

# 2022 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 and Objectives



The 2022 Medi-Cal Dental Member and Provider Outreach Plan is designed to help improve the health of Medi-Cal members by increasing their utilization of the Medi-Cal dental benefit. This includes motivating members by educating them of their covered services, how to access care and the important relationship between their oral health and their overall health. In collaboration with the Department of Health Care Services (DHCS), Delta Dental and Runyon Saltzman, Inc. (RSE) will implement member and provider outreach efforts under the *Smile, California* campaign to:

“The *Smile, California* campaign has developed an array of informative materials that are easy to understand, relatable, and motivate Californians to adopt healthy oral health habits, such as visiting the dentist regularly.”

**Dr. Jayanth Kumar, DDS, MPH,  
California’s Dental Director**

- Improve overall performance of the Medi-Cal Dental Program (as defined below).
- Address education and outreach requirements as outlined in California Welfare and Institutions Code Section 14132.91.
- Increase the number of Medi-Cal Dental providers accepting new patients and referrals.

The 2022 plan outreach goals build on the efforts initiated in the first contract year, including the launch of the *Smile, California* campaign, which educates Medi-Cal members about their available dental benefit with the aim of motivating them to schedule a dental appointment. Since its launch, the campaign has developed several culturally and linguistically relevant downloadable resources, including: flyers, brochures, posters, fotonovelas, infographics, social media assets, presentations and videos. All resources are distributed statewide by a variety of partners, including state agencies, Local Oral Health Programs (LOHPs) and community-based organizations (CBOs). Outreach efforts will continue to develop appropriate resources while establishing new and fostering existing partnerships both at the local and statewide level. The outreach objectives will be measured by the following:

Member Outreach Objectives (see Appendix A for baseline):

- A. Increase annual dental visits for Californians enrolled in Medicaid for at least ninety (90) continuous days by 3.3 percentage points.
- B. Increase preventive dental services for children ages one (1) 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 (6) through nine (9) 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 Medi-Cal Dental providers accepting new patients and referrals by 2.5 percentage points.

## Member Audiences



Medi-Cal's member population includes almost 14 million\* children and adults, in the following categories:

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

*\*As of June, 2021.*

To produce measurable results in behavior, the campaign proactively targets members where they are — home, school, work, places of worship and where they shop. We also do this 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. Campaign performance measures focused on children and parents (or guardians) of children ages 0-20 are emphasized. In 2019, the *Smile, California* campaign was expanded to include adult Medi-Cal members and target efforts to reach the segments of this population defined above.
2. **Utilizers, Lapsed Utilizers and Non-Utilizers:** for the purposes of this plan, utilizers are defined 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 not used their benefit or, if enrolled less than a year, have not yet used their benefit. Given the increase in lapsed utilizers due to the COVID-19 pandemic, specific messaging has been developed around the lapse in dental visits and how to resume regular dental check-ups safely.
3. **Communities of Opportunity:** our outreach program will continue to emphasize a targeted approach to educate members in every corner of the state, including underserved and non-underserved communities. Outreach efforts focus on reducing barriers, supporting innovation in

care delivery, outreach and education, and alternative care services. Our greatest opportunity to drive utilization is within:

- Non-underserved communities where there are large member populations with sufficient providers (at least 1 provider for every 2,000 members), specialists and reducing barriers (e.g., culturally and linguistically).
- Underserved communities — communities with an insufficient number of providers for the member population. Outreach efforts focus on reducing barriers, supporting innovation in care delivery, provider recruitment and outreach, and alternative care services (e.g. teledentistry).

## Provider Audiences



To provide measurable results in Medi-Cal Dental provider recruitment and retention, we tailor our outreach in the following categories:

- Current Medi-Cal dental providers and allied dental professionals (enrolled and/or enrolled but not actively taking additional patients and/or referrals).
- Dental providers, including allied dental professionals, across California not enrolled in Medi-Cal.
- Currently enrolled and recently graduated dental students.

Outreach activities 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 sub-population per county (by member and provider county), or city.
- Other geographic areas of the state if designated by DHCS.

