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GOVERNOR

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| <b>Medi-Cal Managed Care Plan Name:</b> | <b>L.A. Care Health Plan</b> |
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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 strategies in this proposal will be coordinated through L.A. Care's COVID-19 Vaccine Command Center, which is comprised of leadership, medical subject matter experts, and staff from across the health plan. The Command Center ensures consistent and accurate messaging, organizes all outreach, and promotion of vaccination events in conjunction with partnered entities. Strategies are operationalized through L.A. Care's business units.

L.A. Care will use [lacare.org/vaccine](https://lacare.org/vaccine) as a central source of evidence-based information for our members, partners, and community at-large. The page will be continually updated to provide the most current information on COVID-19, including the latest public health guidance, responses to frequently-asked vaccine questions and myths, myth-busting videos, and links to resources in all the threshold languages.

As a part of our Vaccine Ambassador Program, we will continue to educate our community health workers and advisory council members on the benefits of vaccination to equip them to combat misinformation in their communities. Additionally, our quarterly member newsletters will include FAQs and myth-busting information.

L.A. Care will post evidence-based vaccine information in formats that engage followers on social media, such as videos and quizzes. L.A. Care will also host multiple English and Spanish-language social media live events with medical experts and influencers to ensure maximum reach. The social media strategy includes an "Ask the Doc" video series, featuring diverse medical experts dispelling common myths and answering the most common questions about the vaccine this is important to addressing health disparities because it helps to ensure diverse audiences receive information from experts they can identify with. L.A. Care ensures that any questions made in the comments are answered by our medical experts. L.A. Care will continue to post information shared by other trusted sources, such as

the Los Angeles County Department of Public Health (LACDPH) and the California Department of Public Health (CDPH).

L.A. Care operates 9 Community Resource Centers in collaboration with Plan Partner Blue Shield of California Promise Health Plan. The Centers will disseminate evidence-based information about the vaccines, onsite and during community events.

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

L.A. Care will use [lacare.org/vaccine](https://lacare.org/vaccine) to inform our members and the community at large about where they can get the vaccine and about vaccine availability within their community on nights and weekends, with no appointment necessary—our research indicates that some members of the public are concerned about vaccination impacting their work hours, so it is important to share this information to reinforce ease of access.

L.A. Care will post on social media about vaccination events happening across L.A. County, and will also host multiple English and Spanish-language social media live events with medical experts and influencers, informing viewers about how and where they can get vaccinated.

L.A. Care awarded nearly \$2 million to 26 FQHCs to conduct COVID-19 outreach and education to increase vaccination rates throughout L.A. County. Grantees will conduct outreach to Medi-Cal beneficiaries and provide easy access to vaccines by scheduling appointments and offering extended evening and weekend hours. This grant program will be expanded to additional clinics and will incentivize our community partners and delegated entities to broaden outreach and vaccination efforts to low income, diverse populations disproportionately impacted by the pandemic.

As part of our health equity efforts, L.A. Care staff will conduct one-on-one, live calls to unvaccinated members, prioritizing homebound members and communities of color with low vaccination rates. During the calls, staff will offer members assistance in scheduling a vaccination appointment for them and members of their household, and will assist them in scheduling covered transportation to and from their appointments. L.A. Care has expanded its criteria for homebound members to include, but not be limited to, individuals that may have limited mobility, are socially isolated, require early morning or evening appointments, and/or have special circumstances preventing them from getting vaccinated at a pharmacy, clinic, or other site. These expanded criteria will reduce vaccination barriers for more members.

L.A. Care has also partnered with LACDPH to promote its multiple vaccine events on L.A. Care social media channels. Through a partnership facilitated by L.A. Care,

UCLA will be distributing LACDPH vaccine event information as part of its door-to-door canvassing to increase vaccination in under-vaccinated communities of color.

**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.**

L.A. Care recognizes the importance of earned media and our medical experts have been frequently speaking to reporters about the importance of COVID-19 vaccination. L.A. Care will continue to issue press releases and pitch newsworthy activities and/or projects, offering our CEO, Chief Medical Officer, and other diverse medical experts as thought leaders on the topic of vaccination and equitable vaccine access. L.A. Care spokespersons have and will continue to counter misinformation during media interviews, while spreading important information about the efficacy of the vaccines.

L.A. Care is actively engaging with influencers such as the Leonard Nimoy Family and actor Jaime Camil. Current projects include organic and paid social media campaigns, billboards, bus shelter posters, and PSAs encouraging members and the public to get vaccinated and get back to care. L.A. Care is exploring expansion of this model to reach more under-vaccinated communities of color.

