

2017 DENTI-CAL PROVIDER OUTREACH AND UTILIZATION IMPROVEMENT PLAN

An outreach and utilization improvement plan designed to remedy dental access problems attributed to the absence or low numbers of Denti Cal providers and specialists in underserved areas of California and its border communities for 2017

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

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INTRODUCTION

Delta Dental of California (Delta Dental) is pleased to submit its provider outreach and utilization improvement plan for efforts taking place in Calendar Year 2017. This plan is designed to help remedy dental access problems attributable to the absence or low numbers of fee-for-service Medi-Cal Dental (Denti-Cal) Program providers and specialists in underserved areas of California and its border communities. The plan provides an overview of the procedures, tasks, and activities related to provider outreach.

This plan uses the standard of licensed dentist to general population ratio by county as a baseline for determining if the Denti-Cal provider to beneficiary ratio in each county exceeds, meets, or falls below the standard. Outreach and recruitment efforts will be focused on counties identified below that failed to meet the licensed dentist to general population ratio, consistent with the provider participation measurement developed through stakeholder consultation conducted by the Department of Health Care Services (DHCS):

County	Classification
Amador	Extremely Below Standard
Humboldt	Far Below Standard
Inyo	Far Below Standard
Calaveras	Far Below Standard
San Francisco	Far Below Standard
Mendocino	Far Below Standard
Marin	Far Below Standard
Tehama	Below Standard
Contra Costa	Below Standard
San Mateo	Below Standard
Placer	Below Standard
Nevada	Below Standard
Del Norte	Below Standard
Butte	Below Standard
San Luis Obispo	Below Standard
Monterey	Below Standard
Shasta	Below Standard
Mariposa	Below Standard
Alameda	Below Standard
Santa Clara	Barely Below Standard
Yuba	Barely Below Standard
Napa	Barely Below Standard
Siskiyou	Barely Below Standard

Counties that are classified as “Extremely Below Standard” are defined as meeting 0% to 30% of the standard, “Far Below Standard” as meeting 31% to 60% of the standard, “Below Standard” as meeting 61% to 90% of the standard, and “Barely Below Standard” as meeting 91% to 99% of the standard. Based on the various levels below the general population standard, Delta Dental will take a “tiered” approach, initially targeting the top seven counties that fall into the “Extremely Below Standard” and “Far Below Standard” as Tier 1, counties “Below Standard” as Tier 2, and counties “Barely Below Standard” as Tier 3 during the Fiscal Year. However, Delta Dental will be conducting outreach to all identified counties failing to meet the general population standard during the Fiscal Year.

Delta Dental's general provider outreach strategy is designed as a multipronged approach. Delta Dental's approach will include collaboration with the California Department Public Health-Oral Health Program, California Dental Association and local professional societies, specialist societies, state and county agencies, and health organizations to develop solutions in provider shortage areas in California and to obtain possible recruitment venues for new providers. Delta Dental will also work with dental schools and Registered Dental Hygienists in Alternative Practice (RDHAP) programs to encourage students to work in underserved communities and participate in the Denti-Cal program once they graduate and acquire the appropriate licensure. In addition, Delta will focus on educating the enrolled provider population of the support services available to them as enrolled providers.

Delta Dental and the Department of Health Care Services will collaboratively evaluate progress towards meeting the goals established in the plan on a quarterly basis. Delta Dental will provide recommendations to the DHCS regarding activities that should be modified or added on a quarterly basis for consideration. This plan will be amended on a quarterly basis as the outcomes of proposed activities are assessed for effectiveness.

MEASURABLE OBJECTIVES

Delta Dental will work collaboratively with the Department of Health Care Services, Medi-Cal Dental Services Division (Department) to achieve an increase in Denti-Cal provider enrollment figures, provider participation, and provider retention in the California Medicaid dental program. This plan uses the standard of licensed enrolled dentist to Medi-Cal beneficiary ratio statewide as a baseline for determining if the Denti-Cal provider to beneficiary ratio in each county exceeds, meets, or falls below the standard. Improvement in county provider to beneficiary ratios, in which the provider is counted only if the provider treats twenty-five (25) or more beneficiaries in 2017, will be the key indicator in determining the effectiveness of Delta Dental's provider outreach efforts.

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 and/or complete activities and determine corrective action plans for activities not meeting pre-established objectives. The success of the provider recruitment strategy will be measured by increases in enrollment. The success of the provider retention efforts will be determined by county increases in the number of actively participating providers who treat twenty-five (25) or more beneficiaries in 2016. The success of strategies regarding alternative modality service delivery will be based on increases in beneficiary utilization in underserved areas.

