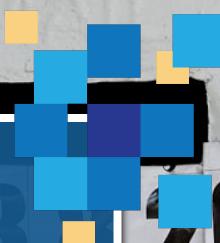


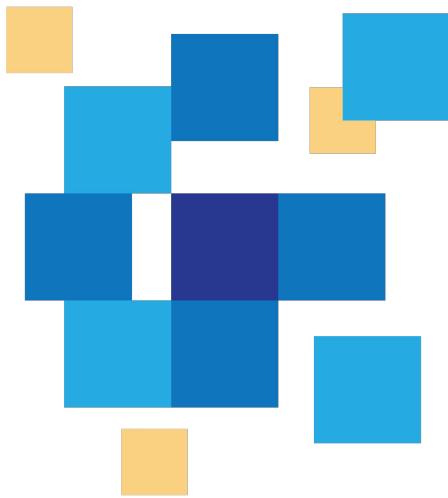


# LOUISIANA MEDICAID INNOVATION CHALLENGE



ADAPTATION HEALTH





# OVERVIEW

In 2019, Adaptation Health partnered with the Louisiana Department of Health Medicaid Office on the [Louisiana Medicaid Innovation Challenge](#) to address and improve communication and engagement solutions that support effective Medicaid eligibility and enrollment. These engagement and communication processes are vital components in establishing effective access to coverage, and in turn access to care and services. It is critical that Medicaid's online eligibility system achieves the right programmatic balance in facilitating effective enrollment and this requires additional innovative solutions to reach individuals in the right way and at the right time.

The Louisiana Medicaid Innovation Challenge focused on a statement of need developed in conjunction with the Louisiana Department of Health, and with direct input from Medicaid members across the state. The Challenge centered around this [research brief](#) written by Adaptation Health, which supports the Louisiana Department of Health's need in identifying market-ready solutions to engage members through the appropriate use of technology.

The Challenge, and the associated Showcase were solely for information and planning purposes and there was no guarantee of a contractual agreement, procurement, or other such arrangement between the vendors and the Louisiana Department of Health pursuant to this project.

This paper describes the process of selecting and connecting these companies to the Louisiana Department of Health in an effort to bring communications solutions to those at most risk, and will offer insights from the Showcase's expert panel with discussion on the opportunity for digital communication and key considerations.

Virtual Showcase  
September 25, 2020

## LOUISIANA MEDICAID INNOVATION CHALLENGE

Member engagement and communication that supports eligibility and enrollment



ADAPTATION HEALTH



LOUISIANA  
DEPARTMENT OF HEALTH



## PROJECT DESIGN

In the Fall of 2019, Adaptation Health, conducted interviews and focus groups directly with Louisiana Medicaid members in order to learn more about communication preferences and challenges in communication regarding eligibility. These were organized across the state including Natchitoches, Sulphur, Lafayette, New Orleans, Chalmette, and Bogalusa. Members who participated were identified as having either lost their, or their child's, coverage in the past year, or received excessive or confusing mail from the Louisiana Department of Health. These participants volunteered to engage in focus groups or signed up for phone interviews directly through the healthcare organization's provider staff.

The research findings revealed that Louisiana Medicaid members experienced gaps and lapses in communication, influencing lack of understanding, loss of coverage, and disconnect between members' communication preferences and the current strategies. Members preferred receiving information about eligibility and enrollment through multiple channels, rather than the single direct mail channel presently used. Participants expressed anxiety and concern about the timeline and deadline to return information to Medicaid which could result in loss of eligibility for coverage. Some reported receiving no communication or prior warning before loss of coverage, and receiving notification of lack of insurance at the time of seeking care at a clinic or pharmacy. Additionally, findings demonstrated the varied ways in which members understand information, and that frequency of communication, or communication dosage, are important to consider in enrollment and eligibility communications. Respondents reported receiving conflicting messages in the letters and in some cases, receiving too many letters with various levels of importance and urgency which added to their confusion.

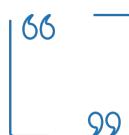
The full research brief can be found [here](#).

In response to these findings, Adaptation Health together with the Louisiana Department of Health launched the Louisiana Medicaid Innovation Challenge as well as a corresponding Request for Information (RFI) and vendor submission form, and began an applicant selection process to identify competitive companies that would share their solutions to the Louisiana Department of Health and other stakeholders. To effectively address communication between the state and Medicaid members, the RFI had the following three focus areas, that were not mutually exclusive, for innovative vendors to address in their response:



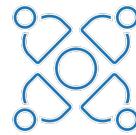
**1.**

Companies that could identify the communication preferences of members by channels and dosages.