Note: “Low” is defined as a 1:2000 member to enrolled provider ratio within a specific county. Dedicated outreach dental consultants also provide dental administration support services and education to dental organizations, Safety Net Clinics, school-based health centers and dental professional schools and Allied Dental Professional Programs. Their outreach includes attending events, speaking engagements and online presentations. This is in addition to consistent engagement with all dental societies (including culturally diverse dental societies), dental offices currently enrolled and non-enrolled in Medi-Cal, school-based health centers and LOHPs.

## Key Program Messaging



To determine how to evolve and expand *Smile, California* campaign messaging for both member and provider target audiences, Delta Dental analyzes market research and collaborates closely with partners who directly serve the Medi-Cal member audience. *Smile, California* messages educate members and providers, inspire them to take the desired action and reinforce the messages so that the desired action continues. Below are the campaign's core messages by audience.

### MEMBER KEY MESSAGES:

- Benefits and Dental Health
  - Medi-Cal has dental covered.
  - Medi-Cal members are eligible for free or low-cost dental services.
  - 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.
  - Keeping your teeth healthy is one of the best things you can do for your overall health.
  - *Smile, California* is a campaign to make Medi-Cal members aware of their dental benefit.
  - Visit [SmileCalifornia.org](https://SmileCalifornia.org) to learn about covered services and find a Medi-Cal dentist.
- Children
  - Medi-Cal Dental provides routine, preventive and restorative services for free or low-cost to children.
  - Regular dental check-ups help your child establish a lifetime of healthy oral care habits.
  - A child's first dental visit should take place after their first tooth appears and no later than their first birthday.
  - Children should visit the dentist every six months.
  - Protect your children's teeth against cavities with molar sealants; sealants are a part of your child's Medi-Cal dental benefit.
- Adults
  - Adults should visit the dentist every 12 months for good oral health.
  - Medi-Cal members ages 21 and older have full-scope dental coverage.
  - It is important to continue taking care of your smile, especially as you age.
  - Seniors 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.

- Pregnant Members
  - It is safe and recommended to see your dentist for a cleaning and exam before your baby is born.
  - Your gums and teeth need special attention during pregnancy.
  - Medi-Cal covers dental services for pregnant members throughout their pregnancy and 60 days postpartum.
- Caregivers
  - As a caregiver, you play an important role in helping your loved one maintain a healthy smile.
  - When your loved one is struggling with other health problems or has special needs, their oral health can become a lower priority, but good daily oral hygiene and regular dental visits help your loved one avoid tooth pain and tooth loss and improve their overall health.

### PROVIDER KEY MESSAGES:

- About *Smile, California*:
  - *Smile, California* is a campaign to help Medi-Cal members use their dental benefit, learn about covered services, and find a dentist in a convenient location.
  - Medi-Cal members can learn about covered services at [SmileCalifornia.org](https://www.smilecalifornia.org).
  - Interpreter services are available and free by calling the Telephone Service Center. Transportation is also available free of charge for members.
  - 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 enrolling as a Medi-Cal provider:
  - Learn more about becoming a Medi-Cal Dental provider and joining California's network of comprehensive health care programs, which serves almost 14 million Californians — forming the backbone of California's health care safety net.
  - Medi-Cal patients represent one-third of Californians and half of the state's children. By becoming a Medi-Cal dental provider you will help bring access to oral health care to Californians who need it most.
  - Visit the Partners and Providers page on [SmileCalifornia.org](https://www.smilecalifornia.org) to watch the Medi-Cal Dental Provider Testimonial series to learn why dentists participate in the Medi-Cal Dental Program.
  - Learn more about services and benefits for Medi-Cal Dental Program providers.

- The enrollment application process has been streamlined, and regional outreach representatives are available for one-on-one assistance during the application process.
- As a Medi-Cal Dental provider you'll receive one-on-one assistance from our Dental Support Team every step of the way.
- The provider website application (self-service web portal) allows secure login for providers and their staff to access claim status, Treatment Authorization Request status, weekly check amounts and more. Providers can also access member history through the portal.
- Resources are readily available for you and your office staff, including Electronic Data Interchange (EDI), Telephone Support Center, regional outreach representatives and provider enrollment and training representatives.
- One-on-one assistance is also available for provider enrollment, billing issues, explanation of Medi-Cal Dental benefits, Prop 56, or any other assistance needed by contacting the Telephone Service Center.