PLAN FOCUS

1. **Recruit** — Increase the number of billing and rendering providers (with a focus on specialists) enrolling and participating in the Denti-Cal program in underserved counties;
2. **Retain** — Strengthen the current network to expand provider capacity, treat more patients, and to ensure there are sufficient numbers of providers accepting referrals for new Denti-Cal beneficiaries, with specific emphasis on counties lacking comparability with the general population ratio;
3. **Alternative Modalities** — Seek alternative settings for beneficiaries to access dental services and dental providers.
4. **Dental Transformation Initiative** – Support and assist with the implementation of the Department's Medi-Cal 2020 Waiver.

ACTIVITIES TO ACHIEVE MEASURABLE OBJECTIVES

In order to maximize provider outreach efforts, Delta Dental will utilize a combination of the following activities to increase provider recruitment, enhance provider retention, and use of alternative service delivery modalities to increase access to services for beneficiaries:

1. Provider Enrollment Recruitment:
 - Letter campaign to newly licensed dentists
 - Recruitment of non-Denti-Cal providers in underserved areas
 - Presentations to dental schools, RDH, RDHEF, and RDHAP programs
 - Denti-Cal one-on-one enrollment assistance through an online registration portal
 - Dental professional association conventions
2. Provider Retention:
 - Increased and targeted Denti-Cal provider support
 - Denti-Cal provider training seminars and on-site visits for existing and newly enrolled providers
 - Provider Satisfaction Survey
 - Redesign of Customer Support
3. Alternative Modalities:
 - Mobile Dental Van Services
 - School Based Health Centers
 - Teledentistry
4. Dental Transformation Initiative:
 - Increase Preventive Services Utilization for Beneficiaries 20 Years and Under
 - Caries Risk Assessment and Disease Management
 - Increase Continuity of Care
 - Local Dental Pilot Programs (LDPPs)

PROVIDER ENROLLMENT RECRUITMENT

Delta Dental and DHCS collectively acknowledge the importance of a robust provider enrollment recruitment strategy to ensure a sufficient number of providers are enrolled in the program and available to provide services to the beneficiary population. Additionally, Delta Dental and DHCS acknowledge the importance of ensuring providers are eligible to provide services to the Medicaid population under the applicable requirements pursuant to federal and state law. The enumerated activities below represent the proposed methods to accomplish an increase in provider enrollment for new providers and providers who have discontinued their participation in the Medi-Cal Dental Program. Success of provider enrollment specific efforts will be determined based on county-specific improvements of enrolled, participating treating dentists in the fee-for-service delivery system compared to the availability of dental providers for the general population. The number of enrolled dentists as identified through the activities below, in conjunction with the number of rendering dentists in comparison with the eligible population, will be re-evaluated every year to measure success of provider outreach efforts.

ACTIVITY #1: LETTER CAMPAIGN TO NEWLY LICENSED DENTISTS WITH PROVIDER REPRESENTATIVES AND OUTREACH STAFF SUPPORT

Goal:	Increase number of newly licensed dentists enrolling into the Denti-Cal program.
Objectives:	<ul style="list-style-type: none"> • All newly licensed dentist to receive initial letter with Dental Transformation Initiative information (DTI). • All newly licensed dentists who have not initiated enrollment after initial letter distribution will be sent a second letter. • All newly licensed dentists will be contacted by Provider Representatives and Outreach Staff if viable contact information is available.
Process:	<ul style="list-style-type: none"> • Revise current letter to include updates to the Denti-Cal program • A list of newly licensed dentists will be obtained from the Department of Consumer Affairs. • A semi-annual letter will be sent to all newly licensed dentists inviting them to enroll into the Denti-Cal program. • Secondary letters will be sent out 45 days after initial letters to newly licensed dentists that have not initiated the enrollment process. • For newly licensed dentists that have enrolled into the Denti-Cal program: <ul style="list-style-type: none"> ○ Provider Representatives will contact newly enrolled Denti-Cal providers within 90 days after enrollment notification to provide assistance with program questions and billing issues.

