



2023 Medi-Cal Dental Member and Provider Outreach Plan

Dental Administrative Service Organization (ASO)
Contractor in Partnership with the
California Department of Health Care Services



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Goals and Objectives



The 2023 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 about 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), the ASO contractor will implement member and provider outreach efforts under the *Smile, California* campaign to improve overall performance of the Medi-Cal Dental Program (as defined below):

“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**

- Address education and outreach requirements as outlined in California Welfare and Institutions Code Section 14132.91.
“The Program shall inform Medi-Cal beneficiaries of the availability of dental care and provide information regarding recommended frequencies for regular and preventive dental care, how to obtain Medi-Cal dental care, how to avoid inappropriate care or fraudulent providers, and how to obtain assistance in getting care or resolving problems with dental care.”
- Increase the number of Medi-Cal dental providers who accept new Medi-Cal dental patients, while finding innovative ways to support and retain currently enrolled providers.
- Focus on improving access to care in all underserved communities.
- Increase the number of annual dental visits by Medi-Cal beneficiaries of all ages.

The 2023 plan, outreach goals, build on the efforts initiated in the first contract year which included the launch of *Smile, California*. *Smile, California* is the promotional campaign designed to educate Medi-Cal members about their available dental benefit with the aim of motivating them to schedule a dental appointment. Since its launch in 2018, 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 fostering new and 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 three point three (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 three point three (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 three point three (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 two point five (2.5) percentage points.
- B. Increase the number of Medi-Cal dental providers accepting new patients and referrals by two point five (2.5) percentage points.

NOTE: Member outreach shall exclude members in Senior Care Action Network (SCAN) and Program for All Inclusive Care for the Elderly (PACE) health plans.

Member Audiences



Medi-Cal's member population includes almost 15 million children and adults, below are some, but not all, of the 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+
- Low-income pregnant women
- Low-income adults ages 65+

**As of June, 2022.*

To produce measurable results in behavior change, the campaign proactively targets members where they are — home, school, work, and places of worship. We also do this by age, race, utilization, life stages and developmental needs:

- 1. Age of Member:** We craft different messaging for different ages and life stages to ensure we target groups appropriately. Campaign efforts to target parents (or guardians) of children ages 0-20 are emphasized to promote Medi-Cal dental preventive services. Messaging for adults and seniors is tailored to promoting the utilization of their dental benefits and increasing their awareness of the connection between oral and overall health.
- 2. Utilizers, Lapsed Utilizers and Non-Utilizers:** There are three types of user groups for the purposes of this outreach plan approach: First,

utilizers are defined as members who have used their benefit within the last year. Second, Lapsed Utilizers are members who have not used their benefit within the last year. And third, Non-Utilizers are those who have not used their benefit.

Our education for these audiences includes addressing known barriers such as not having a dental home, not being aware of what their benefit covers with a focus on benefit emphasis for services like Non-Emergency Medical Transportation available, lack of awareness of the connection between oral and overall health as well as 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 reach Medi-Cal members across the state.

- 3. Underserved/Non-Underserved Communities:** Our outreach program will continue to emphasize a targeted approach to educate members, health plans and Departments of Social Services across the state, including undeserved and non-undeserved communities. The campaign takes into consideration language and cultural insights when reaching and communicating with the various campaign target audiences.

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:

- Adequate Provider Network communities where there are large member populations with sufficient providers (at least 1 provider for every 2,000 members).
- Inadequate Provider Network communities where there is 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., mobile dentistry). Currently we are partnered with Smile Dental Services to provide mobile dental services in targeted counties. This project will pave the way for future mobile dentistry partnerships. Please see page twenty-four for more detailed information about the Smile Dental Services project.

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.

- Mobile dental vans and school based dental programs, across California not participating in Medi-Cal.
- Specialty Dental Providers

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 low¹ 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 low¹ compared to the Medi-Cal population or sub-population in the area.
- The number of billing and rendering providers is low¹ 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.

