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Medi-Cal Managed Care Plan Name: Molina Healthcare of California

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.

Molina built a COVID-19 webpage (<https://www.molinahealthcare.com/members/ca/en-us/mem/coronavirus.aspx>) to educate members about the COVID vaccine that is accessible from the Molina homepage. The Plan's COVID-19 webpage contains a link to the CDC Vaccine Safety page for members to get evidenced-based information on vaccine safety from a trusted source. The webpage also contains three Molina co-branded videos on COVID-19 Vaccine: "How it Works," "Questions and Answers," and "Myths vs. Facts." All three videos provide evidence-base information about the vaccine which also combats misinformation "myths" that has been circulating in the community. Through the webpage our members can also find a list of sites offering the vaccine in their county of residence. The webpage contains links to sign up for vaccines as well as vaccination sites that are managed by the County Public Health Agencies or the State.

Currently, Molina has text messaging targeting people of color as well as adolescents to young adults. Messages emphasize that most COVID hospitalization are in the unvaccinated population. In addition to the current text messaging outreach, Molina is in the process of developing further text messaging campaigns to encourage vaccine uptake with a focus on at-risk populations. Future ongoing campaigns will consider the use of evidence based co-branded videos, updated CDC facts, and material from other trusted sources including local County Departments of Public Health and the CA Department of Public Health.

Resources for providers include a guide and talking points about COVID vaccine for vaccine hesitant patients. Molina will also leverage our Physician Advisory Network to gather further information about barriers to COVID vaccination, best practices in addressing patient and provider concerns and questions with becoming certified vaccination providers. Molina will provide resources as available to help providers with the certification process.

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

Molina provides information on where to get the vaccine by reaching out directly to members through both call campaigns as well as SMS text messaging. Historically, the communications were sent to groups of members that lived in and around a known vaccination site. However, as more robust member vaccination data has become available, Molina has pivoted to targeting specific members who are categorized by DHCS as high priority groups. Our existing text messaging generally points the members to visit the website myturn.ca.gov to find a vaccination site and get an appointment. The text message also includes a Molina phone number if the member should require more support in finding a vaccination site and setting up an appointment. Should the member call, Molina will assist the member in finding a vaccination site and setting up an appointment and providing transportation as necessary. Vaccine information is also shared with members through our quarterly Member Advisory Committee and Member facing webpage.

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 MolinaCares Foundation focuses on making a positive change in our members' lives and communities. In the effort to address the COVID-19 pandemic, MolinaCares developed a video to encourage vaccines in urban communities. The video addresses the importance of getting vaccinated and speaks to our communities coming together to stop the spread of the virus. The video has and will continue to be shared throughout community collaboratives and Molina community hosted meetings. Link to the video is as follows: [Vaccinate a Nation - YouTube](#)

Molina has joined a countywide campaign which is focused on addressing vaccine hesitancy. Campaign includes social media channels, press advisories and other outreach efforts.

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

Molina has three co-branded videos on our webpage: COVID-19 Vaccines "How it Works," "Questions and Answers," and "Myths vs. Facts." All three videos provide evidence-based information about the vaccine as well as combat misinformation "myths" that have been circulating in the community.

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

Molina will engage in outreach campaigns to Indian Health Centers to identify local vaccination providers who are also considered trusted partners. Members who identify as Native American will be referred to these vaccine providers.

Molina has joined a trusted partner's campaign focused on addressing vaccine hesitancy. The campaign includes social media channels, press advisories and other outreach 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.

Molina has reached out to collaborate with schools and is in active discussions with school districts to host pop-up clinics and target school-based children and adults to receive COVID-19 vaccinations. Recently, a local school district agreed to partner with the Plan to co-host vaccine clinics at their school sites. The Plan has also identified a second school district as a potential partner and are in active discussion to co-host vaccine clinics.

Furthermore, Molina is also exploring partnering with school districts to promote vaccine clinics through their robocall efforts.

In the Plan's effort to collaborate with colleges, Molina will identify and engage with local colleges that currently do not require all students to be vaccinated. With the support of the college administration, Molina will engage in opportunities to educate students on the benefits of the vaccine. With the partnership of the college administration, Molina plans to provide this education to college students through media campaigns and webinars. In addition, when an opportunity arises with the local colleges and there is a provider partner available, Molina will directly help facilitate the COVID-19 vaccine administration to support this initiative and help get college students vaccinated.

