

Provider Education Grant Program

Funding Recommendation Report



**COVERED
CALIFORNIA**

8/22/2013

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I. EXECUTIVE SUMMARY

This report summarizes Covered California's selection of organizations to receive a Provider Education Grant who responded to the Provider Education Grant Program Application released on June 27, 2013. The Provider Education Grant Program agreements will span the period of September 2013 through December 2014. The purpose of the program is to engage trusted healthcare professional organizations and/or associations in educating healthcare providers, and secondarily, individual consumers, about Covered California and the health insurance plans offered through Covered California.

Provider education activities include educating healthcare professionals and providers about Covered California Health Plans, organizing learning communities of healthcare professionals and providers to share practices in delivering consumer education about Covered California, and ultimately, implementing systems for healthcare professionals and providers to deliver information about Covered California to consumers that motivates them to enroll in Covered California Health Plans. Leveraging healthcare professionals' trusted status with consumers will be critical to motivating consumers to act and achieving Covered California's goal of increasing the number of insured Californians.

On June 19, 2012, the California Health Benefit Exchange Board approved \$43 million to distribute grants to qualified organizations to conduct public awareness through outreach and education activities to California's population eligible for Covered California programs. Covered California has awarded \$37 million to 50 organizations proposing to reach individual consumers and small businesses. Covered California conducted a thorough analysis to identify any gaps in access to target populations likely to enroll in the program. As a result of the data driven gap analysis, Covered California identified provider education as an area of priority and allocated up to \$3 million to fund qualified healthcare professional organizations through the Provider Education Grant Program.

Organizations submitted application proposals that went through a competitive grant application process. A Notice of Intent to Award will be made public on August 22, 2013. Covered California selected grantees for funding based on their ability to reach and educate healthcare professionals who have access to the 5.3 million consumers who are eligible for Covered California Health Plans. Ultimately, Covered California's goal is to drive enrollment of 1.4 million Californians by December 2014. Grantees selected for funding will deliver educational Covered California messaging to healthcare professionals, healthcare association members, and collaborative partners that provide medical care to consumers eligible for coverage. In selecting grantees for funding, Covered California considered the following:

- Award of grants to healthcare professional organizations with prior experience and demonstrated success providing education to healthcare professionals who have access to consumers eligible for Covered California Health Plans.
- Award of grants to culturally and linguistically diverse healthcare professionals, associations, and collaborative partners.
- Evaluation of applications based on approaches that align with the Grant Program's purpose, goals, objectives and guiding principles.
- Evaluation of organizations' track record and financial solvency.

Covered California Provider Education Grant Program
Funding Recommendation Report

- Approaches that complement other strategies identified in the Statewide Marketing, Outreach and Education Program and Certified Enrollment Counselors Program work plan.
- Distinct Provider Education Grant Program activities that leverage and align with the Statewide Marketing and Certified Enrollment Counselors Program strategies.
- Organizations that conduct education activities to health care providers that can be instituted in the medical setting with the end goal of raising awareness about Covered California among their patients (consumers).
- Proposals that reach regions with high numbers of Covered California eligible consumers and statewide strategies were highly considered. Single county proposals were not eligible.

Covered California is selecting four grantees for funding for a total \$3.1 million in grants. The four selected grantees and their two additional subcontractors will reach an estimated 201,873 healthcare professional through provider education activities in 58 counties in California. Grantees will provide provider education to culturally and linguistically diverse populations of health care professionals. The chart below outlines the number of grantees that will reach specific providers:

Profession Type	# of Grantees
Registered Nurses/Licensed Vocational Nurses	2
Nurse Practitioners	2
Specialists	2
General Practitioners	3
Physician Assistants	2
Medical Assistants	1
Pharmacists	1

Table 1 summarizes the grantees selected to conduct provider education to health care professionals.

Table 1 – Provider Education Grantees

Grantee	Requested Amount	Funding Level
California Academy of Family Physicians	\$862,099	\$865,000
California Medical Association Foundation	\$1,500,000	\$1,500,000
California Society of Health-System Pharmacists	\$534,130	\$535,000
National Council of Asian Pacific Islander Physicians	\$575,000	\$200,000
Total	\$3,471,229	\$3,100,000

II. PROVIDER EDUCATION RECIPIENT ACTIVITIES

A growing body of research suggests that consumers react positively to information that is delivered by trusted messengers. Patients rely upon and trust their physicians and medical support personnel to provide guidance and crucial information regarding not only their health, but also for information about navigating the current healthcare system. Accordingly, grant recipients will conduct education activities among health care providers to:

- Promote awareness among health care professionals about their patients' options to obtain affordable health coverage through Covered California.
- Incorporate consumer education about Covered California into the day-to-day interactions between providers and their patients.
- Conduct in-depth education that equips providers with detailed information about affordable health care coverage options for eligible consumers.
- Communicate the value of purchasing health coverage through Covered California to eligible patients that motivates them to take action and enroll.
- Facilitate Learning Communities that provide a forum for health care professionals to share best practices, challenges, and models for incorporating consumer (patient) education about Covered California.