## Overall Approach



### FRAMEWORK

*Smile, California* is a comprehensive campaign that is informed by research and uses best practices in health communications to develop campaign strategies and tactics that directly reach Medi-Cal members, as well as those who inform and influence their health habits and health-related decision making.



The framework for the campaign will continue to evolve from the following three foundational pillars: (1) Awareness and Education (2) Local Activation and (3) Access. This framework has helped organize and integrate activities aimed at increasing overall program awareness by educating members, encouraging trusted community level partners to play an active role in member education and increasing access to Medi-Cal dental providers by encouraging provider participation in the program.

The framework and supporting 2022 tactics are outlined below and described on the following pages.

#### 1. Awareness and Education

*Smile, California* effectively reaches members with messages that resonate by implementing outreach tactics that target them at various touchpoints in their daily lives. We increase member awareness about Medi-Cal Dental by developing culturally appropriate messaging and resources that educate members about their available benefits and the importance of utilizing them regularly. Our education includes addressing known barriers such as not having a dental home, members not being aware of what their benefit covers, lack of awareness of the connection between oral and overall health as well



as having fear and anxiety about going to the dentist. The campaign then uses various communication channels (e.g. statewide and local-level partner engagements, grassroots distribution, paid social media, news media) to broadly distribute resources to Medi-Cal members across California.

## **2. Local Activation**

*Smile, California* recognizes the powerful influence community partners have among our target audiences, therefore they play a critical role in the distribution and promotion of all campaign messaging and resources. We equip partners with campaign materials that appeal to motivating factors (i.e. overall health, preventive care) to encourage members to seek dental services and improve their dental care. Whenever possible, we collaborate with key partners on material development to ensure messaging is appropriate and relevant. The campaign also works closely with the California Department of Public Health, Office of Oral Health and their participating Local Oral Health Programs (LOHPs) across the state. These local-level partners are on the frontlines of direct member outreach and provide invaluable insight. Establishing and fostering collaborative relationships with key state and community partners also allows us to leverage their established trust with our member audience.

## **3. Access**

*Smile, California* aims to increase the number of Medi-Cal Dental providers in California and ensure members have access to care in their community. Campaign tactics are designed to retain existing providers, recruit and enroll new providers, re-engage inactive providers, drive inactive providers to increase the number of members they treat, and overall, encourage providers to support member outreach efforts and promote *Smile, California*.

## **CULTURAL COMPETENCY**

As previously mentioned, to ensure *Smile, California* messages and materials are relevant and appropriate for Medi-Cal Dental's diverse population, we engage a diverse group of partners and stakeholders to help with content creation and adaptation. In accordance with the ASO contract, the member websites are produced in English and Spanish with landing pages in 15 additional languages. Campaign materials are produced in English and Spanish with additional translations or adaptations for threshold languages defined in the *Smile, California* Medi-Cal Dental Outreach Translation Plan. There will be periodic updates to the Translation Plan as materials are added or revised, and additional translations or adaptations for materials are evaluated to address language inequities. All campaign content is American Disabilities Act (ADA) compliant and written at, or as near as possible to (given necessary technical language) a sixth-grade reading level.

## **PROJECT BRIEFS**

Delta Dental submits a project brief for approval to DHCS for each *Smile, California* campaign tactic. The project brief details goals and objectives, target audiences, 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.

## Awareness and Education



### MEMBER AWARENESS AND EDUCATION

#### Member Market Research

Building on research conducted with parents of child members, Delta Dental and RSE conducted formative research among adult populations, including informal focus groups with pregnant women, informal focus groups with individuals with disabilities and also conducted an online survey with seniors. This research has been used to inform strategy for outreach to specific audience segments as well as the development of several campaign resources.

#### **Smile, California Website (SmileCalifornia.org/SonrieCalifornia.org)**

“Visit SmileCalifornia.org” is the call-to-action on all campaign materials. The campaign website (SmileCalifornia.org/SonrieCalifornia.org) is the go-to resource for all audiences and continues to be the focal point of the campaign. It provides information about covered services, oral health tips, offers downloadable resources and connects members to care through the “Find A Dentist” tool. The site is designed and maintained with the member in mind in terms of ease of usability, relevance of content and readability. It also offers an array of resources specifically designed to help partners and providers to better engage with members. As new *Smile, California* campaign materials are created, they are posted to the website for download and use by members, partners and providers.



