



2019 Medi-Cal Dental Member and Provider Outreach Plan

Delta Dental in Partnership with the California Department of Health Care Services



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Goals & Objectives

The 2019 Medi-Cal Dental Member and Provider Outreach Plan is designed to improve the healthcare experience and health of Medi-Cal Dental members while lowering healthcare costs. In collaboration with the Department of Health Care Services (DHCS), Delta Dental and Runyon Saltzman, Inc. (RSE), will implement member and provider outreach campaigns under the recently launched Smile, California campaign to:

- Improve Medi-Cal Dental’s overall performance (as defined below).
- Address education and outreach requirements as outlined in the Welfare and Institutions Code Section 14132.91.

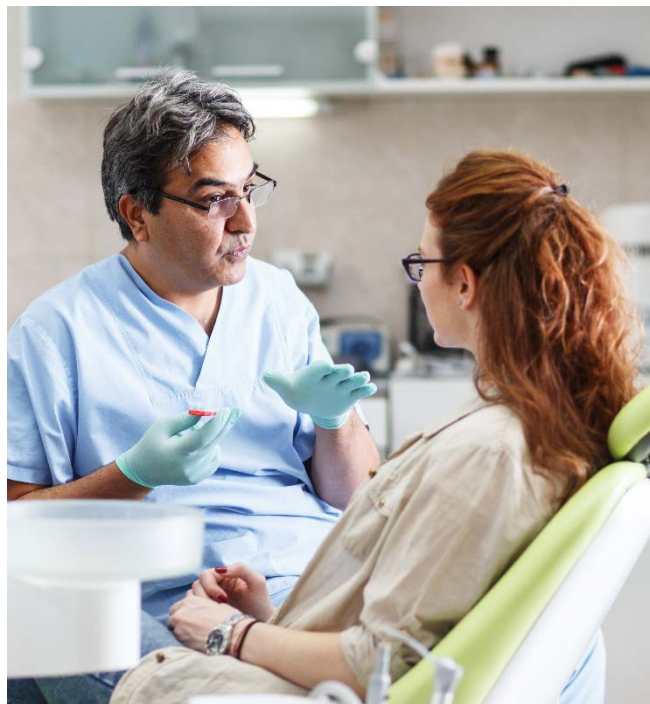
The plan builds on the efforts initiated in Contract Year One, including the successful launch of Smile, California, and will be measured by the following objectives:

Member Outreach Objectives (See Appendix A for baseline):

- A. Increase the Annual Dental Visit for California’s Medicaid population enrolled in Medicaid for at least ninety (90) continuous days by 3.3 percentage points.
- B. Increase preventive dental services for children ages one through twenty (20) enrolled in Medicaid for at least ninety (90) continuous days by 3.3 percentage points.
- C. Increase sealants on permanent molars for children ages six through nine enrolled in Medicaid for at least ninety (90) continuous days by 3.3 percentage points.

Provider Outreach Objectives (See Appendix B for baseline):

- A. Increase the number of actively participating Medi-Cal dentists who have provided at least one service in the calendar year by 2.5 percentage points.
- B. Increase the number of service offices accepting new patients and referrals by 2.5 percentage points.



Member Target Audiences

Medi-Cal's population includes more than 13.5 million children and adults, including the following types of members:

- Children ages 0-20
- Young adults transitioning from foster care ages 18-26
- Low-income adults ages 21+
- Low-income disabled adults ages 21+ (138% Federal Poverty Level)
- Low-income pregnant women (213% Federal Poverty Level)
- Low-income adults ages 65+

To produce measurable results in behavior, we will target members by age, utilization behavior and life stage:

1. Age of Member – Each of the member groups listed above may use different dental services. To be relevant, messages must be appropriate to age and life stage. With campaign performance measures focused on children, we will continue to emphasize parents and caregivers of children ages 0-20. We will expand our focus to include adult Medi-Cal members and develop target efforts to reach the segments (as defined above) of this population.
2. Utilizers, Lapsed Utilizers and Non-Utilizers – For the purposes of this plan, we define utilizers as members who have used their benefit within the last year. Lapsed utilizers are members who have not used their benefit within the last year. Non-utilizers are those who have never used the benefit or if enrolled less than a year, have not yet used the benefit. Market research conducted in 2017-2018 provided insight into the messages that resonate the most with each of these groups and those insights were used to develop Smile, California campaign messages. Likewise, the market research we will conduct in 2019 around the adult populations will provide the information necessary to develop motivational messaging.
3. Communities of Opportunity – This outreach plan is designed to reach members in every corner of the state, however our greatest opportunity to drive utilization is within communities with enough providers to meet an increase in demand. Our outreach program emphasizes efforts toward members in these communities.
4. Underserved Communities – Targeted outreach efforts will help reach members in underserved areas of the state where there is an insufficient number of providers for the member population (using the threshold of one provider for two thousand members). Our focus in these communities is to reduce barriers where possible, support innovation in care delivery, and service members through alternative care (e.g., teledentistry, mobile care).