Key Program Messaging



To determine how to evolve and expand *Smile, California* campaign messaging for both member and provider target audiences, the ASO contractor analyzes market research and collaborates closely with partners who directly serve the Medi-Cal member audience. *Smile, California* messages educate members and providers, inspiring members to utilize the Medi-Cal dental services available to them and providers to enroll and treat members. 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.

¹“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, LOHPs, school-based health centers, dental professional schools, and Allied Dental Professional Programs. Their outreach includes attending events, speaking engagements, and hosting online presentations.

- Visit [SmileCalifornia.org](https://www.smilecalifornia.org) to learn about covered services and find a Medi-Cal dentist.
- Transportation to you dentist should not be an issue, Medi-Cal has dental visit transportation covered.
- Children
 - Medi-Cal provides routine, preventive, and restorative dental services for free or low-cost to children.
 - Regular dental check-ups help your child establish a lifetime of healthy oral care habits.
 - Children should visit the dentist every six months or more often if needed (based on Caries Risk Assessment risk level).
 - A child's first dental visit should take place after their first tooth appears and no later than their first birthday.
 - 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 12 months 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, oral health can become a lower priority, but good daily oral hygiene and regular dental visits can 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 dental home.
 - Medi-Cal members can learn about covered services at 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 become 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 over 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 to watch the Medi-Cal Dental Provider Testimonial series to learn why dentists participate in the Medi-Cal Dental Program including the various incentives and support available to enrolled providers.
 - Learn more about services and benefits for Medi-Cal providers.
 - The Provider Application and Validation for Enrollment (PAVE) portal is DHCS' web-based application designed to simplify and accelerate enrollment processes. Providers can utilize the portal to complete and submit applications, report changes to existing enrollments, and respond to requests for continued enrollment or revalidation. PAVE features secure login, document uploading, electronic signature, application progress tracking, intuitive guidance, social collaboration, training support and much more.
 - As a Medi-Cal provider you'll receive one-on-one assistance from our Dental Support Team every step of the way. The Provider Support team is available to assist with questions regarding program benefits, policies and procedures, and billing guidelines, as well as to provide one on one training as needed.
 - The provider website application (self-service web portal) allows secure login for providers and their staff to access claim status, Treatment Authorization Request (TAR) status, weekly check amounts and more. Providers can also access member history through the portal and provide feedback via a newly created feature

- Resources are readily available for you and your office staff, including Electronic Data Interchange (EDI), Telephone Support Center regional outreach and training representatives.

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. The campaign also informs those who 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 2023 tactics are outlined below and described on the following pages.

1. Awareness and Education

Smile, California 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 and linguistically appropriate messaging and resources that educate members about their available dental benefit and the importance of utilizing their dental benefit regularly. As previously stated, our education includes addressing known barriers such as not having a dental home, members not being aware of what their benefit covers, of not being aware of the connection between oral and overall health as well as being afraid and anxious 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 reach 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 (e.g., overall health and preventive care) to encourage members to seek dental services and improve their dental care. The campaign collaborates 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 LOHPs across the state and the California Department of Education and its school districts. 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 AND LINGUISTIC COMPETENCY

Given the diversity within the Medi-Cal population, it is imperative that *Smile, California* messages and materials are culturally and linguistically competent. We engage with partners and stakeholders to help with content creation and adaptation to ensure we are effective in our communication with Medi-Cal Dental's diverse population. In accordance with the ASO contract, the member websites are produced in English and Spanish with landing pages in 19 additional languages. Campaign materials are produced in English and Spanish with additional translations or adaptations for threshold languages. There will be periodic updates to translations or adaptations for materials as they are evaluated to address language inequities. All campaign content is American Disabilities Act compliant and written at, or as near as possible to a sixth-grade reading level, given necessary technical language.

