

2017 Medi-Cal Dental Outreach and Education Plan

A high level overview of goals, activities, and timelines for implementing a successful dental outreach and education plan for 2017

Prepared by Delta Dental for the California Department of Health Care Services

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INTRODUCTION

The purpose of this plan is to provide a 2017 Dental Outreach and Education (DOE) program for Medi-Cal beneficiaries in accordance with Welfare and Institutions Code, Section 14132.91. Effectiveness of outreach activities outlined in this plan will be assessed and reported to the Department of Health Care Services (Department) in a summary report on a quarterly basis beginning January 1, 2017. Updated plans will be formally submitted annually as the outcome of proposed activities are assessed for their effectiveness and outreach strategies are updated to best ensure the plan's success.

This plan will focus on outreach efforts to Medi-Cal beneficiaries statewide with emphasis in the 23 counties identified as underserved for children ages 0-20 (as defined as those counties that fell 41.17 percent below the statewide utilization average for Annual Dental Visits (ADV). The 23 counties with ADV below 41.17 percent in 2015-2016 are: Alpine, Amador, Butte, Calaveras, Contra Costa, El Dorado, Humboldt, Imperial, Lassen, Mariposa, Modoc, Nevada, Placer, Plumas, Sacramento (FFS), San Joaquin, Shasta, Sierra, Siskiyou, Solano, Stanislaus, Trinity, and Tuolumne. Outreach efforts for adults will be focused on all 58 counties based on 20.6 percent utilization from October 2015-September 2016.

In an effort to improve access and utilization in underserved counties, Delta Dental will initiate the following strategies:

- Enhance beneficiary awareness through direct communication. Communication tools will be assessed quarterly to determine efficacy and recommended revisions will be included in Delta Dental's quarterly report to the Department.
- Continue development of collaborative working relationships with State, County and Community Agencies to promote beneficiary education and utilization of Medi-Cal dental services.
- Leverage commercial dental technologies to enhance the customer experience. Examples include:
 - Denti-Cal website appraisal to assess potential for greater levels of self service; and
 - Explore Mobile App technology to make program and network information accessible to beneficiaries.

MEDI-CAL DENTAL OUTREACH AND EDUCATIONAL GOALS

- Increase beneficiary awareness of their Medi-Cal dental benefits through direct and indirect methods;
- Increase beneficiary utilization of Medi-Cal dental services; and
- Promote beneficiary participation in the Dental Transformation Initiative (DTI).

MEASURABLE OBJECTIVES

Through the use of the DOE Plan, Delta Dental will work collaboratively with the Department to increase beneficiary utilization. The overall goal of this plan is to increase beneficiary utilization in each underserved county by a minimum of one percentage (1%) point the first year (2015) and a total of four percentage (4%) points by the end of year two and two percentage (2%) points each year thereafter for a total of ten percent (10%) over the course of five (5) years. For 2017, this plan will strive to increase beneficiary utilization in each underserved county by a minimum of two percentage (2%) points. These are Denti-Cal contract measurements separate from the DTI measurements as contained in Activity #6 Dental Transformation Initiative – Domain #1.

California's Section 1115(a) Medicaid Waiver Renewal, entitled Medi-Cal 2020, was approved by the federal Centers for Medicare and Medicaid Services on December 30, 2015. Medi-Cal 2020 will guide us through the next five years as work to transform and improve the quality of care, access and efficiency of health care services for over 13 million Medi-Cal beneficiaries.

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The DTI statewide metrics are to increase preventive dental services for beneficiaries 20 years and under, by ten (10) percentage points above an established benchmark over a 5-year period. This plan will also strive to help meet the DTI statewide metrics for increasing preventive dental services for beneficiaries 20 years and under, by ten (10) percentage points above an established benchmark over a 5 year period.