Molina will continue to pursue opportunities to partner with schools, colleges, and school districts to encourage vaccination when appropriate and partner with providers to improve access to vaccination to school-aged students.

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.

Molina's strategy for countering misinformation and reaching vaccine hesitant individuals is as follows:

- Continue to join and support Interfaith Summit's to educate individuals on the importance of getting the vaccine.
- Continue to partner with our trusted partner on the COVID-19 Vaccine Campaign which includes messaging to address vaccine hesitance. This campaign was designed to be a robust media campaign covering various media channels.
- Continue to share the co-branded videos on "COVID-19 Vaccine: Myths vs. Facts" on our webpage. Link to video will be included on communications to members.
- As part of the SMS text messaging, the Plan encourages members to get vaccinated and provides the option to contact Molina telephonically for further information and help with scheduling. These calls are answered by staff from the Plan's healthcare services team, who are educated and trained to address questions and misinformation that members may have regarding vaccination.

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.

Molina will engage with trusted community partners and share resources such as clinic information flyers, agency communication flyers, community share-outs with multiple collaborative groups and co-branded videos on "COVID-19 Vaccine: Myths vs. Facts".

Currently, the Plan has mobilized and partnered with various trusted community groups such as, faith and community based partners to assist with communication content and messaging. Molina is also partnering with local churches to provide virtual educational talks with our team of Medical Directors to address vaccine hesitancy and address community questions. In June 2021, Molina hosted a COVID-19 Vaccination Seminar with dozens of Independent Living Centers which was led by a Molina Medical Director. Molina Medical Directors also continue to serve as clinical experts for other community organizations including Independent Living Centers.

Molina is also working with trusted community partners to provide clinical support in educating local communities at the request of community leaders (i.e. churches).

As our efforts evolve, Molina will continue to pursue opportunities to partner with community organizations, school districts, and faith-based organizations including in the development of COVID vaccination clinics with these organizations.

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.

Molina will collaborate with local public health agencies by joining several county-led workgroups and identify ways to disseminate information to those hard-to-reach communities. Molina will adopt any best practices outlined by the local health agencies that can help close vaccination gaps. When available, the Plan will also share with local public health agencies what has worked and not worked for the Plan.

Our current efforts to collaborate with local public health agencies include but are not limited to:

- Molina clinical and operational leaders have joined bi-weekly calls with the LA County Department of Health to confer with several other health plans on vaccination strategies, and on the latest developments and recommendations from the County.
- Molina has participated in similar regular collaborative sessions with San Bernardino County, as well as with HASC (Hospital Assoc. of Southern CA).
- Molina has partnered with the Imperial County Public Health Department to help vaccinate people who live in Imperial County.
- Molina is hosting weekend clinics in partnership with the San Bernardino County Department of Public Health to provide vaccines. This effort has been ongoing since April 2021 and will continue indefinitely.
- In San Diego County, Molina is co-hosting vaccine clinics with local Federally Qualified Health Centers.

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.

Molina has started a COVID-19 educational campaign through SMS for members to get a vaccination and utilize myturn.ca.gov information for scheduling an appointment. Links to educational resources can be added to the messages.

Furthermore, as we take deep dives into the data segmented by zip code, race/ethnicity, age etc., targeted messages will be sent using a variety of modalities. If the Plan identifies a concentration of unvaccinated members in a certain zip codes or geographic area, Molina will explore opportunities to work with county mobile clinics and bringing vaccination capabilities to geographically convenient sites to ensure easy access to care.

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.

Communications to members in a variety of methods are available in English, Spanish, and other languages as needed. Members can call our Care Management team for support on how to navigate appointment systems and set up appointments for COVID-19 vaccines. Telephonic interpretation is available 24/7 in over 200 languages to assist members who are limited English proficient. Transportation can also be scheduled for members as needed.

Molina has made over 15,000 calls to members with chronic conditions and assisted them in connecting with their local provider or with a local vaccine clinic site. Molina will continue to assist members to make vaccine appointments on myturn.ca.gov and help members in obtaining transportation services if needed. Case Management will also outreach to high risk population to facilitate appointment setting, transportation and follow up reminders aligned with current COVID vaccination clinic efforts.