ACTIVITY #2: RECRUITMENT OF NON-DENTI-CAL COMMERCIAL PROVIDERS IN UNDERSERVED COUNTIES

Goal:	Increase the number of billing and rendering providers (with a focus on specialists) enrolling and participating in the Denti-Cal program in underserved counties.
Objective:	All licensed non-Denti-Cal providers in Tiers 1–3 (23 counties) will be contacted to encourage them to enroll into the Denti-Cal program
Process:	<p>Working in conjunction with our commercial network contracting division and with input from the Department, Delta Dental will conduct recruitment efforts in targeted counties listed in Tiers 1–3. Utilizing extensive outreach efforts, Delta Dental will:</p> <ul style="list-style-type: none"> • Conduct a telephone survey of commercial and licensed providers in these counties to: <ul style="list-style-type: none"> ○ Gauge their interest in participating in the program, and ○ If not interested, determine the reason and present findings to DHCS on a quarterly basis; • Providers requesting enrollment applications will be provided with information on: <ul style="list-style-type: none"> ○ Enrollment tool kit materials; ○ Enrollment assistance events; and ○ On-site visits for direct assistance in completing the Denti-Cal enrollment application. • Delta Dental will develop marketing phone scripts and concise enrollment-specific materials for distribution specific to this effort. • Delta Dental will also provide information on the Dental Transformation Initiative. • Each provider will be assigned to a designated Credentialing Analyst for one-on-one assistance. • Provider Representatives will contact newly enrolled Denti-Cal providers within 90 days after enrollment notification to provide assistance with program questions and billing issues.

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Task	Timeline	Responsible Entity
Call campaign initiated	July 1, 2017 –December 2017	Delta Dental
Enrollment application mail	July 1, 2017–December 2017	Delta Dental
Track number of providers enrolled through call campaign	July 1, 2017 – December 2017	Delta Dental
Monthly report	August 10, 2017 –December 2017	Delta Dental
Number of contacts made to newly enrolled providers by Provider Representatives	September 1, 2017 –December 2017	Delta Dental

ACTIVITY #3: DENTAL PROVIDER ENROLLMENT ASSISTANCE EVENTS

Goal:	Increase the number of enrolled providers in the Denti-Cal network.
Objective:	All providers demonstrating interest in the program through all outreach venues or seeking assistance through the Telephone Service Center or otherwise will receive assistance with either enrollment or revalidation process. All providers with incomplete applications will receive customized assistance. Enrollment Assistance Events are schedule twice per month at various counties across the State Enrollment Assistance (Toll Free) Line Event is provided once per month
Process:	<ul style="list-style-type: none"> Facilitate enrollment and revalidation process for providers through an online registration portal for a one-on-one visit. Continue to assess the utilization of existing provider enrollment tool kit materials and update enrollment guides and other information on Denti-Cal website. Contact providers that have submitted incomplete applications to offer assistance/guidance. Provider Representatives will contact enrolled Denti-Cal providers, within 90 days after enrollment notification, to provide assistance with program questions and billing issues.

Task	Timeline	Responsible Entity
Department approval of Dental Enrollment Workshops annual schedule	March 2017	Delta Dental & Department
Collect data on number of participants attending workshops	April 2017	Department
Number of contacts made to newly enrolled providers by Provider Representatives	January-December 2017	Delta Dental
Track through monthly reporting the number of providers enrolled or revalidated resulting from the enrollment assistance events	January-December 2017	Delta Dental
Track monthly reports of workshops provided	January-December 2017	Delta Dental

ACTIVITY #4: DENTI-CAL PRESENTATIONS TO DENTAL SCHOOLS AND RDHAP PROGRAMS

Goal:	Encourage dental and RDHAP students to participate in the Denti-Cal program.
Objective:	<ul style="list-style-type: none"> • Provide annual Denti-Cal presentations to all six dental schools and two RDHAP programs. • Achieve 20% enrollment rate resulting from Denti-Cal and RDHAP program presentations.
Process:	<ul style="list-style-type: none"> • Delta Dental will establish a working relationship with all six dental schools and two RDHAP programs. • Delta Dental will contact all six dental schools and two RDHAP programs to provide Denti-Cal presentations for students and faculty. • Delta Dental will also seek out and contact RDH and RDHEF programs for Denti-Cal program presentations. • The Denti-Cal presentations will provide information on: <ul style="list-style-type: none"> • The Denti-Cal program and the enrollment process; • Dental Transformation Initiative, exclusively, to dental students and faculty; • Loan Repayment programs; and • Participants will be asked to fill out a presentation evaluation. • Delta Dental will encourage students to work in underserved communities and/or enroll into the Denti-Cal program upon graduation.