PROPOSED ACTIVITIES TO ACHIEVE MEASURABLE OBJECTIVES

The following activities shall be employed to achieve the goals of this plan:

1. Pediatric Dental Outreach Mailers and Calls to Non-Utilizing Beneficiaries Under the Age of Four
2. Informational Notices to Newly Enrolled Beneficiaries
3. Telephone Service Center (TSC) Calls/mailers to Beneficiaries
4. Outreach to State, County, and Community Agencies
5. Website Enhancements and Beneficiary Handbook
6. Social Media Beneficiary App
7. Dental Transformation Initiative: Domain #1
8. Dental Transformation Initiative: Domains #2 & #3
9. Dental Transformation Initiative: Domain #4

ACTIVITY #1: PEDIATRIC DENTAL OUTREACH MAILING TO NON-UTILIZING BENEFICIARIES UNDER THE AGE OF FOUR

Goal:	To reinforce the importance of early oral health care for beneficiaries under the age of four.
Objectives:	<ul style="list-style-type: none"> • Identify beneficiaries under the age of four that have not had a dental visit in the past twelve months. • Provide information to beneficiary heads of household on the importance of early dental visits for their child(ren).
Process:	<ul style="list-style-type: none"> • Delta Dental and the Department will collaborate to identify beneficiaries under the age of four that have not had a dental visit within the last twelve months. • Delta Dental will mail a letter and an educational trifold to the heads of household of the identified beneficiaries. • The educational trifold shall be provided to Delta Dental by the Department. • Delta Dental will publish a dental provider bulletin to inform providers of the efforts to reach out to heads of household with children under the age of four. • Delta Dental will use an Auto Dialer to make automated phone calls to beneficiaries.
Measurement/ Impact:	At nine and fifteen months after the date of mailing, Delta Dental will provide the Department with utilization information for the targeted population.

Task	Timeline	Responsibilities
DOIL	October 2016	Department
Develop mailer	October 2016	Delta Dental
Approve mailer	October 2016	Department
Obtain beneficiary contact information	October 2016	Department
Auto Dialer Calls	March/April 2017	Delta Dental
Send mailers	January 2017	Delta Dental
Report at 9 and 15 months after mailing	October 2017	Delta Dental

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ACTIVITY #2: INFORMATIONAL NOTICES TO NEWLY ENROLLED BENEFICIARIES

Goal:	Increase awareness of Medi-Cal dental benefits for new beneficiaries (first 90 days of enrollment) to encourage early access to care.
Objectives:	<p>Quarterly Provide information on Medi-Cal dental (Denti-Cal) program services and benefits to newly enrolled beneficiaries.</p> <ul style="list-style-type: none"> • 100% of newly enrolled beneficiaries identified by the Department will be sent mailers within 90 days of enrollment.
Process:	<p>Delta Dental will contact newly enrolled beneficiaries, via mailer quarterly, to provide information regarding Denti-Cal benefits and how they may access assistance in making an appointment with an enrolled Denti-Cal provider.</p> <ul style="list-style-type: none"> • The Department will provide contact information for newly enrolled beneficiaries within 60 days of receiving the data from California Medicaid Management Information System; • The mailer will be completed and released within 30 days of receiving contact information; • Delta Dental will provide confirmation of completion of mailer within 15 days of mailing; and • Mailer will contain a code for beneficiary use when contacting the TSC. The beneficiary will provide code from the mailer to the TSC agent. This will enable tracking of inquiries related to the mailer. <p>The mailer will provide the following information:</p> <ul style="list-style-type: none"> • Available dental services through the Denti-Cal program; • How to obtain services through the Denti-Cal program; • How to avoid inappropriate care or fraudulent providers; and • How to obtain assistance in getting care or resolving problems with dental care.
Measurement/ Impact:	Delta Dental will provide the Department with monthly reports on the number of mailers sent to beneficiaries. Success of this activity will be measured through tracked calls received through the TSC and utilization data assessed on a monthly basis. Findings will be reported to the Department within the monthly summary report.

Task	Timeline	Responsibilities
Develop mailer	March 6, 2017	Delta Dental
Approve mailer	April 12, 2017	Department
Mailer translation and publication	April 12, 2017	Delta Dental
Obtain beneficiary contact information	May 8, 2017	Department/ Delta Dental
Send out mailers	June 21, 2017 – December quarterly	Delta Dental
Report monthly on number of mailers sent	July-December 2017	Delta Dental

