

KanCare RFP Consensus Review Evaluation Guide

Quality/Health Equity

Bidder Name	Question Number	Topic Area	Evaluation Criteria
United Healthcare of the Midwest, Inc.	2	Experience and Qualifications	Experience, Method of Approach

RFP Technical Question

Describe an innovative approach the bidder successfully implemented in a program similar to KanCare that the bidder will use to improve timely completion of Member Health Screens in the KanCare program. Include the following in the bidder's response:

- A description of the innovative approach and targeted outcomes.
- How the bidder measured and monitored improvement.
- Lessons learned.
- The measurable improvement achieved; and why the bidder anticipates the approach will be successful for improving timely completion of Member Health Screens in the KanCare program.
- The projected impact on the KanCare program.

RFP References

7.3: Covered Services	7.3.4: Value-Added Benefits
7.4: Care Coordination	7.4.1: Care Coordination Program Overview 7.4.2: Health Screens, Health Risk Assessments, and Needs Assessments 7.4.6: Care Coordination Roles and Responsibilities
7.9: Quality Assessment and Performance Improvement	7.9.3: Quality Assessment and Performance Improvement Goals and Objectives
Appendix E: Health Screen Tool and Scoring Methodology	Entire Appendix
Appendix K: KanCare Initial Care Coordination Process Workflow	Entire Appendix
Appendix L: Care Coordination Matrix	Entire Appendix

Response Considerations

- Does the response fully address all aspects of the question?
- Does the response fully address all relevant RFP requirements and is the response consistent with the RFP?
- Does the response describe underlying challenges that impact the timely completion of member health screens?
- Does the response describe an approach that is innovative and addresses the underlying challenges to improve the timely completion of member health screens, such as:
 - Creative methods to contact and engage members to complete health screens;
 - Creative methods for members to complete health screens;
 - Member and family education about the benefit of health screens to encourage members/families to complete health screens;
 - Member incentives to promote completion of health screens; and/or

Response Considerations
<p>v. Leveraging primary care providers and/or care coordination entities to assist in the engagement and/or completion of health screens, as allowable.</p> <p>5. Does the bidder's example describe an innovative approach taken that is relevant and transferable to KanCare?</p> <p>6. Does the response describe the lessons learned from the example and how the lessons will be applied to the approach used for KanCare?</p> <p>7. Does the response describe the measurable improvement achieved in the example and how the bidder measured and monitored improvement?</p> <p>8. Does the response describe how the bidder will use quality improvement processes to develop, measure, and adjust (when necessary) its improvement efforts?</p> <p>9. Does the response describe the expected measurable impact to the KanCare program?</p>

Bidder Name	Question Number
United Healthcare of the Midwest, Inc.	2

EVALUATOR NOTES	
Response Strengths	Response Weaknesses
<p>The response was very good.</p> <ul style="list-style-type: none"> The bidder's response described adequate use of AI tools for HST, hot spotting tools being an example. The bidder's response described technology enabled tools where data has been shown for analytics related to social determinants for health. The response described their use of telehealth, a pharmacy hub serving as a digital door for rural and frontier areas, and an HST dashboard to track member completion and results. The bidder's response included good examples given of measurable improvements. The bidder included processes for when the health screening tool was completed, they made care coordination and primary care referrals. The bidder provided a county example as a lesson learned related to a higher prevalence of diabetes for which the bidder proposed a food pharmacy pilot. 	<p>Weaknesses were identified that can be easily overcome.</p> <ul style="list-style-type: none"> The bidder's response did not describe an approach to member and family education about the benefit of health screens to encourage members/families to complete health screens
General Notes	
Rating	

Bidder Name	Question Number	Topic Area	Evaluation Criteria
United Healthcare of the Midwest, Inc.	5	Member Experience	Method of Approach

RFP Technical Question
Describe the bidder's approach to soliciting and reviewing feedback from KanCare Members and their families, and using this feedback to improve Member and family experience and the KanCare program.

RFP References	
1.1: RFP Vision and Goals	Entire Section
7.5: Provider Network	7.5.4: Health Equity, Cultural Competency and Health Literacy in the Delivery of Care
7.9: Quality Assessment and Performance Improvement	7.9.3: Quality Assessment and Performance Improvement Goals and Objectives 7.9.10: Member Satisfaction Surveys
7.10: Member Services	7.10.4: Electronic Specific and Website Requirements for Member Information 7.10.5: Written Member Materials Requirements 7.10.7: Member Handbook Requirements 7.10.10: Customer Service Center – Member Assistance 7.10.12: Member Rights and Protections
7.17: Staffing	7.17.2: Contractor(s) Key Personnel

Response Considerations
<ol style="list-style-type: none"> Does the response fully address all aspects of the question? Does the response fully address all relevant RFP requirements and is the response consistent with the RFP? Does the response describe how the bidder will proactively solicit feedback from members and their families? Does the response describe how the bidder will use that feedback to improve the program and member/family satisfaction? Does the response describe how the bidder will increase/enhance available mechanisms for members/families to provide feedback? Does the response describe the bidder's approach to address potential barriers (cultural, linguistic, SDOH needs) for members/families to provide feedback? Does the response describe how the bidder will use data-driven and non-data-driven sources of feedback to identify improvements, such as: <ol style="list-style-type: none"> Call center data; Grievance, appeal, and state hearing data; Quality improvement data; Satisfaction survey data; and/or Information and recommendations from the Member Advisory Committee?