Task	Timeline	Responsible Entity
Contact dental schools	January-December 2017	Delta Dental
Contact RDHAP programs	January-December 2017	
Denti-Cal presentation to dental schools	UCSF: Spring 2017	Denti-Cal presentation to dental schools
Denti-Cal presentation to RDHAP programs	Spring 2017 Fall 2017	Delta Dental
Submit evaluations for presentations	March 2017	Delta Dental
Monthly Reporting	July-December 2017	Delta Dental

ACTIVITY #5: PROFESSIONAL CONVENTION PROVIDER OUTREACH

Goal:	Increase awareness of Denti-Cal program to California Dental Association (CDA), California Society of Pediatric Dentists, School Based Health Alliance, members/dental students to facilitate participation in the program.
Objective:	<ul style="list-style-type: none"> • All existing Denti-Cal providers requesting assistance will be assisted on site. • All non-Denti-Cal providers will receive a follow up telephone call within one week.
Process:	<ul style="list-style-type: none"> • Delta Dental will: • Provide information on the Denti-Cal program and the Dental Transformation Initiative to all participants visiting the Denti-Cal booth; • Encourage non-Denti-Cal providers and dental students to participate in the Denti-Cal program; • Assist existing Denti-Cal providers with questions regarding the Denti-Cal program; and • Assist providers with enrollment and revalidation process. • Make follow up calls to all non-Denti-Cal providers to encourage participation.

Task	Timeline	Responsible Entity
Participation at CDA convention	May 4-6/August 24-26 2017	Delta Dental
Track number of providers requesting and receiving assistance	May/August 2017	Delta Dental
Track number of successfully enrolled providers resulting from participation at these events	June/September 2017	Delta Dental
Include in Monthly report following Spring and Fall CDA conventions	June/September 2017	Delta Dental

PROVIDER RETENTION

Provider retention efforts, as enumerated below, will be evaluated on a monthly basis for effectiveness and will be assessed consistent with an increase in by county number of rendering providers treating twenty-five (25) or more beneficiaries in 2017.

ACTIVITY #1: DENTI-CAL TRAINING TO EXISTING AND NEWLY ENROLLED DENTI-CAL PROVIDERS

Goal:	Increase provider and office staff knowledge of Denti-Cal criteria, billing process, and program services.
Objective:	<ul style="list-style-type: none"> • Provide training and one-on-one assistance to existing providers with high denial rates and as requested; • Contact all newly enrolled providers to offer training assistance and one-on-one assistance as requested. • Provide training and one-on-one assistance to safety-net facilities that provide services to Denti-Cal beneficiaries. • Conduct 60 provider seminars per contract requirement.
Process:	<ul style="list-style-type: none"> • Denti-Cal criteria training will be conducted based on need and/or upon request. • Providers and staff will be provided with information on: <ul style="list-style-type: none"> • Denti-Cal Criteria; • Billing process; and • Program services. • Participants will be asked to fill out an evaluation of the presentation.

Task	Timeline	Responsible Entity
Collect number of calls made targeted to newly enrolled providers	January-December 2017-ongoing	Delta Dental
Collect number of calls made to providers with high denial rates	January-December 2017	Delta Dental
Collect data on numbers of total trainings provided	January-December 2017	Delta Dental
Collect data on numbers of on-site trainings provided	January-December 2017	Delta Dental
Review presentation evaluations	February-December 2017	Delta Dental
Monthly reports on number of Denti-Cal training sessions provided to providers	February-December 2017	Delta Dental

ACTIVITY #2: DENTI-CAL PROVIDER REFERRAL LIST

Goal:	Ensure there are sufficient numbers of providers accepting referrals for new Denti-Cal beneficiaries.
Objective:	Provider Representatives and Outreach Staff will make contact with all non-participating service office locations enrolled in the program to encourage participation on the Denti-Cal referral list
Process:	<ul style="list-style-type: none"> • Provider Representatives and Outreach staff will contact and/or visit all non-participating service office locations to encourage them to accept new Denti-Cal patients • Assign Provider Representatives to: • Contact all current and newly enrolled Denti-Cal service office locations to provide assistance with the Denti-Cal program; and • Contact enrolled specialists and encourage participation on the Denti-Cal referral list

Task	Timeline	Responsible Entity
Number of calls made to service office locations	February-December 2017	Delta Dental
Data collection on number of providers assisted	February-December 2017	Delta Dental
Data collection on number of service office locations added resulting from this effort	February-December 2017	Delta Dental
Data collection on increased or decreased number of specialists participating in referral list resulting from this effort	February-December 2017	Delta Dental