Provider Target Audiences

The provider target audiences include two categories:

- Current Medi-Cal Dental providers (enrolled and/or enrolled but not actively taking additional patients and/or referrals); and
- Providers across California not enrolled in Medi-Cal Dental.

Outreach activities will target providers in all areas of the state, with a specialized approach for areas where:

- The number of enrolled dental providers and/or facilities providing dental services to Medi-Cal members is low compared to the Medi-Cal population or sub-population (e.g., member age group) in the area.
- The number of billing and rendering providers to member population and sub-population is low compared to the Medi-Cal population or sub-population in the area.
- The number of billing and rendering providers is low compared to the member population or subpopulation per county (by member and provider county), city, or ZIP code
- Other geographic areas of the state if designated by DHCS.

In the first contract year, Delta Dental provided a total of two dedicated Dental Consultants (California Licensed dentist), one for the Member Outreach unit and one for the Provider Outreach unit to coordinate, oversee, and travel statewide to recruit and retain providers and educate health professionals. Our consultants will continue to provide dental administration support services and education to dental organizations, federally-funded clinics, school-based health centers and dental professional schools. We outreach to currently enrolled and non-enrolled dental offices; community clinics; school-based health centers; county offices where enrollment is performed; physician offices within Fee-For-Service counties; and at other locations with mobile dental clinics.

Key Program Messaging

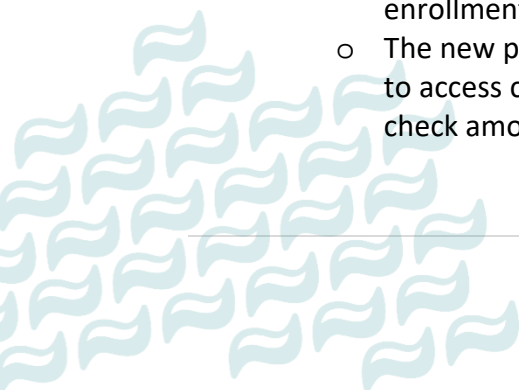
Delta Dental will continue to analyze market research to determine how to evolve and expand Smile, California campaign messaging for both member and provider target audiences. Smile, California messages will educate members and providers, inspire them to take the desired action and reinforce the messages so that the desired action continues.

Member Key Messages:

- Medi-Cal has dental covered.
- Medi-Cal members are eligible for free or low-cost dental services.
- Medi-Cal Dental provides routine, preventive and restorative services for free or low-cost to children.
- Regular dental visits are as important to good health as daily brushing and flossing.
- Annual dental visits are free or low-cost with Medi-Cal.
- Children should visit the dentist every six months starting with their first tooth.
- Keeping your teeth healthy is one of the best things you can do for your overall health.
- Your oral health during pregnancy is a big part of making sure your baby is healthy.
- Your gums and teeth need special attention during pregnancy.
- Medi-Cal covers dental services for pregnant members throughout their pregnancy and 60 days past the birth of their baby.
- Adults should visit the dentist every 12 months for good oral health.
- As of January 1, 2018, the Department of Health Care Services restored adult dental benefits for members ages 21 and older with full-scope dental coverage.
- Older adults are prone to gum disease and other oral health problems, but by brushing twice a day, flossing daily and seeing a dentist regularly, you can lower your risk.
- Smile, California is a campaign to make Medi-Cal members aware of their dental benefit.
- Visit SmileCalifornia.org to learn about covered services and find a Medi-Cal dentist.

Provider Key Messages:

- About Smile, California:
 - Smile, California is a campaign to help Medi-Cal members use their dental benefit.
 - Medi-Cal members can learn about covered services at SmileCalifornia.org.
 - Informed members make for more informed patients.
 - Your support of Smile, California will increase the number of members with accurate information about their Medi-Cal Dental benefit.
- About the provider outreach campaign:
 - Learn more about Medi-Cal Dental.
 - Learn about the Dental Transformation Initiative (DTI) incentive payments, Prop 56 supplemental payments and the return of adult dental benefits
 - Your participation in Medi-Cal Dental will provide valuable services to members who are ready to receive dental care.
 - It's now easier and faster to enroll in Medi-Cal Dental with the simplified enrollment application.
 - The new provider website application allows secure login for you and your staff to access claim status, Treatment Authorization Request (TAR) status, weekly check amounts and more.