Response Considerations
8. Does the response describe the bidder's efforts to ensure that the Member Advisory Committee is an effective mechanism for obtaining member input and that the Committee's composition is representative of the membership it serves (including LTSS and BH members)?
9. Does the response describe how the bidder will use Member advocates to solicit, analyze, and address member and family feedback?
10. Does the response describe how the bidder will collect the feedback, pair it with other data sources, and analyze it to identify the need for program improvements?
11. Does the response indicate the bidder uses quality improvement processes and approaches to develop and implement program improvement efforts?
12. Does the response describe how the bidder monitors and measures improvements, including the role of and feedback loop to members and families?

Bidder Name	Question Number
United Healthcare of the Midwest, Inc.	5

EVALUATOR NOTES	
Response Strengths	Response Weaknesses
<p>The response was very good.</p> <ul style="list-style-type: none"> • The response included good outreach to members with good incentives for member engagement. • The response described use of member research panels, member materials, and value-added benefit. • The response described opportunities for providing feedback via phone calls, email, and using Facebook invites for the member advisory committee. • The response included a specific LTSS member advisory committee and a behavioral health advisory committee. • The bidder described follow-ups completed by call center supervisors for member satisfaction from the United experience survey. • The bidder noted high satisfaction rates from respondents of the LTSS survey. • The bidder described a quality improvement approach with their “No Wrong Door Policy” to take feedback and connect members to the correct resources. • The bidder’s response describes an increased focus on digital engagement for members. • The response describes the use of feedback to identify gaps and resolve issues. • The bidder tied quality improvement workplan to metrics that included monitoring member complaints, grievances and appeals, and resolving member concerns. 	<p>Weaknesses were identified that can be easily overcome.</p> <ul style="list-style-type: none"> • The response did not describe the member services director or member advocate roles in collecting and addressing member feedback, as required in the RFP per section 7.17.2.D.14 and 7.17.2.D.31. • The response provided limited detail on the use of grievances and appeals data. • The response did not include call center metrics and reports for member and provider inquiries.

General Notes

Rating

4

Bidder Name	Question Number	Topic Area	Evaluation Criteria
United Healthcare of the Midwest, Inc.	11	Integrated, Whole-Person Care	Experience, Method of Approach, Capabilities

RFP Technical Question
Describe the bidder's approach to identifying and addressing health disparities for KanCare Members. Include the following in the bidder's response:
a. The bidder's definition of health disparities.
b. The bidder's approach to monitoring for unintended bias in Utilization Management and service delivery in KanCare. Additionally, provide an example of an identified concern in a program similar to KanCare and the actions that were taken in response.
c. An example of a specific health disparity in KanCare, the bidder's proposed approach to addressing the disparity, and the anticipated impact on KanCare Members.

RFP References	
7.5: Provider Network	7.5.2: Network Development 7.5.4: Health Equity, Cultural Competency and Health Literacy in the Delivery of Care
7.17: Staffing	7.17.2: Contractor(s) Key Personnel 7.17.3: Staff Training and Education
Appendix A: Definitions and Acronyms	Health Equity

Response Considerations
<ol style="list-style-type: none"> Does the response fully address all aspects of the question? Does the response fully address all relevant RFP requirements and is the response consistent with the RFP? Regarding subpart a, does the bidder's definition of health disparities align with the State's definition of health equity? Regarding the bidder's approach to identifying health disparities, does the response: <ol style="list-style-type: none"> Describe how the bidder will identify health disparities; Describe the data systems and sources the bidder will use (e.g., demographic data, service authorization data, claims data, grievance data, appeals data, outcome and performance measures); and Describe data stratification processes (e.g., by race, ethnicity, disability, and demographics) to analyze and identify disparities? Does the response describe the bidder's approach to addressing health disparities, such as: <ol style="list-style-type: none"> Providing program leadership through the bidder's health equity director/manager to identify and address health disparities, improve health equity, and ensure services are delivered in a culturally competent manner to all members; Improving data reporting and collection of race, ethnicity, disability, and demographic information; Engaging diverse member and family representation to provide program input; Engaging in quality initiatives that focus on addressing health disparities; Remediating contributors to health disparities (e.g., addressing social determinants of health);

Response Considerations
<ul style="list-style-type: none"> vi. Promoting remediation of disparities through provider contract requirements and VBP arrangements; vii. Developing a diverse MCO and provider workforce; viii. Educating staff and providers about health disparities, cultural competency, and health literacy; and ix. Developing and publicly sharing an annual health equity report card that includes strategies to address identified disparities and evaluate the impact of those strategies? <p>6. Regarding subpart b, the bidder's approach to monitoring for unintended bias in utilization management and service delivery in KanCare:</p> <ul style="list-style-type: none"> i. Does the response describe the approach the bidder will use to monitor, on an ad hoc or regular basis, for unintended bias in utilization management and service delivery in KanCare program, such as analyzing data and information (service authorization, over- and under-utilization, grievances, appeals) stratified by race, ethnicity, and demographic information or examining algorithms and UM tools for potential bias? ii. Does the bidder's example include how the bidder identified the unintended bias? iii. Does the bidder's example include how the bidder addressed the unintended bias? iv. Does the bidder's example include the impact the actions had on addressing the unintended bias? v. Does the bidder's example involve a program similar to KanCare? Is the example relevant to KanCare? vi. Does the response describe the lessons learned from the example and how the lessons will be applied to the approach that will be used for KanCare? <p>7. Regarding subpart c, providing an example of a specific health disparity in KanCare, the bidder's proposed approach to addressing the disparity, and the anticipated impact on KanCare Members:</p> <ul style="list-style-type: none"> i. Does the bidder's example describe a specific health disparity that is relevant/significant to the KanCare program? ii. Does the bidder's response describe an approach to address the disparity that is feasible and relevant? iii. Does the bidder describe how it will measure and monitor improvement? iv. Does the response describe the expected measurable impact to reduce disparity for KanCare members?