ACTIVITY #3: REDESIGN OF CUSTOMER SUPPORT

Goal:	Enhance provider experience through consumer friendly print material, online, and mobile application services.
Objective:	Increase provider utilization of Denti-Cal informational material, website services, and assess viability of mobile application services
Process:	<p>Delta Dental will work with the Department to:</p> <ul style="list-style-type: none"> • Add webpage information tab for physicians on oral health evaluation, fluoride varnish application, and billing information links; and • Add request/contact link for Denti-Cal criteria training for Denti-Cal providers, FQHCs, RHCs, and IHS, other (e.g., Social Services). • Work with the Department in redesigning all provider outreach material. • Work with the Department to explore an App for Denti-Cal providers. • Possible launch Icons for App: <ul style="list-style-type: none"> • Direct access to Provider Services; • Direct access to Denti-Cal Application Forms; • Direct access to Provider Bulletins and Handbook; • Direct access to provider seminar/enrollment schedules and registration; and • Access to Denti-Cal website.

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Task	Timeline	Responsible Entity
Develop and submit website and print recommendations to the Department	To be completed during Takeover 2017	Delta Dental
Approval of website and print based enhancements	To be completed during Takeover 2017	Delta Dental & Department
Start website development	To be completed during Takeover 2017	Delta Dental
Website enhancements approved for production	To be completed during Takeover 2017	Delta Dental
Provide App recommendations to Department	To be pursued during 2016 contract	Delta Dental
Approval for App project	To be pursued during 2016 contract	Department
Develop App	To be pursued during 2016 contract	Delta Dental
Launch App	To be pursued during 2016 contract	Delta Dental
Track utilization	To be pursued during 2016 contract	Delta Dental
Monthly utilization report of App	To be pursued during 2016 contract	Delta Dental

ACTIVITY #4: PROVIDER SATISFACTION SURVEY

Goal:	To assess the level of satisfaction providers have with the Denti-Cal program and develop recommendations for solutions to perceived challenges.
Objective:	Survey all enrolled providers to determine satisfaction with services performed by the Denti-Cal program
Process:	<ul style="list-style-type: none"> Prior to any survey being initiated, Delta Dental will secure approval from the Department as to scope and content. The survey results will be reported to the Department within forty-five state workdays (Exhibit A, Attachment I, Section 3.4.6.2.5).

Task	Timeline	Responsible Entity
Approval of provider satisfaction survey	March 2017	Department
Distribution of provider satisfaction survey	May 2017	Delta Dental
Collect survey data and submit report	July 2017	Delta Dental

ALTERNATIVE MODALITIES OF DENTAL SERVICE PROVISION

In addressing areas throughout the State that have low beneficiary utilization, Delta Dental proposes to conduct the following outreach activities to address low beneficiary utilization in alternative settings. It is important to note, the Denti-Cal provider network is comparable to that of availability of dental providers to the general population.

ACTIVITY #1: MOBILE DENTAL VAN SERVICES

Goal:	<ul style="list-style-type: none"> • Increase dental care access, via mobile dental service, for Denti-Cal beneficiaries residing in underserved counties. • Increase utilization of Denti-Cal services by Denti-Cal beneficiaries in underserved counties.
Objective:	<ul style="list-style-type: none"> • Mobile dental van vendor to see a minimum of 80% Denti-Cal beneficiaries during site visit.
Process:	<ul style="list-style-type: none"> • Area(s) selected for mobile dental van services will be based on but not limited to the following: <ul style="list-style-type: none"> ○ Number of Denti-Cal providers/safety-net facilities in county; ○ Beneficiary utilization rate below acceptable range-to be determined by the Department; ○ No oral health program or oral health task force in place; and ○ Stakeholders, in selected area(s), willingness to work with mobile dental van vendor and Delta. • Counties selected for 2017 mobile dental van services: Alpine, Amador, and Calaveras. • Delta Dental will assist counties and mobile dental van vendor (s) with coordination of mobile dental van visit. • Mobile dental vendor to provide the following data: <ul style="list-style-type: none"> ○ Number of Denti-Cal beneficiaries receiving services; ○ Number of Denti-Cal beneficiaries receiving diagnostic and preventive dental services; ○ Number of Denti-Cal beneficiaries receiving diagnostic, preventive, and restorative services; ○ Number of Denti-Cal beneficiaries that have all dental services completed during mobile dental van site visit; and ○ Number of Denti-Cal beneficiaries referred out for dental services. • The mobile dental van vendor shall provide all data stratified by children and adults; and • Delta shall validate vendor data through claims data experience.