Overall Approach

FRAMEWORK

Smile, California is a comprehensive approach informed by research and using best practices in health communications. Campaign strategies and tactics are designed to directly reach members as well as those who inform and influence their health habits and health-related decision-making. In 2018, we developed a framework for the campaign – Awareness, Local Activation and Access to organize and integrate activities aimed at increasing awareness, encouraging community level partners to play an active role in member education, and increasing access to Medi-Cal Dental providers. The results of the campaign efforts from 2018 will be organized according to this framework in a summary presentation to be delivered in 2019. We will continue to use this framework as outlined below with supporting tactics described in detail on the following pages.



1. **Awareness and Education**

Smile, California is designed to increase member awareness about Medi-Cal Dental, educate members about their benefit and inform members how to use available services. This campaign uses various communication channels (e.g. community events, paid social media, news media) to broadly reach all Medi-Cal members across California.

2. **Local Activation**

We equip community-based organizations (CBOs) to promote campaign messages and distribute campaign materials to Medi-Cal members and their family members and influencers. Campaign materials provided to CBOs are designed to appeal to motivating factors (e.g., overall health, preventive care) to motivate members to seek dental services and improve their dental hygiene. We also work with communities to identify and help reduce barriers to utilization and proper oral health care at the community level.

3. **Access**

With our integrated campaign, we aim to increase the number of Medi-Cal dental providers in California and increase members' knowledge on how to find providers across California. Our strategies are designed to enroll new providers, drive inactive providers to increase the number of members they treat, and overall, recruit providers to support the member outreach efforts and promote Smile, California.

CULTURAL COMPETENCY

Smile, California messages and materials must be relevant and appropriate for Medi-Cal Dental's diverse population. We will continue to engage partners and cultural experts to help with content creation and adaptation. In accordance with the ASO contract, member materials are produced in English and Spanish language. Additional translations or adaptations for threshold languages are defined in the Smile, California Medi-Cal Dental Outreach Translation Plan formally submitted in 2018. There will be periodic updates to the Translation Plan as materials are added or revised. Finally, all campaign content is ADA compliant and written at or as near as possible (given necessary technical language) to a sixth-grade reading level.

CREATIVE BRIEFS

For each major component of the Smile, California campaign in 2019, we will submit a Creative Brief to ensure clarity and agreement before the development begins. The Brief details goals and objectives, target audiences, strategies and tactics, expected deliverables and the production/dissemination schedule. It also includes methods of measurement to determine if objectives are met. All campaign activities are tracked and reported monthly to DHCS. This process is consistent with the Outreach Communications Development, Review and Approval Procedure approved in October 2017.

Statewide Awareness and Education Campaign

MEMBER MARKET RESEARCH

In 2018, Delta Dental and RSE conducted extensive research with parents of child members that informed the development of Smile, California. In 2019, we will expand our knowledge of Medi-Cal members with formative research among key adult populations, including pregnant women, disabled individuals and seniors. We will use findings from this research to further define audience segments and tailor strategies appropriate to these audiences. Market research will include key informant interviews and focus groups coordinated with partners statewide.

SMILE, CALIFORNIA MICROSITE (SMILECALIFORNIA.ORG/SONRIECALIFORNIA.ORG)

In 2018, Delta Dental launched SmileCalifornia.org (SonrieCalifornia.org) to provide information and materials to members, partners and providers. The site quickly became a go-to resource for all audiences and will continue to be the focal point of the campaign. It provides Medi-Cal facts and oral health tips to members and connects them to care. We will continue to review analytics and adjust content to optimize the user experience. As new Smile, California campaign materials are created, they will be posted to SmileCalifornia.org for download and use by members, partners and providers.



MEDI-CAL DENTAL WEBSITE (DENTI-CAL.CA.GOV)

Delta Dental will continue to maintain the Medi-Cal Dental I website (denti-cal.ca.gov), conforming to technical requirements and revising content when needed. Note that the SmileCalifornia.org is separate from the Medi-Cal Dental website but links to it on all pages. On an ongoing basis, we will discuss conceptual improvements, with visuals and screenshots when warranted, on how to best utilize the Medi-Cal Dental website as a primary mechanism of communication between Medi-Cal Dental and the public. All content on the Medi-Cal Dental website, including, but not limited to, educational material, Provider Handbook, missed appointment process and provider enrollment forms can be searched or downloaded from the Medi-Cal Dental website.

CAMPAIGN TOUR

Smile, California launched in September 2018 with a successful statewide community and media tour. The tour helped to elevate awareness of the campaign and Medi-Cal Dental as evidenced by thousands of Californians who visited SmileCalifornia.org. With the help of myriad partner organizations, we provided information, materials and referrals to thousands of members through tour stops and visits. We reached hundreds of thousands more through the media coverage garnered across the state. We will maintain this momentum in 2019 with at least two more tours focused on communities that were not visited during the launch tour.