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.**

Molina has developed reporting on eligible member vaccination rates including fully vaccinated, partially vaccinated and unvaccinated. The data is taken directly from the state registry and updated approximately weekly as new data is pulled. It is reported down to the PCP level and will include information such as regional variations so that those geographies become high priority. Additionally, member race, ethnicity, language and age were included to further analyze the unvaccinated populations. This will be coupled with the creation of a provider incentive program to increase the over-all vaccination rates by clinic, as well as a direct member incentive.

Through Molina's analysis of COVID vaccination status, we have identified at-risk geographical areas for Molina to host vaccination clinics including partnership with high volume FQHC and large provider practice partners.

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

In discussion with local community providers, one of their biggest asks was to get data on their patients' vaccination rates. As a result, Molina has

begun to distribute member level details to the providers and clinics to inform them on their rates of patient vaccination. Molina has begun providing this data to our large panel practitioners. This data will also be shared with providers who serve members under a DHCS identified population of focus in order to help them communicate directly with their high risk patients. To assist in this communication, we will provide the aforementioned member and provider education materials as necessary.

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

Molina will encourage more PCPs to enroll as vaccine providers through several initiatives including educational material and FAQs to assist providers on the registration process, encouraging enrollment through other established Quality Improvement activities and meetings, as well as working more closely with CMA to bring more attention to current grants and incentives for providers to enroll as vaccinators. Molina will target high volume practices, located in zip codes that show low vaccination rates as it first priority.

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.

Molina's strategy to support vaccination pop-up clinics in communities of color and communities with lower vaccination rates is to 1) identify trusted sources of information within the local community, 2) establish initial relationship to gauge interest in COVID vaccination partnership and 3) provide presentations and share available educational resources. The highest priority targets are faith-based organizations that are regarded as trusted sources in the community. Additional community partnerships are under evaluation to determine effectiveness in influencing population health. Molina will also reach out to unvaccinated members in these communities to provide them with pop-up clinic information, assist them with making appointments, and arrange transportation if needed.

In the Plan's current efforts to support communities of color and communities with low vaccination, Molina has hosted vaccine clinics at our Molina local offices and focused our outreach on the Latinx and African American communities. Molina has also partnered with FQHC's and Community Based Organizations to co-host clinics in hard hit communities with low vaccination rates. Molina will continue to identify communities with lower vaccines rates and collaborate with the local public health agencies. Prior to clinic dates, Molina provides broad based social media information regarding the pop-up as well as direct to member outreach to help schedule appointments and set transportation. During pop up clinics, Molina provides administrative support through our

staff, both during work hours as well as on weekends and evenings via volunteer time off. Clinical support is also available as necessary.

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.

Molina's strategy to make getting a vaccination as convenient and easily accessible as possible is by 1) partnering with a broad array of provider and community organization to support availability of vaccinations, 2) expansive member communication campaigns and 3) ensuring access to transportation for vaccination appointments. Currently, Molina reaches out to unvaccinated members that live within a certain mile radius to invite them to come to one of our pop-up clinics. During these calls, we are providing the members with clinic information and making the appointments for the members. Molina sets up transportation for the member as necessary with our transportation vendor. Molina is focused on identifying the challenge and identifying a solution for our members whether it is transportation, language access, no computer access, or if the member is unaware of where to go, etc.

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.

Molina has mobilized and partnered with trusted community groups such as, Independent Living Centers, immigration advocacy groups, and other community partners. Molina is partnering with local churches to provide virtual educational talks with our team of Medical Directors to address vaccine hesitancy and address community questions. Molina has also partnered with a home-health agency to identify and administer COVID vaccinations to individuals who are deemed homebound. Molina deploys its community outreach team as well as medical directors across the serve areas to support community education, outreach and member engagement. Further relationships will be developed across each county to ensure coverage of community needs.

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.

All California Pharmacies that provide vaccinations have access to the California Immunization Registry (CAIR), pharmacists can use CAIR to view any California patient's vaccination status for COVID-19 or any other immunizations.

