



CY 2023 Traditional Health Worker (THW) Deliverables

PURPOSE

This document provides instructions for the THW deliverables listed below required by Exh. K, Sec. 11 of the [2023](#) CCO Contract. This document also includes the reporting template for the THW Integration and Utilization Plan Update.

1. [THW Integration and Utilization Plan Update](#)
2. [THW Payment Model Grid](#)
3. [THW Integration and Utilization Data Report](#)

These deliverables are due to OHA **by January 16th 2024**, via the Contract Deliverables portal located at <https://oha-cco.powerappsportals.us/>. (The submitter must have an OHA account to access the portal.)

INSTRUCTIONS

1. [THW Integration and Utilization Plan Update \(Exh. K, Sec. 11 a\)](#)

The CCO must provide this update using the template that starts on page 3 of this file. There are 6 sections in the updated template. The update should be based on the CCO's THW Integration and Utilization Plan submitted with its CCO 2.0 RFA Application in 2019, previous OHA feedback identifying opportunities for improvement, , and any sections that scored less than two (2) points Each CCO was provided with OHA's feedback in the previous year's submission. CCOs with multiple contracts must submit separate THW deliverables for each contract.

CCOs are required to provide an update on each area in their THW Integration and Utilization Plan that includes:

- a. A brief progress on planned activities in the reporting year. Additionally, OHA requires that the CCO reports on any area of its preceding year's plan for which it **received a score less than two (2) points.** ;
- b. A summary of any implementation challenges and progress made to address challenges; and
- c. A summary of key successes the CCO would like to highlight.

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Submission requirements:

- Must be written in 12-point Arial font with single spacing to meet readability and accessibility standards.
- All pages should be clearly numbered.
- 24-page maximum (4 pages per section) not counting referenced supporting documentation.
 - While OHA has provided generous page limit guidelines to accommodate each CCO's unique needs and experience, OHA encourages CCOs to provide comprehensive responses while being as brief as possible.
- All supporting documentation referenced in the update template must be clearly labeled to reflect the content (e.g., CCOxyz_LEP_Policy). Please include document names and page numbers when referencing supporting documentation. Documents submitted but not referenced in the narrative will not be reviewed.

2. THW Payment Model Grid (Exh. K, Sec. 11 b)

The CCO must submit its grid with the THW payment models utilized by the CCO for 2023. There is no formal template for this grid. However, the CCO is encouraged to model its grid after the table in OHA's [model payment grid](#) on the THW [webpage](#). The CCO's payment grid must clearly identify the payment method(s) for each THW type and should also clearly identify the service delivery setting(s) for each THW type's payment method(s). Examples of service delivery setting include but are not limited to clinical organizations and community-based organizations. Refer to the separate guidance and evaluation criteria document for the list of THW types. CCOs with multiple contracts must submit separate THW deliverables for each contract.

3. THW Integration and Utilization Data Report Template (Exh. K, Sec. 11 f)

The CCO must submit this report using the 2023 Excel file provided by OHA on the CCO Contract Forms [webpage](#) and also on OHA's THW information [webpage](#). Do not use any prior version of the Excel file. CCOs with multiple contracts must submit separate THW deliverables for each contract.

The following timelines apply for reporting purposes:

- Responses to items related to **THW Integration** should be as of June 30, 2023 (point in time)
- Response to items related to **THW Utilization** should be for the period of July 1, 2022 - June 30, 2023

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- OHA is not able to utilize its internal data systems, such as CCO encounter data, for THW utilization data because only a portion of such utilization is reported through encounter data.

Section 1: Integration of THWs into delivery of services (4-page maximum - not including attachments)

Progress update:

Please provide a brief progress on your efforts to *integrate THWs into delivery of services* to your members as planned for the reporting year. Additionally, OHA requires that the CCO reports on any area of its preceding year's plan for which it **received a score less than two (2) points**.

CCOs must address the following components in the progress update:

- Clinical setting (PCPCH) contracts that promote inclusion of THWs on primary care teams
- Other provider strategies for increasing THW utilization and contracting (e.g. Supporting and building infrastructure hubs across the state like Doula hubs)
- Contracts with Community Based Organizations (CBOs) to fund community based THWs
- Description of how CCO addresses barriers to integration and utilization of THWs and provision of services to members

Insert response

Progress Update

Clinical setting contracts:

Contracting:

YCCO found success in the maintenance of existing THW agreements and expansion of THW agreements with both clinical and community-based agencies who employ THWs. All agreements centered around key goals of furthering the integration of the THW workforce through training development and certification; providing technical assistance and resources for expanding organization infrastructure; and ensuring appropriate THW resource to meet the community's needs.

Integration through PCP Alternative Payment Contracts:

Primary Care Alternative Payment arrangements have a Community Health Worker/Health Coach role identified in the Advanced Primary Care Support section of the agreement that influences the Per Member Per Month payment amount.

Expanded Peer Support Integration:

In effort to enhance the availability and access of peer support, YCCO broadened its network to include additional organizations. This expansion means that more qualified

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and trusted organizations are now eligible to offer their services to members. This will ensure that members have access to an even greater pool of compassionate professionals who can accompany them throughout their recovery, offering guidance, understanding, and encouragement.

Throughout year four, Recovery Works, Lifeworks Northwest, the Confederated Tribes of Grand Ronde, Fora Health, Lutheran Community Services, and Wolfpack Consulting were all added to the Peer network.

Provider strategies:

Expanded Doula Integration:

The doula network has also expanded, providing more comprehensive support to members. By increasing the number of organizations available, members have a wider range of choices when it comes to receiving the compassionate and empowering support of a doula throughout their pregnancy journey. Roseway Doula Care and Northstar Doula Services are two new organizations added this year that are actively providing doula services to our members.