Some of the unique strategies the provider education grantees will use include:

- Distributing physician education tool-kits comprised of outreach materials to aid the provider in educating their patients.
- Developing common curriculum that could be shared not only with their provider associations, but other provider societies and associations state-wide.
- The creation of a "quickdraw" business size card that hold electronic tool kits which would allow providers to access information on the go and be responsive to their needs and schedule.
- Leveraging existing forums and conferences to engage in outreach and education efforts.
- Utilizing existing trusted messenger relationships to implement one-on-one peer-to-peer provider education sessions.
- Online learning communities and educational modules targeting specific provider groups.
- Reaching directly into ethnically and linguistically diverse provider associations through strategic workshops and regional learning community settings.
- Social media mini-education sessions and e-blasts.

Grantees recipients will be required to:

- Send staff to Covered California approved training prior to the start of provider education activities.
- Provide a consistent message by using approved Covered California scripts at sponsored events, conferences, community events, public presentations and approved media events/interviews.
- Utilize Covered California messaging, signage and collateral materials and consult with Covered California when displaying the grantee's information.

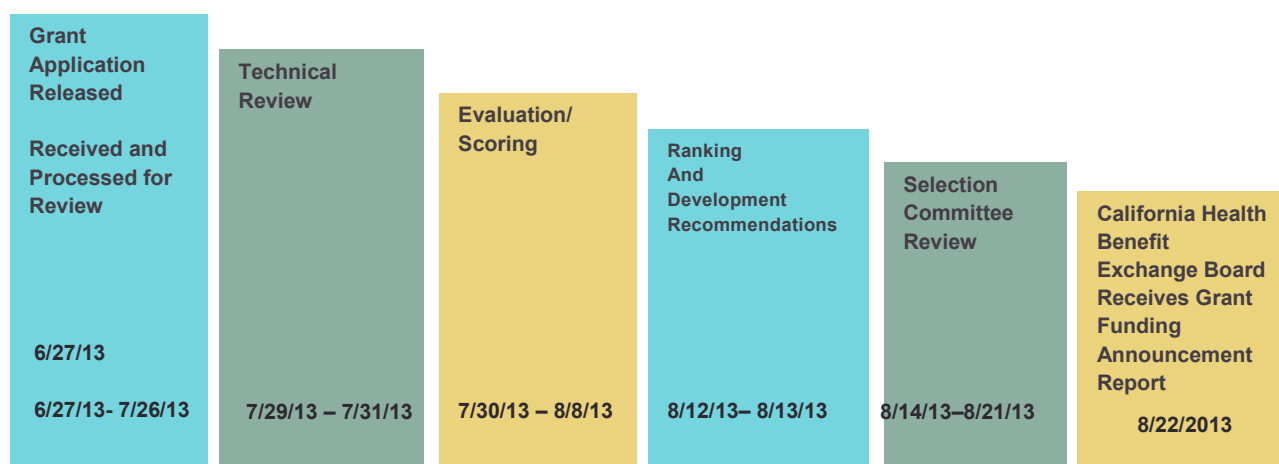
- Participate in ongoing trainings, webinars, forums, and meetings coordinated by Covered California to share lessons learned and best practices, and continue to improve provider education curriculum for Covered California.
- Grantees may also be required to coordinate with media and marketing events that will take place in the Grantee’s geographic area.
- Place links on grantee’s website to Covered California.

III. GRANT REVIEW AND SELECTION PROCESS

Proposals were evaluated individually to assess the quality and likelihood of each proposal to achieve the stated goals of the program and were assigned a numerical score. For the initial Outreach and Education Grant Program application, Covered California conducted a rigorous evaluator recruitment effort that targeted professionals with relevant education and professional experience in a variety of sectors. Over 115 grant reviewer applications were received from throughout the state. Following extensive interviews, conflict of interest determinations and self-recusals, a final cohort of 37 grant reviewers was selected. This cohort represented the diverse cultural, social and linguistic demographics of California. The evaluators all had extensive professional experience as grant authors, evaluators, and researchers, and included program administrators for large-scale grants, and leaders within health policy institutes at major universities. For the Provider Education Grant evaluation process, 9 evaluators were selected from the original 37 that participated during the Outreach and Education Grant evaluation process.

All proposals received a minimum of two evaluations. Third evaluations were initiated when the first and second scores resulted in a differential of greater than ten points. Where a significant differential between the previous scores existed, an in-depth review was conducted by internal staff to inform what would be considered an outlier score, with the final score determined by Covered California. Lastly, Covered California reviewed all proposals and evaluator scores. The grant review and selection process timeline is displayed in Chart 1 below.