Task	Timeline	Responsible Entity
County stakeholders engagement	January - September 2017	Delta Dental
Set dates for mobile dental van services	Fall 2017	County, Delta Dental, and Department
Advertisements — All Advertisements to be distributed 2 weeks prior to mobile dental van visit.	Fall 2017	Delta Dental
Data collection — Data to be collected within 30 days after dental van visit.	December 2017	Delta Dental

ACTIVITY #2: MOBILE PORTABLE SERVICES

Goal:	<ul style="list-style-type: none"> • Increase dental care access, via portable dental service, for Denti-Cal beneficiaries residing in underserved counties: • Increase utilization of Denti-Cal services by Denti-Cal beneficiaries in underserved counties through portable dental services: and • Strive to establish sustainability of services through community support.
Objective:	Provide dental care through portable dental services to underserved communities (4 sites) within the Denti-Cal program
Background:	<ul style="list-style-type: none"> • Delta Dental has been in discussions with Reachout Healthcare America (Big Smiles) to provide dental services, via portable dental equipment, into underserved communities within the Denti-Cal program. • Delta Dental is collaborating with Reachout Healthcare America (Big Smiles) to expand mobile portable dental services into the following regions: El Dorado, Calaveras, Amador, and Alpine counties.
Process:	<ul style="list-style-type: none"> • Delta Dental will provide support to Reachout Healthcare America (Big Smiles) expansion into underserved communities through, but not limited to: <ul style="list-style-type: none"> ○ Establishing a collaborative working relationship with Oral Health Task Forces and/or Workgroups, ○ Assistance in enrollment of new providers, ○ Denti-Cal training, and ○ Assist with billing issues. • Reachout Healthcare America (Big Smiles) plans to work with the school districts in each county to provide dentals services (preventive and restorative) to children with unmet dental needs. • To insure compliance of the Denti-Cal program, Delta Dental will continue to monitor Reachout Healthcare America (Big Smiles) services as they expand into other regions of California. • In addition, Delta Dental will communicate with Reachout Healthcare America (Big Smiles) when necessary to ensure that all Denti-Cal guidelines are followed. • Upon successful completion of Reachout Healthcare America (Big Smiles) expansion to selected counties, Delta Dental will work with Reachout Healthcare America (Big Smiles) to expand their portable dental services to other underserved regions of California.

Task	Timeline	Responsible Entity
County stakeholders engagement:	January - September 2017	Delta Dental/Reachout Healthcare America
Reachout Healthcare America to initiate dental services : Alpine County	June 2017	Reachout Healthcare America(Big Smiles)/School districts/community Task Force or work group
Delta Dental to monitor process of expansion of services into other selected counties	July 2017	Delta Dental
Monitor utilization of services in the selected counties on a quarterly basis (to be begin once Reachout Healthcare America has initiated services)	July, October 2017	Delta Dental/Department

ACTIVITY #3: TELEDENTISTRY

Goal:	Increase dental care access, via teledentistry, for Denti-Cal beneficiaries residing in underserved counties.
Objective:	To increase utilization in underserved areas that would benefit from the use of teledentistry as an alternative modality for the provision of dental services.
Background:	<ul style="list-style-type: none"> • With the passage of AB1174, the ability to leverage technology to address network deficiencies and utilization issues has become more tangible. Delta Dental believes teledentistry and other complementary technology will play a significant role in the delivery of dental care going forward. • Delta Dental is currently working with Rolling Hills Clinic, Tehama County Public Health Advisory Board-Dental Committee, and Dr. Glassman/team to initiate a teledentistry program in the county. • Delta Dental has also reached out to the Community Medical Center in Stockton to provide support to their teledentistry project.
Process:	<ul style="list-style-type: none"> • Delta Dental will continue to work with Rolling Hills Clinic, Tehama County Public Health Advisory-Dental Committee, and Dr. Glassman/team to establish a teledentistry program in Tehama County. • Delta Dental will also: <ul style="list-style-type: none"> ○ Promote teledentistry to enrolled providers and safety-net facilities; ○ Promote teledentistry to local dental societies; ○ Provide Denti-Cal criteria training to staff; ○ Develop support from local agencies and stakeholders for teledentistry; • Follow up contact will be made by Provider Representatives to answer questions regarding the Denti-Cal program within 60 days of being identified as a designated site providing Teledentistry services.