Expanded Personal Health Navigator Network:

In response to the feedback received in the 2022 Data Report: Navigation Data section: regarding not having any Personal Health Navigators in network, in year four, YCCO applied for the Healthy Oregon Workforce Training Opportunity (HOWTO) Grant seeking funds to develop a PHN curriculum. Unfortunately, YCCO was not awarded the grant. This grant application, however, outlines partnerships and strategies to support OHA-certified PHN curriculum, and YCCO will be pursuing making English and Spanish PHN training available to local people even without the funding. YCCO remains dedicated to continue to invest in the PHN workforce. In year five, YCCO plans to continue to explore opportunities to support internal staff to obtain PHN certification through the legacy clause.

Contracts with CBOs:

Integration for DHS Involved Support:

YCCO has seen success with this model and continues to support two Peers with a focus on families/ child welfare from Lutheran Community Service. These Peers have lived experience of successfully going through the child welfare system as a parent.

Integration of THW workforce in Community Health Assessment:

Partnership agreement with Providence Health and Services Foundation to advise the implementation of Community Health Improvement Plan Strategies and represent their agency in making recommendations (THW specific and broader) in the interest of the community at large by providing respectful, honest feedback and collaboration.

Redetermination:

YCCO has worked to provide valuable information (See **Redetermination Packet for partners 4.20.23.pdf**) to each THW organization in the network regarding the upcoming

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redetermination process and the roles of assisters. YCCO has also provided funding opportunities that prioritized organizations who coordinated efforts to support members through the redetermination process. To ensure as many YCCO members stay on plan as possible, YCCO regularly sent flyers to share with clients and informational materials to help staff respond to concerns or questions, has funded grants to support local OHP assisters, and continues to share non-response lists to providers and community partners.

Key questions:

1. What, if any, challenges did you encounter in *integrating THWs into delivery of services* and what actions did you take to address the challenges? What are your plans to address challenges if no action was taken?

Insert response

Challenge:

There have been challenges around dual certifying doulas as community health workers (CHWs) due to the requirement that CHWs must be supervised by licensed practitioners and perform services within the scope of practice of those practitioners. Local doulas have expressed keen interest in pursuing dual certification to expand the range of services they can offer to their clients and have the ability to bill for those additional services.

Integrating patient health navigators (PHNs) into delivery services remains a challenge due to several factors. One significant barrier is the lack of billable codes. The 3,000-hour legacy clause experience requirement is another obstacle we face, limiting the pool of qualified candidates. Additionally, the absence of OHA-approved PHN trainings in Oregon has presented notable challenges for investing in this workforce. This continues to limit opportunities for individuals who are interested in pursuing a career in this field who lack the 3,000-hour work/volunteer experience. Finally, the confusion that many organizations have around how a PHN differs from a CHW further impedes integration efforts.

Actions taken:

The THW Liaison has been actively engaged in facilitating the release of the 2023 YCCO Traditional Health Worker Grant/Scholarship (See **THW Grant RFP 2023**). This grant aims to support partners to build capacity both by increasing the number of certified THWs, and by increasing desire and commitment among THWs to pursue additional formal education to be on the OHA's registry. The release of this grant is scheduled for the beginning of year five. By offering financial assistance, YCCO strives to remove barriers that may hinder individuals from obtaining initial or dual certification.

In year four, YCCO applied for the Healthy Oregon Workforce Training Opportunity (HOWTO) Grant seeking funds to develop a PHN curriculum. Unfortunately, YCCO was not awarded the grant.

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Improvement Plan:

In year five, the THW Liaison will continue to provide support and seek partnership and collaboration opportunities for the doula network that will attempt to fulfill the licensed practitioner challenge as previously mentioned. The certification process for doulas to become CHWs necessitates careful navigation of the existing regulatory framework to ensure compliance and alignment with the roles and responsibilities of licensed practitioners. By seeking partnership and collaboration opportunities, the THW Liaison aims to empower doulas, break down barriers, and create a pathway for their potential growth and integration as CHWs or other types of THWs.

YCCO remains dedicated to investing in the PHN workforce. This includes but is not limited to exploring opportunities to support internal staff to obtain PHN certification through the legacy clause and increasing its efforts to provide comprehensive education regarding the scope of practice, benefits and availability of PHN services. By raising awareness and understanding of the PHN role, we hope to foster interest among organizations in adding these skilled professionals to their staff. In year five, YCCO plans to update the THW informational postcard and will work towards developing an educational, "What is a Personal Health Navigator?" video.

2. What key successes does the CCO want to highlight in *integrating THWs into delivery of services*?

Insert response

Successes:

YCCO has used previous years' data to guide expansion projects for its network, increasing the awareness and integration of THWs through the healthcare delivery system and community programs. In 2022, there were 5 doulas, 15 CHWs, 61 PSS, and 3 PWS providing services to members and at present there are 8 doulas, 19 CHWs, 114 PSS, and 13 PWS with plans to increase count and continue to invest in the PHN workforce.

With the expansion of the network, there has been a remarkable impact on members as they are more connected with the resources necessary to achieve their health and wellness goals. This data has been used to track and measure the impact over time (see **Peer Satisfaction Survey Findings 2022 Final**). Findings from the Fall 2022 Peer Satisfaction Survey report:

I am treated with respect and dignity at all times- 90.9%
The staff and peers here believe I can recover, can grow, change, and succeed.- 100%
The services I get consider what I want- 100%
My culture, values, beliefs, traditions and/or lifestyle are respected here- 100%
The services I receive here consider my whole health- 95.5%

Section One- Referenced Supporting Documentation:

- Redetermination packet for partners 4.20.23.pdf

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- THW Grant RFP 2023
- Peer Satisfaction Survey Findings 2022 Final

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Section 2: Communication to Members and Providers about the scope of practice, benefits, and availability of THW services (4-page maximum - not including attachments)

Progress update:

Please provide a brief progress on your efforts to *communicate to members and providers about the scope of practice, benefits, and availability of THW services* for the reporting year. Additionally, OHA requires that the CCO report on any area of its preceding year's plan for which it **received a score less than two (2) points** .