Bidder Name	Question Number
United Healthcare of the Midwest, Inc.	11

EVALUATOR NOTES	
Response Strengths	Response Weaknesses
<p>The response was good.</p> <ul style="list-style-type: none"> The bidder has a plan including public internal/external feedback with many tools in place such as dashboards, vulnerability index, using an annual comprehensive health equity assessment. The bidder uses trainings to prevent unintended bias from MCO team members and providers. The bidder maintains and encourages on demand CME and continued education including 25 Health Equity courses offered to providers and PCP clinical practice consultants. The bidder provided examples of managing health disparities such as continually monitoring youth suicides tied to project ECHO for increasing behavioral health resources in rural and frontier areas. The bidder supplements quantitative data with feedback from members, providers, advisory groups, care coordinators, and community health workers. The bidder utilizes a population tool which can provide population and member level data. 	<p>Weaknesses were identified that can be easily overcome.</p> <ul style="list-style-type: none"> The bidder did not describe using utilization management or grievances and appeals data to identify disparities. The bidder works to engage members but lacks details on how members' families are engaged to collect feedback for improvement. The response did not include details on developing a diverse MCO and provider workforce.
General Notes	
Rating	

Bidder Name	Question Number	Topic Area	Evaluation Criteria
United Healthcare of the Midwest, Inc.	17	Utilization Management and Services	Experience, Method of Approach

RFP Technical Question
Describe the bidder's approach to increasing the provision of screening and tobacco cessation services to KanCare Members disproportionately affected by smoking and tobacco use. Include an example of a similar approach the bidder has taken with similar populations that was successful, the measurable impact achieved, and why the bidder anticipates the approach will result in improvements in KanCare.

RFP References	
7.3: Covered Services	7.3.4: Value-Added Benefits
7.4: Care Coordination	7.4.2: Health Screens, Health Risk Assessments, and Needs Assessments 7.4.4: Plans of Service and Person-Centered Service Planning 7.4.6: Care Coordination Roles and Responsibilities 7.4.11: Maternity Care Coordination
7.5: Provider Network	7.5.4: Health Equity, Cultural Competency and Health Literacy in the Delivery of Care
7.6: Provider Services	7.6.3: Electronic Specific and Website Requirements for Provider Information
7.7: Value-Based Purchasing Strategies	
7.9: Quality Assessment and Performance Improvement	7.9.3: Quality Assessment and Performance Improvement Goals and Objectives 7.9.4: Performance Measures
Appendix C: Services	Entire Appendix
Appendix E: Health Screen Tools and Scoring Methodology	Entire Appendix
Appendix F: KanCare Health Risk Assessment	Entire Appendix

Response Considerations
<ol style="list-style-type: none"> Does the response fully address all aspects of the question? Does the response fully address all relevant RFP requirements and is the response consistent with the RFP? Does the response describe how the bidder will identify members disproportionately affected by smoking and tobacco use, including: <ol style="list-style-type: none"> Describe the data systems and sources the bidder will use and consider (e.g., data and information from the State's public health department, the CDC, health screen and health risk assessment data, outcome data, performance measures, utilization data)? Describe data stratification processes (e.g., by condition, age, race, ethnicity, gender, sexual orientation, geographic location) to analyze and identify disparities?

Response Considerations
<ul style="list-style-type: none"> iii. Provide examples of populations that are disproportionately affected by smoking and tobacco use (e.g., pregnant members, members with behavioral health conditions, veterans, rurally located members, low-income members, members with lower levels of education)? 4. Does the response describe how the bidder will use quality improvement methods and tools to analyze data, identify and implement interventions, measure and monitor results, and adjust as needed (e.g., PDSA approach, use of PIP templates, driver diagrams, change idea tables, performance measures such as the adult core set)? 5. Does the response describe how the bidder will promote provider screening and assistance with tobacco cessation, such as: <ul style="list-style-type: none"> i. Implementing strategies to increase member participation in health screens and health risk assessments to identify smoking and tobacco use? ii. Utilizing care coordination to support the bidder's strategies to promote screening and tobacco cessation? iii. Addressing smoking and tobacco use in the development and implementation of PCSP/POS? iv. Providing providers with evidence-based training and tools to perform member screening and offer member education (e.g., written materials), resources (e.g., Quitline), and tobacco cessation services (e.g., pharmacotherapy and cessation counseling)? v. Making provider training and tools available on the website page for providers? vi. Focusing improvement efforts on provider types serving high-risk populations (e.g., pregnant members, behavioral health providers)? vii. Offering coverage of value-added benefits (e.g., member incentives, incentives through contingency management)? viii. Using value-based purchasing strategies to reward providers for improving screening, increasing utilization of tobacco cessation services, and decreasing member smoking and tobacco use? 8. Regarding the bidder's example of similar approaches with similar populations: <ul style="list-style-type: none"> i. Does the response describe how the bidder identified the members disproportionately affected by smoking and tobacco use? ii. Does the response describe the bidder's approach to identifying, implementing, and monitoring the approach? iii. Does the response describe how the bidder measured improvement? iv. Did the approach result in measurable improvement in clinical care? v. Does the bidder's example describe an approach that appears to be relevant and transferable to KanCare?