L.A. Care also conducts mailings, live calls, and robo calls to members to promote evidence based information about the efficacy and benefits of the vaccine, to increase member awareness, and to improve vaccination rates. Additionally, L.A. Care will include COVID-19 prevention and vaccine content in its annual member mailing.

Call Center staff are provided FAQs to ensure they are equipped to respond to any vaccine-related questions from members. When members call in, they can also listen to a regularly-updated pre-recorded message about the COVID-19 vaccine. This message has nearly 50,000 hits in English and Spanish.

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

L.A. Care's local media campaign will counter misinformation by responding to frequently asked questions rooted in distrust of the vaccine and by dispelling commonly-held myths about it. This strategy includes being responsive to public inquiries about the COVID-19 vaccine, and employing the use of a variety of media, including billboards, PSAs, blogs, earned and social media. The social media strategy includes creating custom Instagram stickers which will be available to all Instagram users and will promote the benefits of vaccination.

L.A. Care conducted research on member perceptions of the COVID-19 vaccine and their likelihood to get vaccinated. We developed messaging based on our findings of their greatest sources of vaccine hesitancy. L.A. Care will continue to research and develop targeted messaging to dispel myths, create evidence-based materials, and launch media campaigns to close the gap among unvaccinated members.

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

L.A. Care leads a COVID-19 Medicaid Health Plan Workgroup that includes LACDPH and other trusted partners. L.A. Care produced several cobranded COVID-19 myth-busting and FAQ vaccine videos as part of this workgroup. These videos have been shared by all members of the workgroup.

L.A. Care also partnered with the National Ad Council in its communications effort to help build confidence in the COVID-19 vaccines. This campaign targets Black, Latino, and rural communities where vaccine hesitancy is a big problem.

L.A. Care is partnering with Inland Empire Health Plan (IEHP) and actor Jaime Camil to produce an organic and paid social media campaign, billboards, bus shelter posters, and PSAs encouraging members and the public to get vaccinated and get back to care, in both English and Spanish.

L.A. Care is also exploring the launch of a co-branded social media campaign with its Plan Partners to promote COVID-19 vaccination in L.A. County. L.A. Care will continue to repost the content of trusted partners to its social media channels.

L.A. Care co-brands member communication and marketing campaigns with its subcontracted Plan Partners. As part of this initiative, L.A. Care will establish cohesive outreach and incentive plans for all of its Medi-Cal members. This includes unified and integrated outreach strategies with its Plan Partners which are designed to increase vaccination rates

**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.**

There are a total of 80 K-12 school districts and 13 community college districts in L.A. County. The L.A. County Office of Education (LACOE) oversees the K-12 school districts, which include after school programs, charter schools, and schools for children with unique needs. The California Community College Chancellor's Office (CCCCO) oversees the 13 community college districts in L.A. County. L.A. Care will aim to establish partnerships with LACOE and CCCCCO to increase vaccination rates among those who are 12-25 years old.

The strategy will prioritize outreach to groups with the lowest vaccination rates, and will work to build confidence in the vaccine among L.A. County students and parents/ guardians. These partnerships will cast a wide net to target school districts, community colleges, community based organizations, clinics, and other entities that have direct contact with youth. Campus-located clinics will be encouraged to partner with L.A. Care's network of community clinics that have school-based programs.

L.A. Care will also reach out directly to school and community college districts, such as the L.A. Unified School District (LAUSD) and L.A. Community College District, to offer non-monetary giveaways to eligible students who get vaccinated.

This strategy will include direct messaging and outreach to all campus personnel, including academic leaders and administrators, teachers, professors, childcare workers, teaching assistants, and office staff, among others.

L.A. Care will use a broad range of strategies, including the following:

- Potential sponsorship of campus health centers to educate about and administer vaccines among the targeted age groups;
- Launch a social media campaign targeting youth;
- Distribute free collateral to share vaccine information on campuses;
- Connect campuses with LACDPH to host mobile vaccine units on site; • Offer vaccine town halls for students, parents, and staff; and
- Offer non-monetary giveaways for students who get vaccinated.

**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.**

L.A. Care's member research indicates that some vaccine hesitant individuals are following the "wait and see approach" before deciding to be vaccinated. Therefore, L.A. Care will continue to provide impartial education about the vaccines' safety and side effects, and to promote that millions have already been safely vaccinated. We anticipate this will be a long-term effort that will be helped by the Federal Drug Administration's full approval of the vaccines.