CCO must address the following components in the progress update:

- Written notice to members about the availability of THWs (e.g., doulas for pregnant women)
- CCO webpage has information about THW availability
- CCO demonstrates to its members how to avail and utilize THW related services in all settings using various communication tools in multiple accessible formats including translated brochures/flyers, audio and visual materials
- Include a section on THWs in provider manual for quick access (e.g., How to access Peers, CHWs and other THWs)
- Targeted CMEs on integrating THWs into care teams and referral to community based THWs

The THW section of the Member Handbook will be provided by the CCO Quality Assurance team to the THW evaluators. According to the Member Handbook evaluation criteria, the THW section of the Member Handbook must include: a definition of the various types of THWs; the benefits and availability of THW services, how to qualify for, receive and request THW services; provide information about how to contact the CCO THW liaison either in its Member Handbook, in prominent location on its website referred to in the Member Handbook, or both; and explain where the CCO posts updated information if the contact information for the CCO's THW liaison changes.

Insert response

Progress Update:

Written notice and website:

Communication to Members:

The Traditional Health Worker (THW) section of the 2023 Member Handbook begins on page 50 (See YCCO-2023-Member-Handbook-English). This section includes a description of the various types of THWs, the benefits and availability of THW services, how to use THW services, and how to contact the CCO THW Liaison. Along with the member handbook, the next primary source of information is the YCCO corporate website. Embedded throughout the website are pages that reference THW services and how to connect to them. (See full list of THW website pages under referenced supporting documentation below.)

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Accessible format communication:

Additional member resources that were used in year four include the:

- Informational THW video has been used in THW program presentations for providers and community partners. This informational video was embedded in our YCCO corporate website in year three. [Traditional Health Workers – yamhillcco.org](https://www.canva.com/design/DAFC2dHhoAY/sFiM5BCInt-PGlnGsRW8Sg/watch?utm_content=DAFC2dHhoAY&utm_campaign=designshare&utm_medium=link&utm_source=publishsharelink) (See https://www.canva.com/design/DAFC2dHhoAY/sFiM5BCInt-PGlnGsRW8Sg/watch?utm_content=DAFC2dHhoAY&utm_campaign=designshare&utm_medium=link&utm_source=publishsharelink)
- THW services postcard was shared with providers, community partner agencies, and the YCCO Community Health Hub to give to members and consumers. In year five, the THW services postcard will be updated to reflect the inclusion of newly added organizations and updated contact information (See **Traditional Health Worker Post Card**).
- Member Magazine was mailed out to all members highlighting key services, (See **Member Magazine: Getting Extra Support from THWs** begins on page 2)
- YCCO General Brochure provides information on who is eligible to receive Health and Wellness Programs. THW services are included as part of Health and Wellness Programs (See **YCCO Brochure 2022**: page 2)
- Member Language Access Toolkit describes a member’s legal rights and what language services are available. (See **Member LA Toolkit: Member rights** begin on page 2).

Additional resources that will be available for members in year five include: “What is a” video series. The “What is a” video series will begin with creating a What is a Doula? Video. Production will tentatively begin Q1 2024 with a goal to release the video in Q2 2024 for World Doula Week. The following videos: What is a Community Health Worker? and What is a Peer? are set to begin production Q2 2024 and Q3 2024.

Communication to Providers:

Throughout year four, effective and widespread communication targeted providers through various channels and formats, including the corporate website for providers, newsletters, provider handbook, both live and virtual training session, events, and collaborative community meetings.

Provider manual:

The Provider handbook was updated in year four to ensure that healthcare providers have the most up-to-date information about services, policies, and procedures (See YCCO-Provider-Handbook). The provider newsletter was distributed throughout the year, covering a range of relevant topics related to THWs, such as the promotion of the

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THW grant, language access tool kit, cultural care resources and training, promotion of the Community Information Exchange (CIE) and CME opportunities specific to integrating THWs. (For additional content, please see **Provider Updates**.)

Training and education:

Community collaborative meetings allow for regular and informative communication and connection. These meetings serve as platforms for open dialogue, shared learning, and collective problem solving. This includes but is not limited to the Peer Coalition, Regional Outreach Yamhill Monthly Collaborative, and CHW Learning Collaborative.

The YCCO THW Liaison has taken a proactive approach by developing a comprehensive log to track and document all major communication and touch points made with THW partner organizations throughout the year. This log serves as a valuable tool in ensuring effective coordination, outreach efforts, and follow up occurs. Through this work YCCO can uphold a high standard of communication amongst partner THW organization.

Additionally, the THW Liaison has coordinated efforts to meet quarterly with select organizations fostering a proactive and collaborative approach. These check-ins serve as opportunities to communicate with our providers relaying up to date information, address any questions or concerns, and collect essential reporting. By establishing regular touchpoints, the liaison ensures that lines of communication with providers remain open, fostering a strong partnership with our provider network.

Key questions:

1. What, if any, challenges did you encounter in *communicating to members and providers about the scope of practice, benefits, and availability of THW services* and what actions did you take to address the challenges? What are your plans to address challenges if no action was taken?

Insert response

Challenges:

YCCO faced a challenge with communicating the scope of practice, benefits, and availability of THW services to members and providers due to a vacancy in the internal Public Relations Specialist position. Without a dedicated professional in this role, effectively conveying key information became a challenging task.

Actions Taken:

Recognizing the importance of addressing this issue, decisive action was taken to fill the position by hiring a qualified individual before the end of the reporting period for year four. This proactive step ensured that YCCO could overcome the communication hurdles and provide necessary and accurate information to members and providers. With the newly appointed Public Relations Specialist on board, YCCO has been able to

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improve outreach efforts, enhance understanding of traditional health worker services, and promote their numerous benefits and availability effectively.