**2.**

Companies that could provide culturally appropriate targeting and engaging messaging.



**3.**

Companies that had the capability to provide a multi-channel approach.

Six companies were invited by stakeholders within the Louisiana Department of Health, to present at a virtual showcase hosted by Adaptation Health and the Louisiana Department of Health. The event aimed to enable education, collaboration, and partnership between vendors and state stakeholders, and to ultimately provide relevant innovations that address the communication challenges in strategy, channel and frequency experienced by Louisiana Medicaid members.



**Medicaid Executive Director, Ruth Johnson**, started the Showcase by bringing the current global public health crisis to the forefront stating,

**“**

**MANAGING HEALTH IS IMPORTANT ESPECIALLY DURING THIS PANDEMIC, SO WE NEED TO LOOK FOR INNOVATIVE WAYS TO ENGAGE MEMBERS IN HELPING MANAGE THEIR OWN HEALTH.**

**”**

As expressed throughout the Showcase, there is now greater opportunity for prioritizing and testing innovative technology solutions.

INSIGHTS FROM

# THE VIRTUAL SHOWCASE

## The Panel of Industry Experts



**Dr. Andrey Ostrovsky**

Former Chief Medical Officer of US Medicaid

Program and Managing Partner at Social Innovation Ventures



**Dr. Earl "Nupsius" Benjamin-Robinson**

Deputy Director of Community Partnerships & Health Equity Leadership at The Louisiana Department of Health



**Dr. Marcus Bachhuber**

Chief Medical Officer at Louisiana Medicaid



**Melinda Karp**

Senior Vice President, Consumer Partnership at Commonwealth Care Alliance

The expert panel discussed the importance of engaging and partnering with the estimated 1.7 million Louisiana Medicaid members in order to better serve and communicate with the population. Panelists emphasized themes of listening to and understanding their diverse communication preferences as well as information and technology accessibility so as not to create “one size fits all solutions,” but solutions that will work. The complete panel discussion can be viewed [here](#).

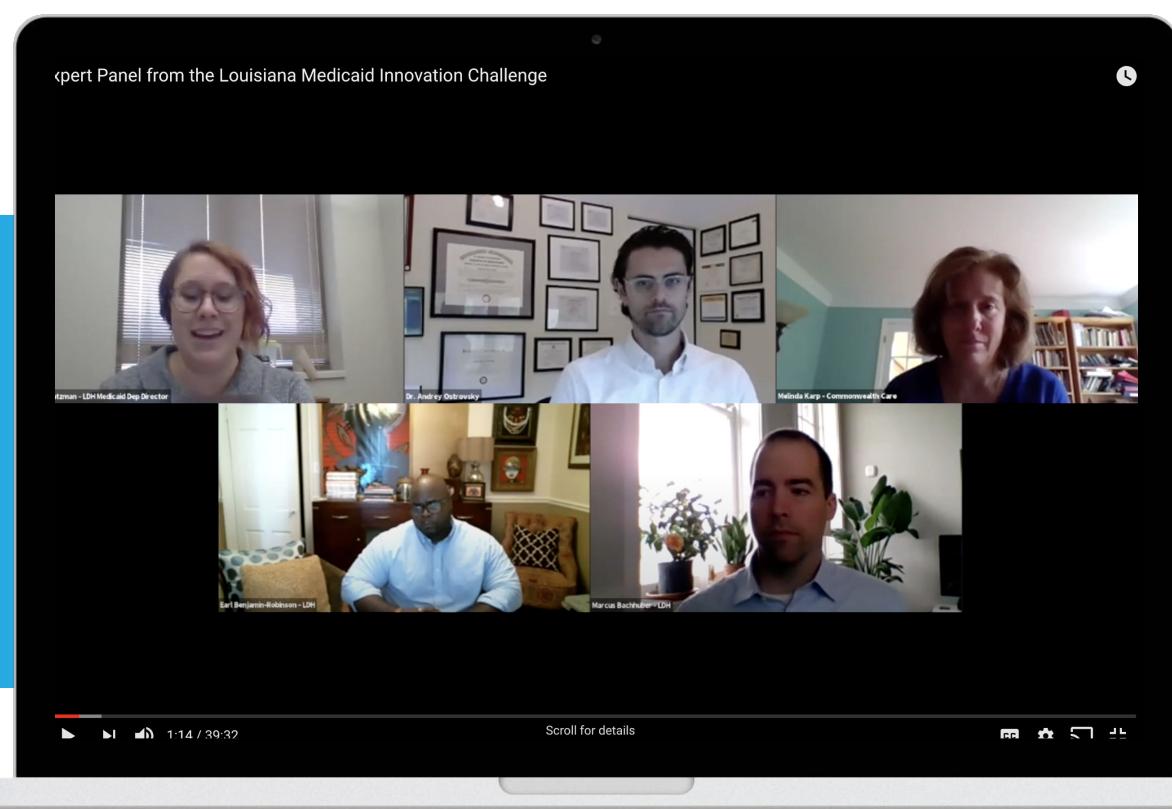
“Just because we have a tech solution doesn’t mean that it actually works for folks, that’s the place where we really need that continued partnership between the end user and the organizations that are putting these kinds of technologies out there,” said Melinda who talked about challenges of accessibility and usability of digital communication. She added, “having the tech solution is just one leg of the stool.” Marcus furthered this idea and underscored that access, information and education implemented separately are important yet insufficient; he noted “you really need all three - patients need access to care, they need information and education, they need the resources to be able to act on the information that they have received.” These ideas helped to frame the critical need for understanding individual needs and priorities of communities, even beyond technology accessibility, and working across companies and end users to ensure effectiveness.