L.A. Care is sensitive to the fact that the distrust in the vaccine by many communities of color is rooted in a painful history; it is important that we acknowledge that history and are respectful of it to help garner trust. To further this effort, we are featuring medical experts of diverse racial and ethnic backgrounds in our vaccine videos and media interviews.

L.A. Care will continue to produce FAQ and myth-busting videos, including a video series called "Ask the Doc," featuring diverse medical experts answering questions rooted in distrust of the vaccine, and busting common myths.

L.A. Care will also continue to post vaccination selfies of its employees and member ambassadors to help normalize vaccination and show the diversity of individuals who have already trusted the vaccine.

L.A. Care staff who will conduct one-on-one calls to unvaccinated members will be equipped with FAQs to help answer member questions and counteract any misinformation shared about the vaccine by those who are vaccine hesitant. These FAQs are also available on [lacare.org/vaccine](http://lacare.org/vaccine), and are shared with Call Center staff. Social media live events will prominently feature answers to FAQs and factual responses to common myths by diverse medical experts.

L.A. Care's quarterly member newsletters will include FAQs, myth-busting information, and other important updates about the vaccines. L.A. Care will continue to post up-to-date COVID-19 prevention and vaccine information on its website, L.A. Care Connect member portal and its health education My Health In Motion portal.

**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.**

L.A. Care's community partners, including faith-based organizations, are linkages to members because they have a community-level reach to support and foster engagement beyond healthcare. We will leverage our vast network of community partners to collaborate on developing and implementing strategies to target members. This includes, but is not limited to:

- Identifying vaccine confidence and access needs in the community;
- Addressing challenges with vaccine administration efforts;
- Utilizing existing resources available to community partners;
- Building confidence about the vaccine through community partners;
- Addressing specific concerns about vaccine access and hesitancy in different racial/ethnic communities; and
- Developing a targeted approach for outreach based on community concerns.

L.A. Care awarded nearly \$2 million to 26 FQHCs to conduct COVID-19 outreach and education to increase vaccination rates throughout L.A. County. Grantees will conduct outreach to Medi-Cal beneficiaries and provide easy access to vaccines by scheduling appointments and offering extended evening and weekend hours. This grant program will be expanded to additional clinics and will incentivize our community partners and delegated entities to broaden outreach and vaccination efforts to low income, diverse populations disproportionately impacted by the pandemic.

L.A. Care will also continue to sponsor and promote community events that increase equitable COVID-19 vaccine access in under-vaccinated communities.

L.A. Care regularly partners with CBOs who host food pantries across L.A. County, and will work to use these events as opportunities to offer the vaccine to the community through partnership with LACDPH and community clinics.

L.A. Care is also exploring partnering with faith-based organizations to increase access to the vaccine and to provide accurate information and dispel myths about the vaccine among congregations, with a special focus on under-vaccinated communities.

Through a partnership facilitated by L.A. Care, UCLA will be distributing LACDPH vaccine event information as part of its door-to-door canvassing to increase vaccination in under-vaccinated communities of color.

L.A. Care also partnered with the National Ad Council in its communications effort to help build confidence in the COVID-19 vaccines. This campaign targets Black, Latino, and rural communities where vaccine hesitancy is a big problem.

**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.**

Public health is the cornerstone of pandemic prevention, planning and response. There are three independently operated health jurisdictions in L.A. County: LACDPH, Long Beach Department of Health and Human Services (LBDHHS) and Pasadena Public Health Department (PPHD). L.A. Care has a memorandum of

understanding for public health services with each department and seeks partnership opportunities on initiatives to support Medi-Cal enrollment and foster member engagement in community based prevention programs. COVID-19 prevention and vaccination outreach is one example where L.A. Care and local public health agencies shared information and strategies to expand upon individual agency capacity to reach a broader audience.

L.A. Care is supporting LACDPH efforts to host community vaccination events throughout L.A. County by disseminating vaccine event information through its social media channels and Community Resource Centers, facilitating introductions to trusted community-based organizations, and providing in-kind donations of promotional items for distribution at the events.

L.A. Care leads a COVID-19 Medicaid Health Plan Workgroup that includes LACDPH and other trusted partners. L.A. Care produced several cobranded COVID-19 myth-busting and FAQ vaccine videos as part of this workgroup. These videos have been shared by all members of the workgroup.

In addition to supporting LACDPH efforts, L.A. Care will also partner with the health jurisdictions in Long Beach and Pasadena. This will expand local initiatives conducted by these public health departments by increasing the capacity of their mobile vaccination clinics, point of dispensing hubs, and in-home vaccination strategies.