Improvement Plan:

As mentioned in Section 2: Progress Update, YCCO plans to create educational videos aimed at informing our providers and members about the comprehensive range of services our THWs provide. The Public Relations Specialist has created an innovative strategy to initiate the process of filming and gathering content for the creation of these videos, working with THWS within the YCCO network to share their stories. By carefully planning and scheduling filming sessions, conducting interviews, and documenting various aspects of their work, YCCO aims to gather authentic and compelling footage that showcases the breadth and depth of local THW services offered.

2. What successes did you have in *communicating to members and providers about the scope of practice, benefits, and availability of THW services?*

Insert response.

Successes:

The success of our CCO in effectively communicating the scope of practice, benefits, and availability of THW services to our members and providers can be attributed to the recruitment of a highly skilled Public Relations Specialist and continued efforts of the THW Liaison and Health Plan Operations Team to ensure compliance with required communications and regular provider updates. The addition of this specialist has brought a wealth of expertise and strategic communication to the organization. With their comprehensive understanding of services and audience, they have played a significant role in developing clear and compelling messaging that resonated with both members and providers. Leveraging their expertise, our public relations specialist has implemented a multifaceted communication strategy that encompasses various channels and formats. YCCO has been utilizing social media platforms as a powerful tool to inform and engage providers and members and encourage active participation in THW services and events. By utilizing the wide reach and accessibility of social media, YCCO has been sharing regular updates, announcements, and educational content related to THWs. Through engaging posts, the diverse array of services offered by THWs has been highlighted, emphasizing the benefits of attending and participating in related events. Strategic and targeted social media campaigns continue to inform, inspire, and motivate YCCO members to actively engage with and benefit from the exceptional services provided by the THW provider network, facilitating a positive impact on the healthcare experienced of our members and providers.

Section Two- Referenced Supporting Documentation:

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- Full list of THW website pages:

Member Handbook-

<https://yamhillcco.org/members/member-handbook/>

Member Benefits and Rights-

<https://yamhillcco.org/members/benefits-and-rights/>

Find a Provider-

<https://yamhillcco.org/members/find-a-provider/traditional-health-workers/>

Traditional Health Workers-

<https://yamhillcco.org/members/find-a-provider/traditional-health-workers>

Provider Resources-

<https://yamhillcco.org/providers/policies-and-forms/>

Member Access Portal-

<https://yamhillcco.org/members/member-access-portal/>

Community Health Hub-

<https://yamhillcco.org/community-programs/community-health-hub/>

Traditional Health Worker Program-

<https://yamhillcco.org/community-programs/traditional-health-workers/>

- YCCO-2023-Member-Handbook-English

- https://www.canva.com/design/DAFC2dHhoAY/sFiM5BCInt-PGInGsRW8Sg/watch?utm_content=DAFC2dHhoAY&utm_campaign=designshare&utm_medium=link&utm_source=publishsharelink

- Traditional Health Workers Post Card
- Member Magazine
- YCCO Brochure 2022
- Member LA Tool Kit
- YCCO-Provider-Handbook
- Provider Updates

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Section 3: Increasing member utilization of THW services (4-page maximum - not including attachments)

Progress update:

Please provide a brief progress on your efforts to *increase member utilization of THW services* for the reporting year. Additionally, OHA requires that the CCO reports on any area of its preceding year's plan for which it **received a score less than two (2) points.**

CCOs must address the following components in the progress update:

- Use of member and provider communication strategies
- Integration into health systems delivery

Insert response

Progress Update:

Member and provider communication:

The set of key goals YCCO implemented in year four were to increase communication to promote workforce development (providers) and awareness of available resources (members); address social barriers that prevent members from accessing THW services; and understanding and documenting baseline services to establish realistic goals for increasing utilization.

Throughout the year, YCCO utilized the power of social media platforms, in combination with the expertise of the public relations specialist, to raise awareness and promote the THW services available to members. Additionally, in year four, YCCO awarded Yamhill Valley Community Doula a grant to offer comprehensive community prevention education on essential topics such as health prenatal care, pregnancy practices, and postpartum family support. This educational outreach has helped increase member utilization of THW services. Social media platforms have advertised and promote the valuable services and events doula organizations offer.

The CCO strategized promotion to increase utilization of THW services. The member magazine was a significant piece of collateral that encourages connection, highlighted the importance of mental wellness, resources available to get extra support both adults and families, and introduces the Health Services Team including Community Health Workers from the Community Health Hub. As mentioned in Section Two, there are additional plans underway to release educational materials in year five that will also help to increase member utilization of THW services.

Integration:

YCCO continues to promote integration of THW services into the medical model by maintaining strong relationships with organizations integrating THWs, including Virginia Garcia, Lutheran Community Services, and the Confederated Tribes of Grand Ronde Health and Wellness Clinic. Through multi-model promotion to multiple audiences,

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YCCO also encourages integrating THW supports into the care plan, whether a birthing plan, management of chronic disease, or addressing substance use.

Another important strategy during year four was the finetuning of the THW services dashboard. Throughout the year, YCCO recognized certain inconsistencies within the dashboard and dedicated a substantial amount of time to refining it. The THW Liaison worked with the analytics team to better understand how to catalogue the data differently. This enhanced the accuracy of the dashboard, enabling YCCO to make more informed decisions, effectively track the performance trends over time, and help us promote expanded utilization. YCCO is also able to communicate information more effectively with its THW partners, both standalone partners and those integrated into primary care and other disciplines.

Key questions:

1. What, if any, challenges did you encounter in your efforts to *increase member utilization of THW services* and what actions did you take to address the challenges? What are your plans to address challenges if no action was taken?

