health plans. The Plan invited a lead San Diego Unified School District RN Manager to participate in the Healthy San Diego collaborative. This relationship we are collaborating with the schools to provide information about Medi-Cal Managed Care and how to access physical and behavioral health services. We have distributed Healthy San Diego tools including our Behavioral Health Quick Guides and Key contact information to assist schools in coordinating care. We will use this relationship to share information to school aged parents promoting vaccinations in kids as appropriate based on age and CDC guidelines.

5. Describe the MCP's strategy for countering misinformation and reaching vaccine hesitant individuals who may have a fear of vaccine side effects, have a mistrust of the government and/or vaccine makers, believe that vaccines are not needed for persons in good health or persons who have already had COVID-19, and/or have an insistence regarding a person's right to not be vaccinated. Character limit: 2,500 characters.

As a local, non-profit health plan with our roots in the community, the Plan believes it is critical to focus on public health. Our goal is to provide education and information, using trusted health professionals' scientific, evidence-based information about the vaccine while debunking misinformation to overcome vaccine hesitancy.

As an example, the Plan provided public support comments (both written and oral) in support of Chair Nathan Fletcher's "Framework for Our Future: Declaring Health Misinformation a Public Health Crisis" presented during the San Diego County Board of Supervisors Meeting August 31, 2021. We look forward to collaborating with the Board of Supervisors and Health and Human Services to address the misinformation and provide appropriate clinical information.

Our primary approach is to encourage members to discuss their concerns with their trusted Primary Care Provider and/or pharmacist. The Plan plans to utilize results from the County of San Diego resident survey conducted in June 2021. The Plan also plans

to provide statistics of our membership to our provider network on information such as who was diagnosed with COVID-19, did not receive the vaccine, contracted COVID-19 more than once, and their health outcomes. The Plan also recognizes the need to inform members about vaccine side effects and the rate of side effects in addition to the rate of infection post vaccination aimed at countering misinformation and overcoming vaccine hesitancy

Additionally, San Diego Wellness Collaborative (SDWC) brought together CBOs currently providing COVID-19 vaccine information to targeted populations. These organizations have become trusted in their communities and partner with health care providers to answer questions, dispel misinformation and some to provide the vaccine. Using our specific member/health plan data we will evaluate the CBOs to determine who to partner with on vaccine strategies.

6. Describe how the MCP will partner with trusted community organizations (e.g., Indian health facilities, faith-based partnerships, advocacy groups, food banks, race/ethnic based organizations) that can assist with outreach, communication content and messaging, and identify strategies as defined above, which can be used to also target Medi-Cal Fee-For-Service beneficiaries. Character limit: 2,500 characters.

The Plan will work closely with community organizations to help promote vaccination events to our members and provide transportation to those events. Our primary goal in this next phase of vaccination promotion is to co-brand and co-host events throughout the community for our members to get out in the community with faith-based organizations as well as cultural and linguistic based groups to create targeted messaging and collaborate to identify top drivers of vaccine hesitancy.

Additionally, collaborative efforts by Healthy San Diego (HSD) "Health Plan Partnership in San Diego for COVID-19 Vaccine Program" and the San Diego Wellness Collaborative (SDWC) managed care plans in San Diego County will work together on "messaging/promotion" to our Medi-Cal members related to the availability of vaccine clinics, COVID-19 vaccination community events, and how to access vaccines through pharmacies and providers.

7. Describe how the MCP will collaborate with local public health agencies to coordinate with vaccine response plans and learn best practices, including what has and has not worked. Character limit: 2,500 characters.

The Plan's continued partnership and relationship with the County of San Diego through the Healthy San Diego collaborative's COVID-19 Task Force has allowed for insight and guidance regarding best practices and common factors leading to unsuccessful vaccine efforts.

The Plan is an active participant on the County of San Diego's Health Care Professionals Telebriefing, and we lead the County's COVID-19 Task Force. Working

closely with the County's Deputy Chief Medical Officer and on behalf of our County, we disseminate the most up to date COVID-19 information relating to San Diego County through our large email distribution groups which include all hospitals, FQHC's, private providers, behavioral health providers, consumers, and advocates.

Additionally on August 31, 2021, the Plan provided public comments (both written and oral) in support of Chair Nathan Fletcher's "Framework for Our Future: Declaring Health Misinformation a Public Health Crisis" presented during the San Diego County Board of Supervisors Meeting. We look forward to collaborating with the Board of Supervisors and Health and Human Services to address the misinformation and provide appropriate clinical information.

