Engaging Stakeholders to Improve Dental Coverage and Access for Medicaid-Enrolled Adults

December 14, 2015
3:00 – 4:00 pm EST

Supported by the DentaQuest Foundation and the Robert Wood Johnson Foundation.
Questions?

To submit a question please click the question mark icon located in the toolbar at the top of your screen.

Your questions will be viewable only to CHCS staff.
I. An Introduction to Stakeholder Engagement to Advance Adult Oral Health in Medicaid

II. Engaging Stakeholders in Delaware to Expand Dental Coverage and Access

   Gregory McClure, DMD, MPH,
   Dental Director
   Delaware Division of Public Health

III. Approaches to Developing Authentic and Effective Stakeholder Relationships

   Marianne Hughes
   Senior Consultant
   Interaction Institute for Social Change
About the Center for Health Care Strategies

A non-profit health policy center dedicated to improving the health of low-income Americans
Focus of CHCS Oral Health Initiatives

- Support state Medicaid agencies and stakeholders to advance oral health care access, utilization and quality for low-income children and adults.
- Facilitate collaborative learning and provide direct technical assistance.
Why is Dental Coverage So Critical for Low-Income Adults?

First, the “oral health” reasons:

• 40% less likely to have a dental visit in a year.
• Suffer a disproportionate share of dental disease.
• 42% ages 20-64 have untreated tooth decay.
• More than one third of those ages 65 or older have lost all their teeth.
Why is Dental Coverage So Critical for Low-Income Adults?

But that’s not all...poor oral health:

• Elevates risks for chronic conditions such as diabetes and heart disease.

• Can lead to lost workdays and reduced employability.

• Can drive preventable use of costly acute care: over three years, $2.7 billion in dental-related hospital ED visits in the U.S.
  
  ► 30% of visits by Medicaid-enrolled adults
## Dental Benefits Offerings for States’ Adult Medicaid Base and Expansion Populations

<table>
<thead>
<tr>
<th>Dental Benefits Category</th>
<th>Base Population</th>
<th>Expansion Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>No dental benefits</td>
<td>4 states: AL, AZ, DE, TN</td>
<td>4 states: AZ, DE, MT, ND</td>
</tr>
<tr>
<td>Emergency-Only</td>
<td>14 states: FL, GA, HI, ID, ME, MD, MS, MO, NV, NH, OK, TX, UT, WV,</td>
<td>5 states: HI, MD, NV, NH, WV</td>
</tr>
<tr>
<td>Limited</td>
<td>18 states: AR, CO, DC, IL, IN, KS, KY, LA, MI, MN, MT, NE, PA, SC, SD, VT, VA, WY</td>
<td>10 states: AR, CO, DC, IL, IN, KY, MI, MN, PA, VT</td>
</tr>
<tr>
<td>Extensive</td>
<td>15 states: AK, CA, CT, IA, MA, NJ, NM, NY, NC, ND, OH, OR, RI, WA, WI</td>
<td>12 states: AK, CA, CT, IA, MA, NJ, NM, NY, OH, OR, RI, WA</td>
</tr>
</tbody>
</table>
It’s Not Only About Coverage: Other Barriers to Oral Health

• **Insufficient Provider Availability**
  - Low dentist participation in Medicaid in many states -- driven by low reimbursement rates, administrative requirements, high no-show rates

• **Individual Barriers**
  - Work/childcare/transportation
  - Low oral health literacy
  - Perception that oral health is secondary to overall health
  - Incomplete knowledge of dental coverage and how to utilize benefits
The CHCS Stakeholder Engagement Learning Collaborative

- Support for five teams in states across the country to produce stakeholder engagement plans in pursuit of goals to improve oral health care coverage, access, and/or quality for Medicaid-enrolled adults.
- Teams hailed from CA, CT, DE, ME, and KY.
- All categories of state Medicaid adult dental benefits – none, emergency-only, limited, extensive – represented in the collaborative.
What is Stakeholder Engagement?

- The process by which an organization involves people and/or other organizations who:
  - May be *affected by* the decisions it makes
  - Can *influence the implementation of its* decisions
- Stakeholder engagement involves a mutual exchange of expertise, resources, and time toward a shared vision
Who are Stakeholders?