Insert response

Challenge:

The establishment of service tracking and data system infrastructure remains a significant challenge in both clinical and community-based organizations, posing difficulties for agencies in accurately reporting the information outlined in their contracts. Equally important, it has been challenging to get community-based organizations to provide reports on time and/or all the requested data components to allow for data comparison. THW workforce data and service utilization information comes in various forms, such as claims, contract reporting spreadsheets, survey responses, and through 1:1 meetings with organizations.

Actions Taken:

During year four, the THW liaison focused on enhancing and strengthening the reporting support for community-based organizations through offering technical assistance, reporting tools, data templates, and 1:1 meetings to ensure contractual reporting requirements were being met. Additionally, the THW Liaison spent year four preparing the release of the YCCO Traditional Health Worker Grant which prioritized funding for development and improvement of health information technology related to needs assessment and coordination of social needs and referral and/or technical assistance for workflow for needs identification and care coordination. As previously mentioned in Section One: the release of this grant is scheduled for the beginning of year five.

Improvement Plan:

YCCO continues to encourage and aid THW service organizations and providers to identify avenues to improve processes for collecting and reporting data without adding to current system burdens.

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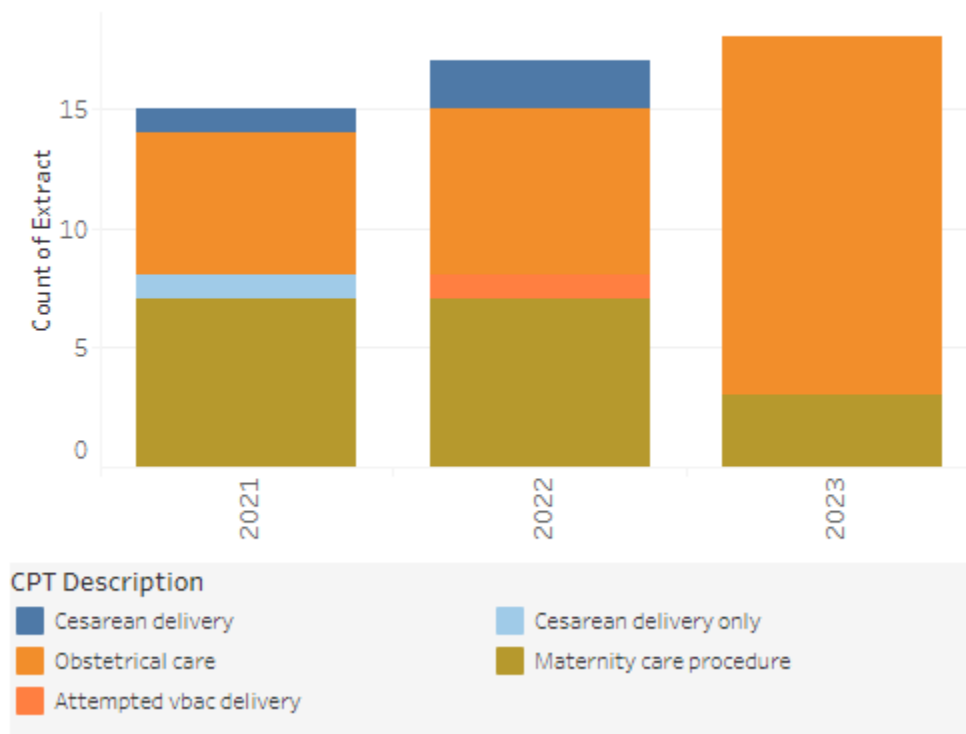
2. What successes did you have in your efforts to *increase member utilization of THW services*?

Insert response

Successes:

Success in increasing member utilization of traditional health workers services can be directly attributed to strategic community outreach and to funding supports. In Quarter 4, 2022 YCCO provided grant funding to Yamhill Valley Community Doulas. The allocated funding played a crucial role in providing essential operational support for the benefits of doulas and pregnancy programs. Yamhill Valley Community Doulas has been able to offer comprehensive community prevention education on essential topics such as health prenatal care, pregnancy practices, and postpartum family support. This educational outreach has empowered members with knowledge and resources, resulting in a notable rise in doula service claims. In year four there was a 160% increase in approved doula claims compared to the previous reporting year. YCCO is proud of the positive impact this partnership has made and believe that this investment will have a long-lasting effect on our community for years to come.

Services by CPT Code



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Section 4: Implementation of OHA's Office of Equity and Inclusion THW Commission best practices which includes contracting with community-based organizations. (4-page maximum - not including attachments)

Progress update:

Please provide a brief progress on your efforts to *implement THW Commission best practices, including contracting with community-based organizations (CBO), provider contracting strategies, supervision competencies, THW support and integration, and payment advancement* for the reporting year. CCO should submit relevant policies and procedures, service contract agreements. Additionally, OHA requires that the CCO reports on any area of its preceding year's plan for which it **received a score less than two(2) points.**

Insert response

Progress Update:

Commission Best Practices: YCCO employed a diverse range of contracting, funding, and technical assistance approaches to effectively implement best practices associated with THW Commission best practices.

Contracts with CBOs: Contracts described above in Section 1 were executed with reference to this best practice. Agreements were expanded to a greater scope of services, and new agreements were established in the effort to maintain an adequate network of THWs to meet the needs of YCCO members and the community. In year four, YCCO executed a capacity payment with Yamhill Valley Community Doulas for delivery of non-encounterable member care coordination services. In year five existing contracts will be updated to include clearer language and direct expectations and guidelines regarding reporting obligations.

Align and retain THW workforce: YCCO recognizes the importance of promoting sustainability from a financial and workforce perspective. Efforts in this area included expanding billing guidance for more sustainable revenue for clinical-based THW services and providing support to the current THW workforce. Support to the THW network was delivered in three predominant ways 1) direct provider relations from the THW Liaison when a provider expressed challenges with billing and claims or anything related to their contract, 2) Funding a mindfulness training for over 30 THWs through a 25-week self-care course, 3) Sponsored a community event called Peers in the Park, a picnic that brought together guests from the community and peers. Along with this event, YCCO contributed gift card funds to support a drawing specifically for peers as a token of appreciation for the great work they do in the community.