Awareness and Education



MEMBER AWARENESS AND EDUCATION

Member Market Research

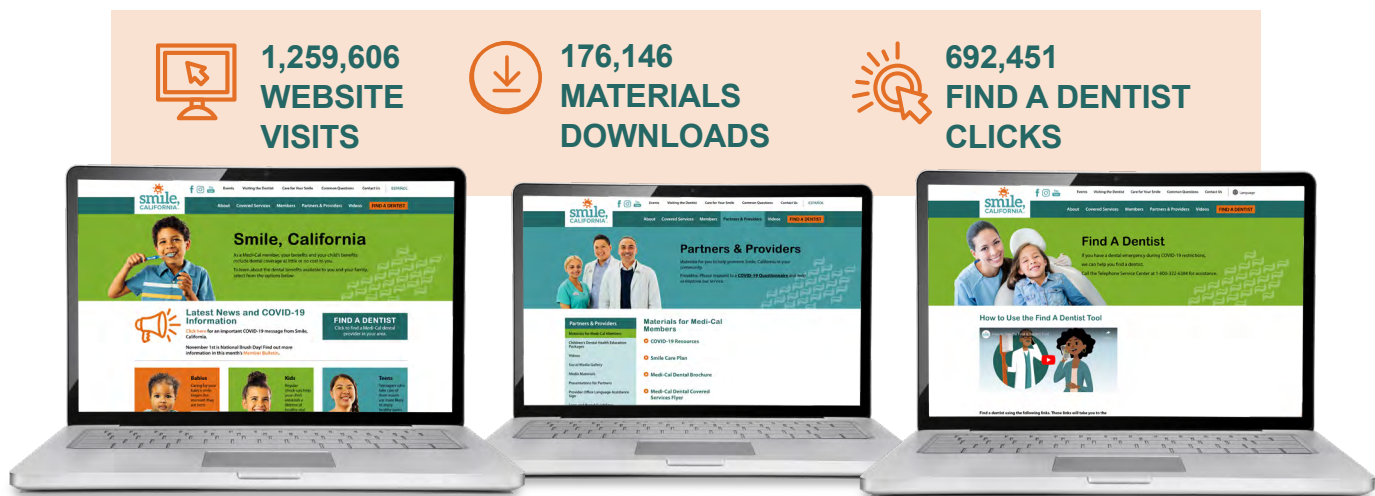
Smile, California was built on community research that helped us gain deeper insights into the various member segments. We learned about their attitudes, beliefs, behaviors, motivators and barriers, and their relationship to utilization of their dental benefit. To ensure that messaging remains relevant and appropriate, we will continue to conduct market research in 2023 by executing studies consisting of focus groups with relevant member audiences. Through research, we are able to monitor perceived barriers as well as identify motivational factors to empower California's Medi-Cal members with resources. This enables Medi-Cal Dental to remain a trusted, authentic, and empathetic oral health ally.

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

Visiting the *Smile, California* campaign websites (SmileCalifornia.org and SonrieCalifornia.org) will continue to be the primary call-to action on all campaign

materials. The campaign websites are designed with the Medi-Cal member in mind in that it is mobile-friendly, easy to navigate and provides important health and benefit information at an appropriate readability level. Specifically, the website provides information about covered services, oral health tips, offers downloadable resources and assists members with finding a Medi-Cal provider accepting new patients using the “Find A Dentist” tool. 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 for members, partners, and providers.

Given the substantial number of downloadable resources that have been developed since the launch of the campaign in 2023, the ASO contractor will continue to identify opportunities to improve the user’s experience, which will include updating the website wireframe and features.



This is combined data from SmileCalifornia.org and SonrieCalifornia.org from 10/01/2018 to 12/25/2022.

Medi-Cal Dental Website

The ASO contractor 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 are 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 such as the new “feedback button” created for providers to relay any issues and recommend improvements.

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. Since the campaign launch, hundreds of resources have been developed to inform all segments of our audience and in a way that addresses their primary areas of concern. Remaining nimble with our ability to adjust messaging is key to ensuring we keep members as informed as possible about their benefit, covered services and the importance of regular dental visits.

The campaign receives ongoing feedback from state and local partners about 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 resources target all members and others are tailored for a specific member audience such as caregivers or young adults transitioning from foster care.

Oral Health and School Readiness Fact Sheet

All children enrolled in Medi-Cal have dental coverage, but many parents and guardians may not realize their child has dental benefits or know how to access dental care.