• Any individual or organization that has a personal and/or professional interest (“stake”) in the outcomes an organization wants to achieve
  
  ► **Internal** – e.g., agency leaders, colleagues, program and operational managers, IT staff, contract managers, board of directors, advisory team
  
  ► **External** – e.g., service providers and payers, recipients of services, family members/caregivers, local community members, health care programs, and policymakers
Why are Stakeholders Important?

- Stakeholders help to:
  - Prioritize areas for improvement
  - Identify resources to support improvement efforts
  - Help assess the impact – intended and unintended – of the engagement objective and suggest how to address gaps
  - Advocate for the sustainability of successful initiatives
  - Create a common vision to produce a greater collective impact
Value of Preparation in Shaping the Engagement Strategy

- Apply lessons from past experiences to promote/preclude the recurrence of desirable/undesirable outcomes
- Describe the rationale for stakeholder involvement and parameters of the engagement
- Ensure alignment between the beneficiaries or targets of the engagement effort with the identified stakeholders
- Enable tailoring and targeting of engagement strategies for each stakeholder type
Defining the Engagement Objective(s)

- Engagement Objectives (i.e., desired outcomes):
  - Are at the forefront of engagement planning
  - Should clearly state *exactly what is sought* from the engagement process
  - Establish a critical focal point(s) and set the tone of the engagement process
  - Influence the identification and prioritization of stakeholders
  - Influence the participatory method (e.g., formal, informal) and scope of the engagement
Defining the Outputs and Scope of the Engagement

• Helps set realistic expectations of the engagement
  • What will we do to achieve our engagement objectives?

• Outputs are tangible products (e.g., research report) or services that will be produced at the end of the engagement process.

• The engagement scope considers:
  ► What level of participation (e.g., consultation, collaboration) is being sought to meet our expectations?
  ► What resources (e.g., budget, personnel) does the organization have and/or need to conduct the engagement?
  ► What is the timeline for completion of the engagement?
Determining Which Stakeholders will be Involved

- **Identify:** Brainstorm a list of all relevant groups, organizations, and people – including non-traditional stakeholders
- **Analyze:** Understand stakeholder expertise, perspectives, and influence
- **Map:** Visualize relationships between each stakeholder and objectives
- **Prioritize:** Rank stakeholder relevance to engagement objectives

Design an Engagement Strategy: Linking Stakeholder Mapping to Methods

Communicate (two-way)
- Stakeholder Type: Subject-matter experts
- Action: Offer them opportunities to weigh in on issues that align with their interests

Engage (two-way active involvement)
- Stakeholder Type: Key players
- Action: Create opportunities for substantive contribution

Inform (one-way)
- Stakeholder Type: General public
- Action: Keep them informed

Communicate (two-way)
- Stakeholder Type: Supporters
- Action: Maintain communication and provide opportunities to assist with pursuit of objectives
Evaluate the Engagement

- Obtain feedback on the nature, quality, and effectiveness of the engagement.
- Select when and how to evaluate based on the engagement scope:
  - **Time-limited** (less than a year): evaluation occurs at the end
    - Short feedback surveys are useful to gather insights on the engagement experience.
  - **On-going**: evaluation occurs at multiple, pre-determined intervals
    - Informal interviews with stakeholders at regular intervals are helpful to assess if the organization is meeting its stated engagement objectives.
Considerations for Successful Stakeholder Engagement

- Keep stakeholders informed about their role.
- Understand stakeholder intergroup dynamics.
- Set clear expectations of project outputs and the role of each stakeholder in producing them.
- Appreciate various levels of commitment and engagement.
- Look for new and non-traditional ways to partner with others.
- All relationships need nurturing, no matter how old and established.
- Ensure stakeholders have a way to provide feedback.
Engaging Stakeholders in Delaware to Expand Dental Coverage and Access

Gregory B. McClure, DMD, MPH, MHA
Dental Director
Delaware Division of Public Health
December 14, 2015
Delaware Dental Medicaid

- Excellent Child Dental Medicaid Program
- Highest Reimbursement in USA
- Legislation for Adult Dental Coverage Has Been Introduced for Several Years
- Physician Reimbursement for Fluoride Varnish for Children Under Age Five
Delaware
The Early Years

Delaware Health Care Commission
Committee on Access to Dental Care - 2000

- Focused on Dental Workforce and Training
- Explore the Feasibility of Providing Adult Medicaid Dental Coverage
- Access to Dental Care for Children
  - Private Dentists Not Enrolled in Medicaid until 1999
Delaware Oral Health Summit 2004