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ACTIVITY #3: TSC CALLS/MAILERS TO BENEFICIARIES

Goal:	Increase awareness of Denti-Cal benefits for existing beneficiaries (enrolled more than 90 days) to encourage access to care.
Objectives:	Delta Dental will contact beneficiaries in underserved Counties that have been identified as not having received care in the previous 12 months to provide information on Denti-Cal benefits and assist the beneficiaries with locating a Denti-Cal provider. Based on the October 2015-September 2016 data, in the 23 Counties identified by the Department, there are approximately 1,166,160 eligible beneficiaries who have not utilized dental services in the last 12 months. In the first year the TSC call/mailed activity is implemented, Delta Dental will contact 25% of the beneficiaries identified in underserved Counties. The remaining 75% of beneficiaries residing in underserved Counties will be contacted during the 2016-2017 DOE Plan year (adjustments may be made based on updated ADV utilization data to ensure all underserved Counties are addressed during the two year period). Prior to finalization of the 2016-2017 DOE Plan, Delta Dental will evaluate the success of this activity with the Department.
Process:	Delta Dental TSC will contact households in underserved Counties for beneficiaries that have not received care in the last 12 months to inform them of their Denti-Cal benefits and provide information regarding how they may access assistance in making an appointment with a Denti-Cal enrolled provider. In the event that the TSC is unable to make phone contact with households in underserved Counties, a follow up mailer will be sent within 15 days of the initial call to inform the beneficiary of their Denti-Cal benefits and how they may access assistance in making an appointment with an enrolled Denti-Cal provider.
Measurement/ Impact:	Delta Dental will provide the Department with monthly reports on the number of telephone calls to households and number of mailers sent. Success of this activity will be measured through the tracking of appointments made through TSC outreach and utilization data assessed on a monthly basis. Findings will be reported to the Department within the monthly summary report.

Task	Timeline	Responsibilities
Develop TSC script/mailed	April 7, 2017	Delta Dental
Approve script/mailed	April 7, 2017	Department
Script/mailed translation	May 1, 2017	Delta Dental
Obtain beneficiary contact information	May 8, 2017	Department
TSC calls	July 2017	Delta Dental
Report monthly results of telephone contact and number of mailers sent	July, August 2017	Delta Dental

ACTIVITY #4: OUTREACH TO STATE, COUNTY, AND COMMUNITY AGENCIES

Goal:	Increase beneficiary awareness of Denti-Cal program through direct outreach to State and County Agencies and Community Agencies
Objective:	<ul style="list-style-type: none"> • 100% of County Agencies identified will receive Denti-Cal information packets for distribution by email or by mail. • 100% of Community Agencies identified, located within the selected underserved Counties, will receive Denti-Cal information packets for distribution by email or by mail. • 100% of State, County and Community Agencies identified in underserved Counties (10% below ADV) will receive follow up to discuss Denti-Cal program benefits quarterly or at their request via a visit or a provided presentation.
Process:	<p>Delta Dental will contact the appropriate State, County and Community Agency representatives to solicit their assistance in sharing information regarding the Denti-Cal program with beneficiaries with whom they have direct contact. Delta Dental will then conduct an introductory webinar to offer an overview of the Denti-Cal program and proposed goals and roles of the collaborative partnerships. As part of this outreach activity, Delta Dental will establish a collaborative meeting series in which the State, County and Community Agencies may check in and discuss outreach mitigation strategies. Representatives of the following agencies will be encouraged to participate in this effort:</p> <ul style="list-style-type: none"> • County First 5 • County Head Start • California School Based Health Centers • State and County Department of Social Services • County Child Health and Disability Prevention (CHDP) programs • County Women, Infants and Children programs • County and State Maternal, Child and Adolescent Health • California Department of Public Health • County Public Health offices • Department of Education • County Offices of Education • Community Based Health Centers • Home visit programs <p>Participating agencies will receive soft and hard copies of a Denti-Cal information packet which may be used to inform/educate beneficiaries regarding the Denti-Cal program.</p> <p>Denti-Cal information packet for distribution will include, but is not limited to:</p> <ul style="list-style-type: none"> • To Find a Dentist; • Scheduling a dental appointment • Finding out more information about your dental benefits; • Answering questions about the Denti-Cal Program; • Information on fraud & abuse; and • To get more information on resolving problems with dental care. <p>State, County and Community Agencies identified in underserved Counties will receive a follow up visit quarterly or by request to discuss Denti-Cal program benefits or be provided a presentation.</p>
Measurement/ Impact:	<p>Delta Dental will provide the Department with monthly reports on the number of outreach activities to agencies. Success of this activity will be measured through presentation evaluations, feedback received through ongoing meetings with participating agencies, and utilization data assessed on a monthly basis. Findings will be reported to the Department within the monthly summary report.</p>