**866,606**  
**WEBSITE**  
**VISITS**



**86,183**  
**MATERIALS**  
**DOWNLOADS**



**459,570**  
**FIND A DENTIST**  
**CLICKS**



This is combined data from SmileCalifornia.org and SonrieCalifornia.org from 10/01/2018 to 12/15/2021.

Given the substantial number of downloadable resources that have been developed since the launch of the campaign, in 2022 we will update features and functionalities of both SmileCalifornia.org and SonrieCalifornia.org to ensure we

continue to provide an optimal user experience. Upgrades will include but are not limited to:

- Add flipbook functionality to materials that have multiple pages.
- Add “change text size” option to the header of the homepage.

### **Medi-Cal Dental Website**

Efforts will continue to make the campaign website the primary source of information for the Medi-Cal member by consolidating information on the Medi-Cal Dental site and transferring it to SmileCalifornia.org and SonrieCalifornia.org. In 2021, the portal was enhanced to better serve the Medi-Cal Dental Provider community.

Delta Dental will continue to maintain the Medi-Cal Dental website, (dental.dhcs.ca.gov), conforming to technical requirements and revising content when needed. Both SmileCalifornia.org and SonrieCalifornia.org is separate from the Medi-Cal Dental website but links to it on all pages. On an ongoing basis, conceptual improvements are discussed on how to best utilize the Medi-Cal Dental website as a primary mechanism of communication for providers. A proposal for suggested enhancements is submitted to DHCS annually.

### **Campaign Promotions**

*Smile, California* is designed to educate members about the importance of good oral health at all stages of life with the goal of motivating them to make visiting the dentist a part of their regular oral health routine. Providing relevant, informative and motivational messaging for all member audiences, including those with limited English proficiency, is the focal point of all our efforts. To effectively do this we identify and address the barriers keeping members from utilizing their available dental benefit and then develop appropriate messaging and resources.

The campaign receives ongoing feedback from state and local partners with regard to members’ needs. This feedback combined with relevant data is what has and will continue to drive content development.

To help organize communication to various segments of our target audience, the campaign was built on five fundamental promotions. *Smile, California* will continue to build upon these core promotions, augmenting existing content and developing new material tailored to key populations and key topics of interest to members. Below are the promotions that continue to serve as the overarching themes under which most resources and outreach efforts fall:

**Medi-Cal has Dental Covered:** Resources explain the availability of the dental benefit along with the services that are covered. Some target all members and others are tailored resources for a specific member audience such as caregivers or young adults transitioning from foster care.

**First Tooth, First Birthday, First Visit:** Resources target parents of Medi-Cal’s youngest members, reminding them that their child should see the dentist as soon as their first tooth appears or before their first birthday, whichever comes first.

**Seal Today to Prevent Decay:** Resources target parents of Medi-Cal children ages five and older, reminding them that sealants are a quick painless procedure a dentist does that protects children’s teeth for several years.

**Medi-Cal Covers Dental During Pregnancy:** Resources target pregnant Medi-Cal members, explaining that it is safe and important to receive routine dental care while pregnant and postpartum.

**A Healthy Smile Never Gets Old:** Resources target senior Medi-Cal members, encouraging them to continue practicing good oral health habits and explaining covered services.

**COVID-19 Materials:** Resources inform Medi-Cal members about new processes their dental office may have in place to keep everyone safe and healthy.

The COVID-19 pandemic has not only directly affected the Medi-Cal dental benefit utilization rates, but it has also changed the way we communicate with Medi-Cal members. We anticipate our 2022 outreach efforts may continue to be impacted, preventing or restricting in person community outreach. In response, *Smile, California* will continue to expand social media efforts on Instagram and Facebook, host webinars and/or attend relevant virtual events and leverage digital communications from partner organizations such as e-newsletters and social media channels. When appropriate, media efforts will be coordinated with the DHCS Office of Communications to secure on-air coverage or print publication for stories that inform and motivate members.