Bidder Name	Question Number
United Healthcare of the Midwest, Inc.	17

EVALUATOR NOTES	
Response Strengths	Response Weaknesses
<p>The response was very good.</p> <ul style="list-style-type: none"> The bidder identifies members through welcome calls and the state health screening tool and are then referred to the Kan-Quit program. The response described digital and human outreach/member contact through the care coordination and digital member portal, e-newsletters, and online education resources. The response describes a minimum of monthly contact for members in the Kan-Quit program where members are also supported through Project ECHO. The response describes the use of a member population dashboard for monitoring and identifying metric changes which can analyze comorbidities tied to tobacco use. The response indicated planned participation in the behavioral health tobacco workgroup. The response describes efforts to provide education on tobacco cessation and promotion of cessation programs, and they also provide education for PCPs which is a billable service. The response provided a good illustration of engagement strategies based on the members' stage of change including motivational interviewing. 	<p>Weaknesses were identified that can be easily overcome.</p> <ul style="list-style-type: none"> The response does not include smoking and tobacco cessation as part of the development or implementation of PCSP/POS. The bidder proposes adding a supported value-added benefit for five counties which conflicts with 7.3.4.b which requires any offered value-added benefits to be offered statewide.
General Notes	

Rating

4

Bidder Name	Question Number	Topic Area	Evaluation Criteria
United Healthcare of the Midwest, Inc.	19	Quality Assurance	Method of Approach, Capabilities

RFP Technical Question
<p>Describe the bidder's quality program and the bidder's approach to implementing a quality program for KanCare that drives a program-wide culture of continuous quality improvement. Include the following in the bidder's response:</p> <ol style="list-style-type: none"> The structure, composition, and responsibilities of the bidder's quality focused committees and how the bidder will use its quality structures to promote changes in plan and Provider practices and operations. The bidder's capabilities to collect and examine quantitative and qualitative data and information to evaluate clinical and LTSS quality, including health outcomes and Member experience, and effective health care operations. Include the bidder's approach to utilizing data, information, and analytics to drive continuous performance improvement. The bidder's approach to regularly providing information available to the public about the bidder's program performance in KanCare, including the information the bidder proposes to publicly share and how the information will be shared.

RFP References	
7.4: Care Coordination	7.4.16: Care Coordination Reporting and Evaluation
7.6: Provider Services	Entire Section
7.7: Value-Based Purchasing Strategies	Entire Section
7.9: Quality Assessment and Performance Improvement	Entire Section
7.10: Member Services	7.10.4: Electronic Specific and Website Requirements for Member information 7.10.5: Written Member Materials Requirements 7.10.12: Member Rights and Protections
7.13: Financial Management	7.13.2: Payment to Contractor(s)
7.15: Information Systems	7.15.1: Health Information Technology and Health Information Exchange
7.16: Reporting and Data Collection	7.16.1: Data, Reports and Audits
7.17: Staffing	7.17.1: Contractor(s) Staffing Requirements 7.17.2: Contractor(s) Key Personnel 7.17.3: Staff Training and Education
Appendix H: Initial List of Reports	Entire Appendix

Response Considerations
<ol style="list-style-type: none"> Does the response fully address all aspects of the question? Does the response fully address all relevant RFP requirements and is the response consistent with the RFP?

Response Considerations
<ol style="list-style-type: none"> 3. Does the response describing the bidder’s quality program align with and comply with the KanCare Quality Management Strategy? 4. Does the response describe the bidder’s approach to implementing a quality program for KanCare that drives a program-wide culture of continuous quality improvement, including: <ol style="list-style-type: none"> i. Developing a QAPI program description, work plan, and evaluation that supports the bidder’s quality goals and objectives; ii. Establishing quality governance, leadership, and resources; iii. Providing staff training on quality topics that include CQI principles, rapid-cycle process improvement, and health equity; iv. Establishing and monitoring performance measures and targets; v. Identifying performance improvement projects, and establishing associated performance baselines and performance improvement targets; vi. Collaborating with the EQRO to assess the quality of services to members and identify opportunities for quality improvement; vii. Monitoring and reviewing HCBS waiver performance; viii. Implementing a peer review process to collect and analyze data to evaluate the appropriateness of care and services rendered by participating providers; ix. Collaborating and communicating to support improvement efforts internally, across business units and externally with members, families, caregivers, providers, stakeholders, and community-based entities; x. Using HEDIS and other data sources, member and provider satisfaction surveys, member advisory committees, and member advocates to identify opportunities for improvement, interventions, and as measures of quality improvement and satisfaction; and xi. Identifying opportunities to drive quality improvement through member incentives and pay for performance/value-based payment strategies? 5. Regarding subpart a, the structure, composition, and responsibilities of the bidder’s quality committees, does the bidder’s response describe: <ol style="list-style-type: none"> i. The role of the chief medical officer in leading and overseeing the bidder’s quality committees and activities; ii. The role of the Behavioral Health Medical Officer/Medical Director and LTSS Clinical Officer/Medical Director? iii. The reporting structure that includes the board of directors, quality committee, and subcommittees; iv. The scope of the quality committee’s responsibilities including quality improvement, delegation and oversight, credentialing and re-credentialing, peer review, and the role of member advisory committees; v. Subcommittees that are focused on the unique needs of children, HCBS waiver populations, or other special populations; and vi. Committee membership composition reflecting the appropriate mix of MCO staff across business units (e.g., quality, pharmacy, clinical, analytics, utilization management, provider network, grievance and appeals, care coordination, finance)? 6. Regarding subpart b, bidder’s capabilities to collect and examine quantitative and qualitative data and information relevant to all KanCare populations and services: <ol style="list-style-type: none"> i. Does the response describe how the bidder will select and collect quantitative and qualitative data sets? ii. Does the response describe how the bidder will collect and examine data and information related to HCBS Waiver performance measures? iii. Does the response describe how the bidder will validate the data used to inform quality improvement activities? iv. Does the response describe how frequently data is collected, reported and analyzed? v. Does the response describe systems capable of collecting and analyzing the data identified? vi. Does the response describe the bidder’s staffing expertise and capacity to analyze data, make information actionable, and implement interventions to demonstrate improved results? vii. Does the response describe how the data and information will be used to inform quality improvement efforts? 7. Regarding subpart c, regularly providing information available to the public about the bidder’s program performance in KanCare:

Response Considerations	
i.	Does the response describe information that is of public interest that will be shared publicly (e.g., performance measures, operational indicators, outcome data, member and provider satisfaction)?
ii.	Does the response describe how the bidder will share performance information with the public (e.g., MCO website dashboards, member advisory committee meetings, provider forums)?
iii.	Does the response describe how the bidder will ensure public reports are prepared to meet language and health literacy standards for member materials?
iv.	Does the response describe how frequently the information will be shared?
v.	Does the response describe how the public can provide feedback to the MCO about the publicly posted performance information and how this feedback may be used by the bidder in its continuous quality improvement efforts?

Bidder Name	Question Number
United Healthcare of the Midwest, Inc.	19

EVALUATOR NOTES	
Response Strengths	Response Weaknesses
<p>The response was very good.</p> <ul style="list-style-type: none"> • The bidder includes HCBS performance measures to be measured as part of a quality program. • The response uses KDHE quality management strategy and provides a crosswalk for QAPI workplan. • The response describes the use of data checks for reports and cross referencing across data sources. • The response describes use of a repeat caller dashboard to validate NEMT as an area of focus for members. • The response described a well-defined committee structure that included upper management and members. • The response described good uses of qualitative and quantitative data for performance improvement. • The response included Behavioral Health and LTSS involvement within committees. 	<p>Weaknesses were identified that can be easily overcome.</p> <ul style="list-style-type: none"> • The bidder's response did not describe a committee and subcommittee structure that addresses credentialing and recredentialing providers. • The response did not describe how the bidder will ensure public reports are prepared to meet language and health literacy standards for member materials and how frequently they will be shared. • The response did not include quality management subcommittees that would be focused solely on unique needs of children.
General Notes	
Rating	

Bidder Name	Question Number	Topic Area	Evaluation Criteria
United Healthcare of the Midwest, Inc.	20	Quality Assurance	Experience, Method of Approach

RFP Technical Question
Describe the bidder's experience and approach to improving performance for the following two (2) Healthcare Effectiveness Data and Information Set (HEDIS®) measures in programs similar to KanCare. Include the actions the bidder will take to improve performance on these measures in KanCare and the anticipated improvement for KanCare. a. Timeliness of postpartum care b. Lead screening

RFP References	
7.3: Covered Services	7.3.3: Value-Added Benefits
7.4: Care Coordination	7.4.1: Care Coordination Program Overview 7.4.6: Care Coordination Roles and Responsibilities 7.4.11: Maternity Care Coordination
7.5: Provider Network	7.5.3: Provider Network Adequacy Standard 7.5.4: Health Equity, Cultural Competency and Health Literacy in The Delivery of Care 7.5.5: Provider Network Access Standards
7.6: Provider Services	Entire Section
7.7: Value-Based Purchasing Strategies	Entire Section
7.8: Utilization Management	7.8.3: Utilization Management Activities
7.9: Quality Assessment and Performance Improvement	7.9.3: Quality Assessment and Performance Improvement Goals and Objectives 7.9.4: Performance Measures 7.9.8: Health Care Effectiveness Data and Information Set, and Consumer Assessment of Health Care Providers & Systems

Response Considerations
<ol style="list-style-type: none"> Does the response fully address all aspects of the question? Does the response fully address all relevant RFP requirements and is the response consistent with the RFP? Does the response describe the bidder's experience with the identified HEDIS measures or comparable performance measures used to assess the timeliness of postpartum care (postpartum visit on or between 7 to 84 days after delivery) and lead screening (percentage of children 2 years of age who had one or more capillary or venous lead blood test for lead poisoning by their second birthday)? Does the response describe how the bidder will identify factors that contribute to sub-optimal performance (e.g., data and information sources, social determinants of health, member and provider feedback, staff input, health equity factors)?