Goals
- Increase Awareness and Support for Oral Health Initiatives
- Create Framework for Oral Health State Plan
- Stimulate Partnerships and Integrated Actions

Next Steps
- Oral Health Plan
- Oral Health Advocacy- Coalition
- Volunteers

WE NEED YOU!!!
Delaware Oral Health Coalition
2007

Established as Public-Private Partnership with Delaware Division of Public Health

- Limited Advocacy
- Focus on Children’s Health and Oral Health Awareness
- Developed Oral Health Plan 2008
Oral Health Plan 2008

➢ Improve Oral Health Infrastructure
➢ Create Financing Opportunities for Low-Income Families
  ➢ Medicaid Coverage for Pregnant Women
  ➢ Alternate Funding Opportunities
➢ Oral Health Awareness and Education Campaign
2008: It’s the Economy…

- Decreased State Revenue
- Self-Fulfilling Prophecy - This Is Not a Good Time to Introduce New Spending Legislation
- Dedicated but Disconnected Stakeholders
- Champions Not Identified
Delaware Oral Health Coalition 2014

- Reconstituted June 2014
  - General Membership > 60 Members
- Delaware Oral Health Plan Ownership
- Partnership with Division of Public Health
- Heightened Interest for Adult Dental Medicaid Coverage
- Opinion Piece and News Stories in State’s Largest Newspaper
- Individual Member Organizations Becoming More Unified for Adult Dental Medicaid
Delaware Oral Health Plan 2014
Financing Adult Dental Care

GOAL 5: Develop financing strategies that support coverage and reimbursement for oral health services.

➢ Recommended Action. Expand Medicaid coverage to include basic dental benefits for eligible adults.
  ➢ Implement pilot programs to address the needs of specific vulnerable adult populations.

➢ Recommended Action. Promote commercial dental insurance for families.
  ➢ Include oral health coverage in comprehensive insurance programs.

➢ Recommended Action. Maximize opportunities within the Affordable Care Act to increase access to oral health care.
Delaware Oral Health Plan 2014
Corollary Goals and Recommendations

- Goal 2: Integrate oral health care into a comprehensive health care system.

- Goal 6: Assure access to oral health care, particularly for those who are vulnerable.
  - Recommended Action 4. Identify and engage community organizations to champion oral health access and disease prevention activities at the local level.

- Goal 8: Increase partnerships and collaborations to build and maintain a coordinated advocacy initiative to improve oral health systems in Delaware.
Tipping Point

Delaware Oral Health Forum, May 2015

- Champion - Senator Bethany Hall-Long
  - Introduced New Legislation for Adult Dental Medicaid: Senate Bill 142
- Attendee Survey of Greatest Need for Improving Oral Health Adult Dental Medicaid
- DOHC Members Testify in Committee Hearing
- Continued to Next Session 2016
CHCS Learning Collaborative 2015
Delaware Oral Health Coalition

Education Strategy

- **Stakeholder Engagement 1:** Stakeholders will have an understanding about the importance of oral health and financial barriers for access to dental care for adults.

- **Stakeholder Engagement 2:** Stakeholders will learn strategies that their individual organizations can use to become oral health champions for Delaware citizens.
Delaware State Innovation Model

Triple Aim

➢ Improving The Health of Delawareans
➢ Improving Health Care Quality and Patient Experience
➢ Reducing Health Care Costs
Lessons Learned

- Strive for Collective Impact
- Champions Needed
- Education of the Importance of Oral Health Results in Advocacy
- Make the Economic Case
  - State Funds Currently Being Spent for Adult Dental Care
  - Economic and Societal Benefits for Delaware Citizens
Epilogue

- Department of Health and Social Services Includes Adult Dental Medicaid in Proposed Budget for Fiscal Year 2017
- Individual Stakeholder Organizations Increase Their Advocacy Efforts for Adult Dental Medicaid
- Oral Health Literacy Campaign Continues
- State Innovation Model

STAY TUNED!
Thank You!

Gregory B. McClure, DMD, MPH, MHA
Dental Director
Division of Public Health
Greg.mcclure@state.de.us
302-744-4554

Bureau of Oral Health and Dental Services
http://www.dhss.delaware.gov/dhss/dph/hsm/ohphome.html
Questions?