## Statewide Partnerships/Sponsorships

Strategic partnerships help bring *Smile, California* messages and materials to Medi-Cal members in communities across the state. Since its launch, *Smile, California* has gained the support of significant influential partners statewide. These partners play an integral role in helping Medi-Cal members receive our messaging and resources. In 2022 *Smile, California* will continue to explore new partnership opportunities while fostering existing relationships with organizations that interact with the Medi-Cal population. Recognizing that many partners are understaffed, we will continue to assist our local and state level partners as best we can by providing relevant resources that resonate with their specific Medi-Cal member audiences, and whenever possible we will provide turn-key materials that can easily be downloaded and implemented into their existing communication and outreach efforts.

The partners *Smile, California* collaborates with include, but are not limited to, the California Oral Health Technical Assistance Center; state and local Women, Infant and Children offices; state and local Head Start agencies; state and local First 5 commissions; school districts; school-based health centers; and medical providers and other entities. In 2022 *Smile, California* will continue to grow its partnerships with relevant departments and programs such as the Office of Education, the Department of Social Services, the Department of Aging and the CalFresh Healthy Living program.

*Smile, California* will significantly expand its Organizational Brand Ambassador Program. This program has proven effective in leveraging the trust, reach and influence of key community organizations by engaging them to serve as campaign ambassadors who promote the campaign messages in a variety of ways among their member audiences.

As appropriate, *Smile, California* participates in online events and conferences as another vehicle by which to share and showcase campaign materials among statewide partners who serve our member audience.

*“Smile, California is a vital partner in educating Medi-Cal enrolled Californians about their dental benefits and importance of oral health. The educational materials they develop are informative, accessible, available in multiple languages, and visually engaging. Their website is an essential resource for both Medi-Cal members and the community organizations that serve them.”*

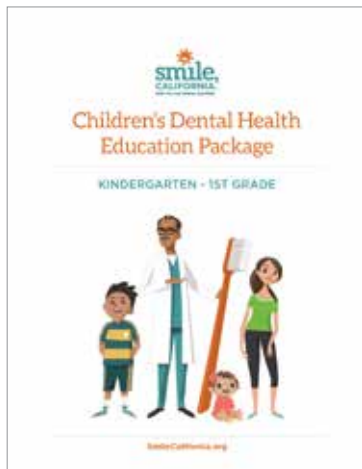
**UCSF, California Oral Health Technical Assistance Center**

(UCSF-COHTAC is funded by the Office of Oral Health, CDPH through Proposition 56, Contract #17-10592)

## Member Materials

Smile, California member materials are available for download on SmileCalifornia.org and SonrieCalifornia.org. These materials include promotional brochures, fotonovelas, informational flyers, fact sheets, videos, infographics and activities for children.

These materials are distributed across the state through partners and the Smile, California outreach representatives.



## Direct Contact Campaigns

Newly enrolled members receive a mailing about Medi-Cal dental benefits and how they can access assistance in making an appointment with a provider. The mailer currently includes the following information:

- Available dental benefits
- Information on the importance of early and periodic dental care
- How to obtain services
- Language assistance for all threshold languages
- 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

In 2022, campaign messages will be integrated into Medi-Cal mailers to families with children who have not had a dental visit or a recommended diagnostic and preventive service within the time frames recommended in the American Academy of Pediatric Dentistry's (AAPD) dental periodicity schedule. These mailings help members understand how to access materials and how to locate a participating Medi-Cal dental provider.

## PROVIDER AWARENESS AND EDUCATION

### Medical Dental Integration

Incorporating the dental care message into the primary care setting is essential to help underscore and raise awareness of the correlation between oral health and overall wellness. The campaign guides primary care providers to oral health resources available on the Medi-Cal Dental and *Smile, California* websites (e.g., oral health assessment and fluoride varnish application). They can access referrals to providers for Medi-Cal dental members on the Medi-Cal Dental website and/or the *Smile, California* website. *Smile, California* will continue to introduce medical providers and their staff to new member-facing resources they can share with patients as well as a physicians' toolkit, all available on SmileCalifornia.org. The toolkit, which contains oral health education resources, will be updated in 2022 and shared with Health Plans and medical professionals throughout the state. Resources will continue to be made available to DHCS contracted health plans and in-network primary care providers involved in the care or coordination of medical services to Medi-Cal members.

