



CY 2024 Traditional Health Worker (THW) Integration and Utilization Plan Update Template

PURPOSE

This document provides instructions for the THW Integration and Utilization Plan Update listed below required by Exh. K, Sec. 11 of the [2024](#) CCO Contract.

This deliverable is due to OHA **by Friday, November 15, 2024**, via the Contract Deliverables portal located at <https://oha-cco.powerappsportals.us/>. CCOs should submit all three THW Deliverables together using the "*Traditional Health Worker (THW) Integration and Utilization Plan and Report, and Payment Grid*" deliverable in the Contract Deliverables Portal. Please note that the submitter must have an OHA account to access the portal.

INSTRUCTIONS

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 update 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 should show improvement for all sections that scored less than two (2) points in the preceding year's evaluation.

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 progress report on planned activities in the reporting year.
- 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. Additionally, OHA requires that the CCO reports on areas of its preceding year's plan.

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 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.

CY 2024 THW Integration and Utilization Plan Update

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

Progress update:

Please provide a progress report on your efforts to *integrate THWs into delivery of services* to your members as planned for the reporting year including, any changes, updates, or additions for the next assessment year.

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.

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 ensuing 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 year six, we anticipate an expansion of our peer support network. This growth 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.

Provider Strategies:

Expanded Doula Integration:

The doula network has grown, offering more comprehensive support to members by

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expanding the number of available organizations. This expansion provides members with a broader range of choices for receiving compassionate and empowering support throughout their pregnancy journey. This year, we welcomed two new organizations, Community Doula Alliance and Providence Mother Baby Clinic, both of which are actively providing doula services to our members. Additionally, Salem Doulas has joined as a partner and is now eligible to offer services to our members.

Expansion Personal Health Navigator Network:

In year five, YCCO dedicated significant effort to investing in our Personal Health Navigator (PHN) workforce. We successfully supported internal staff in obtaining certification as PHNs through the legacy clause, strengthening our team's ability to provide exceptional guidance and support to our members. This investment not only enhanced the skills of our staff but also reinforced our commitment to delivering high-quality, personalized care. YCCO has explored multiple approaches to expand our Personal Health Navigator network. We are actively considering several strategies, including dual certifying our customer service representatives to serve as Personal Health Navigators, developing an onsite navigation position dedicated to this role, and exploring potential partnerships with the Better Outcomes through Bridges program at Providence. Additionally, we are looking into possibly expanding our internal CHW hub to incorporate a Personal Health Navigator role, further strengthening our ability to provide comprehensive support to our members. (See **PHN Strategic Plan**)

Contracts with CBOS:

Integration for DHS Involved Support:

YCCO continues to support organizations such as YCAP, Juliets House, and Henderson House.

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

Key questions:

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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?

Challenge:

We continue to face challenges around dual certifying Doulas as Community Health Workers (CHW) due to the requirement that CHWs must be supervised by licensed practitioners and perform services within the scope of practice of those practitioners. We have Doulas in network who completed an OHA approved CHW training in year five but are unable to offer billable CHW services to their clients as they are unable to bill for these additional services.

Integrating Personal 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:

In year five, The THW Liaison facilitated the release of the 2023 YCCO Traditional Health Worker Grant/Scholarship (See **THW Grant RFP 2023** and **2023 THW Grant Recipients**). 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. In year five, the 2024 YCCO Community Grant Joint Funding for Proposals was also released, awarding \$50,000 to the Traditional Health Worker workforce (See **2024 Community Grant Joint RFP** and **2024 THW Grant Recipients**). By offering financial assistance, YCCO strives to remove barriers that may hinder individuals from obtaining initial or dual certification.

Improvement Plan:

In year six, the THW Liaison will provide support to our doulas who continue to seek partnership and collaboration opportunities that will attempt to fulfil the licensed practitioner challenge as previously mentioned

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.

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

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 2023, there were 8 doulas, 19 CHWs, 114 PSS, 13 PWS, and 0 PHNs providing services to members and at present there are 68 doulas, 22 CHWs, 94 PSS, 15 PWS and 1 PHN 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 2023 Final**). Findings from the Fall 2023 Peer Satisfaction Survey report:

I am treated with respect and dignity at all times- 94.8%

The staff and peers here believe I can recover, can grow, change, and succeed.- 96.1%

The services I get consider what I want- 94.8%

My culture, values, beliefs, traditions and/or lifestyle are respected here- 94.8%

The services I receive here consider my whole health- 96.1%

In year five, YCCO expanded the satisfaction survey to include services provided by Doulas and Community Health Workers.