CAMPAIGN PROMOTIONS

The 2018 awareness campaign featured four marketing promotions, each created for specific member groups based on the market research. The first promotion focused on the "Medi-Cal

has Dental Covered” message to make sure members knew they had a dental benefit and what the covered services were. The second promotion targeted parents of Medi-Cal’s youngest members with the “First Tooth, First Birthday, First Visit” message. The third promotion targeted parents of school-age children with the “Seal Today to Prevent Decay” message on molar sealants. And finally, the “It’s Time to Smile” message encouraged dental visits among members who had not been to the dentist in 2018. Each promotion was supported with printed materials, paid social media, direct mail, content creation for our statewide partners, and local events and presentations.

We will build on the four promotions launched in 2018 and expand the reach of these messages through paid media, social media and on-the-ground community efforts. The promotions will be spread out across the year with one launching each quarter. The first promotion, which will launch during the first quarter, will focus on the clean routine for 2019, the second quarter will focus on first tooth, first birthday, first visit, the third quarter will promote the molar sealant message and the final quarter will focus on the newly created adult messages and materials.

In coordination with the DHCS Office of Communications, we will outreach to media statewide to secure stories that inform and motivate members and providers. These efforts will be focused primarily around promoting the tour. As part of media outreach, we will identify and train providers who can be available for local media opportunities.

PARTNERSHIPS/SPONSORSHIPS

Strategic partnerships help bring Smile, California messages and materials to Medi-Cal members in communities across the state. We will continue to foster relationships with community organizations that interact with the Medi-Cal population, including, but not limited to, state and local Women, Infant and Children’s offices; state and local Head Start agencies; state and local First 5 commissions; school-based dental programs; medical providers and other entities. We will participate in dental stakeholder meetings convened by DHCS at which ongoing research, and documentation and evaluation of newer service delivery methods, such as teledentistry, are considered.

CONTENT DEVELOPMENT

The partners and providers we worked with during the Smile, California launch were eager to share messages with their audiences. We will continue to support them with new content for various media channels, which we can distribute directly to them or make available on SmileCalifornia.org. Based on the capabilities, activities and needs of partners and providers, content development will include:

- Social media content to partners and providers, such as suggested posts for different social platforms along with images and graphics that punctuate the message.
- Content for online news sources and blogs, which could include articles like those created for news media, but could also include digital banners, badges or other promotional tools.

- Content for news media outlets, including print-ready content created by and/or featuring campaign spokespeople.
- Content for text messaging efforts. We will pilot a text messaging campaign program among members to further educate them on covered services and provider oral health tips. We will use local events and community tours to gather opt-ins for the pilot.

MEMBER MATERIALS

In the first contract year, we created several new member materials for Smile, California, including promotional brochures, informational flyers, fact sheets and point-of-service displays (e.g., rack cards). These materials were widely distributed across the state during the community tour, and through partners and the outreach representatives, which will continue in 2019. Materials are also available on SmileCalifornia.org. We will produce additional quantities, as needed, and promote their availability through our rapidly growing stakeholder database. We will continue to publish a monthly member bulletin and produce a monthly summary of member publications report. We will integrate campaign messages into existing Medi-Cal mailers [for example, newly enrolled mailers and Quarterly Joint vs Rank (JVR)] where possible.

DIRECT CONTACT CAMPAIGNS

We will continue to issue quarterly mailings to newly enrolled members with information about Medi-Cal Dental benefits and how they can access assistance in making an appointment with a provider. The mailer will provide the following information:

- Available dental benefits
- Information on the importance of early and periodic dental care
- How to obtain services
- How to avoid inappropriate care or fraudulent dental providers
- How to obtain assistance in getting care or resolving problems with dental care
- Medi-Cal Dental toll-free number

We will use the data from DXC Technology (DXC) and/or DHCS, and contact families with children who have not had a dental visit or a recommended diagnostic and preventive service within the timeframes recommended in DHCS’s dental periodicity schedule, including children who are members of Medi-Cal managed care health plan pediatric providers. Through this contact, we will direct members to oral health education materials, referral tools, and participating pediatric dental providers.

Sonría, Usted Tiene Cuidado Dental.

Sonría, California es la nueva campaña para ayudar a miembros de Medi-Cal como usted para que puedan aprovechar al máximo su beneficio dental. El Programa Dental de Medi-Cal provee servicios gratis o de bajo costo para ayudarle a conservar su salud y su sonrisa.

Aprenda más sobre su beneficio dental y encuentre un dentista de Medi-Cal como usted en SmileCalifornia.org o llamando al **1-800-322-6384**.
Cápsulas y uso hilo dental al día: ¡son hábitos saludables, importantes, e igual que ir al dentista regularmente, ¿por qué no? Con el Programa Dental de Medi-Cal, su visita al dentista es gratis o de bajo costo. ¡Haga su cita hoy!