8. Describe the MCP's efforts to build additional capacity to address member vaccination needs in future years (identification, education, and follow-up). Character limit: 2,500 characters.

The Plan will continue to foster and leverage relationships with trusted partners and providers and evaluate available data to assess the allocation of resources based on need and demand. The Plan will continue to update member data and leverage community resources to create best practices for member engagement and education.

Additional, the Plan will continue to use and develop its platforms to communicate strategies and/or resources to identify, educate and follow-up with vaccination needs. The Plan may conduct these efforts through its quarterly health education forums, population needs assessments, population health management strategy, provider alerts, member, and provider newsletters, emails, and other channels.

9. Describe how the MCP will provide information and support for members with access barriers, especially transportation, navigating appointment systems, and language needs. Character limit: 2,500 characters.

The Plan's Member Services Department is available 24 hours a day seven days a week to assist members. We have bilingual staff available in San Diego's five threshold languages (Spanish, Arabic, Vietnamese, English, Tagalog) and offer additional languages and alternative language formats through our contracted language assistance providers for the other language needs. Also, our staff are trained to coordinate vaccine appointments through 211 San Diego and/or the member's provider office. Transportation to appointments is also coordinated through the Member Services Department to overcome barriers to care and vaccine appointments.

The Plan has made outreach calls to homebound members to assist in scheduling in home vaccination appointments through the San Diego County's Aging and Independence Services Department. Our Member Services Department continues to assist our members in scheduling transportation to vaccination appointments.

The Plan's member materials are provided in San Diego's threshold languages aimed at overcoming linguistic barriers of our limited-English proficiency members. In addition, vaccine information developed for members is reviewed for cultural appropriateness and reading levels below or at the sixth-grade reading level. This information is made available to members through communications such as the Plan website, member newsletters, calls, texts and/or emails.

10. Describe the MCP's current primary care vaccine access and how the MCP will collaborate with primary care providers (PCPs) to conduct direct outreach to unvaccinated members assigned to that clinic's/doctor's office.

- a. Describe the MCP's current primary care vaccine access, including an analysis of any pockets and/or regions that lack access. Character limit: 2,500 characters.**

The Plan's FQHCs have been and continue to be consistent distributors of vaccines. Additionally, our pediatric network is providing vaccines for eligible children.

The Plan has been and continues to work directly with our primary care and FQHC network since vaccines first became available to encourage and coordinate direct member outreach. Through the Plan website and upcoming member Newsletter, the Plan will promote vaccine appointment availability. The Plan will also continue to promote Family Health Centers vaccine clinic as they are willing to take any community member with sites throughout San Diego County.

The Plan is offering incentives to providers with high numbers of unvaccinated members aimed at providing those primary care providers incentives to enhance access to vaccines and close vaccination gaps. Additionally, the incentive may assist overcoming potential barriers/cost of vaccine storage.

The Plan used heat map/population health member data to identify specific populations with higher unvaccinated rates and created specific provider incentives to address these disparities. Additionally, the Plan has created a specific COVID-19 vaccine incentive targeted at our Black membership, given they have the lowest rates of vaccination among the Plan members.

**b. How will the MCP collaborate with PCPs to conduct outreach to members?
Character limit: 2,500 characters.**

The Plan's approach is to provide information and outreach to our members directly and promote the member's relationship with their primary care provider. The majority of the Plan's providers prefer to conduct their own outreach enabling them to schedule appointments and monitor members themselves. The Plan's Member Services Department continues to provide any support necessary with transportation and appointment assistance will be our primary focus.

**c. How will the MCP encourage more PCPs to enroll as vaccine providers?
Character limit: 2,500 characters**

The Plan is offering incentives to providers with high number of unvaccinated members aimed at providing those primary care providers with incentives to increase vaccine access and to close the vaccine gaps.

11. Describe the MCP's strategy for supporting vaccination pop-up clinics and other vaccination sites, especially in communities of color and/or other communities with lower vaccination rates. Character limit: 2,500 characters.

The Plan will work closely with community organizations to help promote vaccination events to our members and provide transportation to such events. Our primary goal in this next phase of vaccination promotion is to collaborate with partners throughout the community to more effectively outreach to members including promoting pop-up clinics. Our collaboration with CBOs will foster opportunities to get out in the community with faith-based organizations as well as cultural and linguistic based groups to create targeted messaging and identify key drivers for vaccine hesitancy.