Section One- Referenced Supporting Documentation:

- PHN Strategic Plan
- THW Grant RFP 20223
- 2023 THW Grant Recipients
- 2024 Community Grant Joint RFP
- 2024 THW Grant Recipients
- Peer Satisfaction Survey Findings 2023 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 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 including, any changes, updates, or additions for the next assessment year.

CCO must address the following components in the progress update:

- 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.

Progress Update:

Written Notice and Website:

Communication to Members:

The Traditional Health Worker (THW) section of the 2024 Member Handbook begins on page 60 (See **YCCO Member Handbook 2024**). 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. The 2024 Member Handbook was updated in year five and plans to go live in 2025. (See full list of THW website pages under referenced supporting documentation below.)

Accessible Format Communication:

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

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- 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 was updated to reflect the inclusion of newly added organizations and updated contact information (See 2024 **THW Post Card**).
- Member Magazine was mailed out to all members highlighting key services, (See **Member Magazine 2024**: Getting Extra Support from THWs begins on page 4)
- 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. YCCO's Public Relations Specialist plans to update this document by the end of December 2025. (See **YCCO Brochure**: 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).

In year five, YCCO began production of the "What is a" video series. YCCO partnered with our local doula organization to create an informative video on the work a birth doula performs and how members can benefit from utilizing their services. YCCO plans to share this video across their social media platforms as well as on their corporate website. YCCO will work to finish the video series. The following videos: What is a Community Health Worker? and What is a Peer? are tentatively planned to begin production in year six.

Communication to Providers:

Throughout year five, 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 sessions, events, and collaborative community meetings.

Provider Handbook:

The Provider handbook was updated in year five to ensure that healthcare providers have the most up-to-date information about services, policies, and procedures. The new Provider Handbook will have over 100 additional pages and is expected to go live in January 2025. (See **YCCO Provider Handbook** for the current handbook). The provider newsletter was distributed throughout the year, covering a range of relevant topics related to THWS, such as the promotion of the THW grant, language access toolkit, 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 Newsletters**.)

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.

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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 organizations.

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?

Challenges:

YCCO faces a challenge with low provider engagement which impacts our ability to communicate to our members and providers about the availability of THW services. We have noticed an increase in employee turnover and difficulties of retaining skilled staff within our community based organizations which directly correlates with their engagement levels.

Another challenge YCCO faces when communicating to members and providers is the lack of general awareness of the THW roles not only from our members but from our clinical providers as well. The THW workforce is not widely recognized as a formal part of the healthcare system due to their focus on outreach and community engagement rather than direct clinical care.

Actions Taken:

YCCO continues to proudly sponsor the annual Peers in the Park event, a community celebration dedicated to recognizing the invaluable contributions of our Peer Specialist workforce. This event welcomes both YCCO members and Peer Specialists to come together in appreciation of the support these individuals provide to our community. By sponsoring this event, YCCO reaffirms its commitment to its provider workforce in hopes to increase provider engagement (See **2023 Peers in the Park**). Another way YCCO shows appreciation for our THW workforce is by rewarding staff who assist in distributing our satisfaction surveys.

As mentioned in Section Two: Progress Update, YCCO began production of an educational video series aimed at informing our providers and members about the

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comprehensive range of services our THWs provide. YCCO's Public Relations Specialist 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. YCCO aims to gather authentic and compelling footage that showcases the breadth and depth of local THW services offered.

2. What key successes does the CCO want to highlight in *communicating to members and providers about the scope of practice, benefits, and availability of THW services?*

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 our Public Relations Specialist, continued efforts of the THW Liaison, and our recent expansion of our Health Plan Operations Team to ensure compliance with required communications and regular provider updates. In year five, YCCO developed a Manager of Provider Network position, which oversees the THW provider workforce. YCCO's Manager of Provider Network 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 the expertise of our Manager of Provider Network and Public Relations Specialist we have implemented a multifaceted communication strategy that encompasses various channels and formats. YCCO continues to utilize 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 :

- YCCO Member Handbook 2024
- 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-

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

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/>

- THW Post Card English

- Member Magazine 2024
- YCCO Brochure
- Member LA Toolkit
- YCCO Provider Handbook
- Provider Newsletters
- 2023 Peers in the Park

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

Progress update:

Please provide a progress on your efforts to *increase member utilization of THW services* for the reporting year including, any changes, updates, or additions for the next assessment year.