Los servicios cubiertos pueden incluir:

- Exámenes y radiografías
- Limpieza dental
- Sellecciones
- Tratamientos con fluoruro
- Servicios de emergencia
- Extracción de dientes
- Empastes y coronas
- Tratamientos de conexión radiolar
- Escamamiento y cepillado de la raíz
- Mantenimiento periodontal
- Dentaduras parciales, totales y completas
- Relebas de dentadura postiza
- Ortodoncia (trenillas/brackets)*

*Más allá que otras.

sonría, CALIFORNIA
MEDICAL COBERTURA DENTAL
SmileCalifornia.org | 1-800-322-6384

Another important direct contact campaign will be engaging members who miss appointments. We will contact members when dental providers report missed appointments to us. Upon contact, we will encourage the member to reschedule the appointment and work with the member and provider to facilitate and promote utilization of dental services.

PROVIDER MATERIALS

We will continue to provide communication and educational opportunities to dental providers via available channels (e.g., SmileCalifornia.org, provider trainings, provider bulletins and the provider handbook) about provider enrollment, missed appointments process, and additional program information. We will continue to publish a monthly provider bulletin and produce a monthly summary of provider publications report. Provider education materials and information will be distributed to enrolled and non-enrolled dental providers via the Medi-Cal Dental website and email.

EVIDENCED BASED STRATEGIES – CARIES RISK ASSESSMENT

We will continue to work with DHCS to develop evidence-based strategies to increase utilization of dental services for members that fall into the categories of: 1) pregnancy and 2) adults with chronic diseases (i.e., diabetes). Evidence-based strategies will be implemented to improve the oral health and overall health of members in Medi-Cal Dental. Evidence-based strategies include, but are not limited to:

- Additional development of appropriate educational materials focused on the need to maintain good oral health for the benefit of overall health for adults, seniors and pregnant women.
- Use of social media and text messaging (if data is available) to educate and remind members of their Medi-Cal Dental benefit and covered services.
- Development of care coordination strategies at the local, county and state level to guide members to appropriate dental services through the Smile, California campaign and microsite.
- When appropriate, engage the use of dental case management services for members with more complex health issues that may be associated with their present condition.

We will guide primary care providers to oral health resources available on the Medi-Cal Dental website (e.g., oral health assessment and fluoride varnish application). Procedures for referring Medi-Cal Dental members to providers participating in Medi-Cal Dental are also included on the Medi-Cal Dental website. We will make these available to DHCS' contracted health plans and their network primary care providers involved in the care or coordination of medical services to Medi-Cal members.

Prevention of early childhood caries (ECC) is one of our top priorities for Medi-Cal members. We believe that a logical first step to reducing ECC is to concentrate early preventive efforts among young children (ages 0-6) in Medi-Cal Dental so that more costly treatment can be

avoided. We will continue to collaborate with the DHCS and stakeholders on statewide initiatives focused on reducing ECCs.

NEW SERVICE DELIVERY METHODS—VIRTUAL DENTAL HOME

Our plan incorporates activities that promote teledentistry and the Virtual Dental Home (VDH) model of dental care. We are aware of multiple sites in California that began teledentistry through the Dental Transformation Initiative (DTI) or that provide teledentistry independently of the DTI. It is our task and goal to promote teledentistry and the VDH through the following objectives:

- Promote VDH to participating providers (e.g., safety net clinics and fee-for-service) in the Medi-Cal Dental Program;
- Continue working relationships with providers initiating teledentistry to make their transitions into the Medi-Cal Dental Program as a VDH as smooth as possible;
- Retain VDH participating providers through various lines of communication (e.g., emails, Medi-Cal Dental bulletins, and Professional Relations Representative contact) to answer and assist with questions related to Medi-Cal Dental.

Local Activation Campaign

LOCAL PARTNERSHIPS

Smile, California partners with a variety of organizations that are positioned to help Medi-Cal members in their communities. Through the activation effort of the Smile, California campaign, we will seek the support of trusted community organizations to help reach parents of Medi-Cal members with accurate information about their dental plan, covered services, and available providers. We equip them with materials that promote the Smile, California brand and work to build confidence among members about their dental plan. We also partner with Medi-Cal providers to bring the brand into their offices, creating a friendly, comfortable and educational environment for members to receive care.

In 2019, we continue to activate Smile, California at the local level by:

- Promoting the Event-in-a-Box created for the Smile, California launch that includes printed and downloadable materials to promote the campaign within their community. We will solicit feedback from those who used the boxes in 2018 to learn how to add even more value to future editions.
- Collaborating with CBOs and local agencies to bring portable dental services to the community and support those already happening. For example, mobile and portable services are provided by Big Smiles, Healthy Smiles, Health Mobile and the California Dental Association through the California Dental Association (CDA) Cares events.