Panelists explored common beliefs about the digital divide and solutions for providing greater access. Earl addressed the idea if you build it, they will come, and noted that this is not true “when you haven’t done your homework about what would make an individual come and utilize this service.” He went further to say “there may be other mitigating factors that keep them from being engaged.”

Challenges like broadband connectivity are necessary to address but don't respond to the issues of disparity entirely. Melinda spoke to another common belief that "individuals who have complex health and social needs have a whole variety of barriers, and they don't want to and can't engage with these sorts of tech solutions," and concluded "that's just plain wrong." Melinda and Earl thus emphasized the importance of intentionality in engagement, and providing culturally relevant and community identified communications and technology solutions to underserved populations.

Andrey explained the recent proliferation of technology-enabled services, stating that although communication and engagement solutions often fall into a gap where there isn't a discreet budget to fund them, after COVID-19 "there was enormous flexibility introduced across every state and territory in terms of payment for technology." Melinda mentioned that companies like Commonwealth Care Alliance are now empowered to use testing and refining approaches to implementing technology solutions, as consumers have been more receptive to tech-based options.

Andrey also encouraged continued innovative spirit and investment of talent in state Medicaid programs, in ways that allow for more agile processes of procurement, performance measuring, and then transitions to new and more suitable solutions. In summary, Andrey said, "It's still an uphill battle for solutions trying to improve engagement and communication and I think it will continue to be a challenge; I'm glad your state is working to mitigate this challenge."



# SOLUTIONS INVITED TO PRESENT

Six companies shared their solutions to improve communication strategies, channels, and dosage between the Louisiana Department of Health and members concerning their eligibility and enrollment status. Watch their pitches [here](#).



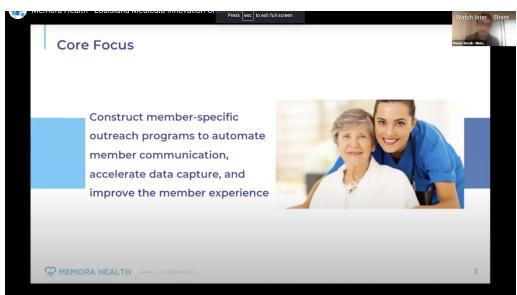
**NovuHealth** is a healthcare consumer engagement company using data science to motivate member feedback in healthcare activities, medication adherence, amongst others, to improve member health outcomes.



**Accenture** is a globally focused company providing strategy and consulting, technology and other digital solutions, to improve company performance across 120+ countries using a network of Advanced Technology and Intelligent Operations Centers.



**mPulse Mobile** implores Conversational Activation Intelligence (AI) to have meaningful and tailored dialogue that re-engages underserved and disengaged populations through multi-channels.



## MEMORA HEALTH

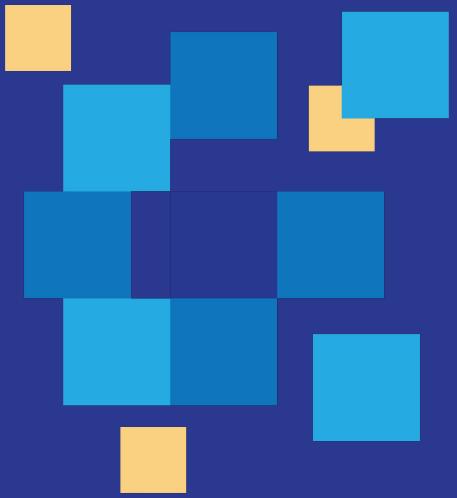
[Memora Health](#) focuses on building client infrastructure capacity and provides real time analytics of patient engagement on monitoring, connection and access platforms to efficiently restructure efforts to meet patient needs.