THW support and supervision: YCCO created an opportunity for a scholarship/grant funding for THW agencies to apply for financial resources to support overall integration of THW commission best practices and increase utilization of THW services. This grant aims to support partners who recognize the need to build capacity both by increasing the number of certified THWs, and by increasing desire and commitment among THWs

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to pursue additional formal education to be on the OHA's registry. The release of this grant is scheduled for the beginning of year five (See **THW Grant RFP 2023**).

Understanding THW provider enrollment: THW dashboard was created and infrastructure was developed to include in provider DSN reporting. A standard operation procedure is still used to track, verify, and monitor over time THW certification for quality assurance purposes (See **THW Monitoring SOP**).

Improve billing and payment procedures: THW billing materials for all worker types paired with direct technical assistance from the THW Liaison are used to support navigating the enrollment process, understanding billing and claims submission process issues, how to request a reconsideration for denied claims, and the required documentation.

Understanding benefits of integrating individual THWs: YCCO offered member and provider communications in different formats throughout the year that spoke to the importance of integrating THW services and the benefits to members and as a coordinated care system.

Key questions:

1. What, if any, challenges did you encounter in your efforts to *implement THW Commission best practices, including contracting with community-based organizations*, and what actions did you take to address the challenges? What are your plans to address challenges if no action was taken?

Insert response

Challenge:

Primary challenges have revolved around contracting with community-based agencies and the administrative hurdles associated with reporting that extend beyond the capabilities of the claims systems. Determining the appropriate level of support proved a challenge, both in terms of technical expertise and financial resources, for organizations that require comprehensive assistance in implementing commission best practices.

Additionally, there were difficulties in developing payment advancements for organizations that were lagging in submitting reporting requirements or failing to provide sufficient claims data to substantiate the need for such advancements.

Actions Taken:

Sustainable funding for THW provider certification, professional development, and supervisor training was reported as not accepted by OHA as a legitimate expense covered by HRS funding. It is important and part of the CCO commitment to resource and support the THW Liaison in this work. To tackle this challenge, YCCO implemented several measures to address the situation. Firstly, technical assistance and funding opportunities that specifically prioritized advancements in Health Information Technology (HIT). This aimed to enhance the reporting capabilities of providers and community-based organizations. Additionally, YCCO provided education resources to

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equip providers and community-based organizations with the necessary knowledge and skills to meet reporting requirements effectively. These resources aimed to improve data collection, analysis, and reporting practices (See **YCCO-Provider-Handbook** Timely Claims Submission page 31, Provider Rights and Responsibilities page 25).

Improvement Plan:

In year five, YCCO will make updated contractual agreements to establish clearer expectations and guidelines regarding reporting obligations. These updated agreements will help to ensure accountability and facilitate smoother processes for payment advancements. By combining these actions, YCCO aims to alleviate the issues related to delayed reporting and insufficient claims data, ultimately streamlining the payment advancement process and promoting better compliance with reporting requirements.

2. What successes did you have in your efforts to *implement THW Commission best practices, including contracting with community-based organizations?*

Insert response

Successes:

YCCO found success in our efforts to implement THW Commission best practices, including contracting with community-based organizations by raising doula reimbursement rates. Effective 1/1/2023, YCCO approved an increased reimbursement rate per pregnancy from the DMAP rate, for delivery care, and for each support visit for all contracted doula organizations. By increasing these reimbursement rates YCCO has not only recognized the invaluable contributions of doulas but also empowered them to provide enhanced support to expectant mothers as well as ensuring fair compensation for the critical role doula play during childbirth. In addition to raising reimbursement rates, YCCO approved an additional two support visits (total 6). These extra visits offer a valuable opportunity for doulas to build stronger relationships with members, provide personalized guidance, and offer vital emotional and informational support. This decision reflects a dedication to fostering a healthcare system that values the expertise and contributions of doulas while prioritizing the holistic care of pregnant individuals.

Section Four: Referenced Supporting Documentation

- THW Grant RFP 2023
- THW Monitoring SOP
- YCCO-Provider-Handbook

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Section 5: Measuring utilization and performance over time. (4-page maximum - not including attachments)

Progress update:

Please provide a brief progress on your efforts to *measure utilization and performance over time* for the reporting year including, analysis on trends. Additionally, OHA requires that the CCO reports on any area of its preceding year's plan for which it **received a score less than two (2) points**.

Insert response

Progress Update:

A crucial instrument for assessing baseline utilization and monitoring performance progression is the traditional health worker services dashboard. The Tableau-based dashboards allow for tracking and filtering on various functions based on: Service Type, THW Type, Services Detail, Member REALD demographics, and any combination of these statuses. Throughout the year, certain inconsistencies within the dashboard were discovered, and staff dedicated a substantial amount of time to refining it. The team worked with analytics to better understand how to catalogue the data differently. This enhanced the accuracy of the dashboard, enabling more informed decisions, effective tracking of performance trends over time, and data-based promotion of expanded utilization.

In terms of THW service utilization, YCCO observed a relatively stable pattern with only minor variations. When comparing this year's data to the previous year, there were 8 fewer claims filed in total. However, it is worth noting that while there was a decline in peer services, there was a corresponding increase in CHW services. This shift helped balance out the overall utilization figures, mitigating the impact of the decrease in one area with the rise in another. This data does not currently capture THW services offered internally and does not include THW services offered by organizations who provide services outside a Fee-For-Service funding mechanism, and YCCO continues to develop processes to compile all of this information readily for ongoing analysis.

Key questions:

1. What, if any, challenges did you encounter in your efforts to *measure trends in utilization and performance over time* and what actions did you take to address the challenges? What are your plans to address challenges if no action was taken?