Task	Timeline	Responsible Entity
Work with Rolling Hills Clinic to establish a teledentistry program	To begin in new 2016 Contract	Delta Dental, Rolling Hills Clinic, Dr. Glassman/ team , and Tehama County Public Health Advisory Board-Dental Committee
Rolling Hills Clinic begins to provide teledentistry services	To begin in new 2016 Contract	Rolling Hills Clinic
Collect data of teledentistry services provided through the Rolling Hills Clinic	To begin in new 2016 Contract	Delta Dental
Promote teledentistry to enrolled providers and safety-net facilities	To begin in new 2016 Contract	Delta Dental
Report data of identified sites utilizing teledentistry	To begin in new 2016 Contract	Delta Dental
Collect data on dental services provided	To begin in new 2016 Contract	Delta Dental
Quarterly report on the use of teledentistry sites	To begin in new 2016 Contract	Delta Dental

ACTIVITY #4: SCHOOL BASED HEALTH CENTERS (SBHCS) AND SAFETY NET CLINIC OUTREACH

Goal:	Encourage SBHCs and safety net clinics to treat Denti-Cal beneficiaries.
Objective:	Visit and provide Denti-Cal information and/or assistance to all SBHCs in California and technical assistance in safety net clinics in underserved areas.
Process:	<ul style="list-style-type: none"> • Provide information on the Denti-Cal program; • Provide Denti-Cal training and assistance with billing issues (when applicable); and • Encourage facilities without a dental component to incorporate dental services into their program/facility.

Task	Timeline	Responsible Entity
Visit to all SBHCs	January-December 2017	Delta Dental
Report number of safety net clinics assisted	January-December 2017	Delta Dental
Report number of visits and include in monthly report	January-December 2017	Delta Dental

DENTAL TRANSFORMATION INITIATIVE

Delta Dental is fully supportive of the Dental Transformation Initiative which was recently approved by Centers for Medicare & Medicaid Services (CMS). We share the Department’s vision for improving the oral health of beneficiaries, the use of innovative methods to increase the delivery of preventive services to children, and the implementation of cost containment features that incentivize the prevention of oral health disease.

Goals and objectives in each activity proposed will mirror the goals and objectives established in the Medi- Cal 2020 waiver for the Dental Transformation Initiative.

ACTIVITY #1: INCREASE PREVENTIVE SERVICE UTILIZATION FOR BENEFICIARIES 20 YEARS AND YOUNGER

Goal:	Increase the proportion of children ages 20 and under enrolled in the Medi-Cal dental program who receive a preventive dental service
Objective:	Increase beneficiary utilization of preventive services for children ages 20 years and younger statewide by 10 percentage points over a 5 year period, establishment of a metric benchmark will be determined by the Department.
Process:	<ul style="list-style-type: none"> • Work with the Department to inform Medi-Cal and non Medi-Cal dental providers, statewide, of the new incentive program. Models of communication may include, but not limited to: <ul style="list-style-type: none"> ○ Denti-Cal bulletin, ○ Email blasts, ○ TSC calls, ○ Automated calls , ○ Face-to-Face encounters (e.g., CDA conferences, Denti-Cal criteria training, and ○ Denti-Cal presentations, seminars, and workshops). • Outreach office visit and/or office contact to assist with Denti-Cal criteria and billing issues related to preventive dental services. • Delta Dental will work with providers participating in DTI throughout the duration of the pilot project period to insure that the all questions and requests for technical support is provided in a timely manner.

Task	Timeline	Responsible Entity
Upon approval from the Department and production of materials- begin providing new incentive program materials to providers	January-December 2017	Delta Dental
Begin visits and/or contact to providers to assist with dental criteria and billing issues related to preventive dental services	February-December 2017	Delta Dental
Outreach activities will be reported on a monthly basis to the Department.	March-December 2017	Delta Dental/ Department
Metrics reporting will follow Department established guidelines	December 2017	Delta Dental/ Department

Activity #2: Caries Risk Assessment and Disease Management

Goal:	Increase the use of Caries Risk Assessment (CRA) and disease management by Medi-Cal dental providers
Objective:	Assist the Department with its implementation of CRA and disease management by Medi-Cal dental providers, in the eleven selected counties, through the initial pilot project.
Process:	<ul style="list-style-type: none"> • Delta Dental will contact the Medi-Cal and non Medi-Cal dental providers within the selected eleven counties to: <ul style="list-style-type: none"> ○ Provide information on the Dental Transformation Initiative (DTI); ○ Solicit providers that may be interested in participate in the CRA pilot program (e.g., mailer, TSC calls, etc.) <ul style="list-style-type: none"> ▪ In order to ensure a robust provider participation for domain 2, Delta Dental recommends a face-to-face outreach campaign in counties where provider participation is limited (i.e. ten or less participating Medi-Cal dental providers and/or safety net facilities). ▪ Furthermore, the California Dental Association and Delta Dental have established a collaborative working relationship to reach out to participating and non-participating Medi-Cal dental providers to encourage them to participate in DTI; and ○ Provide technical support regarding the CRA guidelines/ training/billing (e.g., provider webinar and/or seminar) to participating Medi-Cal dental providers. • Delta Dental will work with providers participating in DTI throughout the duration of the pilot project period to insure that all questions and requests for technical support is provided in a timely manner.