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Task	Timeline	Responsibilities
Packet of materials for distribution submitted for approval	March 7, 2017	Delta Dental
Materials approved	March 7, 2017	Department
Material translation and publication to Corporate Services	March 7, 2017	Delta Dental
Initial outreach contact to State, County and Community Agencies (will continue activities while new materials in development)	January-December 2017	Delta Dental
Introductory launch presentation	February-December 2017	Delta Dental
Follow up visits/presentations to agencies in underserved Counties	January-December 2017	Delta Dental
Collect information on number of packets distributed and success of information dissemination-monthly (use current materials until new ones approved/printed)	January-December 2017	Delta Dental
Collect information on number of visits made to agencies	January-December 2017	Delta Dental
Report results of monthly outreach activities	January-December 2017	Delta Dental

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ACTIVITY #5: WEBSITE ENHANCEMENTS AND BENEFICIARY HANDBOOK

Goal:	Increase utilization of Denti-Cal website and awareness of benefits by beneficiaries.
Objectives:	<p>Update/Refresh the Denti-Cal website to make it more user friendly and informative.</p> <ul style="list-style-type: none"> • Improve website appearance and ease of use • Create, finalize, and publish a “Beneficiary Medi-Cal Dental Handbook” and “Oral Health Resources” • Increase utilization of website by 10% through development and publication of “Beneficiary Medi-Cal Dental Handbook” and “Oral Health Resources” tools (Baseline established by number of hits utilizing prior 90 day average preceding launch).
Process:	<p>Delta Dental will develop and submit to the Department a beneficiary Medi-Cal Dental Handbook. This handbook will include valuable information such as:</p> <ul style="list-style-type: none"> • The Beneficiary Telephone Service Center phone number; • How to use the Medi-Cal Beneficiary Identification Card; • How to check eligibility status; • Benefits covered under the Medi-Cal Dental Program, and additional relevant information. <p>Delta Dental will provide the Department with suggested website updates that aim to improve its appearance, ease of use, and materials to be included as additional oral health resources.</p>
Measurement/ Impact:	Delta Dental will provide the Department with monthly reports on the number of website enhancements performed. Success of this activity will be measured through increased use of the Denti-Cal website as indicated above. Findings will be reported to the Department within the monthly summary report.

Task	Timeline	Responsibilities
Develop and submit website recommendations	May 2017	Delta Dental
Approval of website recommendations	June 2017	Department
Start web enhancements for Oral Health resources	June 2017	Delta Dental
Website enhancements approved for production	June 2017	Department
Start Handbook development	January 27, 2017	Delta Dental
Handbook draft for reviews and revisions	February-May 2017	Delta Dental/ Department
Handbook approved	June 2017	Department
Handbook translation and publication	June-July 2017	Delta
Report monthly results of website enhancements	July 2017	Delta Dental
Report monthly results of Handbook website enhancements	August-December 2017	Delta Dental

ACTIVITY #6: SOCIAL MEDIA BENEFICIARY APP

Goal:	Increase beneficiary awareness of Denti-Cal benefits through social media (Beneficiary Mobile App).
Objective:	Delta Dental, will work with the Department to assess the viability of social media as an effective mode for providing beneficiary education and awareness. The Department will advise Delta Dental of a “go, no go.” If the decision is a “no go,” Delta will recommend the promotion and expansion of the DHCS Medi-Cal Mobile App.
Process:	Services available on the Beneficiary Mobile App: <ul style="list-style-type: none"> • Find local help, like phone numbers and addresses for your county office. • Learn about enrolling in Medi-Cal health coverage. • Get preventive health information. • Set up reminders. • Get important messages about Medi-Cal Benefits.
Measurement/ Impact:	Success of this activity will be determined as the viability of the activity is finalized.