Response Considerations
<ol style="list-style-type: none"> 5. Does the response describe how the bidder plans to use quality improvement tools, methods (e.g., rapid cycle process improvement principles; plan, do, study, act [PDSA] cycles; Six Sigma), and principles to develop a strategy for improvement, and monitor/measure progress? 6. Does the response describe cross system (MCO areas of operation and providers) participation, collaboration, and data/information exchange to support the strategies? 7. Does the response describe how the bidder will measure outcomes and improvement progress? 8. Does the response describe how the bidder's strategies will address the linguistic and cultural needs of members? 9. Does the response describe how the bidder will identify and address health disparities in its strategies and interventions (e.g., obtain member demographics and stratify HEDIS measures by member demographics)? 10. Does the response describe interventions the bidder may use to improve the timeliness of postpartum care, such as: <ol style="list-style-type: none"> i. Using Pregnancy Risk Assessment Monitoring System (PRAMS) data to inform outreach approaches to members who are pregnant or postpartum; ii. Using evidence based postpartum education to educate new mothers about the importance of postpartum visits; iii. Offering member incentives to encourage new mothers to attend postpartum visits; iv. Scheduling postpartum visits prior to hospital discharge; v. Arranging for transportation and addressing other barriers to attending postpartum visits; vi. Using care coordinators to educate and engage new mothers, schedule appointments to postpartum care providers or home visiting programs, arrange for transportation, provide appointment reminders, and follow up on missed appointments; vii. Using community-based staff and providers to perform outreach to new mothers (e.g., CHWs, doulas); viii. Educating providers about postpartum care; ix. Ensuring network adequacy and access standards are met for providers of postpartum care; x. Providing clinical practice guidelines for providers of postpartum care; and xi. Offering payment incentives, such as VBP arrangements, for providers of postpartum care? 11. Does the response describe interventions the bidder may use to improve lead screening performance, such as: <ol style="list-style-type: none"> i. Identifying children who are at the greatest risk for lead poisoning and developing engagement strategies for those populations; ii. Educating parents about the importance of lead screening; iii. Offering incentives to encourage parents to schedule and attend pediatric visits that include lead screening; iv. Arranging for transportation and addressing other barriers to attending appointments that include lead screening; v. Using care coordinators when applicable to educate and engage parents to schedule pediatric appointments, arrange for transportation, provide appointment reminders, and follow up on missed appointments; vi. Using community-based staff and providers to perform outreach to parents with children under the age of 2 (e.g., CHWs, pediatricians); vii. Educating providers about lead screening; viii. Providing clinical practice guidelines to providers about lead screening; and ix. Offering payment incentives, such as VBP arrangements, for providers to improve performance for lead screening?

Bidder Name	Question Number
United Healthcare of the Midwest, Inc.	20

EVALUATOR NOTES	
Response Strengths	Response Weaknesses
<p>The response was good.</p> <ul style="list-style-type: none"> The bidder's use of charts shows that they use a long-term data review. The bidder has multiple avenues to successful implementation of their proposed solutions. The bidder has hired doulas and ensured cultural diversity in this hiring. The bidder has done mail-out lead kits to allow parents to complete the lead test at home. The bidder uses a four-pronged approach and strategy to affect change in lead education and levels. The bidder monitors medical providers for visits between 7 and 84 days postpartum to ensure visits are scheduled. The bidder expanded lead testing with network providers, WIC, and health departments. The bidder proposed a postpartum food credit to support maternal nutrition. 	<p>Weaknesses were identified that can be easily overcome.</p> <ul style="list-style-type: none"> The bidder's response lacked a rural focus for both lead screening and postpartum care. The bidder's response did not describe interventions for postpartum care ensuring Network Adequacy and Access Standards are met for provider of postpartum care. The response lacked detail on how the bidder plans to schedule postpartum visit prior to hospital discharge. The response did not address how transportation barriers affect post-partum care and lead screening activities.
General Notes	
Rating	

Bidder Name	Question Number	Topic Area	Evaluation Criteria
United Healthcare of the Midwest, Inc.	21	Quality Assurance	Method of Approach

RFP Technical Question
In practice, MCOs have experienced challenges in providing necessary HCBS Waiver services, including those that have been authorized for a Member, creating service gaps. Describe the bidder's approach to identifying and addressing HCBS service gaps to ensure needed services are provided to KanCare Members who are enrolled in an HCBS Waiver and what the bidder will do when Providers/direct care workers are not available to deliver an authorized HCBS Waiver service.

RFP References	
7.4: Care Coordination	7.4.4: Plans of Service and Person-Centered Service Planning 7.4.6: Care Coordination Roles and Responsibilities 7.4.10: Requirements for Specified Populations
7.5: Provider Network	7.5.2: Network Development 7.5.4: Health Equity, Cultural Competency and Health Literacy in the Delivery of Care 7.5.7: Long-Term Services and Supports Provider Network Standards 7.5.9: Network Management
7.6: Provider Services	7.6.3: Electronic Specific and Website Requirements for Provider Information
7.8: Utilization Management	7.8.3: Utilization Management Activities 7.8.4: KanCare HCBS Waiver Populations
7.9: Quality Assessment and Performance Improvement	7.9.1: General Requirements 7.9.4: Performance Measures
7.15: Information Systems	7.15.1: Health Information Technology and Health Information Exchange
7.16: Reporting and Data Collection	Entire Section
Appendix H: Initial List of Reports	Entire Appendix
Appendix L: Care Coordination Matrix	Entire Appendix

Response Considerations
<ol style="list-style-type: none"> Does the response fully address all aspects of the question? Does the response fully address all relevant RFP requirements and is the response consistent with the RFP? Does the response describe how the bidder will identify service gaps (including inability to find a provider/direct care worker, provider/direct care worker no-shows, sick call-ins, late arrivals, and early departures) at individual and aggregate levels, such as: <ol style="list-style-type: none"> Identifying members with authorized hours but not an identified provider/direct care worker; Using MCO care coordinators, community care coordinators, and other care coordination entities to monitor utilization of authorized hours;