L.A. Care will attempt to coordinate with all three public health departments to identify members that are eligible for in-home vaccination. L.A. Care will outreach to these members to schedule appointments for public health staff to administer the vaccine at the member's home.

Additionally, L.A. Care will partner with LBDHHS to promote its pop-up vaccination clinics at in multiple locations, in coordination with City Council districts. These clinics operate at convenient hours to include early mornings and evenings. They also have direct access to individuals experiencing homelessness and other underserved populations, and they entice participation from these populations by utilizing food trucks and social support networks that encourage vaccination.

**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.**

L.A. Care's strategy is to encourage vaccination, but not pressure members; we seek to play the role of a trusted advisor, answering questions, providing resources, and debunking myths. L.A. Care will augment existing efforts and develop new strategies based on current data and trends. Strategies include targeted messaging and campaigns that address specific populations, issues, and concerns. L.A. Care



will also provide COVID-19 vaccine content to community based organization in order to support outreach efforts and reduces misinformation.

L.A. Care developed a COVID-19 vaccination data dashboard which is aggregated by zip code, IPA, vaccine status, and -other demographics. In addition to monitoring and analyzing COVID-19 vaccination claims from DHCS, a core function of a health plan is performance monitoring of healthcare utilization. L.A. Care analyzes utilization and assessments at the member level and develops profiles of high risk members. This includes member profiles of individuals requiring social services, care coordination, and other supports. L.A. Care is able to continuously monitor its membership to identify priority groups for vaccination. Additionally, based on this data, L.A. Care will continue to focus resources on areas where vaccination rates are low and prioritize populations requiring their initial vaccination, boosters, and other healthcare services.

COVID-19 vaccination education campaigns will be utilized to target specific groups and regions within L.A. County. Additionally, as COVID-19 booster shots become available, L.A. Care will provide educational information to members on their access and eligibility to receive the booster. L.A. Care has an annual flu vaccination campaign hosts flu vaccine clinics during flu season. In future years, L.A. Care could potentially build a similar campaign for COVID-19 vaccinations and boosters.

**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.**

L.A. Care's messaging includes information about accessing translation and interpretation services and transportation to and from eligible COVID-19 vaccine appointments. L.A. Care also emphasizes the fact that COVID-19 vaccination is available at no cost and often without an appointment, in order to reduce concerns about payment and navigating appointment systems. This messaging is shared out through robo calls, the L.A. Care website, the member portal, member mailings, social media, a recorded interactive voice response (IVR) message, and the Nurse Advice Line. Members are also provided with specific information based on their concerns when they contact the Customer Solution Center. L.A. Care is also exploring using text messaging campaigns for this program. Messages will be submitted for review and approval by DHCS prior to implementation.

L.A. Care conducts live and robo calls to members to provide COVID-19 prevention and vaccination information on an ongoing basis. This outreach has been conducted in collaboration with community clinics to target high risk populations. L.A. Care will use additional data markers to expand targeted outreach to populations with low vaccination rates.

L.A. Care also coordinates with its transportation vendor to schedule transportation for COVID-19 testing and vaccination, which includes waiving the two-day

scheduling requirement when possible. This removes transportation barriers and enables members to access services immediately when necessary.

L.A. Care has specialized Health Navigators to help members, especially those with limited digital literacy and/or access to the internet, that require additional support accessing care, benefits, and services, including, but not limited to, transportation, interpretation and translation, and making appointments for COVID19 testing and vaccination and/or other care.

L.A. Care uses numerous platforms to share information about how and where to get a vaccine, including direct member mailings, the L.A. Care website, the member portal, and earned and social media campaigns.

All member and plan-informing materials are translated into all Medi-Cal threshold languages and are available to members in alternative formats in accordance with DHCS regulations.

**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 COVID-19 vaccine is readily accessible to L.A. Care members across L.A. County through various access points, such as community clinics, vaccine events, provider offices, mobile clinics, in-home vaccination, and public health departments.

L.A. Care continuously analyzes DHCS COVID-19 vaccination claims data to assess gaps in rates in order to identify disparities in vaccination by age, race/ethnicity, region, gender, member conditions and other factors that help inform communication and outreach strategies. L.A. Care's data analysis includes identifying unvaccinated members by Plan Partner, PCP, and IPAs. This data will be provided to our global delegated network to collaborate and expand outreach efforts to unvaccinated members.