Task	Timeline	Responsibilities
Research Apps and provide recommendations	To be pursued during 2016 contract	Delta Dental
Mobile App project approved	To be pursued during 2016 contract	Department
Start App project	To be pursued during 2016 contract	Delta Dental/Department
Launch App	To be pursued during 2016 contract	Delta Dental
Collect App results	To be pursued during 2016 contract	Delta Dental
Report App results	To be pursued during 2016 contract	Delta Dental

ACTIVITY #7: DENTAL TRANSFORMATION INITIATIVE-DOMAIN #1

<p>Goal:</p>	<p>Promote beneficiary participation in the Dental Transformation Initiative:</p> <ul style="list-style-type: none"> • Domain #1: Increase Preventive Services Utilization for Children
<p>Objectives:</p>	<ul style="list-style-type: none"> • Increase beneficiary participation in the Dental Transformation Initiative: <ul style="list-style-type: none"> ○ Domain #1: Increase the proportion of children ages 20 and under enrolled in the Denti-Cal program who receive preventive dental services by 10 percentage points over a 5 year period, metric benchmark will be established by the Department. • Promote establishment of a dental home and routine preventive dental services for beneficiaries.
<p>Process:</p>	<ul style="list-style-type: none"> • Delta Dental will contact and/or make available to the appropriate State, County and Community Agency representatives information regarding beneficiaries participation in the Dental Transformation Initiative to increase preventive dental services for beneficiaries 20 years and younger by: <ul style="list-style-type: none"> ○ The establishment of a dental home; and ○ Promoting education to beneficiaries on the benefits of annual dental visits to receive preventive dental services. • In order to accomplish this activity, Delta Dental will make efforts to form working collaborative relations with the following agencies so that they can share information regarding the Dental Transformation Initiative with their Medi-Cal dental beneficiaries: <ul style="list-style-type: none"> ○ County First 5 ○ County Head Start ○ California School Based Health Centers/Community Based Health Centers ○ State and County Department of Social Services ○ County Public Health Offices <ul style="list-style-type: none"> • County Child Health and Disability Prevention (CHDP) programs • County Women, Infants and Children programs • County and State Maternal, Child and Adolescent Health <ul style="list-style-type: none"> ▪ Home visit program ○ California Department of Public Health ○ State and County Offices of Education • Soft and hard copies of the Dental Transformation Initiative will be available to all agencies via Denti-Cal website and/or upon request, which may be used to inform/educate beneficiaries regarding: <ul style="list-style-type: none"> ○ Establishment of a dental home; and ○ Promoting education to beneficiaries on the benefits of routine dental visits to receive preventive dental services.
<p>Measurement/ Impact:</p>	<p>Delta Dental will provide the Department with monthly reports on the number of outreach activities to agencies. Success of this activity will be measured through presentation evaluations, feedback received through ongoing meetings with participating agencies, and utilization data assessed on a monthly basis. Findings will be reported to the Department within the monthly summary report.</p>

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Task	Timeline	Responsibilities
Continue DTI outreach contact to State, County and Community Agencies	January 2017 – ongoing	Delta Dental
Follow up visits/presentations to agencies in counties	January 2017 – ongoing	Delta Dental
Collect information on number of distributed materials and success of information dissemination-monthly (use current materials until new ones approved/printed)	January 2017 – ongoing	Delta Dental
Collect information on number of visits made to agencies	January-December 2017	Delta Dental
Report monthly results of outreach activities	January-December 2017	Delta Dental

ACTIVITY #8: DENTAL TRANSFORMATION INITIATIVE-DOMAINS #2 & #3

<p>Goals:</p>	<p>Promote beneficiary participation in the Dental Transformation Initiative in selected counties:</p> <ul style="list-style-type: none"> • Domain #2: Caries Risk Assessment and Disease Management Pilot; and • Domain #3: Increase Continuity of Care.
<p>Objectives:</p>	<ul style="list-style-type: none"> • Increase beneficiary participation in the Dental Transformation Initiative (Domains #2 & #3), in selected counties, through outreach activities that facilitate: <ul style="list-style-type: none"> ○ Formation of collaborative working relationships with State, County, and Community Agencies to educate and promote the Dental Transformation Initiative so that they can share the information with their Medi-Cal beneficiaries; and ○ Direct beneficiary education through community events.
<p>Process:</p>	<ul style="list-style-type: none"> • Delta Dental will contact the appropriate State, County and Community Agency representatives, in selected counties, to provide information regarding beneficiaries participation in the Dental Transformation Initiative (Domains #2 & #3) by: <ul style="list-style-type: none"> ○ The establishment of a dental home; and ○ Promoting education to beneficiaries on the benefits of annual dental visits to receive preventive dental services. • In order to accomplish this activity, Delta Dental will make efforts to form a working collaborative relationship with the following agencies so that they can share information regarding the Dental Transformation Initiative with their Medi-Cal beneficiaries: <ul style="list-style-type: none"> ○ County First 5 ○ County Head Start ○ California School Based Health Centers/Community Based Health Centers ○ State and County Department of Social Services ○ County Public Health Offices <ul style="list-style-type: none"> • County Child Health and Disability Prevention (CHDP) programs • County Women, Infants and Children programs • County and State Maternal, Child and Adolescent Health <ul style="list-style-type: none"> ▪ Home visit programs ○ California Department of Public Health ○ State and County Offices of Education • Soft and hard copies of the Dental Transformation Initiative will be provided to all agencies in selected counties (via outreach visits, Denti-Cal website and/or upon request) which may be used to inform/educate beneficiaries regarding: <ul style="list-style-type: none"> ○ The establishment of a dental home; and ○ Promoting education to beneficiaries on the benefits of annual dental visits to receive preventive dental services. • State, County and Community Agencies identified in Domains 2 and 3 counties will receive a follow up visits quarterly or by request to discuss the Dental Transformation Initiative and Denti-Cal program benefits or be provided a presentation.
<p>Measurement/ Impact:</p>	<p>Delta Dental will provide the Department with monthly reports on the number of outreach activities to agencies. Success of this activity will be measured through presentation evaluations, feedback received through ongoing meetings with participating agencies, and utilization data assessed on a quarterly basis. Findings will be reported to the Department within the monthly summary report.</p>