Response Considerations
<ul style="list-style-type: none"> iii. Tracking and monitoring mechanisms in place (care coordination systems, EVV) to verify that services are provided as specified in the PCSP (as scheduled, by the authorized provider/worker, and in the specified amount, frequency, duration, and scope), including after regular business hours; iv. Monitoring HCBS waiver performance measures and other measures to monitor access, availability and provision of HCBS services; v. Using the Direct Care Worker (DCW) Report for individual and aggregate level monitoring; vi. Requiring provider-specific reports, including gaps in care, through the provider portal; vii. Reviewing data sources that may be indicators of HCBS gaps (e.g., grievances, appeals, critical incidents, and satisfaction surveys); viii. Performing a gap analysis of HCBS providers against needs of membership (type of HCBS services, capacity, geographic access); and ix. Reviewing data and information collected to identify potential health disparities? <p>4. Does the response describe the bidder's approach when providers/direct care workers are not available to deliver an authorized HCBS Waiver service, including developing and implementing immediate (up to thirty calendar days after identifying a service gap), short-term strategies (up to sixty calendar days after identifying a service gap); and long-term strategies (within sixty calendar days of identifying a service gap) to ensure that members receive the services included in their PCSP (e.g., contingency coverage/backup staffing, increased monitoring by care coordinators/targeted case managers, telehealth, offering a special rate agreement and discussion of self-directed options)?</p> <p>5. Does the response differentiate underutilization driven by member choice (e.g., refusal, no-show etc.) from underutilization as a result of lack of providers or direct care workers (DCWs) or provider/direct care worker behavior (e.g., no-show, early departures)?</p> <p>6. Does the response describe how the bidder will monitor self-directed care at individual and aggregate levels?</p> <p>7. Does the response specifically describe the MCO staff and departments that are responsible for monitoring gaps in care, how data regarding gaps in care is shared, and how this is reported to the MCO's quality assurance committees?</p> <p>8. Does the response describe how the bidder will address service gaps at both the individual and aggregate levels, such as:</p> <ul style="list-style-type: none"> i. Recruiting and retaining HCBS providers and direct care workers, including developing financial and non-financial retention and recruitment strategies for HCBS providers and direct care workers (e.g., HCBS rate increases, DCW wage increases, DCW sign-on bonuses, DCW retention incentives, training and resources to help manage stress and burnout); ii. Ensuring timely authorization of services into the EVV system; iii. Addressing contingency planning and backup staffing in the PCSP; iv. Leveraging analysis of aggregate data demonstrating underutilization and potential health disparities for provider network development and inclusion in the MCO's network development and management plan and provider recruitment reports; v. Developing an annual workforce development plan that includes analysis of data on workforce capacity, including specific metric related to direct care worker availability; vi. Incorporating stakeholder involvement to inform improvement efforts; vii. Providing technical assistance to providers to strengthen their workforce development programs; viii. Offering training programs and additional learning opportunities for the HCBS workforce; and ix. Collaborating with external partners (e.g., vocational rehabilitation, job agencies, high schools, community colleges, and the Veteran's Administration)?

Bidder Name	Question Number
United Healthcare of the Midwest, Inc.	21

EVALUATOR NOTES	
Response Strengths	Response Weaknesses
<p>The response was good.</p> <ul style="list-style-type: none"> The bidder will track service delivery using EVV to define gaps and deficiencies in services listed on the PCSP. The bidder has a clear plan and information for what they will monitor on their proprietary dashboard. The bidder plans to make a monetary investment in the development of the HCBS workforce. The bidder's partnership with a university for a direct support professional badge course program was a notable strategy. The bidder developed a DME model that helps with ADLs. The bidder has a form of technology that is a hands-free communication tool that can be used as a PERS. To address HCBS provider gaps, the bidder has home modification services that they incentivize for timely completion in rural counties. The bidder has capabilities in place to address gaps related to enhanced rates, mileage reimbursement, and expedited contracts with non-participating providers. The bidder's LTSS service coordination dashboard is robust, and includes turnaround time for prior authorization, missed visits report and additional data, expiring authorization report, and authorization vs. billed report to highlight underutilization. The bidder described caregiver programs to help members retain and grow existing resources to prevent burnout. 	<p>Weaknesses were identified that can be easily overcome.</p> <ul style="list-style-type: none"> The bidder did not adequately address underutilization as a result of member choice. The bidder did not adequately address how it will address member contingency and backup planning on the PCSP. The bidder does not look at other data sources such as grievances and appeals, critical incidents, and satisfaction surveys to identify service gaps. While the bidder plans to make a monetary investment in the development of the HCBS workforce, their proposal does not contain a detailed HCBS workforce development plan or a plan to address geographical areas where agency-directed services have not or cannot be developed.
General Notes	

Rating

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Bidder Name	Question Number	Topic Area	Evaluation Criteria
United Healthcare of the Midwest, Inc.	26	Provider Network	Experience, Method of Approach

RFP Technical Question
<p>Describe the bidder's experience with developing and implementing value-based purchasing (VBP) arrangements designed to promote service quality, value, and outcomes over volume. Describe how the bidder will leverage its experience to successfully develop and implement VBP arrangements to improve the quality of care and Member health outcomes in KanCare. Include the following in the bidder's response:</p> <ol style="list-style-type: none"> The bidder's priority areas for VBP (e.g., Providers or populations) and anticipated outcomes. The bidder's proposed alternative payment models (APMs). The bidder's approach to identifying and supporting KanCare Providers to implement VBP arrangements. The bidder's strategies to reduce administrative burden for participating Providers. How the bidder will measure, monitor, and evaluate the effectiveness of the payment arrangements and outcomes.