- Ensuring Smile, California is present at a variety of events in the targeted communities where members will attend, such as resource fairs, community festivals and fairs, and expos. As part of the partnership negotiations, event presence can also be in conjunction with a local partner. We will also identify events where more substantial campaign presence is appropriate and staff the event with trained brand ambassadors from the local community.
- Providing grants to support a brand ambassador program to identify, train and manage community members to share and disseminate campaign messages and materials through events and presentations.

TARGETED MARKETING MATERIALS

In 2018, we created materials targeting the parents of child members, including two fotonovelas and two educational videos (all created in English and Spanish-language.) For this contract year, we will create targeted materials for the adult population, including pregnant women, disabled individuals and older adults. We plan to expand the very successful video series to include at least two new videos, one that targets pregnant women and one that targets older adults. The market research will help us determine additional materials and content that is the most effective in reaching the adult population.

REGIONAL REPRESENTATIVES

Member Outreach Representatives will continue to establish, reinforce and expand relationships with community groups interested in supporting member outreach, represent Medi-Cal Dental at outreach events, and help members to access services through the Smile, California campaign. The representatives will be a direct line of contact for members and stakeholders in their geographic area.

Provider Outreach Representatives are based in strategic locations around the state, each responsible for a specific geographic area. They will continue to establish, reinforce and expand relationships with stakeholder groups, conduct trainings, focus on dental provider recruitment/enrollment/revalidation, and offer support to dental and medical providers. They are a direct line of contact for providers and stakeholders in their geographic area.

Access Campaign

DENTAL OFFICE TOOLKIT

In the first contract year, we surveyed providers to learn the types of materials they would like to offer to their patients. Many of these materials were included in Event-in-a-Box for providers to help them bring the Smile, California brand into their offices and clinics. We will expand on

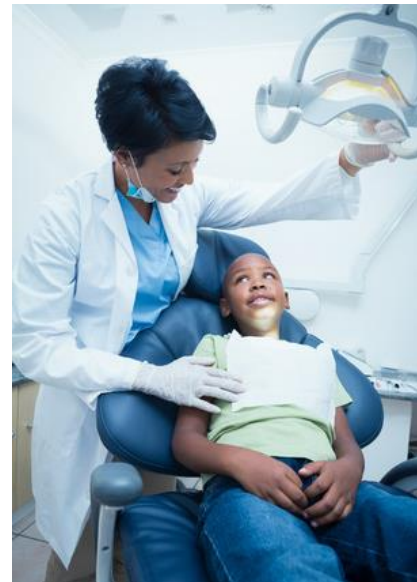
this toolkit in 2019 with more educational materials for the providers' staff as well as their Medi-Cal patients.

PROVIDER LOCATOR ASSISTANCE

We will assist members with selection of a provider within thirty (30) calendar days' notification by DHCS of a member's enrollment. We will not be responsible for assigning a member to a provider but will assist in locating a provider who is accepting new patients.

PROVIDER SELF-SERVICE WEBSITE

A new provider website application (self-service web portal) is now available on the Medi-Cal Dental website. The provider web portal will allow secure log-on and authentication, so providers can access claim status and history, payment history and secure web forms that allow providers to conveniently access information 24 hours a day, 7 days a week. In addition, the website includes a Search Engine for 'Find a Dentist' as part of Medi-Cal Dental's dynamic provider directory or referral. We will continue to use analytic tools and provider and partner feedback to provide recommendations for enhancements to the website.



PROVIDER ENROLLMENT OUTREACH

Our outreach team has conducted monthly provider enrollment outreach workshops and weekly provider enrollment assistance line events in accordance with Plan objectives to enroll providers. In addition, for more personalized enrollment assistance, enrollment outreach onsite visits are also available. Providers have the ability to request online, one-on-one enrollment application assistance at their location. We will continue to produce monthly and quarterly reports on provider attendance at workshops/events, and completed enrollments.

PROVIDER RECRUITMENT AND NETWORK ADEQUACY MONITORING

For recruitment, we contact newly licensed providers, dental schools, and organizations such as CDA, local dental societies, specialty dental organizations, and ethnic dental associations to promote Medi-Cal Dental and encourage participation. We develop provider recruitment materials that our provider representatives will distribute to non-enrolled providers. We conduct phone calls and onsite visits to non-enrolled providers to encourage participation and assist with enrollment. Technical assistance staff answer providers' questions, respond to their requests, and collect stories of provider and member experiences that can be shared through approved communication channels. We also encourage enrolled providers to participate on the provider referral list, which will increase the member access and the number of members receiving services. We monitor member access to dental services statewide, in border

communities, and in areas among sub-populations that exhibit or appear to be in danger of low or declining utilization.