A Child's Oral Health Affects Their Whole Body

Children with poor oral health may:

- Miss more school and receive lower grades than children who don't.
- Develop an infection or other serious health condition.
- Have trouble eating, speaking, and even sleeping due to pain.
- Have low self-esteem.

Dental Check-Ups Are Important for School Readiness

- Establishing good dental care habits at home at a young age is important. However, it is critical to educate families that home care alone is not a substitute for a dental check-up.
- Healthy teeth not only help children eat, speak and sleep better, but also help them perform better in school.
- According to a CDC study, children with tooth pain were more likely to miss school, sleep and four times more likely to have a low grade-point average when compared to children without oral pain.

The Kindergarten Oral Health Assessment Requirement

- To make sure children are ready for school, California law requires that children have a dental assessment by the age of 5 in either kindergarten or first grade, whichever is their first year in public school.

Medi-Cal Offers Comprehensive Preventive and Restorative Dental Benefits to Both Children and Adults

- Members under the age of 21 are covered for two dental check-ups and cleanings a year.
- Members 21 years of age or older are covered for one dental check-up and cleaning a year.

Connecting Members to a Medi-Cal Dentist

1. Visit SmileCalifornia.org.
2. Click on the orange "Find A Dentist" button at the top of the page.
3. Search for Medi-Cal dental providers in their area that are accepting new patients.

For additional information on the Medi-Cal Dental Program covered services and oral health resources for every life stage, visit SmileCalifornia.org/School-Readiness.

Healthy smiles start with two!

Brush for 2 Minutes
Brush 2 Times A Day
Visit the Dentist 2 Times A Year

Medi-Cal Dental has you covered!

The Medi-Cal Dental Program provides free or low-cost check-ups every 6 months for members under the age of 21 and every 12 months for members over the age of 21. Services covered may include:

SERVICES	KIDNEY	ADULT	TEENS	PREGNANT	ADULTS	ADULTS	ADULTS
Exam	✓	✓	✓	✓	✓	✓	✓
X-rays	✓	✓	✓	✓	✓	✓	✓
Fluoride varnish	✓	✓	✓	✓	✓	✓	✓
Sealants	✓	✓	✓	✓	✓	✓	✓
Emergency services	✓	✓	✓	✓	✓	✓	✓
Extraction	✓	✓	✓	✓	✓	✓	✓
Root canal	✓	✓	✓	✓	✓	✓	✓
Periodontal treatment	✓	✓	✓	✓	✓	✓	✓
Oral surgery	✓	✓	✓	✓	✓	✓	✓
Prosthetic services	✓	✓	✓	✓	✓	✓	✓
Dental X-rays	✓	✓	✓	✓	✓	✓	✓
Dental radiographs	✓	✓	✓	✓	✓	✓	✓
Emergency services	✓	✓	✓	✓	✓	✓	✓
Extraction	✓	✓	✓	✓	✓	✓	✓
Root canal	✓	✓	✓	✓	✓	✓	✓
Periodontal treatment	✓	✓	✓	✓	✓	✓	✓
Oral surgery	✓	✓	✓	✓	✓	✓	✓
Prosthetic services	✓	✓	✓	✓	✓	✓	✓

Visit SmileCalifornia.org to find a Medi-Cal dentist near you, or call the Medi-Cal Dental Telephone Service Center at 1-800-322-8384.

Molar Sealants Prevent Cavities

Unprotected tooth without sealant → Sealant is placed → Protected tooth with sealant

Food and bacteria can become stuck in tooth. Placing sealants is painless and takes only a few minutes. Tooth is protected from cavities.

Sealed teeth are protected teeth.
Medi-Cal Dental covers molar sealants for children and teens up to age 21.

Sealants reduce cavities by 80%.

Visit SmileCalifornia.org to find a Medi-Cal dentist.

Don't forget to schedule your child's required dental assessment!

What is the Kindergarten Oral Health Assessment (KOHA)?

To make sure your child is ready for school, California law requires children to have a dental assessment by May 31 in either kindergarten or first grade, whichever is their first year in public school.