Targeted outreach campaigns will focus on addressing immediate gaps in vaccine rates. Data indicates that the following populations have gaps in vaccination:

1. Race/ethnicity
  - a. African American
  - b. Hispanic/Latino
  - c. White

- d. American Indian
- e. Native Hawaiian
- 2. Age
  - a. 12 – 49 years
  - b. 50 – 64 years
- 3. Region
  - a. Antelope Valley
  - b. South Los Angeles
  - c. East Los Angeles County
  - d. Metro area
  - e. Parts of Gateway Cities
  - f. Parts of the San Fernando Valley
  - g. Parts of the San Gabriel Valley
- 4. Immunocompromised members requiring a booster vaccination
- 5. High-risk individuals, based on diagnosis
- 6. Homebound members

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

Through the data analytics capability described above, L.A. Care will provide contact lists of unvaccinated assigned members to medical groups, IPAs, the L.A. County Department of Health Services (LACDHS), and other individual PCPs and will encourage them to conduct direct outreach to members. L.A. Care may consider a provider incentive or infrastructure grants to support this effort.

L.A. Care has awarded nearly \$2 million in grant-funding to FQHC projects that aim to increase the number of COVID-19 vaccine doses administered to low-income, diverse populations disproportionately impacted by the pandemic by adding night and weekend hours and conducting one-on-one outreach calls to health plan members and other patients. L.A. Care may consider expanding on these efforts to include additional FQHC partners and to incentivize delegated entities.

L.A. Care will also continue to sponsor and promote community events that increase equitable COVID-19 vaccine access in under-vaccinated communities.

As needed, L.A. Care's Provider Continuing Education Program may offer CME activities via live webinars for L.A. Care Providers and other healthcare professionals on the topic of COVID-19 vaccine hesitancy. The trainings will cover the role of the PCP in patient education, testing, and contact tracing; effective communication with patients, families, and

employers; and strategies to address vaccine hesitancy and build vaccine confidence.

L.A. Care created a COVID-19 Provider Resources page, which includes FAQs, guidance on billing, public health advisories, scripts for patient conversations about vaccine hesitancy, and information on LACDPH provided support in onboarding to myCAVax. L.A. Care also provides live call support to providers with any inquiries about where members can get vaccinated and how to bill for vaccination. L.A. Care regularly includes vaccine content in its print and electronics newsletters to providers.

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

L.A. Care's member research indicates that the PCP office is the number one place members prefer to be vaccinated. That's why L.A. Care has launched a comprehensive provider outreach strategy in partnership with LACDPH to educate and encourage providers to enroll in myCAVax to become vaccine administrators. This included promoting the CalVaxGrant program as well as the one-on-one onboarding support provided by LACDPH.

L.A. Care also sent a targeted fax blast to pediatrician offices, encouraging them to take advantage of the LACDPH support and to enroll as vaccine administrators; this will be especially important as the vaccine becomes available to children under twelve.

L.A. Care will continue these efforts through its COVID-19 Vaccine Provider Resources web page, fax blasts, print and e-newsletters.

L.A. Care will conduct outreach to PCPs currently enrolled as vaccinators to provide them with a list of their assigned members who are unvaccinated and encourage them to reach out to them directly. L.A. Care may consider a provider incentive to support this effort.

**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.**

L.A. Care has awarded nearly \$2 million in grant-funding to FQHC projects that aim to increase the number of COVID-19 vaccine doses administered to low-income, diverse populations disproportionately impacted by the pandemic by adding night and weekend hours and conducting one-on-one outreach calls to health plan members and other patients. L.A. Care may expand on these efforts to include additional FQHC partners and CBOs who serve these communities.

L.A. Care will also continue to sponsor and promote community events that increase equitable COVID-19 vaccine access in under-vaccinated communities.

As soon as L.A. Care was able to partner with a vaccine administrator and secure vaccine supply, we hosted our own pop-up vaccine clinics across L.A. County, resulting in nearly 3,500 people getting vaccinated.

L.A. Care is supporting LACDPH efforts to host pop-up clinics throughout L.A. County, by disseminating vaccine event information through its social media channels and Community Resource Centers, facilitating introductions to trusted community-based organizations, and by providing in-kind donations of promotional items for distribution at the events.

**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.**

L.A. Care developed a robust COVID-19 communications plan which includes numerous strategies to getting information to members on how, when, and where they can get COVID-19 tested and vaccinated. Messaging includes preventive health measures to stop the spread of the virus. L.A. Care ensures Medi-Cal members have information about and access to the vaccine by partnering with vaccine administrators, community influencers, and event organizers. L.A. Care has also conducted vaccination clinics in partnership with its delegated network and Plan Partners. These clinics targeted high-risk populations with low vaccination rates.