### Provider Materials

Provider education materials and information are distributed to enrolled and non-enrolled dental providers via the Medi-Cal Dental website, email, provider trainings, provider CE seminars, provider bulletins, and the Provider Handbook. Topics include provider enrollment, the missed appointment process, provider resources and additional program information. Delta Dental publishes a monthly provider bulletin and submits a monthly summary of provider publications report to DHCS Since the launch

of *Smile, California* we recognize our Medi-Cal Dental providers with a “thank you” gift. In 2021, enrolled providers statewide received a certificate of recognition signed by DHCS and the California Department of Public Health, Office of Oral Health. We will continue similar provider recognition efforts in 2022.

### **Evidenced Based Strategies — Caries Risk Assessment**

- The California Advancing and Innovating medi-Cal (CalAIM) initiative will go into effect on January 1, 2022. Delta Dental will promote and educate providers about CalAIM.
- CalAIM is a multi-year initiative that aims to improve the quality of life and health outcomes of the Medi-Cal population by implementing broad delivery system, program, and payment reform across the Medi-Cal program.
- Caries Risk Assessment (CRA) bundle is a new benefit added to the Medi-Cal Dental Program in alignment with national dental care standards. Delta Dental will educate providers on the new benefit and promote it.

### **Teledentistry**

This plan incorporates activities that promote teledentistry and the Virtual Dental Home (VDH) model of dental care. Multiple sites in California began teledentistry in 2016 when DTI began, and some sites provide teledentistry independently from DTI. The following are the teledentistry and VDH objectives:

- Promote virtual synchronous communication with members and VDH to participating providers 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 Provider Relations Representative contact) to answer and assist with questions related to Medi-Cal Dental.

## **Local Activation**



### **LOCAL PARTNERSHIPS**

Because *Smile, California* does not include any traditional paid media efforts, it relies heavily on the powerful reach and influence of community partners. *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, the support of trusted community organizations is used to help reach Medi-Cal members with accurate information about their benefit, covered services and available providers. *Smile, California* equips partners with materials that promote the *Smile, California* brand and works to build confidence among members about their benefit. *Smile, California* partners with Medi-Cal



dental providers to bring the brand into their offices, creating a friendly, comfortable and educational environment for members to receive care.

*Smile, California* is activated at the local level by:

- Ongoing support of and collaboration with the state's participating Local Oral Health Programs.
- Collaborating with CBOs and state agencies to bring mobile dental services and education to the community and support those already happening.

Activating our network of Organizational Brand Ambassadors with an expanded scope of work and a financial incentive.

- Promoting the *Smile, California* Partner Toolkit, a collection of promotional materials intended to help partners and providers bring the *Smile, California* brand experience into their offices and communities.
- In 2022 a significant effort will be made to implement strategies that provide access assistance to rural regions.
- In 2022 we will launch a faith-based outreach effort to meet our members where they worship. This includes but is not limited to, leveraging existing health ministries, coordinating one-on-one meetings, providing materials, message points, print ready articles.

## REGIONAL REPRESENTATIVES

Member outreach representatives will continue to establish, reinforce and expand relationships with partners in their geographic areas, represent Medi-Cal Dental at virtual and in-person outreach events, represent Medi-Cal Dental at outreach events and help members access services through the *Smile, California* campaign. The representatives will continue to serve as a direct line of contact for members, LOHPs and stakeholders in their geographic area.

Provider outreach representatives are based in strategic locations throughout 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



### DENTAL OFFICE TOOLKIT

We will continue to offer the *Smile, California* Provider Toolkit, a collection of materials to help providers bring the *Smile, California* brand into their offices and clinics for their staff and Medi-Cal members. Outreach representatives send materials to providers and partners when requested, and those materials include printed brochures, flyers, fotonovelas (all the materials are available on the *Smile, California* website), as well as toothbrushes and toothpaste.

## **PROVIDER SELF-SERVICE WEBSITE**

The portal is available on the Medi-Cal Dental website. The portal allows secure log-on and authentication, so providers can access claim status and history, payment history and secure web forms 24 hours a day, 7 days a week. A new feature allows providers to search their patient's Medi-Cal claim history through the portal. All content on the Medi-Cal Dental website, including but not limited to, educational material, the provider continuing education (CE) seminar schedule, a dynamic providers provider directory, Provider Handbook, Provider Bulletin, missed appointment process and provider enrollment forms can be searched or downloaded.