Chart 1 – Grant review and selection process



A. Grant Application Process

The Provider Education Grant Application, released on June 27, 2013, was a competitive process administered by Covered California. Prior to the release of the grant application, Covered California conducted a webinar on June 3, 2013 to solicit feedback from stakeholders on preliminary grant application strategies. Stakeholder input was used to inform the final grant application. A Bidder's Conference was conducted on July 8, 2013 to provide an overview of the grant application and a forum for interested entities to ask questions. In addition, there was a process for entities to submit their questions regarding the application, and responses were posted on the Covered California website. The final date to submit applications was July 26, 2013.

Applicants were required to submit their application electronically through the online application system. Covered California received 10 proposals. As a matter of policy, Covered California does not disclose the individual organizations that applied for the grant program to encourage future participation in other grant opportunities. Organizations that were not selected for funding are encouraged to apply for future grant opportunities. Not being selected is not an indication that their proposal was deficient in any manner.

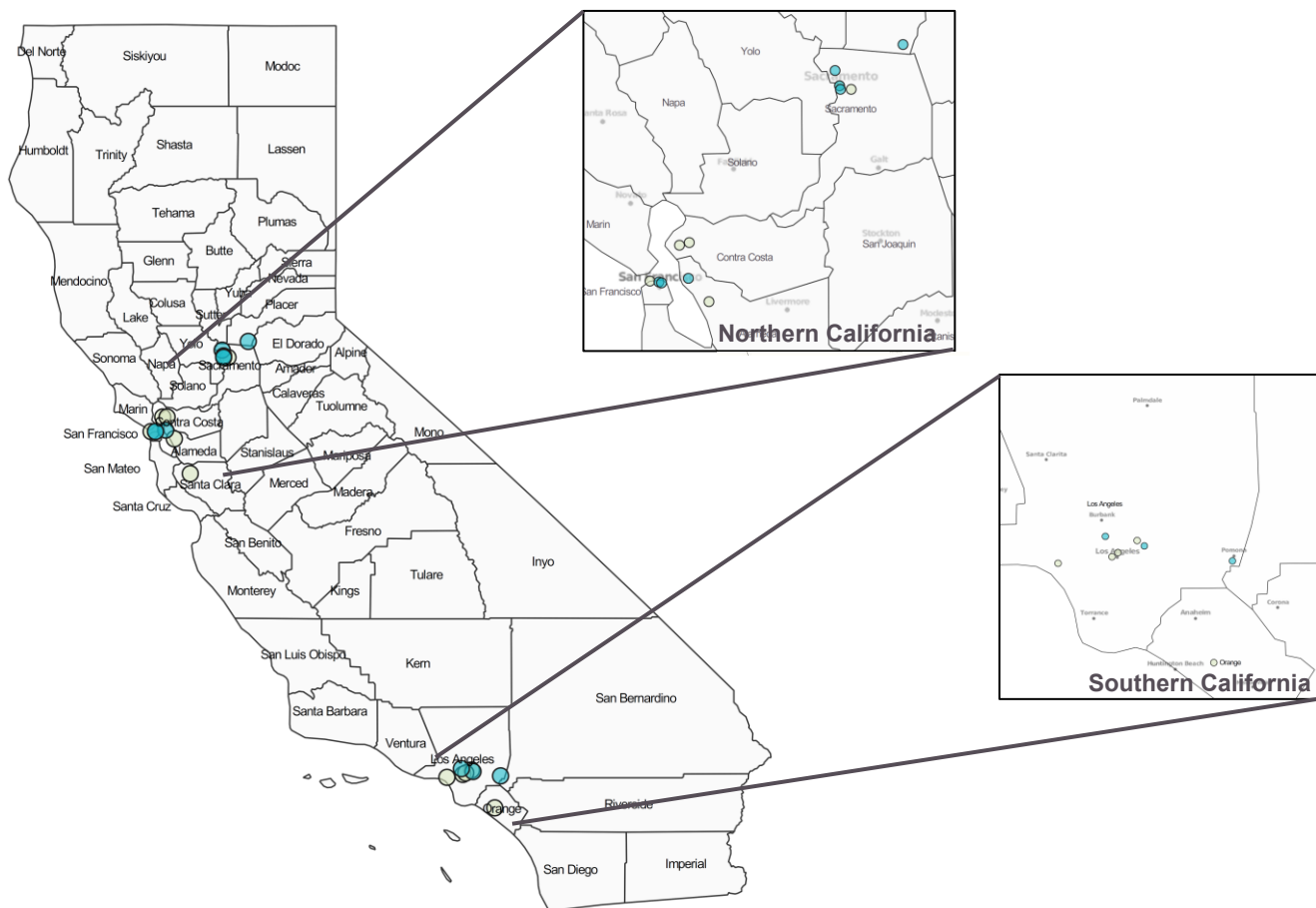
Table 2 provides an overview of the applications received, including subcontractor information.