CCOs must address the following components in the progress update:

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

Progress Update:

Member and Provider Communication:

The set of key goals YCCO implemented in year five 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. 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 six 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, and Lutheran Community Services. Through multi-model promotion to multiple audiences, YCCO also encourages integrating THW supports into the care plan, whether a birthing plan, management of chronic disease, or addressing substance use.

The THW services dashboard was finetuned in year five. 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

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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?

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:

Throughout year five, 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. 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. Additionally, the THW Liaison facilitated 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.

Improvement Plan:

YCCO will continue our efforts to increase member utilization of THW services with a focus on increasing reporting accuracy from our community-based organizations. Accurate reporting will allow us to make data driven decisions that enhance service delivery for our members.

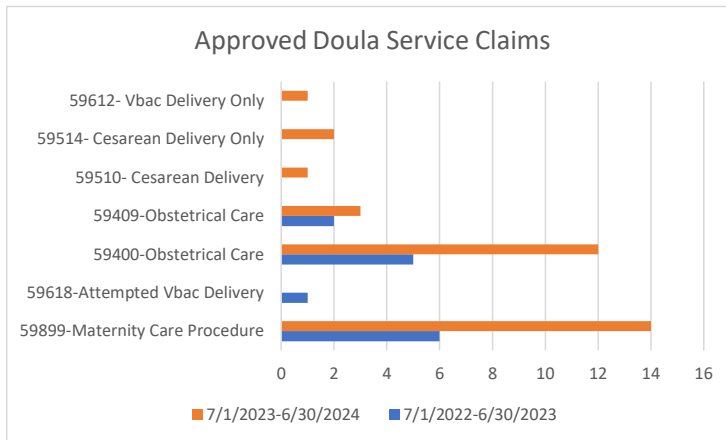
2. What key successes does the CCO want to highlight in your efforts to *increase member utilization of THW services*?

Successes:

YCCO is pleased to highlight the increase in approved doula service claims for this

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reporting period. We believe this growth is directly related to our efforts to raise awareness about the availability and benefits of doula services as well as our ability to maintain the current contract with Yamhill Valley Community Doulas, which included a capacity payment for delivering non-encounterable member care coordination services. 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. When comparing this year's data to the previous year, we received a 150% increase in approved doula claims. By promoting doula support as a valuable resource for maternal health, we are empowering more members to take advantage of these services.



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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 progress update (including any changes, updates, or additions for the next assessment year) 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.

Progress Update:

Commission Best Practices:

YCCO utilized 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 with Community-Based Organizations (CBOs) were executed in alignment with the best practices outlined in Section 1. These agreements were expanded to cover a greater scope of services. In year five, YCCO maintained the contract with Yamhill Valley Community Doulas, which included a capacity payment for delivering non-encounterable member care coordination services. YCCO has prepared to take over the management of contracts with Provoking Hope and Project ABLE, two vital organizations previously overseen by Yamhill County. Existing contracts will be updated to include clearer language and direct expectations and guidelines regarding reporting obligations. This transition is set to take place in year six

Align and Retain THW Workforce:

YCCO recognizes the importance of promoting sustainability from both financial and workforce perspectives. Efforts included expanding billing guidance for more sustainable revenue for clinical-based THW services and providing support to the current THW workforce. Support was delivered in two primary ways:

1. Direct provider relations from the THW Liaison to address challenges with billing, claims, or contract-related issues.
2. Sponsoring a community event, "Peers in the Park," a picnic that brought together community members and peers. YCCO also contributed gift card funds for a drawing to appreciate the great work peers do in the community.

YCCO recently held a consultative work meeting with staff from ORCHWA. This discussion was centered on CHW billing practices and strategies for sustainable funding to support CHW initiatives. YCCO remains committed to fostering this important

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partnership and will continue to collaborate with ORCHWA to advance the shared goal of strengthening CHW programs.

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 to pursue additional formal education to be on the OHA's registry. In year five, the THW grant funded the following organizations/ projects:

- A.) C.E.R.T.S: THW Foundation Training and Certification, Resource Hub Integration with HIT, Program Expansion.
- B.) George Fox University: CHW Certification Program
- C.) Project ABLE: HIT improvement, Training opportunities for Peers, Redetermination.
- D.) Yamhill Valley Community Doulas: CRM software for Doulas, Cross train Doulas as CHWs, CEU/ Trainings.
- E.) Virginia Garcia: CEU/ Conference for CHWs.
- F.) Provoking Hope: CRM and PSS Trainings.