Why is it important?

Poor oral health can affect a child's attendance, grades and overall performance in school. The KOHA helps ensure children are healthy and ready for a successful school year.

What is a Dental Home?

A dental home is a dental office where you and your child feel safe and comfortable going to.

STEPS TO COMPLETE THE KOHA:

1. Look out for a registration form and information from your child's school. They will give you:
 - Letter about the KOHA requirements
 - Form that the dentist will complete during your child's assessment
2. Take your child to the dentist by May 31. You can visit SmileCalifornia.org/Find-A-Dentist to find a dental home for your family.
3. Ask the dentist to fill out the KOHA form at your child's visit.
4. Give your child's school the completed form. At this point, you're done with the requirement but not with your child's dental care! As a Medi-Cal member, your child is covered for two dental check-ups and cleanings a year.

Visit SmileCalifornia.org to find your child's dental home today.

Medi-Cal Covers Dental During Pregnancy

Keeping your teeth and gums healthy is one of the most important things you can do during your pregnancy. It is also an important part of keeping your baby healthy.

The Medi-Cal Dental Program provides the following free or low-cost services during pregnancy:

- Exam
- X-rays
- Teeth cleaning
- Fluoride varnish
- Tooth removal
- Emergency services
- Blood tests
- Partial and full dentures
- Denture repairs
- Scaling and root planning

Visit SmileCalifornia.org to find a Medi-Cal dentist near you, or call the Medi-Cal Dental Telephone Service Center at 1-800-322-8384.

Free and Low-Cost Dental Benefits for Adults 50+ in California

IMMIGRATION STATUS DOES NOT MATTER

As of May 1, 2022, adults ages 50 and older can receive full scope Medi-Cal services. This includes free and low-cost dental services. Immigration status does not matter. All other Medi-Cal eligibility rules still apply. This expansion covers people who were:

- Previously enrolled in restricted scope (Emergency) Medi-Cal
- Not previously enrolled in Medi-Cal because they had unsatisfactory immigration status (or were unable to verify citizenship) to qualify for full scope Medi-Cal

With full scope Medi-Cal, members may be covered for the following free or low-cost dental services:

- Exam
- X-rays
- Teeth cleaning
- Fluoride varnish
- Fillings
- Tooth removal
- Partial and full dentures
- Emergency services
- Scaling and root planning
- Root canals
- Periodontal and full dentures
- Denture repairs
- Sealing and root planning

Find a Medi-Cal dentist and learn more. Visit SmileCalifornia.org or call the Telephone Service Center at 1-800-322-8384 to find a dentist near you and learn more about your dental benefits.

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 and Beyond: 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.

Caregivers Play An Important Role in Helping Their Loved One Maintain a Healthy Smile: Resources designed for caregivers to assist Medi-Cal members maintain good overall health and help access their dental benefits.

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

Statewide Partnerships/Sponsorships

Smile, California seeks the support of trusted community organizations to help reach Medi-Cal members with accurate information about their dental plan, covered services, and available providers. We are consistently deliberate about establishing meaningful collaboration with CBOs, local health jurisdictions and stakeholders statewide. These partnerships not only help ensure that varying perspectives within a community are understood, but also provide *Smile, California* the invaluable benefit of having these trusted community partners serve as frontline brand ambassadors. We equip them with materials that promote the *Smile, California* brand and work to build confidence among members about their dental plan. Through our local activation efforts, we not only engage stakeholders, community partners and providers as our trusted messengers to reach our Medi-Cal member audience but to also reach media.

In 2023, we will continue to equip partners with campaign materials that appeal to members and encourage them to seek Medi-Cal dental services. *Smile, California* will continue to collaborate with key partners on material development to ensure

“*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**

messaging is appropriate and relevant. Additionally, we will continue to seek opportunities to establish and maintain new partnerships with key community partners and will also continue to maintain existing relationships with state agencies, departments and organizations that serve the Medi-Cal population.

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; LOHPs; and medical providers and other entities.