Insert response

Challenge:

Measuring trends in utilization and performance over time has posed a significant challenge, primarily because YCCO must rely on the data and claims provided by network community-based organizations. Unfortunately, these organizations often face

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their own set of obstacles, including lack of infrastructure, understaffing, limited training resources and funding constraints. These challenges frequently result in delays in the delivery of crucial data, making it difficult to accurately assess and analyze utilization and performance trends.

Additionally, there are challenges with accurately tracking referral sources (self-referral vs. care team vs. other identification method) and differentiating between Peer Support Services and Peer Wellness Services. The billing codes for Peer Support Services and Peer Wellness Services are the same, therefore making it difficult to differentiate between the two. A majority of the codes available to Peers are also available to QMHAs and QMHP, etc. Furthermore, the rendering provider listed on the claim is often not the name of a THW who provided the service, adding to the challenge of not being able to accurately measure trends in utilization.

Actions Taken:

YCCO recognizes the importance of addressing these systemic challenges with partner organizations, supporting them in overcoming their limitations, and establishing more robust and streamlined data collection/ claim submission processes. The THW Liaison has worked very closely with community-based organizations to become aware of the obstacles they are encountering and work together to develop a solution. YCCO has provided funding opportunities that prioritize Health Information Technology (HIT) improvement and training opportunities (See **THW Grant RFP 2023**), offered in person technical support, clarification on reporting requirements, waived timely filing when deemed appropriate, and plan to make contractual adjustments in the future.

Improvement Plan:

YCCO continues to encourage and aid THW service organizations and providers to identify avenues to improve processes for collecting and reporting data without adding to current system burdens. In year five, YCCO plans to further investigate ways to differentiate between PSS and PWS data accurately, to no longer rely solely on codes as a means of clustering Peer Services.

YCCO recognizes the importance of meeting reporting requirements as they serve as a vital mechanism for monitoring progress, accountability, and measuring trends in utilization. If community-based organizations continue to fail to provide the CCO with the reporting data as outlined in their contracts, YCCO's plan to address this challenge would be to enforce the current contract through ensuring understanding of the terms, continued (and if necessary, required) technical support, continuing to offer capacity, infrastructure, and HIT building grant funding. It would be a method of last resort to revoke funding, but YCCO will continue to work with non-contracted agencies to develop capacity to deliver services to OHP members. By enforcing the existing contract, YCCO aims to ensure that all parties involved fulfil their obligations and adhere to the agreed-upon reporting standards.

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2. What successes did you have in your efforts to *measure trends in utilization and performance over time*?

Insert response

Successes:

YCCO is pleased to report a notable increase in THW utilization across various referral and encounter avenues. Self-referrals, care team referrals, clinical setting encounters, and community-based encounters all exhibited a significant upward trend. This positive development can be attributed to several factors, including that a THW Liaison was hired after a brief gap in coverage for this role. Firstly, concerted efforts to enhance data collection practices have yielded more accurate and comprehensive data, enabling a more precise picture of THW utilization. Additionally, a focus on education and technical assistance sessions has equipped healthcare providers with the knowledge and tools to effectively track referrals and encounters. Lutheran Community Services and Yamhill Valley Community Doulas have made significant strides by implementing an enhanced reporting system, which became effective as of January 1, 2023.

Peer Support Specialist Utilization	2022	2023
How many member requests for Peer Support Specialist services were received via self-referral?	12	585
How many times was a member referred to/for Peer Support Specialist services by their care	175	1286
How many member encounters with a Peer Support Specialist occurred in clinical settings?	860	2002
How many member encounters with a Peer Support Specialist occurred in community-based	308	9703
Doula Utilization	2022	2023
How many member requests for Doula services were received via self -referral? This is the number	0	11
How many times was a member referred to/for Doula services by their care team? This is a total	0	37
How many member encounters with a Doula occurred in clinical settings?	0	9
How many member encounters with a Doula occurred in community-based settings?	11	37
CHW Utilization	2022	2023
How many member requests for CHW services were received via self-referral? This is the number	14	4897
How many times was a member referred to/for CHW services by their care team? This is a total	179	457
How many member encounters with a CHW occurred in clinical settings?	177	6366
How many member encounters with a CHW occurred in community-based settings?	193	3064
Peer Wellness Specialist Utilization	2022	2023
How many member requests for Peer Wellness Specialist services were received via self-referral?	0	0
How many times was a member referred to/for Peer Wellness Specialist services by their care	0	0
How many member encounters with a Peer Wellness Specialist occurred in clinical settings?	0	46
How many member encounters with a Peer Wellness Specialist occurred in community-based	0	2554
Patient Health Navigator Utilization	2022	2023
How many member requests for Patient Health Navigator services were received via self-referral?	0	0
How many times was a member referred to/for Patient Health Navigator services by their care	0	0
How many member encounters with a Patient Health Navigator occurred in clinical settings?	0	0
How many member encounters with a Patient Health Navigator occurred in community-based	0	0

Section Five: Referenced Supporting Documentation:

- THW Grant RFP 2023



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Section 6: Utilization of the THW Liaison position to improve access to members and increase recruitment and retention of THWs in its provider network. (4-page maximum - not including attachments)

Progress update:

Please provide a brief progress on your efforts to *incorporate the THW Liaison role in CCO decision-making regarding improvements to recruitment and retention of THWs in the provider network, not limited to improving access to members.* Additionally, OHA requires that the CCO reports on any area of its preceding year's plan for which it **received a score less than two (2) points.**

Insert response

Progress Update:

From July 2022 to December 2022, YCCO experienced a vacancy in the THW Liaison role. However, the CCO swiftly responded and began actively recruiting for this position from September to December 2022. During this period, the CCO received a total of 15 applicants who expressed interest in this role. After careful consideration and evaluation, the CCO successfully selected a final candidate to assume the responsibilities of the THW Liaison role.