As part of our health equity efforts, L.A. Care staff will conduct one-on-one, live calls to unvaccinated members, prioritizing homebound members and communities of color with low vaccination rates. During the calls, staff will offer members assistance in scheduling a vaccination appointment for them and members of their household, and will assist them in scheduling covered transportation to and from their appointments. L.A. Care has expanded its criteria for homebound members to include, but not be limited to, individuals that may have limited mobility, are socially isolated, require early morning or evening appointments, and/or have special circumstances preventing them from getting vaccinated at a pharmacy, clinic, or other site. These expanded criteria will reduce vaccination barriers for more members.

L.A. Care is expanding its community partnerships to include leveraging vaccine events with all three public health departments in L.A. County. These partnerships provide opportunities across the County to target populations with low vaccination rates at the community level.

- 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.**

As part of our health equity efforts, L.A. Care staff will conduct one-on-one, live calls to unvaccinated members, prioritizing homebound members and communities of color with low vaccination rates. During the calls, staff will offer members assistance in scheduling a vaccination appointment for them and members of their household, and will assist them in scheduling covered transportation to and from their appointments.

L.A. Care has expanded its criteria for homebound members to include, but not be limited to, individuals that may have limited mobility, are socially isolated, require early morning or evening appointments, and/or have special circumstances preventing them from getting vaccinated at a pharmacy, clinic, or other site. These expanded criteria will reduce vaccination barriers for more members.

L.A. Care will also coordinate in-home vaccinations through mobile clinics operated by community partners, including public health, home health agencies, and CBOs. L.A. Care will identify members eligible for in-home vaccination, including immunocompromised members eligible for booster shots, and will assist them with in-home appointment scheduling. Community partner mobile clinic services staffed by healthcare professionals will be used to vaccinate members at home.

L.A. Care will partner with public health departments and faith-based organizations to address vaccine hesitancy and disseminate vaccination event information. Through a partnership facilitated by L.A. Care, UCLA will be distributing LACDPH vaccine event information as part of its door-to-door canvassing to increase vaccination in under-vaccinated communities of color.

**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.**

L.A. Care currently has a pay for performance contract with seven independent pharmacies, which are located in and cater to minority communities. The pharmacies will be provided with a list of L.A. Care members who have their prescriptions filled there, as well as those who live in the neighborhood and who have not been vaccinated.

L.A. Care is exploring providing eligible pharmacies a pay for performance incentive for each vaccinated member through the existing pay for performance process. The

pharmacy will be expected to outreach to the members on the list in multiple ways to provide education and answer the member's questions in their own language and in a culturally sensitive way.

In addition, L.A. Care plans to take advantage of the vaccination programs that have been put in place by our chain pharmacies: CVS, Walgreens, and Rite-Aid. Together, these pharmacies cater to nearly 50% of L.A. Care members. The programs include no appointment "walk in" vaccinations, multiple locations and hours of operation, and the ability to co-administer the flu vaccine and the COVID19 vaccine.

**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 26 FQHCs funded to increase vaccination rates among L.A. Care members will utilize mobile clinics and other resources available to them to reach L.A. Care members and other patients, and expand their outreach within the communities they serve.

L.A. Care will attempt to coordinate with all three public health departments to identify members that are eligible for in-home vaccination. L.A. Care will outreach to these members to schedule appointments for public health staff to administer the vaccine at the member's home.

Additionally, L.A. Care will partner with public health agencies to promote pop-up vaccination clinics in multiple locations, in coordination with local elected offices. Many of these clinics operate at convenient hours to include early mornings and evenings. They also have direct access to individuals experiencing homelessness and other underserved populations, and they entice participation from these populations by utilizing food trucks and social support networks that encourage vaccination.

**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.**

L.A. Care receives weekly COVID-19 vaccination claims-based data from DHCS, which is aggregated by and cross walked at the member level. L.A. Care has developed a robust dashboard and geographic map which captures vaccinations by zip code across the county. The data and corresponding map may be filtered by sociodemographic and other data, including:

1. Zip code

2. Region
3. Plan Partner
4. Member's IPA
5. Age
6. Race/ethnicity
7. Vaccination status (e.g. fully vaccinated, partially vaccinated, unvaccinated)

Other data L.A. Care analyzes are date of first and second vaccine dose and vaccine type. All the data may be cross-walked to develop a member profile. This data and analysis will be used to develop baseline metrics to measure increases in vaccination rates by the subgroups listed within APL 21-020, and to identify gaps and disparities among subpopulations within L.A. Care's membership. Additionally, the data and analytics will be used to identify program qualifiers for a member incentive program currently under consideration, and to monitor Plan Partner activities and measures.