MOBILE DENTAL CAPABILITIES

Delta Dental has been working with DHCS to deploy mobile vans and portable dental units, focusing our efforts on specific counties where overall access rates must be improved. We continue to work with local and county agencies to assist with mobile dental services (e.g., mobile dental vans and portable dental units) to areas where members are having difficulty accessing dental care. However, we will expand our efforts beyond specific counties to regions/areas in California where member utilization rates are deficient and access to dental care is insufficient. To assist with our expanded efforts to close the dental access gap, we have directed interested parties wishing to apply for mobile dental services funding to Delta Dental's Community Care Foundation, 'Access to Care' Grant. The foundation supports and gives priority to activities (e.g., mobile van outreach dental services) that support access to dental care for the underserved. We assist interested parties, including small county staff in geographies without existing dental services, with the grant application process. The mobile dental service grant will help to support existing (e.g., portable dental units) and innovative mobile dental services models (e.g., teledentistry).

ADDITIONAL PROVIDER OUTREACH INITIATIVES

As part of our provider outreach focus, we will also perform the following activities:

- Contact and provide training to primary care medical providers, including but not limited to pediatricians, family physicians, and obstetricians/gynecologists on the importance of oral health. This includes online training programs about oral health and supplemental training through Medi-Cal Dental webinars upon request.
- Identify potential areas where Medi-Cal Dental can be streamlined to reduce the administrative burden on providers without compromising program integrity.

Measurement and Reports

We measure the following incremental goals as indicators that we are moving in the right direction on the larger impact measures – more members having annual dental visits, preventive services and dental sealants. For provider participation metrics, we will increase the number of actively participating Medi-Cal Dental providers who have provided at least one service in the calendar year and increase the number of service offices accepting new members and referrals.

We assess on an annual basis, by calendar year, the completion of outreach communications and the customer service/experience and propose recommendations accordingly as part of our annual Outreach Plan submission to DHCS. Output metrics include, but are not limited to:

- Quantity of campaign marketing and promotional materials distributed to members
- Quantity of partnerships and collaborations and the number of members reached because of these partnerships
- SmileCalifornia.org analytics, such as site visits, time spent on page, the percentage of visitors to the website who navigate away from the site after viewing only one page (known as bounce rate), etc.
- Number of events in which the campaign had representation or messages were shared through partner organizations
- Content distribution via partners' social media platforms
- Provider Capacity, Access to Care and Provider Satisfaction surveys

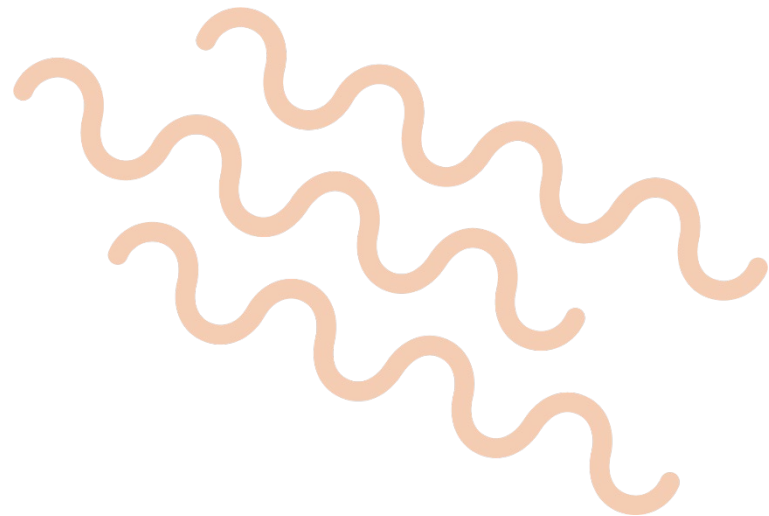
We also track outcomes or the evidence that helps inform us if and how the audience is reacting to messages and materials from our communications. The ways in which we collect and analyze this information include, but are not limited to:

- Increase in utilization of services
- Target audience response to calls to action, such as calling the toll-free number or visiting SmileCalifornia.org
- Qualitative analysis of social media engagement, such as comments on social posts from partners about Medi-Cal Dental

Delta Dental will provide DHCS with monthly, quarterly, and annual reports on performance and program utilization measures including, but not limited to, the annual increases in services and visits required in the contract. At DHCS's request, we will provide ad hoc reports using available systems and tools (e.g., databases, data warehouses and decision support systems), including:

- Monthly analytics related to mass email communications
- Monthly volumes of outgoing mail associated with provider services functions with costs for each week and a monthly summary
- Monthly provider enrollment mail tracking with mail returned as undeliverable and action(s) taken to correct any deficiencies (due no later than the tenth (10th) calendar day of each month)
- Number of billing and rendering general dental and dental specialty providers actively enrolled in the Medi-Cal Dental Provider Master File, including a breakdown by county and specialty and baseline numbers as of start of the Contract