RFP References	
1.1: RFP Vision and Goals	Entire Section
7.6: Provider Services	Entire Section
7.7: Value-Based Purchasing Strategies	Entire Section
7.9: Quality Assessment and Performance Improvement	7.9.3: Quality Assessment and Performance Improvement Goals and Objectives 7.9.4: Performance Measures
7.15: Information Systems	7.15.1: Health Information Technology and Health Information Exchange

Response Considerations
<ol style="list-style-type: none"> Does the response fully address all aspects of the question? Does the response fully address all relevant RFP requirements and is the response consistent with the RFP? Regarding the bidder's previous experience: <ol style="list-style-type: none"> Does the response describe the level of experience in developing and implementing VBP arrangements? Does the response describe the level of effectiveness and outcomes the bidder achieved as a result of its VBP arrangements? Does the response describe how the bidder's previous VBP experience aligns with promoting the vision and goals set forth for the KanCare program? Does the response include a specific approach for how the bidder proposes to implement VBP in KanCare to improve quality of care and member health outcomes? Regarding subpart a, the bidder's priority areas for VBP (e.g., providers or populations) and anticipated outcomes: <ol style="list-style-type: none"> Does the bidder describe how it identified VBP priority areas for Kansas? Does the response describe anticipated outcomes that improve member outcomes (versus, for example, improving the bidder's performance on HEDIS measures)? Do the priority areas and anticipated outcomes identified by the bidder support the KanCare vision and goals?

Response Considerations
<p>6. Regarding subpart b, the bidder's proposed alternative payment models (APMs):</p> <ul style="list-style-type: none"> i. Does the response describe a proposed VBP approach that is responsive to the specific needs and priorities of the KanCare program? ii. Does the response describe the bidder's use of APMs described in the Health Care Payment Learning and Action Network APM framework to develop VBP arrangements? iii. Do any of the proposed APMs include downside risk to the provider? <p>7. Regarding subpart c, the bidder's approach to identifying and supporting KanCare providers to implement VBP arrangements:</p> <ul style="list-style-type: none"> i. Does the response describe how the bidder will make good faith efforts to support providers of varying types and sizes, levels of technological sophistication, and/or need for administrative support to build provider readiness for VBP arrangements? ii. Does the response describe how the bidder will support providers in considering, implementing, and operationalizing VBP? iii. Does the response describe the role of health information technology/health information exchange and how the bidder will share actionable data with providers participating in VBP arrangements? <p>8. Regarding subpart d, the bidder's strategies to reduce administrative burden for participating providers:</p> <ul style="list-style-type: none"> i. Does the response describe potential administrative burden and complexity for providers considering or participating in VBP models and strategies to minimize administrative burden and complexity? ii. Does the response describe how the bidder will primarily use standardized measures (HEDIS and NOMS) for VBP arrangements to align with national standards and minimize the impact of bidder-defined reporting requirements on providers? iii. Does the response describe how the bidder will obtain provider feedback (e.g., provider forums, workgroups) to understand and minimize the administrative burden and complexity for providers considering or participating in VBP? iv. Does the response describe how the bidder will coordinate and collaborate with existing VBP and quality initiatives (e.g., Kansas Healthcare Collaborative, Rural Health Initiative, Project ECHO)? v. Does the response describe how the bidder will work with the State to implement standardized VBPs across all MCOs to reduce provider abrasion? <p>9. Regarding subpart e, how the bidder will measure, monitor, and evaluate the effectiveness of the payment arrangements and outcomes:</p> <ul style="list-style-type: none"> i. Does the response describe how the bidder will identify the proposed measures/metrics the bidder will use (e.g., stakeholder engagement, standardized measures, alignment with outcomes)? ii. Does the response describe how the bidder will monitor and use the proposed metrics, outcomes, or other measurements to evaluate the effectiveness of the VBP arrangement?

Bidder Name	Question Number
United Healthcare of the Midwest, Inc.	26

EVALUATOR NOTES	
Response Strengths	Response Weaknesses
<p>The response was very good.</p> <ul style="list-style-type: none"> • The bidder describes a history in the development of VBP arrangements with knowledge that this cannot be a one size fits all type of arrangements. • The bidder has shown increased participation in VBP arrangements for primary care services, monitored through a population health dashboard. • The bidder defines a program that works with ACO providers to reduce unnecessary ED utilization and decrease hospitalization readmissions. • The bidder describes using VBP for improving access to outpatient behavioral healthcare, decrease of wait times, compliance with follow up appointments, and utilization of peer support visits. • The bidder explains that APMs will be used to expand coverage in additional areas of behavioral health, pharmacy management, dental care, and free-standing birth centers to reduce hospitalizations and higher levels of care. • The bidder describes a plan to reduce administrative burden involving data sharing and reducing prior authorization needs. • The bidder describes a plan to provide consultants to support providers when establishing VBPs. • The value-based program HCP-LAN Chart provided concise explanation of financial level of risk to framework alignment. 	<p>Weaknesses were identified that can be easily overcome.</p> <ul style="list-style-type: none"> • The bidder's response does not align the VBP priority areas with Kan-Care goals. • The response did not describe how they will coordinate and collaborate with existing VBP and quality initiatives such as the Rural Health Initiative and Project ECHO.
General Notes	

Rating

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