## **PROVIDER ENROLLMENT OUTREACH**

To grow provider engagement with the *Smile, California* campaign and increase their visibility to Medi-Cal members, we will expand the existing provider testimonial series. The videos not only help members become familiar with Medi-Cal dental providers, but more importantly, they provide an opportunity for non-enrolled providers to learn about the many benefits associated with being a Medi-Cal dental provider and become motivated to serve Medi-Cal patients in their office.

The outreach team conducts provider enrollment via on-site and online visits and staffs a weekly provider enrollment assistance line, through which providers can speak directly with enrollment staff for application assistance or questions. Providers can request online or one-on-one enrollment application assistance at their location. Provider attendance at workshops/events and completed enrollments are reported monthly and quarterly to DHCS.

## **PROVIDER RECRUITMENT AND NETWORK ADEQUACY MONITORING**

The outreach team contacts newly licensed providers, dental schools, the California Dental Association, California Dental Hygiene Association, local dental societies, specialty dental organizations and ethnic dental associations to promote Medi-Cal Dental and encourage participation. Provider outreach representatives visit non-enrolled providers in areas of need, providing Medi-Cal Dental Program information and provider recruitment materials. The representatives conduct phone calls, virtual and in person on-site visits to non-enrolled providers to encourage participation and assist with the enrollment application. Provider outreach representatives are also available for virtual presentations.

Once a provider is enrolled, the outreach representatives make in-person visits to provide technical assistance, answer providers' questions and respond to their requests. The provider outreach team encourages enrolled providers to opt-in to the provider referral list, which increases member access and the number of members receiving services. Member access to dental services is monitored 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**

The outreach team continues to work with local and county agencies to assist with mobile dental services (e.g. mobile dental vans and portable dental units) in areas

where members have difficulty accessing dental care. Efforts will be expanded beyond specific counties to regions/areas in California where member utilization rates are deficient and access to dental care is insufficient.

### **ADDITIONAL PROVIDER OUTREACH INITIATIVES**

As part of provider outreach focus, we will continue to perform the following activities:

- Focused outreach to recruit specialists that address the needs of members with special health care and case management needs.
- Identify potential areas where Medi-Cal Dental can be streamlined to reduce the administrative burden on providers without compromising program integrity.

## **Measurement and Reports**



The following incremental goals are measured as indicators that things are moving in the right direction on the larger impact measures, including more members having annual dental visits, preventive services and dental sealants. For provider participation metrics, the goal is to 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.

The completion of outreach communications and customer service/ experience are assessed on an annual basis, by calendar year both by mail and available on line.

Recommendations are proposed accordingly as part of the annual Outreach Plan submission to DHCS. Quarterly 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 (provided monthly, quarterly and annually).
- SmileCalifornia.org and SonrieCalifornia.org analytics, such as site visits, time spent on page, resource downloads, 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.
- Partners accessing *Smile, California* content for their social media platforms.
- Provider Customer Service and Provider Capacity Survey noting that provider feedback for continuous program improvements is analyzed from the surveys

Outcomes and evidence are tracked to learn if and how the audience is reacting to messages and materials from our communications. The ways in which this

information is collected and analyzed include, but are not limited to:

- Increase in utilization of services (baseline report).
- Target audience response to calls to action, such as visiting SmileCalifornia.org and SonrieCalifornia.org and using the “Find A Dentist” feature (provided monthly, quarterly and annually).
- Social media engagement, such as increases in likes and followers.

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’ request, Delta Dental will provide ad hoc reports using available systems and tools (e.g., databases, data warehouses and decision support systems). Available reports include:

- Monthly analytics related to mass email communications.
- 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 the 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 the 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), (provided monthly, quarterly and annually).
- Whether the 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; provided monthly, quarterly and annually).
- 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 (provided monthly, quarterly and annually).
- Providers contacted through outreach efforts and their response (provided monthly, quarterly and annually).
- Providers using mobile and/or portable dental equipment (provided monthly, quarterly and annually).
- New providers enrolled and if they were assisted on-site and/or by the Enrollment Assistance Line.
- Program utilization by county and age group, including data from federally-funded clinics.
- Recommendations for innovative methods to reach unenrolled providers (provided quarterly).