- 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.**

The weekly COVID-19 vaccination data files L.A. Care receives from DHCS are aggregated at the member level by Plan Partner (e.g. Blue Shield of California Promise Health Plan, Kaiser Permanente, Anthem Blue Cross) and medical group/IPA. Data files of assigned members are sent to these entities to inform their vaccine administration strategies to unvaccinated members as well as their utilization and care plans. The Plan Partners and delegated entities, including LACDHS, medical groups/IPAs, and individual PCPs, will use this data to provide tailored outreach to members using their own direct methods in accordance with this plan as part of L.A. Care's overall outreach and vaccination campaign.

L.A. Care currently has a pay for performance contract with seven independent pharmacies, which are located in and cater to minority communities. The pharmacies will be provided with a list of L.A. Care members who have their prescriptions filled there, as well as those who live in the neighborhood and who have not been vaccinated.

- 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.**



L.A. Care developed a COVID-19 vaccination data dashboard with geographic mapping which is aggregated by zip code, region, Plan Partner, IPA, vaccine status, and other demographics. In addition to monitoring and analyzing COVID-19 vaccination claims from DHCS, a core function of a health plan is performance monitoring of healthcare utilization.

L.A. Care analyzes utilization and assessments at the member level and develops profiles of high risk members. This includes member profiles of individuals requiring social services, care coordination, and other supports. L.A. Care is able to continuously monitor its membership to identify priority groups for vaccination. Based on this data, L.A. Care will continue to focus resources on areas where vaccination rates are low and prioritize populations requiring their initial vaccination, boosters, and other healthcare services.

L.A. Care also uses internal and external data sources to pinpoint health disparities and locations with gaps in testing and vaccine sites. L.A. Care reviews member specific diagnoses from claims and encounters, and sociodemographic data (e.g. race/ethnicity, age, gender, zip code). By pairing this information with healthcare resources and network providers, L.A. Care is able to locate members with underlying conditions that put them at high risk for infection, severe illness, hospitalization and death. This data is continuously reviewed and used for outreach purposes.

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

L.A. Care provides insight and advisement on vaccine myths prevalent in different communities which helps inform targeted outreach strategies. L.A. Care also engages with public health agencies and CBO partners on a regular basis to stay on top of local misinformation trends.

L.A. Care also regularly meets with its Consumer Advisory Council members to provide information about the vaccine. This provides for an opportunity to receive input directly from members on vaccine myths within their communities. Members have an opportunity to speak directly with an L.A. Care doctor during these meetings, to have their concerns about the vaccine addressed. As vaccine ambassadors, members then share the information they learn at these meetings with members of their community.

As an increased numbers of people search online for health information, social media platforms are effective ways to counter misinformation at the root cause with trusted and accurate content to a broader audience. L.A. Care addresses questions and misinformation shared on its social media channels to dispel myths about COVID-19 and the vaccine. L.A. Care also monitors general social media trending

topics related to the vaccine, in order to inform its messaging, FAQs, and other communication strategies. As a result, L.A. Care is able to counter misinformation and share evidence-based and timely health information to target audiences.

L.A. Care's Call Center also collects data on COVID-19 vaccine-related inquiries. Collectively, these strategies allow L.A. Care to identify and counter local misinformation trends.

**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.**

Through existing compliance and oversight processes of Plan Partners and the delegated network, L.A. Care will monitor and oversee the implementation of planned strategies by these entities through periodic reporting and data analysis to measure outcomes and ensure target goals are met.

L.A. Care will use member incentives to encourage vaccination. Established controls for gift card monitoring are in place through a vendor-managed process for all of L.A. Care's member incentive programs. L.A. Care will leverage these services for this program. The incentive program vendor has set measures to ensure that members do not commit fraud, duplicate or overspend with regard to their use of the gift cards under this program. This includes vendor tracking of member that may have already received a gift card, member gift use and established requirements, systems and strategies to detect fraudulent activities in connection with this program. L.A. Care may also distribute direct member incentives at point of care.