Table 2- Overview of Applications Received

Grant Applications Submitted	
Total Applications	10
Non-Collaborative Applications	6
Collaborative Applications	4
Total Subcontractors	12
Total Funding Request	\$8,122,595

Chart 2 provides a visual display of the location of all of the organizations that submitted a proposal, including both the primary office location of the lead organization and their respective subcontractors.

Chart 2 – Locations of Lead Organizations and Subcontractors for All Grant Applications



B. Technical Review

Following successful submission, each application underwent a technical review to identify whether the application met the format, eligibility and funding request requirements. All applications received passed technical review and proceeded through to evaluation and scoring.

C. Evaluation and Scoring

During the evaluation and scoring process, each application was scored by two independent evaluators. The final numeric score was calculated by averaging both scores. Criteria included:

- Allocated a majority of time or all of the time to education sessions with health care professionals.
- Higher evaluation score based on predefined evaluation rubric.
- Target population with an emphasis on:
 - Health care professionals with access to regions with high numbers of eligible uninsured consumers.
 - Culturally and linguistically diverse health care professionals, associations, and collaborative partners.
- Statewide proposals or proposals in several regions.

A review of each applicant's provided tax records was conducted to determine revenue and expenses, number of employees, board of directors, number of volunteers and overall financial viability of the organization. Finally, in order to conduct due diligence, Covered California conducted phone interviews with reference entities attesting to the quality of the lead applicants.

D. Ranking and Selection

The purpose of ranking and selection was to determine the mix of grantees that would achieve Covered California's goals and priorities. This grant program engages statewide associations, provider academies, and primary care societies to educate healthcare professionals about affordable Covered California health insurance options, and help providers integrate consumer education into daily practices in the medical setting. Applicants proposing to conduct education activities to providers with access to large numbers of uninsured eligible consumers were highly ranked.

The distribution of proposed grant awards was evaluated across the state, by county, and by target population. Refer to Appendix A, which provides a one page summary of the proposal for each of the grantees. This summary includes: number of providers to be reached, targeted counties, target populations of health care providers, and summary of approach.

Proposals were ranked against each other for applicants proposing to serve the same target population. Some of the factors considered in ranking included: cost-effectiveness, access to provider target populations, targeted medical professions, locations of provider target populations (based on ethnicity, language, and location relative to the location of eligible consumers of the provider target populations), evaluation score, existing networks and infrastructures as well as references submitted by the applicant. Vetting the applicant organizations included conducting phone interviews with organizations that provided a letter of reference for the lead applicant. Staff made a concerted effort to reach the signer of the letter and when they were unavailable a designee provided by that entity was interviewed. The interview questions were uniform for all reference checks. Through these interviews, community partners were offered an opportunity to share additional information about their relationship that might not have been conveyed in written form. A complete summary of each questionnaire was provided to the selection group for consideration.

A selection committee comprised of representatives from Covered California staff and the administrative vendor analyzed funding options and generated final award selections. Strengths and weaknesses, as well as a funding level recommendations, were made for each proposal.

IV. FUNDING AWARDS

Of the ten applications received, four proposals are recommended for funding.

A. Overview of Grantees

Provider Education Grant recipients are expected to deliver education services to health care professionals about Covered California and strengthen providers' capacity to educate consumers about Covered California. The majority of effort will be spent on delivering in-depth program information to health care professionals through one-on-one, small group presentation, day-long, or multi-day education sessions. These provider education activities will help Covered California meet the goals of the Provider Education Grant Program and the Outreach and Education Grant Program to:

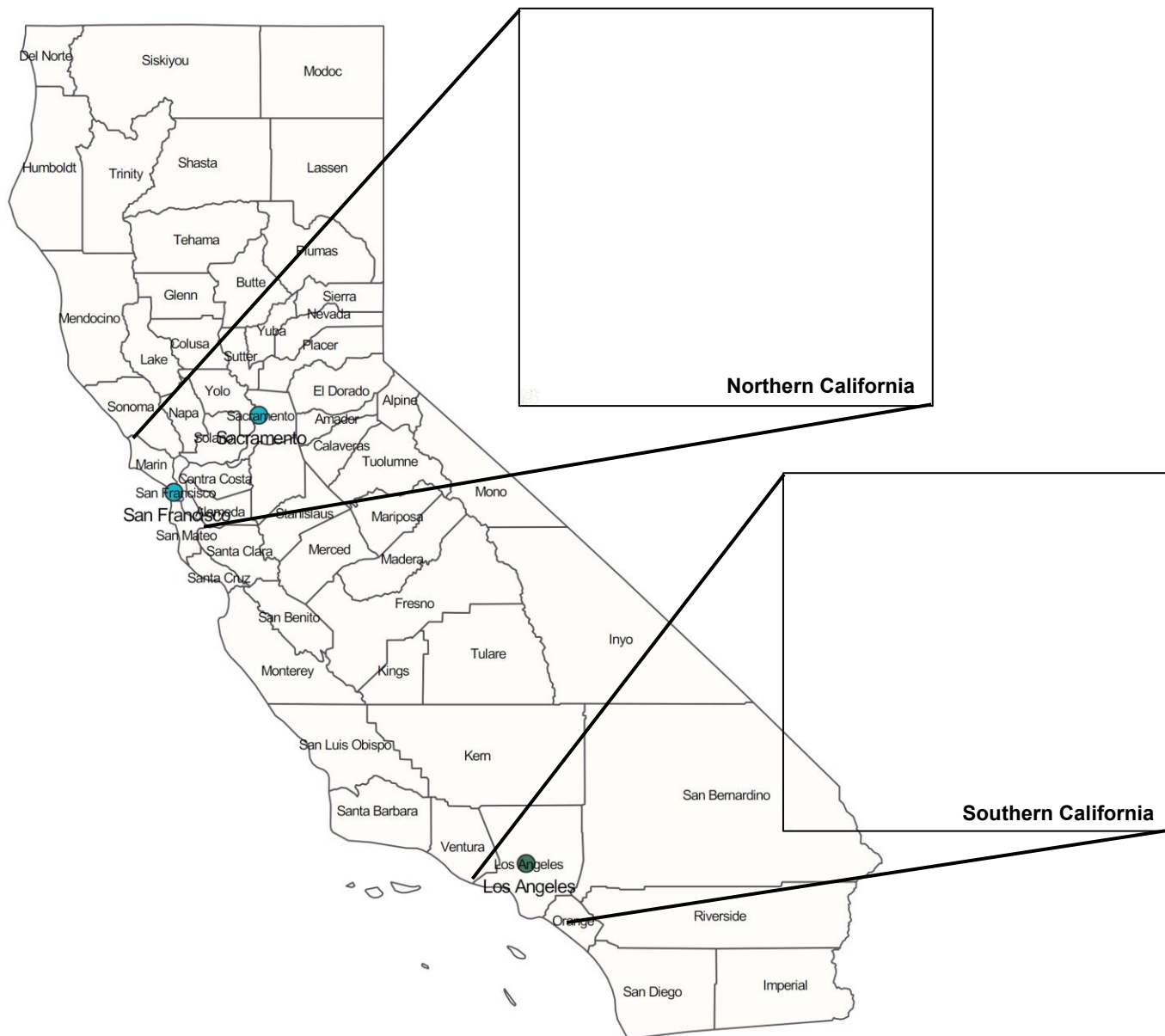
- Increase provider awareness and understanding of Covered California health care options;
- Develop and implement continuing education models for health care professionals and providers to deliver education about Covered California health insurance plans to eligible consumers;
- Organize learning communities of health care professionals and providers to share practices in delivering consumer education about Covered California;
- Promote a culture of coverage;
- Communicate the importance of having health coverage to consumers;
- Remove barriers to enrollment; and, ultimately,
- Motivate Californians to take action and enroll.

With the total investment of \$3.1 million, the four selected grantees, including two subcontractors, will reach a total of 201,873 providers and other medical professionals through provider education activities in 58 counties in California from September 2013 through December 2014.

B. Locations of Grantees

An emphasis was placed on ensuring grantees were selected that proposed multi-county or statewide approaches to conducting outreach and education to provider populations. Chart 3 provides a visual display of the location of the grantees selected for funding, including both the primary office location of the grantee and their respective subcontractors.

Chart 3 – Locations of Grantees and Subcontractors Selected for Funding



C. Non-Funded Organizations

In order to have a strong and robust Provider Education Grant Program, it was necessary to have competitive proposals from a variety of organizations. As a result of the competitive nature of the grant program, several well thought out and potentially successful applications were not selected for funding despite a strong evaluation score. In some cases, several organizations submitted strong proposals to reach the same target market. Each of these organizations were extremely qualified and more than able to accomplish the goals that Covered California had set for the Provider Education Grant Program, but due to the

necessity to reach a diverse population throughout California not all organizations could be funded. Covered California will be reaching out to these capable organizations that submitted impressive applications to invite them to participate in the Community Outreach Network. In this capacity, non-funded organizations will work alongside Covered California to reach out to health care providers as a trusted source of information to provide education to eligible consumers about Covered California.