Task	Timeline	Responsible Entity
Begin distribution of materials in selected counties	January-December 2017	Delta Dental
Outreach to providers in selected counties, where Medi-Cal dental provider participation is limited	January-December 2017	Delta Dental
Follow up outreach visits to provider offices requesting assistance or to offices not participating in program	January-December2017	Delta Dental
Outreach activities will be reported monthly to the Department	January-December 2017	Delta Dental/Department
Metrics reporting will follow Department established guidelines	December 2017	Delta Dental / Department

Activity #3: Increase Continuity of Dental Care

Goal:	Increase the continuity of dental services rendered by Medi-Cal dental providers to children ages 20 and under
Objective:	Increase the proportion of children ages 20 and under enrolled in the Medi-Cal Dental program who receive dental services for 2,3,4,5, and 6 year continuous periods via the initial pilot project, once a metric benchmark has been established.
Process:	<ul style="list-style-type: none"> • Delta Dental will contact (e.g., face-to-face visit, mailer, call, etc.) Medi-Cal and non Medi-Cal dental providers in the selected seventeen counties to: <ul style="list-style-type: none"> ○ Provide information on DTI; ○ Assist with any technical support regarding the continuity of care guidelines, Denti-Cal criteria training, and/or resolve any Denti-Cal billing issues. • Delta Dental will work with providers participating in DTI throughout the duration of the pilot project period to insure that all questions and requests for technical support is provided in a timely manner.

Task	Timeline	Responsible Entity
Begin distribution of materials in selected counties	January-December 2017	Delta Dental
Outreach to providers in selected counties	January-December 2017	Delta Dental
Follow up outreach visits to provider offices requesting continuity of care guidelines, Denti-Cal criteria training, and/or resolve any Denti-Cal billing issues.	January-December 2017	Delta Dental
Outreach activities will be reported monthly to the Department	January-December 2017	Delta Dental/ Department
Metrics reporting will follow Department established guidelines	December 2017	Delta Dental/ Department

Activity #4: Local Dental Programs (LDPPs)

Goal:	Assist the Department with the promotion and success of the Local Dental Pilot Programs
Objective:	Work with the fifteen selected LDPPs to assist with provider outreach activities tied to the four domains within the Dental Transformation Initiative
Process:	<ul style="list-style-type: none"> Once selection of all LDPPs have been completed, Delta Dental will contact each pilot program to offer assistance with provider outreach activities and/technical support regarding the Denti-Cal program (e.g., Training and billing).

Task	Timeline	Responsible Entity
Outreach to selected LDPPS	July-December 2017	Delta Dental
Outreach activities with LDPPs will be reported to the Department via monthly reports	July-December 2017	Delta Dental
LDPPs reporting metrics will follow Department established guidelines	December 2017	Delta Dental/Department

MONITORING THE EFFECTIVENESS OF PROVIDER OUTREACH STRATEGIES

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 quarterly 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 and/or 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

The activities described in this plan will be executed in Calendar Year 2017. As activities are implemented to drive greater provider participation, they will be monitored for effectiveness. Those activities yielding unacceptable results will be terminated. If an activity is not working, Delta Dental will discontinue its use, with approval from the Department, and assess how to improve the activity. If the activity can't be made to work, Delta Dental will propose an alternative approach to address the same problem the original proposal was designed to solve. Conversely, Delta Dental will evaluate other activities though the course of the year, and not limit activities to what is included in this document, contingent upon Department approval. This plan will be amended as needed to reflect the most current information.

This plan documents Delta Dental's understanding of the activities needed to ensure accountability and compliance with contract requirements related to provider outreach functions. Delta Dental views this plan as a working document as we collaborate with the Department to further develop solutions to provider participation and beneficiary utilization via access to providers and alternative modalities of service delivery.

Delta Dental looks forward to partnering with the Department to continue to drive improvements in the Medi-Cal dental program.

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