- Number of billing and rendering providers with at least one claim submitted in the previous 12-month period, including a breakdown by county and specialty and baseline numbers as of start of the Contract
- Number of potential providers (i.e., those in clinical practice but not currently Medi-Cal Dental enrolled dental providers) contacted by geographical location, dentist names, provider identification (ID) numbers, and type of practice (general dentistry and/or specific specialty)
- Whether dental provider is or is not accepting new Medi-Cal dental members by age groups accepted, and any limitations imposed, e.g., age, number, special health care needs
- Contact and report on dental professional schools, universities, federally funded dental clinics, school-based health centers, and dental professional organizations invited to become Medi-Cal dental providers and their response
- Providers contacted through outreach efforts and their response
- Providers using mobile and/or portable dental equipment
- New providers enrolled and how they were enrolled
- Program utilization by county and age group, including data from federally-funded clinics



Appendix A – Member Outreach Objectives

1) Annual Dental Visit - All Ages	
Children Age 0-20	Baseline 2016
	Count
Beneficiaries w/ Annual Visit	2,504,844
90 Day Continuous Eligibles	5,565,312
Ratio of Utilization	45.0%
Contract Requirements	
Adult Age 21+	Baseline 2016
	Count
Beneficiaries w/ Annual Visit	1,487,086
90 Day Continuous Eligibles	7,133,665
Ratio of Utilization	20.8%
Contract Requirements	
All Ages	Baseline 2016
	Count
Beneficiaries w/ Annual Visit	3,991,930
90 Day Continuous Eligibles	12,698,977
Ratio of Utilization	31.4%
Contract Requirements	
Contract Requirement:	
<p>Increase the Annual Dental Visit for California’s Medicaid population enrolled in Medicaid for at least ninety (90) continuous days by ten (10) percentage points over three years. The Contractor shall increase the measure in the State by three point three (3.3) percentage points in the first Contract year and by three point three (3.3) percentage points in each of the first two Contract extension years</p>	
<p><i>** Exhibit A Attachment II, Scope of Work - Operations, C. Beneficiary Outreach Plan, a. Utilization - Page 44 of 251</i></p>	

2) Preventive Dental Services - Children Age 1-20	
Children Age 1-20	Baseline 2016
	Count
Beneficiaries w/ Preventive Services	2,304,441
90 Day Continuous Eligibles	5,324,509
Ratio of Utilization	43.3%
Contract Requirements	
Contract Requirement:	
<p>Increase preventive dental services for children ages one through twenty (20) enrolled in Medicaid for at least ninety (90) continuous days by ten (10) percentage points over three years. The Contractor shall increase the measure by three point three (3.3) percentage points in the first Contract year and by three point three (3.3) percentage points in each of the first two Contract extension years</p>	
<p><i>** Exhibit A Attachment II, Scope of Work - Operations, C. Beneficiary Outreach Plan, a. Utilization - Page 44 of 251</i></p>	

3) Sealants on Permanent Molars - Children Age 6-9	
Children Age 6-9	Baseline 2016
	Count
Beneficiaries w/ Sealants on Molars	199,536
90 Day Continuous Eligible	1,145,351
Ratio of Utilization	17.4%
Contract Requirements	
Contract Requirement:	
<p>Increase sealants on permanent molars for children ages six through nine enrolled in Medicaid for at least ninety (90) continuous days by ten (10) percentage points over three years. The Contractor shall increase the measure by three point three (3.3) percentage points in the first Contract year and by three point three (3.3) percentage points in each of the first two Contract extension years</p>	
<p><i>** Exhibit A Attachment II, Scope of Work - Operations, C. Beneficiary Outreach Plan, a. Utilization - Page 44 of 251</i></p>	

Appendix B – Provider Outreach Objectives

1) Dentists with One or More Services in Year (includes Active and Inactive Rendering Providers)

Baseline 2016	
Count	7,821
Requirements	

Contract Requirement:
(a) Increase the number of actively participating Medi-Cal dentists who have provided at least one service in the calendar year by ten (10) percentage points over four years.

- The Contractor must increase the measure by two point five (2.5) percentage points in the first Contract year and by two point five (2.5) percentage in each of the first three Contract extension years.*

*** Contract 16-93287, Exhibit A Attachment II, Scope of Work - Operations, D.5 Provider Outreach Plan, a-e The Contract Shall - Page 52 of 251*

2) Service Offices Accepting New Patients and Referrals (includes Active Service Offices only with either D0150 or D0145 paid claim code)

Baseline 2016	
Count	4,719
Requirements	

Contract Requirement:
(b) Increase the number of service offices accepting new patients and referrals by ten (10) percentage points over four years.

- The Contractor must increase the measure by two point five (2.5) percentage points in the first Contract year and by two point five (2.5) percentage in each of the first three Contract extension years.*

*** Contract 16-93287, Exhibit A Attachment II, Scope of Work - Operations, D.5 Provider Outreach Plan, a-e The Contract Shall - Page 52 of 251*