All direct member incentives will be administered in accordance with DHCS guidelines. The following safeguards will be met: (1) the gift card will be furnished in connection with receiving a required dose of a COVID-19 vaccine (2) the vaccine must be authorized or approved by the FDA as a COVID-19 vaccine, and administered in accordance with all other applicable Federal and State rules and regulations and the conditions for the provider or supplier receiving vaccine supply from the Federal government; (3) the gift card is not contingent upon any other arrangement or agreement between L.A. Care and the member; (4) the gift card is not conditioned on the member's past or anticipated future use of other items or services that are reimbursable, in whole or in part, by Federal health care programs; (5) the gift card is being offered by L.A. Care and eligibility is limited to its Medi-Cal enrollees; and (6) the gift card will be provided to Medi-Cal beneficiaries for COVID-19 vaccination administered from September 1, 2021 through February 28, 2022.

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

L.A. Care's strategy is to encourage vaccination, but not pressure members; we seek to play the role of a trusted advisor, answering questions, providing resources, and debunking myths. L.A. Care's vaccine incentive strategy will focus on fact-based information and targeted messages and campaigns by addressing root causes among populations with low vaccination rates.

Education and not coercion will be used to increase vaccine rates that are voluntary rather than presented as a mandate.

L.A. Care will continue to build public trust by avoiding the use messages and strategies that may be perceived as coercive by focusing on the safety and efficacy of vaccines and benefits to reduce illness severity and hospitalization.

**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.**

L.A. Care is engaging with delegated entities to ensure collaboration is far reaching, coordinated, and inclusive. L.A. Care is submitting this DHCS COVID-19 vaccine incentive program plan inclusive of our Plan Partners and is collaborating with them on integrated and complementary strategies in order to outreach to a wider scope of unvaccinated members.

This plan will enable L.A. Care and its Plan Partners to targeted populations and conduct strategies both independently and collaboratively. One example is the outreach through co-branded L.A. Care/Blue Shield Community Resource Centers across the County. Other partnership collaborations include outreach through L.A. Care's delegated network, including LACDHS. Expanding the network of partnerships allows for a diversified outreach campaign conducted by entities that have direct access to the member's care. Additionally, L.A. Care will explore partnerships and collaboration with other Medi-Cal managed care plans.

These strategies will be coordinated through L.A. Care's internal COVID-19 Vaccine Command Center, which is comprised of leadership, medical subject matter experts, and staff from across the health plan. The Command Center ensures consistent and accurate messaging, counters misinformation, organizes all outreach, communication, and promotion of vaccination events in conjunction with partnered entities. Strategies are operationalized through L.A. Care's business units, including the Customer Solution Center, which oversees member and provider calls and supports the coordination of campaigns.

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

Incentives are intended to produce an increase in vaccination rates. Pending DHCS approval, L.A. Care plans to provide direct member incentives to beneficiaries that are vaccinated during the program period of September 1, 2021 through February 28, 2022 with a gift card, in accordance with APL 21-010. This includes individuals who received their first dose during the month of August and return for their second dose in the subsequent months. L.A. Care will integrate direct member vaccine incentives into each outreach strategy and campaign to target populations, including individuals experiencing homelessness. Additionally, L.A. Care is considering offering incentives to health care providers that partner with L.A. Care on strategies to increase vaccination rates.

Established controls for gift card monitoring are in place through a vendor-managed process for all of L.A. Care's member incentive programs. L.A. Care will leverage these services for this program.

L.A. Care will send the vendor data files that identify program qualifiers. Members vaccinated during the program period will be sent a direct member incentive through an established framework described in the response to the question below.

- 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.**

L.A. Care's vendor will issue reasonable in-kind direct member incentive gift cards that do not exceed \$50 per member. The direct member incentives will be issued using a claims-based vaccination reporting system to identify program qualifiers. This includes the analysis of COVID-19 claims files sent by DHCS to L.A. Care, which identify vaccinated members by Plan Partner. L.A. Care currently aggregates the data and has established a dashboard and geomapping, which analyzes the data by age, partially and fully vaccinated, gender, delegated provider network, and other data elements.

In accordance with L.A. Care's scope of work with its incentive vendor, a file of program qualifiers will be sent to the vendor to manage the fulfillment of direct member incentives. This includes, but is not limited to the following:

- L.A. Care provides information and data on members who have earned their vaccination incentive to the vendor by uploading member lists to a secure FTP site;

- The vendor provides L.A. Care with reports on the number of gift cards distributed to members for this incentive program;
- The vendor will track member gift card use through established rules, systems, and strategies to detect fraudulent activities in connection with this program; and
- The vendor will set measures to ensure that members do not commit fraud, duplicate, or overspend with regard to their use of the gift cards under this program.