Recognizing the trust and influence CBOs have with the Medi-Cal audience, *Smile, California* will continue to expand the Organizational Brand Ambassador stipend program. This program identifies, trains, and deploys health educators within the ambassador organizations to deliver campaign messages to members in their communities. Scopes of work include but are not limited to providing dental referrals using the “Find A Dentist” tool and the DHCS Medi-Cal Provider Directory, publishing information regarding Medi-Cal dental benefits via digital communications and social channels (e.g., e-newsletters, Instagram, Facebook, blogs, etc.), displaying Medi-Cal information in their facility, giving Medi-Cal Dental presentations to members in their communities, etc.


The *Smile, California* outreach team participates in in-person and virtual events and conferences. Community events play a vital role in engaging with the Medi-Cal population and establishing connections to agencies serving counties throughout the state, underserved and non-underserved.

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.

TOOTHY TIPS FOR PARENTS



Did you know that healthy baby teeth make way for healthy permanent teeth? Help your children keep their smiles strong and healthy for a lifetime by building good oral health habits now.

- Brush twice a day.** As soon as your child's first tooth appears, help them brush twice a day, in the morning and at bedtime. You should continue brushing your child's teeth until you are sure they can brush on their own. Once your child can brush on their own, you should continue to supervise, reminding them to use good brushing techniques.
- Floss daily.** Help your child floss between their teeth as soon as they have two teeth that touch.
- See the dentist twice a year.** Children under the age of 21 should see the dentist for a cleaning and check-up every six months. If your child doesn't have a dentist, visit SmileCalifornia.org and click on the Find A Dentist button to find a dentist near you.
- Choose healthy foods and drinks.** A balanced diet is an important part of keeping your teeth and gums healthy. Help your child make healthier food choices. Be sure to limit sugary snacks and drinks, like juice and candy.

Remember, children learn by watching their parents. Be a good oral health role model by taking good care of your own teeth and gums!

Good Oral Health Through the Years

Babies
Your child's first dental visit should take place after their first tooth appears, but no later than their first birthday. Baby teeth are critical to your child's health and development. Kids can get cavities as early as age two, so visit the dentist as soon as possible.


Kids
Children start to lose their baby teeth as early as five years old. This is when their permanent teeth begin to grow in. Ask the dentist about sealants to help protect your child's back teeth from cavities. Sealants are clear, protective coatings that are quick and painless.

Teens
Continuing to eat sugary foods and drinks as teens can put them at a higher risk for tooth decay. Teenagers who get regular dental check-ups maintain good oral health well into adulthood. Keeping a twice-size toothbrush in a locker or backpack to brush after meals can also help reduce the risk of cavities and keep teeth bright – a boost to any teen's self-esteem.

Pregnancy
Good oral health care helps prevent problems during pregnancy. As a Medi-Cal member, you are covered during pregnancy and 12 months after the birth of your baby. Regular brushing and flossing, eating a balanced diet and visiting your dentist regularly, will help reduce dental problems that may accompany pregnancy.

Parents, California law, Education Code Section 49452.8, requires that your child have an oral health assessment (dental check-up) by May 31 in either kindergarten or first grade, whichever is his or her first year in public school. Assessments that have happened within the 32 months before your child enters school also meet this requirement. The law specifies that the assessment must be done by a licensed dentist or other licensed or registered dental health professional.

Learn more about oral health, and to learn about Medi-Cal dental services, visit SmileCalifornia.org



Healthy Smiles Start with Healthy Foods



Good oral health takes more than just brushing and flossing. Eating a balanced diet rich in all the right fruits and veggies, healthy foods and drinks will help keep your teeth and gums healthy.

HEALTHY FOODS = BIG SMILES!

Eating well and practicing good oral care at home every day is an important part of keeping your smile healthy – but don't forget to visit the dentist for regular check-ups! Dental visits are your best defense against cavities and gum disease and can help keep you healthy overall.

Medi-Cal Dental provides free or low-cost check-ups every six months for members under the age of 21 and every 12 months for members age 21 and over.