(See **THW Grant RFP 2023** and **2023 THW Grant Recipients**)

Understanding THW Provider Enrollment:

In year five, YCCO enhanced the procedure for verifying credentialing requirements for Traditional Health Worker (THW) providers. A standard operation procedure was developed to monitor over time THW certification for quality assurance purposes. By updating this procedure, we have improved the accuracy and reliability of our credentialing process. We include screenshots from the OHA THW registry, notify providers of certifications nearing expiration, and conduct quarterly verifications to ensure that all THW providers meet the necessary qualifications and standards. (See **SOP- Quarterly THW Audit** and **Q1 2024 THW Audit**).

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, billing barriers, 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

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coordinated care system. These include but are not limited to the THW postcard, Social media posts, and external presentations. (See **2024 THW Post Card English, THW PCP3 Presentation**)

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?

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 educational resources to 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 six, 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.

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2. What key successes does the CCO want to highlight in your efforts to *implement THW Commission best practices, including contracting with community-based organizations?*

Successes:

YCCO achieved significant success in implementing THW Commission best practices, particularly in contracting with community-based organizations by increasing doula reimbursement rates. In year five, YCCO continued to offer an increased reimbursement rate per pregnancy, delivery care, and support visits for all contracted doula organizations, exceeding the DMAP rate. By honoring a higher reimbursement rate, YCCO has recognized the invaluable contributions of doulas and empowered them to provide enhanced support to expectant mothers while ensuring fair compensation for their critical role during childbirth.

Additionally, YCCO continues to offer an extra two support visits, totaling six visits per pregnancy. These additional visits provide doulas with valuable opportunities to build stronger relationships with members, offer personalized guidance, and deliver essential emotional and informational support. This decision underscores YCCO's dedication to fostering a healthcare system that values the expertise and contributions of doulas and prioritizes the holistic care of pregnant individuals.

Section Four: Referenced Supporting Documentation

- THW Grant RFP 2023
- 2023 THW Grant Recipients
- SOP- Quarterly THW Audit
- Q1 2024 THW Audit
- 2024 THW Post Card
- THW PCP3 Presentation
- YCCO-Provider-Handbook

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

Progress update:

Please provide a progress update (including any changes, updates, or additions for the next assessment year) on your efforts to *monitor utilization and performance over time* for the reporting year including, analysis on trends.

Progress Update:

A crucial instrument utilized for assessing baseline utilization and monitoring performance progression is the THW 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 significant increase in doula claims which can be attributed to our ongoing efforts to raise awareness about the availability and benefits of doula services. When comparing this year's data to the previous year, there was a 150% increase in approved doula claims. Our Tableau-based dashboard does not capture THW services offered internally, nor does it 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?

Challenge:

Measuring utilization and performance trends over time is challenging for YCCO, as it depends on data from community-based organizations, which often struggle with infrastructure, staffing, training, funding issues, and submitting reporting in a timely manner. These obstacles cause delays in data delivery and complicating accurate trend analysis.

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Additional challenges include tracking referral sources and differentiating between Peer Support Services (PSS) and Peer Wellness Services (PWS) due to identical billing codes. The rendering provider listed on claims is often not the THW who delivered the service, further hindering accurate measurement.

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 continues to work 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 as needed 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 six, 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.

2. What key successes does the CCO want to highlight in your efforts to *measure baseline utilization and performance over time*?

Successes:

Midway through this reporting period, YCCO transitioned to a new healthcare management platform, Helios. This new operating system is 90% configurable and is expected to enhance our ability to measure baseline utilization of internal CHW services along with other CM/ UM workflows. During year four, YCCO brought on a Systems Configuration Analyst as well as a Senior Business Systems Analyst to support our transition to the new Helios operating system which began in year five. Their expertise has been invaluable in ensuring a smoother implementation process and helping us

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optimize the system for our unique needs. This addition to our team brings a wealth of knowledge and experience, and we are excited to leverage their skills to enhance our effort to measure internal utilization and performance over time. Our Care Management Manager and Clinical Care Manager worked diligently along with other staff to develop an effective workflow within our new healthcare management platform to track referrals, tasks, and interactions. This workflow is designed to enhance our ability to monitor and assess the utilization and performance of our internal community health workers.