These efforts may include collaborative efforts through Healthy San Diego (HSD) "Health Plan Partnership in San Diego for COVID-19 Vaccine Program" and the San Diego Wellness Collaborative (SDWC).

12. Describe the MCP's strategy that can be used to make getting a vaccination as convenient and easily accessible as possible. Character limit: 2,500 characters.

Assisting providers through performance-based incentives is a strategy to make getting a vaccination as convenient and easily accessible as possible. Outreach conducted directly through providers ensures timely and convenient coordination of vaccine appointments as well as direct communication from their provider's trusted office staff.

The Plan will foster collaborative efforts with CBOs and other health plans aimed at developing new channels for vaccine access to minimize potential barriers to convenient and accessible vaccinations.

For Plan members, our Member Services Department, Case Managers, and other member facing staff are well versed in how to connect unvaccinated members to 211, pharmacies, and their providers to arrange for appointments including transportation.

- a. **Describe how the MCP will collaborate with CBOs, trusted local partners, tribal partners, community health workers, promotoras, local health departments, and faith-based partnerships to serve the homebound population. Character limit: 2,500 characters.**

The Plan has worked with 211 San Diego and the San Diego County's Aging and Independence Services Department to outreach and vaccinate our homebound members.

Additionally, collaborative efforts through both Healthy San Diego (HSD) "Health Plan Partnership in San Diego for COVID-19 Vaccine Program" and the San Diego Wellness Collaborative (SDWC) plans can work to identify CBOs to provide home bound members vaccine access and determine how to best work with them.

- 13. Describe how the MCP will collaborate with pharmacies to share data on members' vaccine status or other efforts to use members' visits to the pharmacy as an opportunity to increase vaccination rates. Character limit: 2,500 characters.**

Through the collaborative efforts of Healthy San Diego (HSD) "Health Plan Partnership in San Diego for COVID-19 Vaccine Program" we will work to collaborate with Pharmacies that have access to the vaccines, to promote member awareness so that they can have direct access to receiving the vaccine while already in the pharmacy.

- 14. Describe the MCP's efforts that will bring vaccinations to members, such as mobile units or home vaccinations. Character limit: 2,500 characters**

The Plan outreached to our homebound members and offered to coordinate home vaccination through the County Aging and Independent Services. Additionally, one of the Plan's pharmacy leaders, who is trained in vaccination administration, offered to do home vaccinations for our homebound members.

Through the collaborative efforts of Healthy San Diego (HSD) "Health Plan Partnership in San Diego for COVID-19 Vaccine Program," we will work to collaborate with plan

partners and contracted FQHC who have mobile units to maximize vaccine efforts and/or events.

15. Describe how the MCP will use data obtained from DHCS to track vaccination data in real time and at granular geographic and demographic levels and identify members to outreach.

The Plan is currently using the data in real time and tracking the information both demographically and geographically by race, ethnicity, gender, and age amongst other health related factors. This information is reviewed by the provider and provider site. Member lists will be shared with providers for outreach and engagement. Incentives were built with this data and targeted accordingly.

a. Describe how the MCP will share data with providers, trusted partners, or tribal partners, where applicable to drive outreach. Character limit: 2,500 characters.

In ways similar to how we manage our quality metrics, providers are receiving "gap" reports related to vaccination rates amongst their members. Not only are providers with lower vaccinations encouraged to ramp up their vaccination efforts, the Plan is supporting them with transportation needs, member materials, community clinics, and targeted outreach.

16. Describe how the MCP will use data obtained from other sources to track vaccination data and identify members to outreach. Character limit: 2,500 characters.

The Plan has created a COVID-19 vaccine flag in our care management platform which allows us to identify members who have been vaccinated. Plan staff are trained to look for this flag when interacting with our members and when appropriate will encourage unvaccinated members to get vaccinated. Staff can assist members schedule appointments and transportation for their vaccine visit.

The Plan will participate in member specific and targeted outreach as part of our post-discharge follow-up. Case managed members discharged from the hospital who are identified as unvaccinated are followed up with about their hospital discharge and provided additional information about the vaccine by their case manager when appropriate.

17. Describe how the MCP will determine local misinformation trends and root causes for low vaccination rates/vaccine hesitancy. Character limit: 2,500 characters.