Services may include:

- Exams and x-rays
- Fillings
- Scaling and root planning
- Root canal treatment
- Periodontal maintenance
- Orthodontics (limited)
- Complete and partial dentures
- Cleanings
- Fluoride treatments
- Fillings and crowns*
- Emergency services
- Tooth removal
- Denture repairs

*Covers all major oral problems. (Duck teeth) may be covered in some cases.

Learn more about your dental services and find a dentist near you at SmileCalifornia.org



Medi-Cal Covers Dental During Pregnancy

Because it is safe and important to see the dentist while pregnant!






A Healthy Smile Never Gets Old!
The Medi-Cal program provides dental coverage for seniors.




Healthy Smiles, Bright Futures




Smile Care Plan
Use this plan to get set for your next dental visit.

Reasons to schedule an appointment with your nearest Medi-Cal dentist today!

- Because you can't Medi-Cal has dental covered. Dental check-ups are free or low-cost for Medi-Cal members eligible for dental benefits.
- It's your baby's first birthday! Make an appointment for your child's first dental visit as soon as their first tooth comes in or by their first birthday, whichever comes first.
- Your child's permanent molars have arrived! Ask their dentist to apply molar sealants. It's quick, painless and can protect your child's back teeth for several years.
- As of January 1, 2018, the Department of Health Care Services restored adult dental benefits for members 21 and older with full-scope dental coverage.

CHOOSE YOUR DENTAL HOME:

Dentist Name: _____
Office Address: _____
Phone Number: _____

Dentist Name: _____
Office Address: _____
Phone Number: _____

Dentist Name: _____
Office Address: _____
Phone Number: _____

GET READY TO GO

- Find a Dentist** - You can find a dentist at SmileCalifornia.org or by calling the Telephone Service Center at 1-800-322-6384.
- Confirm the Appointment** - Dental offices appreciate when you can confirm your appointment with them. You can usually give them 24-hour notice.
- Bring Your Medi-Cal Card** - Bring Your Medi-Cal Card/ Benefits Identification Card (BIC) with you to the appointment.
- Ask Questions** - Bring a list of questions you may have for your dentist and do not be afraid to share your concerns.

Visit SmileCalifornia.org to learn more about services available.

REV 04/2021

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 2023, 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 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 the digital physician's toolkit. The toolkit, which contains oral health education resources, will be updated in 2023 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.

Teledentistry

This plan incorporates activities that promote teledentistry to providers. The following are the teledentistry objectives:

- Promote teledentistry 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 smooth as possible.
- Retain teledentistry 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.

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 Continued Education (CE) seminars, provider bulletins, and the Provider Handbook. Topics include the missed appointment process, provider resources, and additional program information. Providers can also access an array of *Smile, California* promotional material to inform their patients about Medi-Cal's dental benefit on SmileCalifornia.org and SonrieCalifornia.org. In 2023, we will add a QR code to partner-facing resources that will lead to the Partners and Providers page on the campaign website to easily access resources and materials. Since the launch of *Smile, California*, the campaign has recognized Medi-Cal dental providers with a "thank you" gift. Provider recognition efforts will continue in 2023.

California Advancing and Innovating Medi-Cal (CalAIM) Initiative

The California Advancing and Innovating Medi-Cal (CalAIM) initiative initiative became effective January 1, 2022. The ASO contractor will continue promoting and educating providers about CalAIM. The CalAIM dental initiatives include:

- Expanded pay-for-performance (P4P) payments that reward increasing the use of preventive services and establishing/maintaining continuity of care through a dental home
- Statewide benefit of a Caries Risk Assessment (CRA) Bundle for young children ages 0-6
- Statewide benefit of Silver Diamine Fluoride (SDF) for young children and specified high-risk and institutional populations

Local Activation



LOCAL PARTNERSHIPS

As *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. 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 LOHPs.
- 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 2023 a significant effort will be made to implement strategies that provide access assistance to rural regions.
- In 2023 we will launch a faith-based outreach effort to meet our members where they worship. Efforts will include coordinating one-on-one meetings, providing materials, message points, and 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 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, 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, toothbrushes and toothpaste. All printed materials are available for download on the *Smile, California* website.