[ConsejoSano](#) is a white label, full service organization offering culturally aligned and targeted digital communications solutions in more than 20 languages.



[Revel Health](#) leverages health and non-healthcare data sources to understand members and their social determinants of health, and to connect with unreachable populations through health action programs.



# SUMMARY

Managed Care and State leaders both in Louisiana and across the country opted for introductions following the Showcase. The Showcase was the start of a very curated introduction and intended to drive effective solutioning across Medicaid populations within Louisiana. There were 383 RSVPs for the event with 146 representing either an MCO, provider organization or a state Medicaid Office. This included both at a national level and across Louisiana. A remarkable 66 of these were from the Louisiana Department of Health speaking to strong buyer side interest from the event. In addition all current MCO leadership in Louisiana (at the time of the Showcase) attended. There was additional participation from Medicaid leadership in Nevada, Maryland, Virginia, Wyoming, Tennessee, and at the federal level at HHS.

The process used in the Louisiana Medicaid Innovation Challenge can be repeated to improve care-delivery and outcomes across the 56 Medicaid markets in the US. Adaptation Health believes that innovation can be accelerated through a process starting with an identified deep-rooted issue and informing the need and scope by talking directly with Medicaid members. Through a subsequent methodology of a national RFI, curated invitation process with input from state leadership, diligent review (directly by state leadership), and an open and transparent showcase, meaningful solutions can decrease time to contract and drive value to Medicaid programming as well as member care and services.

A SPECIAL THANKS TO

# OUR PROJECT PARTNERS



The Louisiana Department of Health strives to protect and promote health statewide and to ensure access to medical, preventive and rehabilitative services for all state residents. The Louisiana Department of Health includes the Office of Public Health, Office of Aging & Adult Services, Office of Behavioral Health, Office for Citizens with Developmental Disabilities, and Healthy Louisiana (Medicaid).

To learn visit [www.ldh.la.gov](http://www.ldh.la.gov) or follow us on [Twitter](#), [Facebook](#), or our [blog](#).

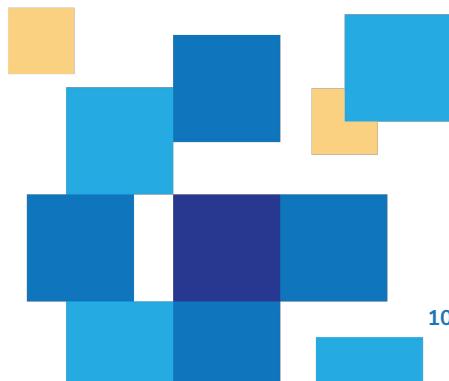


The California Health Care Foundation (CHCF) is an independent philanthropy dedicated to advancing meaningful, measurable improvements in the way the health care delivery system provides care to the people of California, particularly those with low incomes and those whose needs are not well served by the status quo. We work to ensure that people have access to the care they need, when they need it, at a price they can afford.

Launched in 2011, the CHCF Innovation Fund invests in emerging companies to bring the best innovations and technology to the providers, health systems, and payers serving Californians, particularly within Medi-Cal, the state's Medicaid program. The Fund invests in mission-aligned, venture-backed technology companies that are well-positioned to scale in California. The Fund makes a direct financial investment in the company and offers grants to safety net partners to support adoption. To learn more about the Fund and portfolio of companies, visit the website [here](#).



The Kresge Foundation was founded in 1924 to promote human progress. Today, Kresge fulfills that mission by building and strengthening pathways to opportunity for low-income people in America's cities, seeking to dismantle structural and systemic barriers to equality and justice. Using a full array of grant, loan, and other investment tools, Kresge invests more than \$160 million annually to foster economic and social change. For more information visit [kresge.org](http://kresge.org).





ADAPTATION **HEALTH**

Adaptation Health is a buyer-side incubator program developing and building thought leadership and value on behalf of State Medicaid programs and Managed Care Organizations. Through Medicaid Innovation Challenges, we connect state Medicaid agencies, Managed Care Organizations, and innovative vendors to solve deep-rooted problems in public health and Medicaid service delivery. We match market needs and Medicaid priorities against market and product fit to cultivate an awareness of the value that innovations can bring in solving persistent and deep-rooted challenges.

To learn more visit [www.adaptationhealth.org](http://www.adaptationhealth.org).