Appendix A: Summary of Selected Grant Applications

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CALIFORNIA ACADEMY OF FAMILY PHYSICIANS.....	12
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California Academy of Family Physicians

Amount Requested: \$862,099

Organization Status and Type: Non-Profit, Provider Academy

Executive Vice President:

Susan Hogeland, CAE

www.familydocs.org

Top 100 Zip Codes Reached 97	Total Zip Codes Reached 141	Education Activities: Outreach Activities: Providers Reached:	298 (34%) 580 (66%) 20,200
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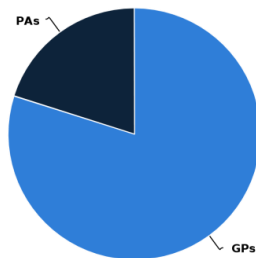
Targeted Counties: Alameda, Alpine, Amador, Butte, Calaveras, Colusa, Contra Costa, Del Norte, El Dorado, Fresno, Glenn, Humboldt, Imperial, Inyo, Kern, Kings, Lake, Lassen, Los Angeles, Madera, Marin, Mariposa, Mendocino, Merced, Modoc, Mono, Monterey, Napa, Nevada, Orange, Placer, Plumas, Riverside, Sacramento, San Benito, San Bernardino, San Diego, San Francisco, San Joaquin, San Luis Obispo, San Mateo, Santa Barbara, Santa Clara, Santa Cruz, Shasta, Sierra, Siskiyou, Solano, Sonoma, Stanislaus, Sutter, Tehama, Trinity, Tulare, Tuolumne, Ventura, Yolo, Yuba

Subcontractors: None

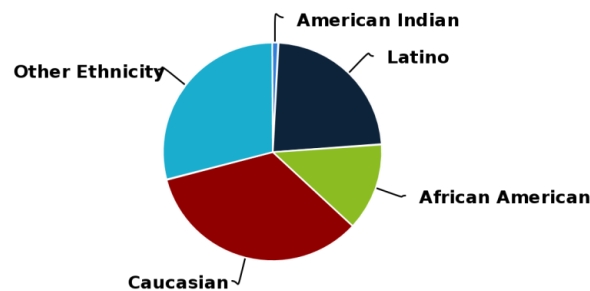
Target Population: Broad reach into diverse provider groups comprised of family physicians, internists, physician assistants, doctors, and surgeons of osteopathy throughout California. The clinics predominantly care for underserved patients.

Languages Reached: Arabic, Armenian, Cantonese, English, Farsi, Korean, Mandarin, Russian, Spanish, Tagalog, Vietnamese, and Other languages.

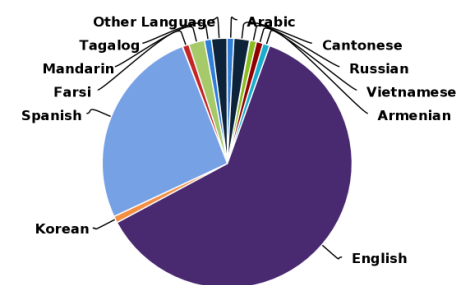
Medical Professions



Ethnicities



Healthcare Languages



Summary of Approach: Informed by a provider survey with 1,000 respondents, this proposal is for a blended design; eight large annual activities reinforced by a series of 20-30 activities that will take place at the regional, county chapter level. A key strategy is to develop common provider curriculum that would serve as a tool for other provider organizations state-wide. Also proposed is a series of four online activities providing a modular curriculum about Covered California.

Strengths: Applicant has a longstanding history with an extensive network of physicians and healthcare professionals in the state of California. They demonstrate extensive experience in dealing with projects of this magnitude, and they have innovative strategies to educate their target population. They have a broad state-wide reach.

This applicant has a strong background in collaboration and a unique link with physicians who are often the most difficult to engage. They have engaged three additional provider organizations who will be partnering with them to reach Osteopathic Physicians, Surgeons and Physician Assistants.

Summary of Recommendation: Applicant demonstrates a readiness to engage in a grant program of this magnitude and have clearly articulated their alignment with the goal of educating providers throughout the state. Overall this applicant could perform the tasks of educating health care professionals well as they are accustomed to the target population and have appropriate infrastructure

California Medical Association Foundation

Amount Requested: \$1,500,000

Organization Status and Type: Non-Profit, Medical Association

President and CEO:

Carol A. Lee

www.thecmafoundation.org

Top 100 Zip Codes Reached 90	Total Zip Codes Reached 1,402	Education Activities: Outreach Activities: Providers Reached:	242 (36%) 423 (64%) 117,761
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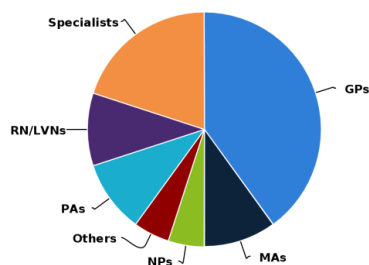
Targeted Counties: Alameda, Contra Costa, Fresno, Humboldt, Kern, Lassen, Los Angeles, Modoc, Orange, Riverside, Sacramento, San Bernardino, San Diego, San Francisco, San Joaquin, San Mateo, Santa Clara, Shasta, Siskiyou, Sonoma, Stanislaus, Tehama, Trinity, Ventura