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Task	Timeline	Responsibilities
Continue DTI outreach to Domains 2 and 3 County and Community Agencies	January-December 2017	Delta Dental
Follow up visits/presentations to agencies in Domain 2 and 3 counties	January-December 2017	Delta Dental
Collect information on number of visits made to agencies	January-December 2017	Delta Dental
Report monthly results of outreach activities	January-December 2017	Delta Dental

ACTIVITY #9: DENTAL TRANSFORMATION INITIATIVE-DOMAIN #4

Goal:	<p>Promote beneficiary participation in the Dental Transformation Initiative in selected counties:</p> <ul style="list-style-type: none"> • Domain #4: Local Dental Pilot Programs (LDPPs)
Objective:	<ul style="list-style-type: none"> • Work with the 15 selected organizations to assist with their Local Dental Pilot Programs (LDPPs).
Process:	<ul style="list-style-type: none"> • Delta Dental will contact each selected organization to offer assistance with outreach activities associated with their LDPPs. • Delta Dental outreach activities will be tailored and complement each LDPPs goals and objectives.
Measurement/ Impact:	Delta Dental will provide the Department with monthly reports on the number of outreach activities to agencies. Success of this activity will be measured through presentation evaluations, feedback received through ongoing meetings with participating agencies, and utilization data assessed on a monthly basis. Findings will be reported to the Department within the monthly summary report.

Task	Timeline	Responsibilities
Continue outreach DTI contact to each LDPP in selected Domain 4 counties	May-December 2017	Delta Dental
Follow up visits to selected LDPPs in selected Domain 4 counties	June-December 2017	Delta Dental
Collect information on number of visits made to LDPPs in selected counties	January-December 2017	Delta Dental
Report monthly results of outreach activities	June-December 2017	Delta Dental

MONITORING THE EFFECTIVENESS OF BENEFICIARY OUTREACH

Each individual activity has specific objectives, which in aggregate is expected to improve access and utilization in underserved Counties.

Delta Dental has described its design, approval, implementation and reporting timelines specific to each activity. Additionally, each activity has set forth specific objectives, which will be reported monthly for monitoring purposes. To ensure the efforts are successful, monthly reports will be analyzed and findings will be reported to the Department within the quarterly summary report.

In order to ensure appropriate activity implementation and data collection occur and results are consistent with the outlined objectives, Delta Dental and the Department will meet no less than monthly to review the plan's objectives and goals, status of activities in process, results of in process/complete activities and determine corrective action plans for activities not meeting pre-established objectives. For activities exceeding objectives, Delta Dental, with approval from the Department, will develop expansion plans for execution.

SUMMARY

This plan documents Delta Dental's understanding of the activities needed to perform the outreach and education required by Welfare and Institutions Code Section 14132.91. Delta Dental views this plan as a working document as we collaborate with the Department to further develop beneficiary related measurements.

The intent of this plan is to focus on efforts in counties of the State that fall below acceptable beneficiary utilization and to improve overall utilization throughout the State through continued outreach activities (i.e. Health Fairs, referral service, warm transfers).

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