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 progress update (including any changes, updates, or additions for the next assessment year) 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.*

Progress Update:

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 five, the THW 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.

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

In an effort to increase THW provider retention, YCCO has enhanced the procedure for verifying credentialing requirements for THW providers. We now include copies of documentation in the THW credentialing file and administer this verification on a quarterly basis. By updating this procedure, we have improved the accuracy and reliability of our credentialing process. We include screenshots from the OHA THW registry and notify providers of certifications nearing expiration. Our THW Liaison conducts quarterly verifications to ensure that all THW providers meet the necessary qualifications and standards. This regular and thorough verification process helps maintain the integrity of our THW services, supports regulatory compliance, and ensures continuous and uninterrupted care for our community. In year six, YCCO Plans

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to build out more robust policies and procedures around provider retention and engagement.

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?*

Challenge:

YCCO has faced significant challenges in recruiting internal PHNs and retaining internal CHWs. Our initial plan to dual certify internal staff as PHNs proved more difficult than anticipated. We encountered issues with clearly defining essential job duties and roles, compensation for dual certification, as well as streamlining the certification process. YCCO has struggled with internal CHW retention, largely due to compensation, which has led to employment turnover. Furthermore, confusion around the CHW job description has resulted in a high number of unqualified candidates applying, adding to the recruitment challenge. Enrolling qualified applicants in an OHA approved CHW training has also been difficult, as online courses are vastly limited and fill up quickly.

Additionally, YCCO has encountered challenges in increasing accessibility to doula services for our members. We have identified that the core issue is not a lack of doula providing services, but rather that many of our members are unaware they have access to these valuable resources. This gap in awareness has hindered the utilization of doula services, despite their availability and highlights the need for improved communication and outreach to ensure our members fully understand and can take advantage of the doula support available to them.

Actions Taken:

YCCO's THW Liaison has been actively working to strengthen the PHN workforce by exploring a variety of strategic approaches. YCCO's approach, expected outcomes, and the current status of these initiatives are detailed in the **PHN Strategic Plan** supporting document. YCCO's THW Liaison has been supporting the work of our Clinical Care Manager to revise the CHW job description, ensuring it more accurately reflects the skills and qualifications required for the role. Additionally, YCCO's THW Liaison plans to advocate for increased wages for the internal CHW positions. Offering competitive compensation is essential for recruitment and retention of CHWs.

As previously mentioned in Section Two Progress Update: YCCO began production of the "What is a" video series. This informative video aims to showcase the services doulas offer and how members can get connected with a doula.

Improvement Plan:

YCCO's THW Liaison will continue to explore options to expand our PHN workforce and

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support efforts to retain internal CHWs. YCCO plans to share the What is a Doula video across our social media platforms as well as our corporate website in hopes to ensure our members fully understand and can take advantage of the doula support available to them. By acknowledging and addressing these challenges, we strive to optimize the THW Liaison role in enhancing THW recruitment and retention within our provider network.

YCCO is currently in the process of redesigning our internal Community Health Worker Hub to better meet the needs of our members. We are exploring various approaches to enhance our effectiveness ultimately aiming to improve access to CHW services. This redesign reflects our commitment to continuous improvement and to delivering comprehensive community focused support that empowers our members to achieve better health outcomes.

2. What key successes does the CCO want to highlight in your efforts to *utilize the THW Liaison position to improve access to members and increase recruitment and retention of THWs in your provider network?*

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 five, the THW Liaison advocated maintenance of the current enhanced fee-for-service structures for doulas as well as retaining a capacity payment agreement with Yamhill Valley Community Doulas, for delivering non-encounterable member care coordination services

Additionally, the THW Liaison continues to play a vital role in bridging the gap between our THW organizations and our claims personnel. 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 to ensure that THWs are compensated accurately and efficiently for their services.

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. YCCO has diversified its provider network, and extended the reach of THW services to underserved communities. In year five, the following organizations were added to the THW Provider Network:

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Doula Organizations
Community Doula Alliance
Gateway Doula Group
Providence Mother Baby Clinic
Patient Health Navigator Organizations
Yamhill Community Care

Furthermore, the THW Liaison has taken a leading role in recruiting for our internal CHW team. By screening and interviewing qualified applicants, the THW Liaison has worked to identify individuals whose skills and dedication align with the needs of our organization and the members we serve. This involvement has been instrumental in building a strong CHW workforce.

Section Six- Referenced Supporting Documentation:

- PHN Strategic Plan

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