Subcontractors: American Academy of Pediatrics-California and Latino Physicians of California

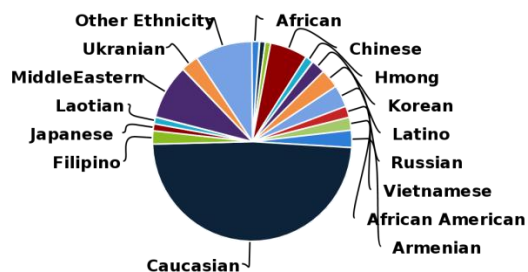
Target Population: Physicians and their healthcare teams, with a focus on OB/GYNs. Specific targets are CMA Foundation's Network of Ethnic Physician Organizations (NEPO), with more than 20,000 total physician members, and Latino Physicians of California, which largely serves the Latino population.

Languages Reached: Arabic, Armenian, Cantonese, English, Farsi, Hmong, Khmer, Korean, Mandarin, Russian, Spanish, Tagalog and Vietnamese.

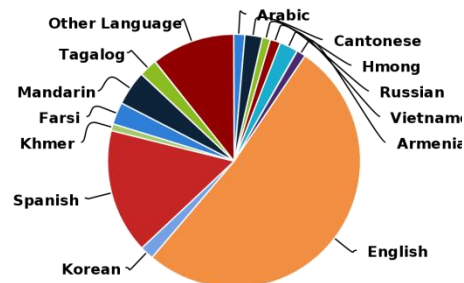
Medical Professions



Ethnicities



Healthcare Languages



Summary of Approach: The applicant will provide conferences, meetings and community sessions. Also, focus groups for more personalized training and information for providers on the progress of the Covered California enrollment program. They will create a Physician Tool Kit comprised of essential outreach materials from Covered California. The kits will be available to physician champions and their health care teams to give to consumers. Connections will be made with existing communities and physician organizations to utilize the already built network and standing meeting schedule.

Strengths: The California Medical Association (CMA) and their proposed subcontractors have extensive experience working with provider populations; conducting outreach and education activities in the targeted areas.

They have engaged partners that are able to reach an ethnically and linguistically diverse provider network with intentional strategies aimed at utilizing trusted messengers and established venues. The applicant is a trusted source of information for their network of physicians and staff. They have experience implementing programs of this scale and size. They also demonstrate innovative approaches to educating their target population and being mindful of the unique demands that physicians face.

Summary of Recommendation: The proposed work plan ensures that providers in California are prepared to educate their patients about their options. This collaborative has the appropriate background, proven history, and expertise and network to be effective in educating physicians and staff that will in turn reach out to the eligible target population.

California Society of Health-System Pharmacists

Amount Requested: \$534,130

Organization Status and Type: Non-Profit, Medical Association

Executive Vice President & CEO

Dawn Benton

www.cshp.org

Top 100 Zip Codes Reached 79	Total Zip Codes Reached 799	Education Activities: Outreach Activities: Providers Reached:	486 (64%) 275 (36%) 61,387
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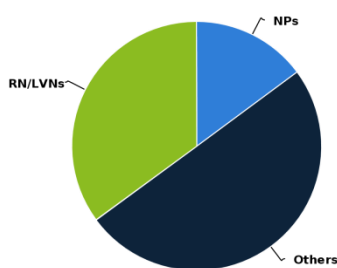
Targeted Counties: Alameda, Butte, Contra Costa, Fresno, Kern, Los Angeles, Merced, Orange, Placer, Riverside, Sacramento, San Bernardino, San Diego, San Francisco, San Joaquin, San Mateo, Santa Clara, Solano, Sonoma, Stanislaus, Tulare, Ventura, Yolo,

Subcontractors: None

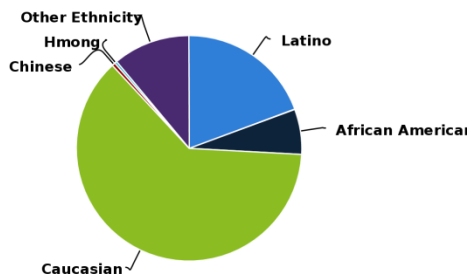
Target Population: Pharmacists, Pharmacy Technicians and Nurses

Languages Reached: Cantonese, English, Hmong, Korean, Mandarin, Spanish, Tagalog and Vietnamese