Molina and a Pharmacy network partner have implemented a COVID-19 Vaccine Health Tag campaign, specific to Molina Members. This is a prescription label-only campaign designed to encourage Members to learn more about the COVID-19 vaccine options available to them, and a reminder for Members to get in touch with their care team. The campaign targets Molina Members over the age of 12 who do not have a COVID-19 vaccine claim on file

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

Molina has partnered with a home health agency to bring vaccinations to those members who are homebound or are identified as highly likely to be homebound. Molina is in the process of identifying more home health agencies that can bring vaccinations to additional homebound members. As part of its early outreach when COVID vaccinations first became available, Molina began calling homebound members to help coordinate vaccinations. Molina will continue to keep this population as a priority and seek opportunities to continue vaccinations at home through partnerships and agreements, in order to bring vaccinations to this group of members

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.

Molina has developed a robust report, using data obtained from DHCS, to identify and stratify members who have been either partially vaccinated or unvaccinated. The reporting can then stratify the members by age, self-identified race/ethnicity, geography/zip code, etc. This report will serve as the source of data that Molina will use internally to target members as well as for distribution to our provider community and as part of the provider COVID vaccination incentive program.

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.

Molina is in the process of transitioning internal dashboards and reports that are currently being used for tracking member vaccination compliance status to create a member level detail report by assigned provider. Molina has begun to share the member level detail report with providers through our established monthly data sharing process for Quality related activities.

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.

Molina will rely on CAIR vaccine registry data as the primary “source of truth” to identify member vaccination status. In circumstances where there is either discrepancy in the data or the member matching data is inconsistent, or unavailable due to member preferences (due to the member’s data sharing preferences), Molina will conduct manual reviews of CAIR data as well as continue to review any other sources of data that can serve as validation of a member’s vaccination status and are acceptable to DCHS.

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

During some of our community events, we have heard attendees express concern over the vaccine. Most of them have heard things from friends and family or have been influenced by stories they have read on social media. Some of the reasons cited have included concerns that the vaccine is too painful, and individuals get sick after receiving vaccines lumps will develop in some women, the vaccine is a method for the government to track individuals, it will cause more damage than good, and the vaccine is a form of poison being injected. Our efforts have been around educating individuals and joining with trusted community partners to help with vaccine education.

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.

Molina will create a repository of all members that are eligible for the incentive and that have been issued the incentive. This repository will be cross referenced to ensure that no duplicative member incentives are issued. The repository will also be updated at regular intervals with new members that have been issued the incentive.

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

Molina’s focus on this effort will be in building trusting relationships between providers and members (including parents of adolescents) using an educational approach. This would mean moving from a systemic approach to a relationship-based and patient-centered approach. The second piece of the strategy is to ensure that educational

interventions are well researched and tailored to each case/member to complement such trusting relationships. Well researched education interventions are known to improve attitudes towards vaccination and complement the building of trust through relationship-based care.

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.

Molina has a weekly meeting with our delegated health plan and we are exploring ways in which we can work together to engage our providers in focused efforts to reach our members for education and encouragement to obtain their vaccination. Where appropriate and feasible, we will look to create co-branded education and outreach materials aimed at both provider and members.

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

Molina plans to offer direct member incentives as part of its multi-layer vaccination strategy. Molina will offer direct point of care member incentive through the use of physical gift cards. The gift card amount will be \$50.00 and offered to Molina eligible members upon receipt of the first dose. Molina believes that offering the incentive gift card upon receipt of the first dose, rather than the second dose, creates a more favorable opportunity for members to receive their first dose and experience the safety of the vaccine, such that they gain trust and schedule their second dose. Molina is exploring the provider network to determine if a similar direct incentive to members can be given at the point of care in the provider's office. Member incentives in provider offices will focus on high volume practices. Molina will provide eligible member rosters to provider partners along with an attestations and distribution instructions to ensure appropriate oversight and compliance with the member incentive gift card program. Furthermore, Molina will ensure that eligible members are compliant with Molina's policy which prohibits purchase of alcohol, tobacco, or firearms.

- 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.**

To ensure that the member incentive does not exceed \$50.00, the Plan will set the total amount at \$50.00 for each gift card provided to the member. Molina expects all members to comply with the Alcohol, Tobacco and Firearm attestation, and the Plan will perform audit functions to validate appropriate gift card distribution and use. Molina will verify

member eligibility on a monthly basis prior to sending the rosters to our provider partners for collaboration on the member incentive program.