## APPENDIX A — MEMBER OUTREACH OBJECTIVES

### 1) Annual Dental Visit — All Ages

	Member's with Annual Visit	90 Day Continuous Eligibles	Utilization Ration	Contract Target Utilization Ratio
<b>Baseline 2017 Count</b>	4,204,539	11,808,345	35.6%	
<b>Measure Year 1 (2018)</b>	4,325,844	12,142,504	35.6%	38.9%
<b>Measure Year 2 (2019)</b>	4,387,648	11,876,120	36.9%	42.2%
<b>Measure Year 3 (2020)*</b>	3,544,768	11,689,987	30.3%	45.6%
<b>Measure Year 4 (2021)</b>				45.6%

\* Measure Year 3 (2020) has not been finalized – utilization counts will be determined after receiving final FFS and SNC counts for 2020

#### **Contract Requirement:**

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.

\*\* Exhibit A Attachment II, Scope of Work — Operations, C. Beneficiary Outreach Plan, a. Utilization — Page 44 of 251

### 2) Preventive Dental Services — Children Age 1-20

	Member's with Annual Visit	90 Day Continuous Eligibles	Utilization Ration	Contract Target Utilization Ratio
<b>Baseline 2017 Count</b>	2,396,154	5,034,960	47.6%	
<b>Measure Year 1 (2018)</b>	2,377,681	5,089,407	46.7%	50.9%
<b>Measure Year 2 (2019)</b>	2,394,791	4,972,974	48.2%	54.2%
<b>Measure Year 3 (2020)*</b>	1,865,973	4,835,263	38.6%	57.6%
<b>Measure Year 4 (2021)</b>				57.6%

\* Measure Year 3 (2020) has not been finalized – utilization counts will be determined after receiving final FFS and SNC counts for 2020

#### **Contract Requirement:**

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.

\*\* Exhibit A Attachment II, Scope of Work — Operations, C. Beneficiary Outreach Plan, a. Utilization — Page 44 of 251

### 3) Sealants on Permanent Molars — Children Age 6-9

	Member's with Annual Visit	90 Day Continuous Eligibles	Utilization Ration	Contract Target Utilization Ratio
<b>Baseline 2017 Count</b>	199,138	1,075,816	18.5%	
<b>Measure Year 1 (2018)</b>	186,852	1,058,927	17.6%	16.1%
<b>Measure Year 2 (2019)</b>	184,494	1,023,339	18.0%	19.4%
<b>Measure Year 3 (2020)*</b>	131,004	989,342	13.2%	22.8%
<b>Measure Year 4 (2021)</b>				22.8%

\* Measure Year 3 (2020) has not been finalized – utilization counts will be determined after receiving final FFS and SNC counts for 2020

#### **Contract Requirement:**

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.

\*\* Exhibit A Attachment II, Scope of Work — Operations, C. Beneficiary Outreach Plan, a. Utilization — Page 44 of 251

## APPENDIX B — PROVIDER OUTREACH OBJECTIVES

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

	Actual Count of Renderers	Count Target Count of Renderers	Contract Annual Percent Increase from Baseline
<b>Baseline 2017 Count</b>	7,693		
<b>Measure Year 1 (2018)</b>	7,911	7,885	2.5%
<b>Measure Year 2 (2019)</b>	8,214	8,078	5.0%
<b>Measure Year 3 (2020)*</b>	8,313	8,270	7.5%
<b>Measure Year 4 (2021)</b>		8,462	10.0%

\* Measure Year 3 (2020) has not been finalized – utilization counts will be determined after receiving final FFS and SNC counts for 2020

#### 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 with either D0150 or DS0145 paid claim code)

	Actual Count of Renderers	Count Target Count of Renderers	Contract Annual Percent Increase from Baseline
<b>Baseline 2017 Count</b>	5,080		
<b>Measure Year 1 (2018)</b>	5,290	5,207	2.5%
<b>Measure Year 2 (2019)</b>	5,439	5,334	5.0%
<b>Measure Year 3 (2020)*</b>	5,493	5,461	7.5%
<b>Measure Year 4 (2021)</b>		5,588	10.0%

\* Measure Year 3 (2020) has not been finalized – utilization counts will be determined after receiving final FFS and SNC counts for 2020

#### 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