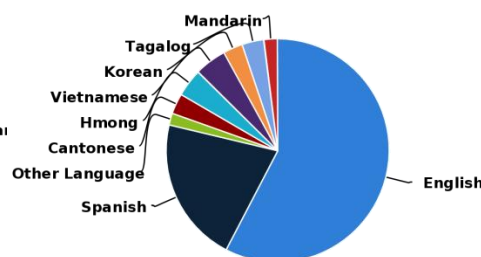
Medical Professions



Ethnicities



Healthcare Languages



Summary of Approach: Peer-to-peer training sessions will be taught by volunteer pharmacists, pharmacy technicians and nurses. In-person workshops as well as online-learning modules will be used to inform the medical community about the options available through Covered California. The applicant will create and distribute 2,500 Pharmacy Collateral Education Kits designed for busy outpatient and retail pharmacy managers to share with consumers. New technology will be used to implement social media mini-sessions, quick-draw script cards in hard copy and electronic versions, and twice monthly e-blasts.

Strengths: Applicant has extensive experience delivering education products to provider groups. They have dedicated staff engaged in this effort

Applicant demonstrated strong collaboration between regional pharmacy professional organizations and ability to leverage learning forums. Their target population includes technicians and nurses. Their significant use of technology creates efficiencies and improved ability of target population to access information through an innovative approach and at a time that is convenient for them. They also propose to develop 'quick draw' business size cards that are loaded with provider education materials that can be distributed widely and replicated for similar efforts.

Summary of Recommendation: With a total target population of over 60,000, the applicant has proposed the creation of good technology tools and a strong oversight of the educational process. Staffing is designed to minimize administration and maximize educational opportunity, with inclusion of two full-time educational personnel to support program.

National Council of Asian Pacific Islander Physicians

Amount Requested: \$200,000

Organization Status and Type: Non-Profit, Medical Association

President & CEO
Ho Luong Tran, MD, MPH
www.ncapip.org

Top 100 Zip Codes Reached 12	Total Zip Codes Reached 66	Education Activities: Outreach Activities: Providers Reached:	231 (33%) 462 (67%) 2,525
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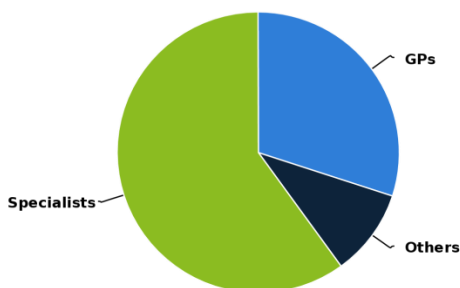
Targeted Counties: Alameda, Los Angeles, Orange, Sacramento, San Diego, San Francisco, San Mateo, Santa Clara

Subcontractors: None

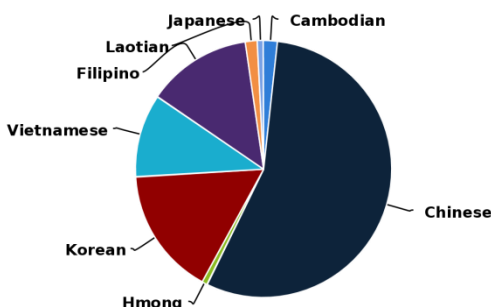
Target Population: Asian American and Pacific Islander (AAPI) physicians with a specific focus on physicians who care for limited English proficient or medically indigent Asian American, Pacific Islander, and other underserved communities.

Languages Reached: Arabic, Armenian, Cantonese, English, Farsi, Hmong, Khmer, Korean, Mandarin, Russian, Spanish, Tagalog

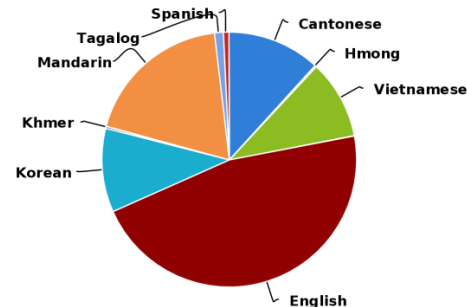
Medical Professions



Ethnicities



Healthcare Languages



Summary of Approach: Conduct peer education and training to physicians and their staff to increase understanding of the benefits available with Covered California. They will make peer educators available to physician groups and associations, provide in-language video messages and a web portal for tool sharing and curating.

Strengths: This is a very well thought through application and provides a significant amount of detail. Organization appears to have a strong relationship with the community. Highly desirable target population, including providers and their AAPI patients, many whom are limited English proficient. Peer learning model with physicians appears to be an effective delivery method.

This applicant appears to already have many outreach and education tools in place that could be leveraged for this effort. They have addressed the "gray" market of health care for immigrant communities along with the awareness of the importance of addressing the business interests of providers.

Summary of Recommendation: This organization has strong ties to the AAPI provider network, and a track record given existing and prior education grants. This organization has the capacity to effectively carry out the mission of Covered California. The plan is detailed and realistic. The budget is appropriate. Applicant plans to reach many of California's most vulnerable groups across the state.