The Plan will use the results of The County of San Diego resident survey to determine trends related to low vaccine rates.

Plan staff who are an integral part of our vaccination efforts participate in many meetings, workgroups and/or task forces with diverse memberships which may include governmental and community-based organizations, providers, community leaders, and community members. These interactions allow Plan staff to stay up to date with local misinformation trends and/or root causes for low vaccination rates/vaccine hesitancy. These interactions will assist in the Plan's efforts to collect, monitor, and evaluate information that can be used to overcome low vaccination rates and/or vaccine hesitancy.

18. Describe the MCP's plan for administrative oversight of the coordination activities (including controls to ensure no duplicative member incentives). Character limit: 2,500 characters.

The Plan has used member incentives in the past and has control methods in place to ensure that program requirements (including applicable dates and dollar values) are met prior to distributing incentives. The Plan validates vaccines with our internal vaccine tracking and monitoring program through the various immunization registry systems for which we collect data. Prior to incentive funds being requested and dispersed, we can monitor for effectiveness using these same tracking tools.

19. Describe the MCP's intentional efforts to avoid negative unintended consequences, including but not limited to vaccine coercion. Character limit: 2,500 characters.

The Plan's approach to avoid negative unintended consequences of vaccine promotion, including vaccine coercion, is to first and foremost promote freedom of choice. Our primary approach is to remind members that it is their personal decision to receive the vaccine and our goal is to ensure that decision is well-informed and derives from evidenced-based information and education.

20. Describe the MCP's plan to partner with Subcontractors (i.e., delegated health plans) to increase vaccination rates, coordinate strategies, and implement this Vaccination Response Plan. Character limit: 2,500 characters.

The Plan does not have a Subcontractor.

21. Are direct member vaccine incentives a planned strategy? If so, please explain the strategy. Character limit: 2,500 characters.

Yes, the Plan will use direct member vaccine incentives as part of the strategy to increase our member vaccination rate.

- a. **If direct member vaccine incentives are used as a vaccination strategy, demonstrate how the MCP will meet DHCS guidelines for member incentives below and verify member incentives do not exceed \$50 per member (single or multi-dose). Character limit: 2,500 characters.**

The Plan has used member incentives in the past and has control methods in place to ensure that program requirements (including applicable dates and dollar value) are met prior to distributing incentives. Staff utilize member vaccine data from the San Diego Immunization Registry, DHCS, and other sources to ensure that members are meeting time frame and compliance depending on single or multi-dose vaccine(s).

Incentive Criteria

The Plan will issue a \$50 gift card for the first COVID-19 vaccine dose (administered during incentive timeframe) to eligible members 12 years of age and older to enhance health education and increase participation, learning and motivation including a focus on unvaccinated members in our Black/African American and American Indian/Alaskan Native populations, pursuant to Welfare and Institutions Code Section §14407. The member gift card incentive maximum of \$50, pursuant to; title 42 Code of Federal Regulations §§ 422.2268(b)(1),(2),(12), 423.2268(b)(1),(2),(12). The member incentive gift cards will be tracked and monitored to prevent over-payment of the incentive.

The Plan will include health education information and suggestions for purchasing health-related items with the gift cards and vouchers. A statement stating that restricts the purchase of products that would pose health risks such as alcohol, tobacco, and firearms. The Plan will comply with the requirements outlined in the Department of Health Care Services All Plan Letter 16-005. "Requirements for Use of Non-Monetary Member Incentives Programs, Focus Groups, and Member Surveys".

Distribution Tracking and Monitoring Mechanism

The Plan will use current incentive processing strategies and institute additional tracking controls for direct member incentives provided to members who receive a vaccination to prevent incentive duplication. This process will also track and balance applicable payments received by the Plan for the incentive program directly to the funds expended for the direct member incentive.

Distribution Channels

Member incentives will be distributed to members in the form of a gift card in the mail upon receiving proof of the vaccination.

- Mailed gift cards members: The Plan will use proof of vaccination card and data received from multiple data sources to track member

vaccination status to determine who will receive the incentive. Members who meet the vaccination incentive requirement(s) will be mailed a gift card by the Plan.

Safeguards

The Plan will ensure that all incentive efforts under this program meet the six safeguards set forth in the U.S. Department of Health and Human Services Office of the Inspector General guidance so that there is sufficiently low risk under the Federal anti-kickback statute and Beneficiary Inducements Civil Monetary Penalty.