The THW Liaison role has continued to play a pivotal role in fostering an ongoing integration of THW practice within the CCO systems and process, resulting in a substantial deepening of its impact. The THW Liaison role has been thoughtfully integrated into various workgroups and has direct access to leadership to leverage and make decisions. In year four, the Liaison has participated and presented in different internal and external committees: Peer Coalition, Peers in the Park, YCCO Contracting and Credentialing, Redetermination, Equity Workgroup, THW Subcommittee, Provider Relations Ops, Quality and Clinical Advisory (QCAP), Behavioral Health Quality Management Committee (BHQMC), Community Advisory Council (CAC), Health Related Services/ Social Determinants of Health (HRS/SDOH), Network Advisory Committee, Dental Operations, NEMT Operations, Care Management, CPOP Yamhill Monthly Collaborative, Chronic Non-Cancer Pain, and other statewide THW focused meetings. By being embedded within these workgroups and actively participating in these committees, the THW Liaison has effectively leveraged the opportunity to advocate for THW services, facilitate provider recruitment, and seamlessly integrate program supports, all while adhering to THW best practices.

Update:

The THW Liaison position continues to play an integrated role in the review and updating of organization policies related to THW services to ensure appropriate and accurate reference to THW services and structures. Examples - HRS/SDoH funding strategy, behavioral health services, claims billing support for providers, contracting & credentialing workflows and communication, community partnership with CBOs. With the THW Liaison's deep understanding of THW practice and their unique perspective as a liaison, they bring valuable insights to the policy development process. The THW Liaisons expertise and dedication contribute significantly to shaping policies that

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maximize the effectiveness and impact of THW services, ultimately benefiting both the CCO and the communities it serves.

Key questions:

1. What, if any, challenges did you encounter in your efforts to *utilize the THW Liaison role in CCO decision-making regarding improvements to recruitment and retention of THWs in the provider network, not limited to improving access to members* and what actions did you take to address the challenges? What are your plans to address challenges if no action was taken?

Insert response

Challenge:

One of the primary challenges encountered in utilizing the THW Liaison role in CCO decision making processes aimed at enhancing recruitment and retention of THWs in the provider network was the initial vacancy in the THW Liaison position. While that role was eventually filled, it took time for the newly appointed THW Liaison to familiarize themselves with their responsibilities, the history of the CCO, and the structures that the preceding THW Liaison had been developed in the previous year before they could actively participate in CCO decision making. Additionally, the changes in the staffing and reporting within the THW Commission further hindered our liaison's ability to effectively learn and adapt to their role.

Actions Taken:

It was essential for the THW Liaison to navigate a learning curve, understand the expectations of their role, and establish effective relationships with THWs in the provider network. The new THW Liaison gained a comprehensive understanding of the CCO's history and the context in which recruitment and retention efforts were being made. While this initial period presented a challenge, YCCO provided necessary support, resources, and guidance to help the THW Liaison acclimate and gradually contribute to decision-making discussions.

Improvement Plan:

By acknowledging and addressing these challenges, we strive to optimize the THW Liaison role in enhancing THW recruitment and retention within our provider network. By year five, the THW Liaison will be fully integrated into their role, enabling them to seamlessly continue the progress made by the preceding THW Liaison before their departure from our organization. YCCO has strived to maintain continuity and build upon the foundation established by the previous THW Liaison. In year five, YCCO will continue to provide comprehensive support and resources to expedite the learning process for the new THW Liaison, ensuring they have a thorough understanding of existing structures and ongoing initiatives related to THW recruitment and retention. By facilitating a smooth transition, disruptions were minimized and a seamless continuation of efforts to strength and expand our THW provider network. With a dedicated and integrated THW Liaison, we are optimistic about achieving our objectives and making

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significant strides in advancing THW recruitment and retention within our provider network.

2. What successes did you have in your efforts to *utilize the THW role in CCO decision-making regarding improvements to recruitment and retention of THWs in the provider network, not limited to improving access to members?*

Insert response

Successes:

Leveraging the THW Liaison role within the CCO decision-making processes has yielded significant outcomes in improving the recruitment and retention of THWs in the provider network. In year four, the THW Liaison has aided in the implementation of a new doula rate structure and supported execution of a new value-based agreement with an individual doula organization. YCCO has successfully introduced a doula rate structure that operates on an enhanced fee-for-service model.

Additionally, the THW Liaison successfully supported THW organizations in establishing robust and sustainable business practices. The THW Liaison has played an important role in guiding these organizations to navigate complex areas such as billing, coding, and reimbursement. The THW Liaison has provided ongoing technical assistance to organizations, building out current reporting infrastructures.

Through the THW Liaison's leadership, the CCO applied for Healthy Oregon Workforce Training Opportunity (HOWTO) Grant seeking funds to develop a PHN curriculum. The THW Liaison played a significant role in the HOWTO Grant RFP process. YCCO was not awarded the grant but in process of applying established key partnerships and a clear plan to support PHN curriculum development and training.

Furthermore, the THW Liaison has made significant contributions to the successful expansion of our THW provider network. Their active involvement in decision-making processes has been instrumental in identifying opportunities for growth and strategically expanding the reach of THW services. The THW Liaison has been establishing new partnerships and collaborations with organizations that align with YCCO's mission and values. New THWs have been recruited, YCCO has diversified its provider network, and extended the reach of THW services to underserved communities. In year four, the following organizations were added to the THW Provider Network:

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Doula Organizations
Roseway Doula Care
North Star Doula Services
Peer Wellness Organizations
Confederated Tribes of Grand Ronde
Lutheran Community Services
Lifeworks North West
Peer Support Organizations
Confederated Tribes of Grand Ronde
Fora Health
Lifeworks North West
Lutheran Community Services
Recovery Works NW
Wolfpack Consulting