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. Providers can search their patient's Medi-Cal claim history through the portal. All content is on the Medi-Cal Dental website, including but not limited to educational materials. The provider continuing education (CE) seminar schedule is available online for in person and virtual events as well as on-demand training to meet the provider's needs. A provider continuing education (CE) seminar schedule, a dynamic providers provider directory, Provider Handbook, Provider Bulletin, missed appointment process, and provider forms can be searched or downloaded. The PAVE portal is DHCS' web-based application designed to simplify and accelerate the enrollment processes. Providers can utilize the portal to complete and submit applications, report changes to existing enrollments, and respond to requests for continued enrollments or revalidation. PAVE features secure login, document uploading, electronic signature, application progress tracking, intuitive guidance, social collaboration, training support, and much more.

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 and resources associated with being a Medi-Cal dental provider and become motivated to serve Medi-Cal patients in their office.

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 throughout the state. Provider outreach representatives visit non-enrolled providers in areas of need, providing Medi-Cal Dental Program information and provider recruitment materials. Provider outreach representatives are also available for virtual presentations. The representatives conduct phone calls, virtual and in person on-site visits to non-enrolled providers to encourage participation. Effective October 31, 2022, providers are required to enroll online using the PAVE system.

Once a provider is enrolled, the outreach representatives make in-person or virtual 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 VAN CAPABILITIES

The outreach team will continue to work with a Medi-Cal dental provider with mobile vans to schedule mobile dental events in underserved counties and those counties interested in mobile services where members have difficulty accessing dental care.

Efforts will be expanded beyond the current pilot 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:

- Focus 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 online.

Recommendations are proposed accordingly as part of the annual Member and Provider Outreach Plan. 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.

The ASO contractor 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, the ASO contractor will provide ad hoc reports using available

systems and tools (e.g., internal 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 (e.g., those in clinical practice but not currently Medi-Cal 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).
- Program utilization by county and age group, including data from federally-funded clinics (provided quarterly).
- 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
Baseline 2017 Count	4,204,539	11,808,345	35.6%	
Measure Year 1 (2018)	4,325,844	12,142,504	35.6%	38.9%
Measure Year 2 (2019)	4,387,648	11,876,120	36.9%	42.2%
Measure Year 3 (2020)	3,544,768	11,689,987	30.3%	45.6%
*Measure Year 4 (2021)	4,147,951	12,492,405	33.2%	45.6%

* Measure Year 4 is in progress.

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
Baseline 2017 Count	2,396,154	5,034,960	47.6%	
Measure Year 1 (2018)	2,377,681	5,089,407	46.7%	50.9%
Measure Year 2 (2019)	2,394,791	4,972,974	48.2%	54.2%
Measure Year 3 (2020)	1,865,973	4,835,263	38.6%	57.6%
*Measure Year 4 (2021)	2,197,143	5,010,085	43.9%	57.6%

* Measure Year 4 is in progress.

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
Baseline 2017 Count	199,138	1,075,816	18.5%	
Measure Year 1 (2018)	186,852	1,058,927	17.6%	16.1%
Measure Year 2 (2019)	184,494	1,023,339	18.0%	19.4%
Measure Year 3 (2020)	131,004	989,342	13.2%	22.8%
*Measure Year 4 (2021)	163,135	1,017,886	16.09%	22.8%

* Measure Year 4 is in progress.

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
Baseline 2017 Count	7,693		
Measure Year 1 (2018)	7,911	7,885	2.5%
Measure Year 2 (2019)	8,214	8,078	5.0%
Measure Year 3 (2020)	8,313	8,270	7.5%
*Measure Year 4 (2021)	8,457	8,462	10.0%

* Measure Year 4 is in progress.

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
Baseline 2017 Count	5,080		
Measure Year 1 (2018)	5,290	5,207	2.5%
Measure Year 2 (2019)	5,439	5,334	5.0%
Measure Year 3 (2020)	5,493	5,461	7.5%
*Measure Year 4 (2021)	5,535	5,588	10.0%

* Measure Year 4 is in progress.

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