To submit a question please click the question mark icon located in the toolbar at the top of your screen.

Your questions will be viewable only to CHCS staff.
Developing Authentic and Effective Stakeholder Relationships

Marianne Hughes, Senior Consultant
Interaction Institute for Social Change (IISC)
December 14, 2015
By its nature moving a system or a field requires collaboration and multiple perspectives.

*Donella Meadows*
Collaborative Solidarity vs. Stakeholder Inclusion
Inclusion can often mean inviting someone to your party but the party remains yours.
Collaborative Solidarity is about respecting the agency, resource-ful-ness and interests of others, while looking for common ground among peers.
If you have come here to help me, you are wasting your time. But if you have come because your liberation is bound up with mine, then let’s work together.

Lilla Watson
A leader these days needs to be a host – one who convenes people, who convenes diversity, who convenes all points of view in creative processes where our intelligence can come forth.

- Meg Wheatley
Design, Design, Design
Apply Network Design Principles
• **Always** make opportunities to build connections/relationships/trust
• Welcome/incorporate diversity and **divergent thinking**
• Design for serendipity/**emergence**
• Make room for sharing, **reflection** and learning
• Model and encourage generosity; **generosity leads to generativity**
• Promote and practice **distributed leadership**
• Value contributions over credentials (**“expertise” takes many forms**)
• Make it easy for people to take initiative/ **self-organize**
• Ensure equitable access (to ideas, resources, one another)
• Honor diverse forms of knowledge and expression
• **Make the periphery the norm**
• Adaptability, not control

Interaction Institute for Social Change
Engaging Stakeholders: Rings of Involvement
## Engaging Stakeholders: Rings of Involvement

<table>
<thead>
<tr>
<th><strong>Process Design Team</strong></th>
<th>Designs the planning process and prepares for individual meetings throughout the process.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Planning Group</strong></td>
<td>Makes decisions about the content of the plan. This might also be called a Planning Team or Steering Team.</td>
</tr>
<tr>
<td><strong>Working Groups</strong></td>
<td>Task-specific, time-limited groups that perform specific functions during the design, planning or implementation.</td>
</tr>
<tr>
<td><strong>Focus Groups / Surveys</strong></td>
<td>Meetings and other forms of two-way communication with ongoing or ad hoc groups of stakeholders that create opportunities to give input into thinking and decision making to share feedback / reactions to interim documents and decisions. This input can be gathered by way of electronic means as well.</td>
</tr>
<tr>
<td><strong>Communications and Outreach</strong></td>
<td>Meetings and other forms of communication designed to keep stakeholders informed throughout the process</td>
</tr>
</tbody>
</table>
Role of the Design Team

- Refines and builds alignment on context, current reality and goal of the process
- Develops criteria for stakeholder involvement and conducts stakeholder analysis to determine who should be involved in this process
- Designs the overall **CREATIVE** process of stakeholder engagement – including in-person and virtual
- Refines and builds agreement on a communication strategy that includes the use of social media
- Serves as ambassadors and advocates for the planning process and for Oral Health 2014
- Synthesizes and manages content as it emerges
If you want to go fast, go alone.
If you want to go far, go together.

_African Proverb_
Resources

- **Stakeholder Engagement and Collective Impact**
  - [http://www.collectiveimpactforum.org/key-topics/stakeholder-engagement](http://www.collectiveimpactforum.org/key-topics/stakeholder-engagement)

- **Children’s Dental Health Project Policy Tool**
  - [https://www.cdhp.org/resources/315-policy-consensus-tool](https://www.cdhp.org/resources/315-policy-consensus-tool)

- **Evaluating Oral Health Programs**
Questions?

To submit a question please click the question mark icon located in the toolbar at the top of your screen.

Your questions will be viewable only to CHCS staff.
Thank You

- The DentaQuest Foundation
- The Robert Wood Johnson Foundation
- Dr. Gregory McClure
- Marianne Hughes
- All of you for joining us today
Visit CHCS.org to...

- **Download** practical resources to improve the quality and cost-effectiveness of Medicaid services
- **Subscribe** to CHCS e-mail updates to learn about new programs and resources
- **Learn** about cutting-edge efforts to improve care for Medicaid’s highest-need, highest-cost beneficiaries